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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE GRADUATE
STUDIES PROGRAM
DEPARTMENT OF BUSINESS LEADERSHIP**

**THE EFFECT OF PERSONAL DEVELOPMENT ON EMPLOYEES'
PRODUCTIVITY: THE CASE OF AWASH WINE S.C.**

BY: TIHUT GETACHEW

ADVISOR: WASIHUN MOHAMMED (PHD)

**A PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF
COMMERCE, IMPARTIAL FULFILMENT OF THE REQUIREMENTS
OF MASTER OF BUSINESS LEADERSHIP (MBL)**

AUGUST, 2022

ADDIS ABABA, ETHIOPIA

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LEADERSHIP (MBL)

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Statement of Declaration

I, Tihut Getachew, have carried out independently a research work on the subject entitled “the effect of personal development on employees’ productivity: the case of awash wine S.C” in partial fulfillment of the requirement for the Degree of Masters of art in Business Leadership with the direction and support of the research advisor Wasihun Mohammed (PHD).

This study is my own work that has not been submitted for any degree or Master program in this or any other institution.

Tihut Getachew

Signature _____

Date _____

Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Tihut Getachew has carried out this research work on the topic entitled “the effect of personal development on employees’ productivity: the case of awash wine S.C” under my supervision.

This work is original in nature and it is adequate for submission for the partial fulfillment for the grant of Degree of Masters of Art in Business Leadership.

Wasihun Mohammod (PHD)

Signature: _____

Date: _____



**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE GRADUATE STUDIES
PROGRAM
DEPARTMENT OF BUSINESS LEADERSHIP**

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Abbreviation and Acronyms

SC- Share Company

SPSS- Statistical Package For Social Studies

MFP- Multi-factor productivity

VIF –variance inflation factor

OECD- The organization for economic co-operation and development

ABSTRACT

The purpose of the study is to assess the impact of personal development on employees' efficiency at Awash Wine S.C. The overall objective of the study is to examine the Effect of Personal Development on Employees' Productivity in the case of Awash Wine S.C. The study adopted both qualitative and quantitative approaches and used both primary and secondary data sources. The primary data is collected from Awash Wine through a self-administered questionnaire for 248 professional employees through a simple random sampling technique. The collected data was analyzed using SPSS-Version 26. Descriptive and inferential statistics were used for the data analysis. The descriptive statistics such as frequency, percent, mean and standard deviation were used for describing the demographic characteristics of respondents and the dependent and independent variables. The inferential statistics like Pearson correlation coefficient(r) and simple linear regression were used to determine if there is a relationship existed between independent and dependent variables (personal development and employees' productivity). The findings indicated that personal development and employees' productivity were positively correlated and statistically related significantly. From the discoveries of the study, the major reasons that encourage employees to develop themselves without any outside pressure are finding their own abilities and abilities, additionally motivating the individuals around them by positive words, and knowing the purpose of life as well. The study concluded that personal development has positive effect on employees' productivity. And at last, the study recommended that Personal development ought to be vital and efficient in order to realize organizations development and desire and objective.

Keywords: *Personal development, Productivity, Development, Organization/ company*

CHAPTER ONE: INTRODUCTION

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1. Background of the study

The main objective of every business organization is to realize profitability by conveying quality product and service for clients. It can never be conceivable without the effective execution of employees. Subsequently, the performance management system came into effect as an administration change to address and change concerns, organizations had almost performance (Sharif, 2002).

Concurring to Peteraf, (1993); Barney, (1995); Teece et al, (1997) and Harrison, (2003); competitive advantage and separation arise from a firm's particular assets and capabilities. In specific, employees are considered a particular resource and organization's capability which gives a basic competitive advantage (Clulow et al., 2007). This is often especially true for manufacturing organizations, where in most of the cases workers create profoundly specialized technical information, competencies and skills. Schiller, (1996) proposes, in any case, that in order for employees to contribute and give a sustained competitive advantage to their organizations, they have to be motivated. Catteuwet al. (2007) mention that motivated employees continually endeavor to include esteem to their organization whereas Suff, (2008) comments that persuaded representatives are willing to "go over and beyond".

At its focus is enhancement. The knowledge of people taking part in training and personal advancement activities, can be strongly attached to their performance, which straightforwardly influences the organizational execution of an employee, which contributes to the development of the organization particularly, since they can actualize in combination competences and skill acquired through training and development.

Training is an instructive process in which employees have the opportunity to create abilities, competence and learning according to post-duty necessities. Development is an enlightening

prepare which basically makes a difference in understanding the generally development and aptitude change of the representative. Understanding as supportive strategy of training or continuous performance development of the employees and realize the organizational goals, business firms have been spent up to 10% of their profit for the development of human resource to give scheduled training. In addition to the training organized and budgeted by the organizations, employees by their own initiation participate in various educational programmers and training intended to personal development, the training may or may not directly related to the responsibility of the employee in the company though.

Personal development is a way for people to assess their skills and qualities, consider their aims in life and set goals in order to realize and maximize their productivity. It helps to define one's personal vision and life goals more clearly. It is a cumulative of activities that develop a person's capabilities and potential, build human capital, facilitate employability, and enhance quality of life and the realization of dreams and aspirations. Personal development may take place over the course of an individual's entire lifespan and is not limited to one stage of a person's life. It can include official and informal actions for developing others in roles such as teacher, guide, counselor, manager, coach, or mentor, and it is not restricted to self-help. When personal development takes place in the context of institutions, it refers to the methods, programs, tools, techniques, and assessment systems offered to support positive adult development at the individual level in organizations.

Concurring to Mullins, (2007), an imperative employees' motivational factor is personal advancement. Personal improvement could be a technique that gives staff with learning experiences, inside and outside, of the working environment, so business objectives and organisational development can be accomplished (Harrison, 1997). The development of personnel is considered not only a key driver of sustainable competitive technological advantage over increasingly developing competition but also a motivational strategy that harnesses innovation and 'blue-sky' thinking (Browell, 2000). Life skills International, (1999) mentions that in an organisational setting, employee personal development is most effectively encouraged and managed through a Personal Development Review (PDR). A PDR is a business process that aids organisations to develop their employees' specific personal and technical skills which are

relevant to the employee's position and future growth within an organisation (Life skills International, 1999).

Mullin (2007) also considers personal development as an important motivational factor. This is supported by Preffer, (1998), who suggests that employee motivation can be achieved through personal or staff development. According to Zepeda, (1999), personal, or staff, development is an organizational activity that facilitates the productivity of individuals and organizations alike. This study evaluates the impact of personal development on the employ's productivity in Awash Winery SC.

1.2. Problem of statement

The importance of personal development organized by an organization to enhance the performance of productivity of the employees is undeniable since it has become as a core competitive advantage to take larger portion of the market. There is a strong correlation between training and development in performance of productivity and organizational growth. And for more finding's topic has been attracting many research to do their papers on various aspects of training. According to Zeprda, (1999), individual improvement is an action that encourage the development of a people and organizations alike. a few of the leading benefits, for organizations, related with staff advancement incorporate, increment the rate of worker maintenance, increment efficiency and deals, lower rate of representative truancy, as well as higher participation and capacity to adjust organizational changes (Phillips, 1997; Conway et al,2003).

So also, as inspiration, worker improvement is a vital portion of world course manufacturing hones (Flynn et al.; 1999). For occurrence, Schonberger, (1990) emphasizes the significance of employee development within the fabricating industry whereas Buxbaum, (1995) and Cole, (1995) say that producers recognize the execution benefits of contributing in human capital. Especially, a consider carried out by Stewart, (1995) evaluated that organized and orderly speculations in training and individual advancement can give twice the return of the investment.

On the other hand, in addition to the designed and intended training programs which are organized by human resource capacity building team, employees of an organization can pass through formal or informal lessons which could be relevant or irrelevant to their responsibility. Even though the purpose is achieving their personal goal, it may have impact on the improvement of the productivity in the current job. However, both formal training which

intended to fill specific gaps of employees and personal development efforts are acquired by employees and used, when necessary, in the improvement of productivity process, many researches are done on the impacts of training on the improvement of productivity of employees neglecting the contribution of personal development in the area.

This research believes that personal development efforts are equally important as the training designed by organizations to enhance the productivity of employees. But it couldn't win the attention of the researchers as personal development may base on the personal interest of a single individual and take place over the course of an individual's entire lifespan and is not limited to one stage of a person's life makes difficult to study its impact as the formal training. And also in some cases the role of personal development is not perceived and recognized which may have huge impact on the growth of the firm.

1.3. Research questions

The research questions of the study were:

- I. What is the existing practice of Personal Development in Awash Wine S.C?
- II. What is the level of Employees' Efficiency in Awash Wine S.C?
- III. What is the relationship between Individual Development and Employees' Efficiency: within the case of Flooded Wine S.C?
- IV. What is effect of Individual Development on Employees' Efficiency: within the case of Awash Wine S.C?

1.4. Objectives of the study

1.4.1. General objective

The overall objective of the study is to find out the effect of personal development on employees' performance and organization's performance as well.

1.4.2. Specific objectives

The specific objectives of the study were:

- To identify the reasons at which employees get motivated to develop themselves by their own in awash wine S.C.

- To evaluate the perception of employees and managers in Awash Wine S.C on the contribution of personal development for the overall growth of the firm.
- To set direction for action taken by the firm to encourage the efforts in the process of personal development as the formally organized training.
- To comment a way for Personal development opportunities for employees in Awash Wine S.C, to keep people motivated, which in turn increases engagement and reduces employee turnover

1.5. Significance of the study

The study will be of use to management by encouraging them to hold personal development trainings to extend employees performance, it'll also help to set up how personal development has effect on performance of employee's productivity and what enhancements can be done to help prepare the workers advance as well motivated them to work well for better performance. The study will offer assistance the employees come up with suggestion of what they would like to be joined within the personal development and improvement programs so as to progress their performance.

The study will also be valuable to stakeholders who will be able to identify with a growing organization as a result of great performance. This will ensure that they contribute in an organization whose performance is promising as a result of effective personal development of its staff. The study will to include esteem to the researcher within the range of personal development on employee's productivity. Researchers will find it important because it will increase the body of knowledge in this area. It can also help the researchers in doing further studies of the same.

1.6. Scope and delimitation of the study

Even though each individual development has its own unique effects on employee's performance and behavior, this study is delimited to in Awash Wine S.C, through investigation of personal development practices, experience and further, investigate effects on employee's productivity. This study is conducted through conveyance of questionnaire and collection of sampling data to

investigations from respondent to participate employees including administrators, buyers, supervisors, head of department and managers in awash wine S.C.

1.7. Organization of the study

The thesis is divided into five chapters in order to provide clarity and coherence on the discussion of the effect personal development on employees' performance. The first Chapter is an introduction to the study which is a blueprint for the research. This chapter of the study is discussing about the background, problem statement, research questions and objectives, significance of the study, delimitations/scope of the study and organization of the paper.

The second chapter discusses the relevance of the study in the existing literature. It provides studies on personal development and employee's performance. After the presentation of the existing related literature, the study provided a synthesis of the whole chapter in relation to the study. The third chapter of the study discusses the methods and procedures used in the study. The chapter comprises of the presentation of the utilized techniques for data collection and research methodology. Similarly, it also contains a discussion on the used techniques in data analysis as well as the tools used to acquire the said data. The fourth chapter will discuss the results of the study. Data presentation is statistically treated in order to uncover the relationship of the variable involved in the study. With the said data, the chapter addressed the statement of the problem noted in the first chapter.

The last chapter will comprise of three sections: the summary, the conclusions of the study, and the recommendations. With these three portions, the chapter is being able to address the problem stated in the initial chapters of the study.

1.8 Definition of terms

Motivation: Motivation is a driving force which encourages individuals to pursue some goal in order to fulfill some need or expectation. (Mullins, 2007)

Personal development: Personal development is an activity or set of activities decided or granted by the employer alone or in collaboration with its staff or representatives, designed to develop different types of skills or attitudes related to the employment of employees, of a company or an organization (Bartlett, 2001).

Training: Training is an organized activity for increasing the knowledge and skill of the people for a definite purpose (Mahapatro, 2010)

Productivity: Productivity is a performance measure encompassing both efficiency and effectiveness. It is important, therefore, to know who the productive workers are.

Development: Deals with the growth of employees in all aspects (Armstrong,2006)

Organization/Company: Refers to Awash wine SC.

CHAPTER -TWO : LITRATURE REVIEW

2.1. An overview of personal development and productivity

2.1.1. An overview of personal development

Individual improvement is an action or set of exercises chosen or allowed by the manager alone or in collaboration with its staff or agents, outlined to create distinctive sorts of aptitudes or states of mind related to the business of workers, of a company or an organization (Bartlett, 2001). The targets are to empower modern representatives to do their work more effectively, to have more noteworthy control over their movement and more noteworthy control over changes and, as the case may be, arranged to expect other obligations or obligations inside the same endeavor, within the same industry or somewhere else, as a result of specialized or organizational or employee's activity (Di Raddo, 2002;

Personal development refers to all formal and other learning by which individuals develop their skills, acquire and improve their professional knowledge and qualifications according to their own needs and those of the company (Berube, 2000; Campeau, 2002). It is part of a lifelong learning perspective, as well as basic education, which should prepare students to acquire the basics and methods that will allow them to continue learning throughout their lives and giving the necessary impulse. Similarly, the Ministry of Education considers that personal development must acquire the qualifications that allow the integration or reintegration of the labor market (preparation for employment and integration) and facilitates the adaptation of workers to the change of the labor market (retention, stabilization of employment and job creation). As previously established, Mullins (2007) considers personal development as an important motivational factor. This is supported by Pfeffer (1998), who suggests that employee motivation can be achieved through personal or staff development. According to Zepeda (1999), personal, or staff, development is an organizational activity that facilitates the growth of individuals and organizations alike. Some of the most common benefits, for organizations, associated with staff development include: increase rate of employee retention, increase productivity and sales, lower rate of employee absenteeism, as well as higher cooperation and ability to adapt to organizational changes (Phillips, 1997; Conway *et al.*, 2003).

Similarly, as motivation, employee development is an important part of world class manufacturing practices (Flynn *et al.*, 1999). For instance, Schonberger (1990) emphasizes the importance of employee development in the manufacturing industry while Buxbaum (1995) and Cole (1995) mention that more than ever, manufacturers recognize the performance benefits of investing in human capital. Particularly, a study carried out by Stewart (1995) estimated that structured and systematic investments in training and personal development can provide twice the return of investment in technologies. It is for this reason that Giffiet *al.* (1990) suggest that the development of employee skills in the manufacturing industry should progress in tandem with the development of technology. Similarly, another study performed by Upton (1995) found that organizational flexibility does not emanate from investments in automation but from a cross-trained workforce. Therefore, Schonberger (1990) indicates that employee development in manufacturing organizations must be primarily focused on internal means such as cross-training, job rotation and reinforcement of employee development accomplishments, for example, through rewards and recognition. This seems to be the personal development's trend in the manufacturing industry as Flynn *et al.* (1999) argue that the focus of employee development in manufacturing firms has moved from pure training to include job rotation, cross-training, rewards and recognition, and linkages with the firm's strategy.

2.1.2. An overview of Productivity

Productivity is probably the most widely discussed yet least understood concept of the present management era (see Brynjolfsson, 1993; Lahti *et al.*, 2002). The term "productivity" has several viewpoints. Productivity has been considered as a ratio of output to input by a large number of professionals drawn from different disciplines (Mohanty and Rastogi, 1986). Accountants and financial analysts emphasize that productivity is representative of financial performance based on return on investment, profitability, growth, turnover, rate of turnover, cash inflow, and the like. Many researchers believe that productivity means quality as well as quantity of output (see e.g., Lekan *et al.*, (2013). Many researchers also refer to productivity as the output per man-hour in an organization (see e.g., Hanley, 2014). Persistently productivity is meant for efficiency and effectiveness of the operation (see, Karlaftis, 2004). In addition, productivity-related studies have been seen to include rate of absenteeism (Mitchell *et al.*, 2013).

Productivity also has been seen to include measures of customer satisfaction; employee loyalty, morale, and job satisfaction (see Abraham, 2012).

Then again, productivity has been regarded as optimal utilization of resources and effectiveness in accomplishment of targets, goals, or levels of performance (Heutel, 2012). In fact, productivity has encompassed everything that concerns an organization, making it to be a multidimensional term. Different meanings, definition, interpretations, and Productivity, quality and business performance

Concepts have risen from distinctive experts based on their discernments and the reference point before them. These reference focuses may have different boundaries like national, individual organization, and individual laborer. Within the current research, we receive systems approach to project a bound together system within the organization of a home-based brassware unit for characterizing efficiency. In like manner, we characterize efficiency as a degree of how well sub-systems of home-based brassware units work by grasping add up to frameworks considering to show the degree of real achievement in connection to the achievable level in a given Outside environment.

2.1.3. An overview of Quality

Quality-related writing is based to a great extent upon case studies, recounted prove, and the personal prescriptions of the recognized gurus of the discipline, including Deming, Juran, Crosby, Feigenbaum, and Ishikawa (Black and Watchman, 1996). The generic term “total quality management” is used to cruel the endless collection of philosophies, concepts, strategies, and tools being used all through the world to oversee quality (Juran and Godfrey, 1998). Quality administration (QM) has been characterized as an approach for fulfilling and keeping up high quality yield (Flynn et al., 1994). Quality may be a set of commonly strengthening measures, each of which is bolstered by a set of practices and techniques (Molina et al., 2007). to the feasible level in a given Exterior environment. At the experimental level, the constituents of quality should be made at the level of hones (Val Mohammadi and Roshan Zamir, 2015). As a matter of reality, practices are the discernible feature of QM, and it is through the

2.1.4. Business performance

A part of investigates explore ways to assess the method. Different process measurement concepts are based on the idea that process estimation is an instrument for overseeing the method and has an effect on process yields and business results (Robson, 2004, Jarrar, 2004). Robson (2004) talks about the effect of process execution measurement on the improvement of process and organizational performance. Jarrar (2004) summarizes the significance of performance measurement systems for business administration and highlighted the streams of performance measurement improvement. The scientific writing not as it were presenting the approaches and strategies of prepare execution assessment, but moreover contains works summarizing the method assessment studies (van Looy, Shafagatova, 2016, Gonzalez et al., 2010). Van Looy, Shafagatova (2016) investigated the designs within the inquire about on commerce prepare execution estimation and given categorized list of handle related execution pointers. Gonzalez et al., 2010 carried out systematic review of literature that deals with business process measurement.

Measurement system aimed to consider specific levels of company performance (Khan and Wibisono, 2008), composite measure of the process aimed to measure process in terms of process goals (Yen, 2009), customer oriented process performance measurement system (Wieland et al., 2015), measurement system for corporate sustainability (Padua and Jabbour, 2015), measurement of web-enabled processes based on key performance indicators (Pun et al., 2012), process assessment method aimed to assess environmental implications to technological processes (Sarkis et al., 2006), measure designed to enable selection of advantageous production system (Chin and Saman, 2004), performance measurement system aimed to measure internal processes in terms of enabling inter-organizational cooperation (Alfaro et al., 2009), performance measurement from the perspective of supply chain (Morgan, 2004). Khan and Wibisono (2008) propose a knowledge-based process performance measurement system for designing and benchmarking of measurement system which considers five levels of company performance and techniques of analytic hierarchy process and gap analysis. Yen (2009) proposes the conceptual model aimed to create composite measure of business process, which consists of single measures relevant to process goals.

Business performance is an indicator which measures how well an organization accomplishes its objectives. In the 1950s, the view was rather simple and mainly concerned the effectiveness of an organization, meaning that the optimal performance was achieved when the actual result exactly corresponded to the aimed result (see, Val Mohammadi, 2012; Val Mohammadi and Roshan Zamir, 2015). As the complexity of the business environment increased for each decade, more criteria were included into the performance term. Senior executives understand that traditional financial accounting measures like return on investment and earnings per share can give misleading signals for continuous improvement and innovation (Kaplan and Norton, 2001).

2.2. Measuring personal development and productivity

2.2.1. Measures of personal development

(Ryff's Model and Measures of personal development)

Ryff (1989) presented her demonstrate of personal improvement to address the need of attention being paid within the 1980s to positive human working (Ryff, 2014). The demonstrate had its roots in Aristotelian philosophy (Aristotle, trans. 1985) and was aiming to coordinated concepts from existential and humanistic brain research (e.g., Allport, 1961; Maslow, 1968) to capture the substance of personal improvement (Ryan & Deci, 2001; Ryan et al., 2008). Concurring to Ryff and her colleagues (Ryff, 1989; Ryff & Keyes, 1995; Ryff & Artist, 2006), personal improvement could be a multidimensional develop with six distinguishable components: independence (living concurring to individual feelings), natural authority (successful administration of life circumstances), individual development (making use of personal gifts and potential), positive relations (profound associations with critical others), reason in life (sense of meaning, reason and heading), and self-acceptance (information and acknowledgment of self). The scales created to degree these components each included 20 items (Ryff,1989), but shorter adaptations with 14, 9, 7, and 3 items have too been used (see Ryff, 2014). According to Ryff (1989), Five ways to measure individual development are, execute a pre and post evaluation, Use the Savvy (particular, quantifiable, achievable, significant and time based) organize for objective setting, inquire for input on the esteem of preparing from workers, Degree engagement amid the method, and, use post preparing quizzes.

2.2.2. Measures of productivity

Measurement of productivity is a ratio between input and output. In general, measure of productivity can be divided into multi-factor productivity measures and single-factor productivity measures. One more distinction is between measures of productivity that apply gross output to one or several inputs and those that use a value-added concept to capture output movements (Table 2.1).

The measurement in Table 2.1 can be used to calculate rates growth of productivity and also to the calculation levels of productivity.

Type of output Measures	Type of input measures			
	Labor	Capital	Capital and Labor	Capital, labor and intermediate inputs (energy, material, services)
Gross output	Labor productivity (based on gross output)	Capital productivity (based on gross output)	Capital Labor MFP (based on gross output)	KLEMS multi-factor productivity
Value-added	Labor productivity (based on value-added)	Capital productivity (based on value-added)	Capital Labor MFP (based on value added)	
	Single factor productivity Measures		Multi-factor productivity (MFP) measures	

Table 2.1 Output movements

Source: OECD Productivity Manual (OECD, 2001a)

2.3. Theoretical framework of the study

The theoretical model of the research is based on the following theories by scholars:

Psychological wellbeing theory: it envelops six measurement of autonomy, natural puzzle, individual development, positive relations with others, and reason in life, self-acceptance and assurance. (Carolryff, 1995)

Self-determination theory (by Edward L. Deci, and Richard Ryan, (1980)) suggests that all human creatures have three fundamental mental needs. These are independence, competence and relatedness.

Self-awareness theory developed (Shelley DuVal and Robert wick Lund in 1972) states that when we pay attention and accept ourselves, through introspections or some other way, we judge ourselves according to our values.

Person-environment fit theory focuses on the interaction between characteristics of the individual and the environment.

Dependent Variables

Independent Variables

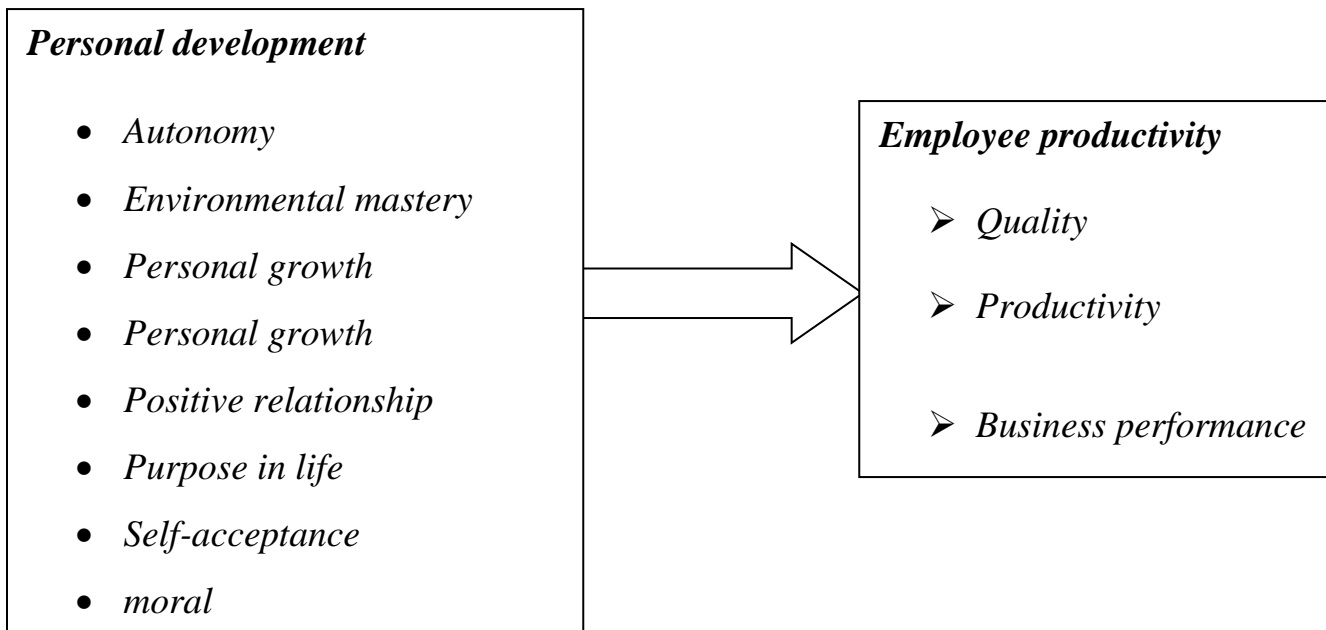


Figure 2.1 model of conceptual frame work

CHAPTER -THREE : RESEARCH METHOD

3. Introduction

This chapter presents a description of the strategy that's used within the study. It also encloses sections about the inquire about design and approach, data collection strategy, population, sample size and sampling procedures, data sources and collection methods, strategy of data investigation, and the ethical thought. The chapter moreover highlights the impediments and issues experienced whereas collecting data.

3.1. Research approach and Design

The research design to be employed in this study is Explanatory research. Explanatory research is used to explain the reasons which affect personal development in relation to productivity of the company (Awash wine S.C). It is about to increase the understanding on why those reasons affect personal development It can help on increasing understanding in how or why a particular phenomenon is occurring, and predict future occurrences. Therefore, the researcher employed a questionnaire survey research method because of that survey is usually a preferred research strategy to collect large amount of data and to easily compare and analyze using various statistical techniques.

3.2. Data sources and collection methods

This section details the sources of the data used in this study and the data collection methods employed. According to Saunders et al., (2009), the two most commonly used primary data collection methods are the questionnaire and the interview. Saunders, et al. (2003), stresses that it is generally good practice not to rely solely on questionnaire data but to use the questionnaire in combination with at least one other data collection instrument. The primary data that is used in this research is structured close ended and open-ended questionnaire for existing management and non-management employees. The purpose of the questionnaire is to investigate the effect of personal development on employee productivity of the case Awash Wine S.C. The questions in the questionnaire are made short and clear in order to ensure that it takes the respondents not more than 15 minutes to answer and therefore encourage participation. The questionnaire is structured in a 5-point Likert scale format. Blumberg et al, (2005) state that a Likert scale format involves the use of special rating scale that asks respondents to indicate the extent to which they

agree or disagree with a series of mental belief of the statements about a given subject (strongly agree, agree, neutral, disagree and strongly disagree). Likert Scales are used because they minimize subjectivity and make it possible to carry out quantitative analysis (Oppenheim, 2001).

3.3. Population, sample size determination and sampling procedure

The study considers 650 professional employees of all locations in the company. Simple random sampling was then applied when selecting respondents from the Awash Wine share companies and this was done to eliminate bias. Simple random sampling technique, which allows the units in the population to have an equal chance of being selected. The first step was defining the population and randomly selects a set of participants from the population, then the population size was decided based on the Slovin's formula stated below. After the sample selection, the sampling and data collection took place respectively. Because of their convenient accessibility and proximity to the researcher.

The sample size is determined using Slovin's formula, which is stated as follows:

Where;

$$n = \frac{N}{1 + Ne^2}$$

N = Population size = 650

n = Sample size

e = Level of error = 0.05

$$n = \frac{N}{1 + Ne^2}$$

$$1 + Ne^2$$

Sample size is Equals to $247.61 = 248$ employees

The questionnaire included a cover letter. This cover letter sent out to the respondents has a number of objectives; first, to provide respondents with brief information about what they were being requested to respond to and, Second, to motivate them into participating in the questionnaire.

To get to the respondents in time, I need to a person, went to their work places and talked to them instantly after their break, lunch, and/or meetings. A few respondents were interested in

responding to the questionnaires right away, others preferred to meet during their free times so as to reply the questionnaires during their presence whereas others asked, they leave the questionnaires with them so that they may react to them at their comfort and picked up at particular times as planned.

3.4. Data analysis Method

Data analysis involves reducing the collected data to a manageable size, by developing summaries, through the application of data analysis techniques (Cooper and Schindler, 2008). The quantitative data collected was cleaned, coded and systematically organized in a manner that facilitates analysis using the Statistical Package for Social Sciences (SPSS Version 26.00), which offers extensive data handling capabilities and numerous statistical analysis routines that can analyze small and large data. The quantitative data was analyzed using both descriptive and inferential statistics. Descriptive statistics was utilized for measure of central tendency (mean), and measure of dispersion (standard deviation). According to Kumar, (2005), the most common method of reporting descriptive research is by developing frequency distributions, calculating percentage and tabulating them appropriately. On the other hand, inferential statistics was used for correlation and regression. Correlation is used to determine the strength of relationship between variables, as regression was done to determine the level of significance of factors. Multivariate analysis was done to determine the level of significance when the factors are combined. Qualitative data was analyzed by giving explanation of the information obtained from the empirical literature.

3.5. Potential ethical issues of the study

When human beings are used as the subject of a research investigation, great care must be exercised in ensuring that neither the rights of the individuals nor the worth of the research is compromised (Toni, 2007). During the research, the researcher must ensure the avoidance of fraud, incorrect reporting and plagiarism. Therefore, the researcher will make sure that great care is to be observed during data collection and all the necessary rights disclosed.

3.6. Reliability analysis

Reliability of the questionnaires for this study was evaluated through Cronbach's Alpha. The Cronbach's alpha coefficient (which is an index of reliability associated with the variation accounted for by the true score of the "underlying construct.") test was conducted to measure the internal consistency reliability.

Table 4. 1 The reliability analysis 1

Reliability Statistics		
Name of the variable	Cronbach's alpha	Number of items
Autonomy	0.77	4
Environmental mystery	0.86	4
Personal growth	0.76	3
Positive relations	0.70	3
Purpose in life	0.77	2
Self-acceptance	0.85	3
Morale	0.78	2

(Source: Survey questionnaire)

The issue of reliability is also assured by sticking to the research results to be concluded only from the gathered data. The random selection of the sample from the target population, using a good representative sample of the target population and the right sample size ensured a high reliability of the study.

In this regard, as noted by Zikmund, et al. (2009), noted, scales with a coefficient alpha greater than .70 were considered to have a good reliability. Therefore, based on the above test results, Cronbach's alpha and the scales are found reliable.

The validity of the research instruments was established by following the logic in which the questions were checked and rechecked against the objectives of the study both by the researcher and by asking the support of the advisor.

CHAPTER- FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4. Introduction

This chapter shows results and interpretation of the collected data. It consists of three sections. The first section treats the characteristics of respondents in terms of sex, age, educational qualification, work experience and position of the respondents. The second and third sections discuss the main part of the study, the analysis and interpretation of data those were collected through questionnaire from human resource development director and other concerned groups about the practice of personal development and productivity at the organization.

The statistical tool used for the analysis and presentation of data in this study was the Statistical Package for the Social Sciences (SPSS) version 26.

Data collected through questionnaires are analyzed and interpreted. According to Bacon (2014), response rate is defined as the extent to which the final set of questionnaires collected from respondents is calculated against the number of questionnaires received back from respondents in the study.

In general, 248 questionnaires were distributed and all of the 248 were completely responded, leaving the response rate to be 100.00%.

4.1. Response rate of respondents

Table 4.1. Respondents' response rate 1

<i>Questionnaires Distributed</i>	<i>Questionnaires Returned</i>	<i>Percentage</i>
248	248	100%

Source: Own survey, 2022

As shown in table 4.1 above, about response rate, 248 questionnaires were distributed to respondents and 248 were appropriately filled and returned with the rate of 100 %. Since according to Ruta, (2017), response rate of 50% is satisfactory, 60% is good and 70% and above is excellent for a study. Hence, based on this sample size, i.e.248 (100%) the next analysis was carried out.

4.2. General characteristics of respondents

This subsection tabulates the demographic characteristics of respondents. From table Table4.2 below depicts the respondent's general characteristics: sex, age, marital status, educational background, years of service in the organization and years of service in current position.

Table 4. 2 General Characteristics of respondents

Measurement			
1. Age		Frequency	Percent
	below 25	21	5.9
	25-30	38	10.6
	31-35	59	16.5
	36-40	95	26.6
	above 40	35	9.8
	Total	248	69.5
2. Gender			
	Male	196	79.0
	Female	52	21.0
	Total	248	100.00
3. Marital status			
	Married	183	73.8
	Single	56	22.6
	Divorced	6	2.4
	Widowed	3	1.2
	Total	248	100.00

4. Academic status			
	Certificate	2	.8
	Diploma	9	3.6
	First degree	164	66.1
	Master's degree	70	28.2
	Above	3	1.2
	Total	248	100.0
5. Years of service in awash wine S.C			
	less than one year	27	10.9
	1-5 years	78	31.5
	6-10 years	108	43.5
	11 years and more	35	14.1
	Total	248	100.0
6. Working position in the company			
	Managerial	14	5.6
	non managerial	234	94.4
	Total	248	100.0
7. what is your years of service on your current position			
	less than a year	4	1.6
	1-5	132	53.2
	6-10	102	41.1
	11 years and above	9	3.6
	5	1	.4
	Total	248	100.0

(Source: Survey questionnaire)

From the above table (4.2) number 1, age group of respondents as it is shown, respondents age composition in the range of below 25 years are 21 (5.9%), respondents in the range of 25-30 years are 38 (10.6 %), in the range of 31-35 years 59 (16.5%), in the range 36-40 years are 95 (26.6 %) and the age of above 40 years are 35 (9.8 %). This indicates that the majority of the groups are within the age range of 36-40 years. So, the Majority of the respondents are young and at the productive age level, it needs more personal development. The researcher needed to know the general gender distribution of the respondents to categorize the employees. As indicated from the above table (4.2) number 2, represents gender group of respondents. Accordingly, 196 (79 %) of the respondents' male and the remaining 52(21%) were females. The data shows that the representation of female respondents was found to be less when compared to male respondents.

The researcher needed to know the marital status distribution of the respondents to categorize the employees. As indicated from the above table (4.2) number 3, represents

The group of respondents in relation to their marital status. Accordingly, 183(73.8 %) of the respondents are married, 56(22.6) are single, 6(2.4%) are divorced and the remaining 3(1.2%) widowed. The data shows that the representation of married respondents was found to be dominant when compared to other groups of respondents.

In table (4.2) number 4, it can be seen that the educational level of respondents from Certificate to masters' degree and above. 2(0.8%) of the respondents are certificate holders. The other 9(3.6%) of the respondents are college diploma holders, 164 (66.1%) of the respondents are BA degree holders. 70(28.2%) are the ones with Master's degree and the remaining 3(1.2%) are above master's level.

This shows that most of the respondents are aware to give adequate information and we can also see that most of the employees are BA degree holders and are professionals and are responsible to develop their own selves.

In table (4.2) number 5 it can be seen that respondents served for less than 1 year 27(10.9%), 1-5 years representing 78 (31.5 %), 6-10 years 108 (43.5 %), and above 11 years 35(36%) of the Respondents. Therefore, the majority of respondents who have served for 6-10 years 57(14.1%) Respectively. Hence, the majority of the work experience in the sample areas are 6-10 years in the organization. This means the organization has, a blend of experienced and young professionals who require constant self-development trainings and update their skill and perform On the job.

In the following table (4.1), number 6 that depicts, 14 (5.6 %) of the respondents are at the managerial level status whereas the majority 234 (94.4 %) of them are experts as far as their current position is concerned. This disclosed the majority of the employees are non-managerial experts. In table (4.2) number 7 it can be seen that respondents served on their current position For less than 1-year are 4(1.6 %), 1-5 years representing 132 (53.2 %), 6-10 years 102 (41.1 %),

From the above table, for the statement 'The confidence and ability to give professional decisions on a given task affects personal development positively.', the respondents reacted

differently 8(3.2%) of the respondents chose strongly disagree, 6(2.4%) of the respondents chose disagree, 3(1.2%) of the respondents chose no opinion, 121(48.8%) of the respondents answered agree and 110 (44.4 %) of the respondents believed strongly agree. The majority 121(48.8%) of the respondents believe that the confidence and ability to give professional decisions affects personal development positively.

For the statement 'the degree of controlling oneself from emotional actions determines the level of personal development', 1(0.4%) of respondents confirmed strongly disagree, none of the respondents were disagree. 5(2.0%) respondents said neutral, 98(39.5%) asserted agree, and lastly 144 (58.1%) of the respondents said strongly agree. Therefore, from the above responses the researcher believed that the majority of the Respondents, that is 144(58.1%) of the respondents had the position to choose strongly agree. Regarding to this, self-control is agreed to be the one factor that determine personal development.

For the statement 'Increased perceived autonomy can significantly improve self-development and productivity at individual and organizational level', 19(7.7%) of the respondents preferred strongly disagree, none of the respondents preferred disagree, 5(2.0%) of the respondents answered neutral, 99(39.9%) of the respondents answered agree and 125(50.4%) of the respondents chose strongly agree. According to the respondent's response rate the majority, 125(50.4%) of the respondents chose strongly agree. Therefore, from the above response rate the researcher understand that the increased perceived autonomy can improve the self-development process of the individual, non-directly, also the organizations.

For the statement 'Developing unambiguous self-schedule and setting deadlines for tasks is an indication of personal development.' in this statement none of the respondents chose strongly disagree and disagree, 4(1.6%) of the respondents chose no opinion, 112 (45.2%) of the respondents agree, and 132 (53.2%) of the respondents strongly agree. As shown the respondents Response rate, 132 (53.2%) of the respondents chose strongly agree. Therefore, the majority of the respondents confirmed that setting schedules and deadlines indicates high level of personal development.

The overall mean for autonomy is stated as 4.40, which indicates that major number of respondents strongly agree with the stated statements under autonomy.

4.3. Result Regarding Environmental Mystery

Table 4.4 The result regarding environment

		Frequency	Percent	Mean	Standard deviation
5. Professional employees' personal development affects other employees, positively, to develop their own selves.	Strongly disagree	0	0	4.43	5.12
	Disagree	0	0		
	no opinion	2	.8		
	Agree	138	55.6		
	strongly agree	108	43.5		
	Total	248	100.0		
6. Willingness to help each other augments the Professional employee's self-development journey.	strongly disagree	13	5.2	4.17	1.056
	Disagree	11	4.4		
	no opinion	9	3.6		
	Agree	102	41.1		
	strongly agree	113	45.6		
	Total	248	100.0		
7. Rewards for highly self-motivated employees to their initiatives and performance, will encourage their co-workers.	strongly disagree	16	6.5	4.02	1.081
	Disagree	13	5.2		
	no opinion	7	2.8		
	Agree	126	50.8		
	strongly agree	86	34.7		
	Total	248	100.0		
8. Attractive working environment intensify ones energy to self-development	strongly disagree	12	4.8	4.14	.986
	Disagree	9	3.6		
	no opinion	6	2.4		
	Agree	126	50.8		
	strongly agree	95	38.3		
	Total	248	100.0		
Overall mean				4.19	

(Source: Survey questionnaire)

For the statement 'Professional employee's personal development affects other employees, positively, to develop their own selves', none of the respondents preferred strongly disagree and none of the respondents preferred disagree, 2 (0.8%) of the respondents answered neutral, 138 (55.6%) of the respondents answered agree and 108 (43.5%) of the respondents chose strongly agree. According to the respondent's response rate the majority, 138(55.6%) of the respondents chose strongly agree. Therefore, from the above response rate the researcher understands that the increased one's personal development strongly affect the nearby colleagues positively.

For the statement 'Willingness to help each other augments the Professional employee's self-development journey' 13(5.2%) of the respondents chose strongly disagree 11(4.4%) of the respondents chose disagree,9(3.6%) of the respondents said neutral 113(45.6%) of the respondents chose agree, and 113(45.6%) of the respondents chose strongly agree. As the response rate showed 113(45.6%) of the respondents in the position of agree. Therefore, the willingness to support each other enhances the journey of self-development.

For the statement 'Rewards for highly self- motivated employees to their initiatives and performance, will encourage their co-workers' 16(6.5%) of the respondents chose strongly Disagree 13(5.3%) of the respondents chose disagree, 7(2.8%) of the respondents are with no opinion, 126(50.8%) of the respondents chose agree, and 86 (34.7%) of the respondents chose strongly agree. As the response rate showed 126(50.8%) of the respondents in the position of agree. Therefore, Rewards for highly self- motivated employees to their initiatives and performance, will encourage their co-workers.

For the statement 'Attractive working environment intensify one's energy to self-development.', the respondents reacted differently 12(4.8%) of the respondents chose strongly disagree, 9(3.6%) of the respondents chose disagree, 6(2.4%) of the respondents chose no opinion, 126(50.8%) of the respondents answered agree and 95 (38.3 %)of the respondents believed strongly agree. The majority 126(50.8%) of the respondents believe that attractive working environment boosts personal development.

The overall mean for environmental mystery is stated as 4.19, which indicates that major number of respondents strongly agree with the stated statements under this category.

4.4. The result regarding personal growth

Table 4. 5 The result regarding personal growth

		Frequency	Percent	Mean	Standard deviation
9. Select which skills to develop by performing self-analysis for improvements benefits personal growth	strongly disagree	16	6.5	4.02	1.068
	Disagree	12	4.8		
	no opinion	6	2.4		
	Agree	130	52.4		
	strongly agree	84	33.9		
	Total	248	100.0		
10. Finding out one's talents, strength and weakness makes the personal development journey easy.	strongly disagree	6	2.4	4.17	.735
	Disagree	2	.8		
	no opinion	7	2.8		
	Agree	161	65.2		
	strongly agree	72	28.7		
	Total	248	100.0		
11. Professional employee's personal development level affects the overall service delivery of the company	strongly disagree	3	1.2	4.33	.646
	Disagree	1	.4		
	no opinion	3	1.2		
	Agree	144	58.3		
	strongly agree	97	38.9		
	Total	248	100.0		
Overall mean				4.14	

(Source: Survey questionnaire)

For the statement 'Select which skills to develop by performing self-analysis for improvements benefits personal growth.' the respondents reacted differently 16 (6.5%) of the respondents chose strongly disagree, 12(4.8%) of the respondents chose disagree, 6(2.4%) of the respondents chose no opinion, 130(52.4%) of the respondents answered agree and 84 (33.9 %) of the respondents

believed strongly agree. The majority 130(52.4%) of the respondents believe that being selective to develop one's own self-analysis expands personal development rate.

For the statement 'Finding out one's talents, strength and weakness makes the personal development journey easy', 6(2.4%) of the respondents preferred strongly disagree, 2(0.8%) of the respondents preferred disagree, 7(2.8%) of the respondents answered neutral, 161(65.2%) of the respondents answered agree and 72(28.7%) of the respondents chose strongly agree. According to the respondent's response rate the majority, 161(65.2%) of the respondents chose strongly agree. Therefore, from the above response rate the researcher understands that finding out one's talents, strength and weakness makes the personal development journey easy.

For the statement 'Professional employee's personal development level affects the overall service delivery of the company', the respondents reacted differently 3(1.2%) of the respondents chose strongly disagree, 1(0.4%) of the respondents chose disagree, 3(1.2%) of the respondents chose no opinion, 144(58.3%) of the respondents answered agree and 97 (38.9 %)of the respondents believed strongly agree. The majority 144(58.3%) of the respondents believe that Professional employee's personal development level affects the overall service delivery of the company

The overall mean for personal growth is stated as 4.14, which indicates that major number of respondents strongly agree with the stated statements under category.

4.5. The result regarding positive relations

Table 4. 6 The result regarding positive relations

		Frequency	Percent	Mean	Standard deviation
12. The way of conflict handling and communication with others highly affects one's personal development	strongly disagree	7	2.8	4.24	.814
	Disagree	4	1.6		
	no opinion	5	2.0		
	Agree	138	55.9		
	strongly agree	94	37.7		
	Total	248	100.0		
13. Motivating the people around with positive words enhances the sense of personal development.	strongly disagree	4	1.6	4.24	.743
	Disagree	3	1.2		
	no opinion	12	4.9		
	Agree	137	55.9		
	strongly agree	92	36.3		
	Total	248	100.0		
14. Focus on positive actions of people around than challenging situations because of different personalities helps to develop positive relations	strongly disagree	11	4.5	4.06	.911
	Disagree	7	2.8		
	no opinion	8	3.2		
	Agree	151	61.1		
	strongly agree	71	28.3		
	Total	248	100.0		
Overall mean				4.18	

(Source: Survey questionnaire)

For the statement 'The way of conflict handling and communication with others highly affects one's personal development.', the respondents reacted 7(2.8%) of the respondents chose strongly disagree, 4(1.6%) of the respondents chose disagree, 5(2.0%) of the respondents chose no opinion, 138(55.9%) of the respondents answered agree and 94 (37.7 %) of the respondents believed strongly agree. The majority 138 (55.9%) of the respondents believe that wise conflict handling method is an indication of personal development.

For the statement 'Motivating the people around with positive words enhances the sense of personal development' at the organization', 4(1.6%) of the respondents preferred strongly disagree, 3(1.2 %) of the respondents said disagree, 12(4.9 %) of the respondents answered neutral, 137(55.9%) of the respondents answered agree and 92(36.3%) of the respondents chose strongly agree. According to the respondent's response rate the majority, 137(55.9%) of the respondents chose agree. Therefore, from the above response rate the researcher understands that motivating the people around with positive words enhances the sense of personal development.

For the statement 'Focus on positive actions of people around than challenging situations because of different personalities helps to develop positive relations', the respondents reacted differently 11(4.5%) of the respondents chose strongly disagree, 7(2.8%) of the respondents chose disagree, 8(3.2%) of the respondents chose no opinion, 151(61.1%) of the respondents answered agree and 71 (28.3%) of the respondents believed strongly agree. The majority 151(61.1%) of the respondents believe that Focus on positive actions of people around than challenging situations because of different personalities helps to develop positive relations.

In general, the overall mean for positive relations is stated as 4.18, as indicated on table 4.6, this indicates that major number of respondents strongly agree with the stated statements under positive relations.

4.6. The result regarding purpose in life

Table 4. 7 The result regarding purpose in life

		Frequency	Percent	Mean	Standard deviation
15. Knowing the purpose of life clearly helps in self-development process by creating endurance and patience on all over of the journey.	strongly disagree	9	3.6	4.19	.917
	Disagree	8	3.2		
	no opinion	6	2.4		
	Agree	127	51.4		
	strongly agree	98	39.3		
	Total	248	100.0		
16 Purpose in life consists of the central motivating aims of your life from beginning to end.	strongly disagree	8	3.2	4.10	.834
	Disagree	6	2.4		
	no opinion	9	3.6		
	Agree	156	62.9		
	strongly agree	69	27.8		
	Total	248	100.0		
Overall mean				4.14	

(Source: Survey questionnaire)

For the statement ‘Knowing the purpose of life clearly helps in self-development process by creating endurance and patience on all over of the journey. ’, is chosen by 9(3.6%) respondent at the degree of strongly disagree, 8(3.2%) at the degree of disagree, 6(2.4%) at the degree of no opinion, 127(51.4% at the degree of agree and 98(39.3%) at the degree of strongly agree. Therefore, the highest vote goes to 127(51.4%) and this means knowing the purpose of life generates endurance in self-development journey.

For the statement ‘Purpose in life consists of the central motivating aims of your life from beginning to end.’8(3.2%) of the respondents preferred strongly disagree, 6(2.4%) of the respondents preferred disagree, 9(3.6%) of the respondents answered neutral, 156(62.9 %) of the respondents answered agree and 69(27.8%) of the respondents chose strongly agree.

According to the respondent's response rate the majority, 156 (62.9%) of the respondents chose agree. Therefore, from the above response rate the researcher understands that Purpose in life consists of the central motivating aims of your life from beginning to end.

The overall mean for purpose in life is stated as 4.14, which indicates that major number of respondents strongly agree with the stated statements under this category.

4.7. The result regarding self-acceptance

Table 4. 8 The result regarding self-acceptance

		Frequency	Percent	Mean	Standard deviation
17. Self-acceptance highly influences peoples' choice in their lives.	Strongly disagree	12	4.8	4.06	0.946
	Disagree	9	3.6		
	no opinion	5	2.0		
	Agree	149	60.1		
	strongly agree	73	29.4		
	Total	248	100.0		
18. Knowing and acting in accordance with your ability also help in developing new skills regarding your inabilities.	Strongly disagree	6	2.4	4.29	0.813
	Disagree	5	2.0		
	no opinion	5	2.0		
	Agree	127	51.2		
	strongly agree	105	42.3		
	Total	248	100.0		
19. One cannot achieve success at all without self-acceptance	strongly disagree	6	2.4	4.29	0.813
	Disagree	5	2.0		
	no opinion	5	2.0		
	Agree	127	51.2		
	strongly agree	105	42.3		
	Total	248	100.0		
Overall mean				4.21	

(Source: Survey questionnaire)

For the statement ‘Self-acceptance highly influences peoples’ choice in their Lives.’’ 12(4.8%) of the respondents answered strongly disagree, 9(3.6%) of the respondents chose disagree, 5(2.0%) of the respondents chose no opinion, 149(60.1%) of the respondents answered agree. and73 (29.4%) of the respondents chose strongly agree. Therefore, the response rate shows that the majority of the respondents 149 (60.1%) of the respondents agree that accepting the way they are is the key to personal development expedition.

For the statement of, ‘Knowing and acting in accordance with your ability also help in developing new skills regarding your inabilities.’, 8(3.2%) of the respondents responded strongly disagree,6(2.4%) of the respondents chose disagree, 5(2.0%) respondents chose neutral, 157(63.6%) of the respondents and said agree and 71(28.7%) of the respondents strongly agree. Therefore, from the above statement the researcher understands that 157(63.6%) of the respondents agree. so, the knowing self-potential and act accordingly has undeniable effect on self-development.

For the statement ‘One cannot achieve success at all without self-acceptance,’ 6(2.4%) of the respondents answered strongly disagree, 5(2.0%) of the respondents chose disagree, 5(2.0%) of the respondents chose no opinion, 127(51.2%) of the respondents answered agree. and105 (42.3 %) of the respondents chose strongly agree. Therefore, the response rate shows that the majority of the respondents 127 (51.2%) of the respondents agree by the statement ‘One cannot achieve success at all without self-acceptance’.

The overall mean for self-acceptance is stated as 4.21, which shows that major number of respondents strongly agree with the stated statements under this category.

4.8. The result regarding morale

Table 4.9 The result regarding morale

		Frequency	Percent	Mean	Standard deviation
20. Morality influenced by an individual's experience and behavior when faced with different moral issues through different periods of physical and cognitive development	strongly disagree	5	2.0	4.19	.726
	Disagree	3	1.2		
	no opinion	7	2.8		
	Agree	158	63.7		
	strongly agree	75	30.2		
	Total	248	100.0		
21. When we grow older by age, moral also grow higher	strongly disagree	5	2.0	4.12	.789
	Disagree	7	2.8		
	no opinion	13	5.2		
	Agree	152	61.3		
	strongly agree	71	28.6		
	Total	248	100.0		
Overall mean				4.15	

(Source: Survey questionnaire)

For the statement 'Morality influenced by an individual's experience and behavior when faced with different moral issues through different periods of physical and cognitive development.' 5 (2.0%) of the respondents preferred strongly disagree, 3(1.2%) of the respondents preferred disagree, 7(2.8 %) of the respondents answered neutral, 158 (63.7 %) of the respondents answered agree and 75 (30.2%) of the respondents chose strongly agree. According to the respondents response rate the majority, 158 (63.7%) of the respondents chose agree. Therefore, from the above response rate the researcher understand that Morality influenced by an individual's experience and behavior when faced with different moral issues through different periods of physical and cognitive development

For the statement 'When we grow older by age, moral also grow higher', is chosen by 5 (2.0%) respondent at the degree of strongly disagree, 7(2.8 %) at the degree of disagree, 13(5.2%) at the

degree of no opinion, 152 (61.3% at the degree of agree and 71 (28.6 %) at the degree of strongly agree. Therefore, the highest vote goes to 152(61.3%) and this means moral and age are directly proportional.

The overall mean for morale is stated as 4.15 which indicates that major number of respondents strongly agree with the stated statements under this category

4.9. Responses regarding productivity

Table 4.10 Responses regarding productivity

		Frequency	Percent	Mean	Standard deviation
1. Professional employee's self-development decreases the shift of regular customers to other production companies	strongly disagree	3	1.2	4.31	.641
	Disagree	0	0		
	no opinion	6	2.4		
	Agree	146	58.9		
	strongly agree	93	37.5		
	Total	248	100.0		
2. Monitoring employee's self-development progress continuously and applying the result increase productivity	strongly disagree	4	1.6	4.21	.734
	Disagree	5	2.0		
	no opinion	7	2.8		
	Agree	151	60.9		
	strongly agree	81	32.7		
	Total	248	100.0		
3. Developing the skill of professional feedback and peer assessment helps a lot in increasing productivity	strongly disagree	4	1.6	4.10	.642
	Disagree	3	1.2		
	no opinion	7	2.8		
	Agree	185	74.6		
	strongly agree	49	19.8		
	Total	248	100.0		

4. Professional employees' concentration on profit increasing factors is directly proportional to profitability	strongly disagree	4	1.6	4.32	.747
	Disagree	3	1.2		
	no opinion	9	3.6		
	Agree	126	50.8		
	strongly agree	106	42.7		
	Total	248	100.0		
5. Managing working hours effectively will increase productivity	strongly disagree	4	1.6	4.31	.802
	Disagree	6	2.4		
	no opinion	11	4.4		
	Agree	116	46.8		
	strongly agree	111	44.8		
	Total	248	100.0		
6. Minimized and error free tasks indicate high productivity	Strongly disagree	0	0	4.45	.552
	Disagree	1	.4		
	no opinion	4	1.6		
	Agree	126	50.8		
	strongly agree	117	47.2		
	Total	248	100.0		
Overall mean				4.28	

(Source: Survey questionnaire)

For the statement 'Professional employee's self- development decreases the shift of regular customers to other service providers' 3(1.2%) of the respondents answered strongly disagree, none of the respondents chose disagree, 6(2.4%) of the respondents chose no opinion, 146(58.9%) of the respondents answered agree. and 93 (37.5 %) of the respondents chose strongly agree. Therefore, the response rate shows that the majority of the respondents 146 (58.9%) of the respondents agree by the statement that says the shift of customers to other service providers can be highly eliminated by self-development of the employees.

For the statement 'Monitoring employee's self-development progress continuously and applying the result increase productivity', 4(1.6%) of the respondents answered strongly disagree, 5(2.0%) of the respondents chose disagree, 7(2.8%) of the respondents chose no opinion, 151(60.9%) of the respondents answered agree and 81(32.7%) of the respondents chose strongly agree. Therefore, the response rate shows that the majority of the respondents 151 (60.9%) of the respondents agree that Monitoring employee's self-development progress continuously and applying the result increase productivity.

For the statement 'Developing the skill of professional feedback and peer assessment helps a lot in increasing productivity' 4(1.6%) of the respondents answered strongly disagree, 3(1.2%) of the respondents chose disagree 7(2.8%) of the respondents chose no opinion, 185(74.6%) of the respondents answered agree. and 49 (19.8 %) of the respondents chose strongly agree. Therefore, the response rate shows that the majority of the respondents 185 (74.6%) of the respondents agree by the statement which says Developing the skill of professional feedback and peer assessment helps a lot in increasing productivity.

For the statement 'Professional employees' concentration on profit increasing factors is directly proportional to profitability,' 4(1.6%) of the respondents answered strongly disagree, 3(1.2%) of the respondents chose disagree, 9(3.6%) of the respondents chose no opinion, 126(50.8%) of the respondents answered agree and 106(42.7%) of the respondents chose strongly agree. Therefore, the response rate shows that the majority of the respondents 126 (50.8%) of the respondents agree that Professional employees' concentration on profit increasing factors is directly proportional to profitability.

For the statement of, 'Managing working hours effectively will increase productivity', 4(1.6%) of the respondents responded strongly disagree, 6(2.4%) of the respondents chose disagree, 11(4.4%) respondents chose neutral, 116(46.8%) of the respondents and said agree and 111(44.8%) of the respondents strongly agree. Therefore, from the above statement the researcher understands that 116(46.8%) of the respondents agree. so, managing working hours effectively, unquestionably, increase productivity

For the statement of, 'Minimized and error free tasks indicate high productivity, none of the respondents responded strongly disagree, 1(0.4%) of the respondents chose disagree, 4(1.6%) respondents chose neutral, 126(50.8%) of the respondents and said agree and 117(47.2%) of the respondents strongly agree. Therefore, from the above statement the researcher understands that 126(50.8%) of the respondents agree. so, Minimized and error free tasks indicate high productivity.

The overall mean for morale is stated as 4.15 which indicates that major number of respondents strongly agree with the stated statements under this category.

4.10. Analysis of Relationship (Correlation)

The study is set to determine the relationship of personal development and employees' productivity at the Awash wine plc. Pearson correlation was used to associate the independent variables and dependent variable. A correlation coefficient expresses quantitatively the magnitude and direction of the linear relationship between variables, Pearson correlation coefficient reveal magnitude and direction of (either positive or negative) and the intensity of the relationship (-1 to +1) . In this section a correlation analysis were done to establish whether relationship do exist between variables conceptualized in the framework. The result would enable the researcher used to determine the regression on the dependent variable. The researcher used one of the most commonly used types of correlation coefficient which is Pearson correlation coefficient methods because of the statistical accuracy that usually results from this method.

Based on the correlation results, the strength of association between autonomy and employee performance was statistically significant as it was strong and positive having scored a correlation coefficient of 0.118 with P value 0.000. This implied that there existed a positive relationship between an autonomy of employees and the employee's productivity rate.

The correlation matrix indicates a strong significant positive correlation between purpose in life and personal growth, correlation coefficient being 0.165 and P-Value 0.016.

Based on the correlation output, the strength of association between positive relationships between co-workers and quality was statistically significant as it was strong and positive having scored a correlation coefficient of 0.131 with P value 0.004. This implied that there existed a positive connection between positive relationship of employees and the employee’s productivity.

The correlation matrix indicates that a strong significant positive correlation between positive relations and performance, correlation coefficient being 0.115 and P-Value 0.002

Correlations										
		Autonomy	Enviromental _mystery	Personal _growth	Positive_ relations	Purpose_in _life	Self_accep tance	Morale	Quality	High_perfor mance
Autonomy	Pearson Correlation	1								
Enviromental_mystery	Pearson Correlation	0.015	1							
Personal_growth	Pearson Correlation	0.038	0.098	1						
Positive_relations	Pearson Correlation	0.014	0.023	0.040	1					
Purpose_in_life	Pearson Correlation	0.124	0.007	.165**	0.003	1				
Self_acceptance	Pearson Correlation	0.027	0.000	0.010	0.004	0.058	1			
Morale	Pearson Correlation	0.046	0.010	0.076	0.044	0.023	0.022	1		
Quality	Pearson Correlation	0.074	0.008	0.098	.131*	0.029	0.013	0.010	1	
High_performance	Pearson Correlation	0.118	0.089	0.018	0.115	0.035	0.031	0.030	0.020	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Figure 4.1 The correlation matrix 1

4.11. Assumption tests

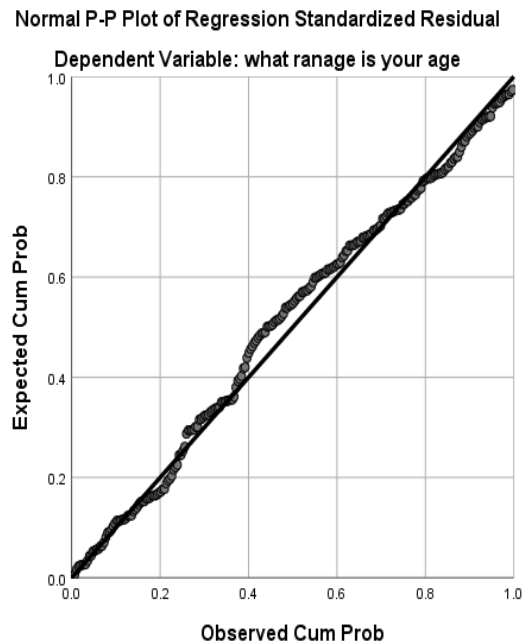


Figure 4.2 Normality test 1

*IF the assumption plot is diagonal, the normality assumption is accepted, so, as shown in the figure 4.2, the assumption plot is diagonal therefore, the graph is normal.

Model	Sig.	Collinearity Statistics	
		Tolerance	VIF
(Constant)	.000		
Autonomy	.131	.975	1.026
Environmental mystery	.190	.990	1.010
personal growth	.878	.956	1.046
positive relations	.074	.995	1.005
Purpose in life	.610	.953	1.050
self-acceptance	.507	.995	1.005
Morale	.730	.985	1.015

Table 4. 1 Multi Collinearity assumption

Table 4. 11 Multi Collinearity assumptio 1

* If the VIF factors are less than 10, there is no multi collinearity problem.

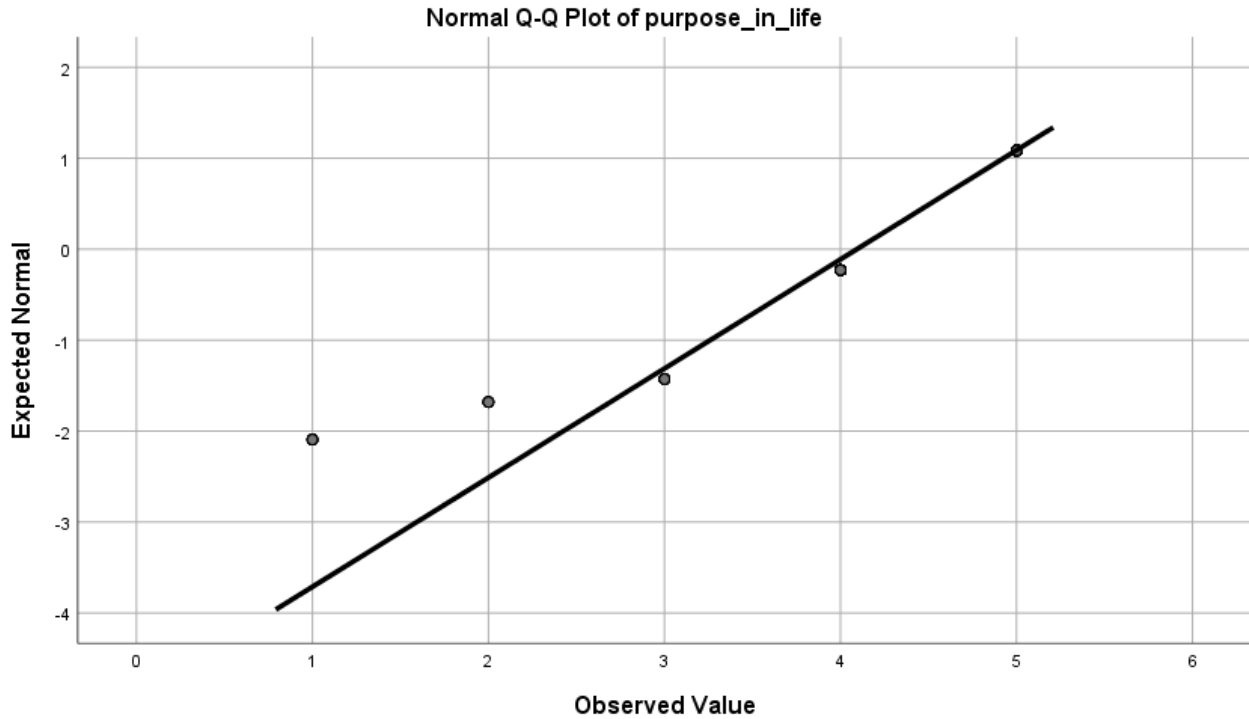


Figure 4.3The normality graph 1

*As shown on the graph above, the data points are closer to the normality line.so, the normality test is accepted.

Table 4. 2 The Durbin Watson test

Model Summary^b						
Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
1	.034 ^a	.235	7	239	.312	1.979

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.183 ^a	.034	.005	.63740

*If the Durbin Watson value is close to 2, it is accepted

4.12. Analysis of the Effect (Regression)

Personal development and productivity Regression summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470 ^a	.221	.216	.443

Personal development and productivity Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.782	.103		7.587	.000
	Personal development	.470	.067	.470	7.063	.000

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.630	.570		6.367	.000		
	Autonomy	.112	.071	.100	1.579	.116	.997	1.003
	Environmental mystery	-.105	.080	-.084	-1.324	.187	.991	1.010
	personal growth	-.002	.056	-.003	-.045	.964	.987	1.013
	self-acceptance	.027	.043	.040	.630	.529	1.000	1.000
	positive relations	.081	.045	.116	1.824	.069	.997	1.003

According to the regression analysis, there exists a significant relationship between positive relations and employee productivity, between autonomy and employee productivity and between environmental mystery and employee productivity. Therefore, a multiple regression test was to be conducted to determine level of significance when all these variables are combined. However, the major requirement to run a regression analysis entails the dependent variable to be measured in an interval or ratio scale. For this reason, a regression analysis was done between all the above listed variables, on one side and one dependent variable at a time, on the other. As a result, the following highest percentage of variation was attained.

CHAPTER- FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

In the previous chapter, presentation, analysis and interpretation of results was made based on the data obtained through distributed questionnaires to the employees of Awash Wine SC. Based on the analysis and interpretation, summary of findings, conclusion and recommendations are presented as follows.

5. Summary of major findings

Based on the data analysis and interpretation, the major findings are summarized as follows. Most of the respondents in the organization are found to be adults(26.6 %), male (79.0%), single (73.8%), first degree holders (66.1%), served the organization for 6-10 years (43.5 %) and spent 1-5 years in their last position (53.2 %).

58.1 % of the respondents strongly agree that the degree of controlling oneself from emotional actions determine the level of personal development.

From the findings of the study, the major reasons that initiate employees to develop themselves without any external pressure are finding their own talents and skills, and, also motivate the people around by positive words, and knowing the purpose of life as well.

50.8 of the respondents also agree that attractive working environment intensify one's energy to self-development without any external pressure.

60.9% of the respondents agree that monitoring employee's self-development progress and continuously applying the result increases the overall productivity of the firm. Similarly, 50.8 % of the respondents of the questionnaire agreed that the personal development level of the employees affect the overall production of the company.

5.1. Conclusion

The overall objective of the study is to determine the effect of personal development on employees' productivity at the Awash Wine SC. In the meantime, the study raised basic research problems and addressed the specific objectives. Accordingly, based on descriptive and inferential statistics results and summary of major findings, the following conclusions were drawn.

The study used explanatory research design by explaining, understanding and predicting the relationship between variables. The study also adopted mixed approach and used both primary and secondary data sources. The primary data collected from Awash Wine SC through self-administered questionnaire for 248 employees through simple random sampling technique.

Personal development is considered to be a key factor for improved performance; as it can enhance the level of employee and organization competency. It supports to fill the gap between what performance is required and what performance is happening, it is found that the implementation personal development programs were not supported with defined criteria, and there are no well-established rules, regulations and guidelines to measure effectiveness of programs; thus, there is almost no experience in measuring personal development programs in Awash Wine. This result is supported with the information obtained from the questionnaire.

Personal development is the stimulant that workers require to improve their Performance and capabilities, which consequently increase. Therefore, personal development should be designed on the basis of organization specific needs and objectives. Personal development is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance.

The findings of the study show that personal development is positively and highly correlated with over all employee performance and also have stronger relationship with employees' performance. The research affirmed the proposition that personal development has a positive impact on employees' performance.

5.2. Recommendations

Based on the conclusion drawn from the study and the established research problems and Research objectives, the research required to forward realistic and applicable recommendations. Accordingly, the following recommendations were suggested by the researcher.

The personal development practice in Awash Wine should be kept under constant review with appropriate assessment of the organization's need and identify the skill, knowledge, and educational back ground of the individuals, on the other hand, the organization creates appropriate self-development method for the employees based on the abilities and educational back ground of the employees.

- The personal development trainings should be designed based on the need of the individuals, with the alignments of the goal of the organization and the selection for personal development, based on the proper need assessment, this helps the organization to identify whether the employees are comfortable with their job and their work place and to check how the employees deliver quality service.
- Organizations should allocate sufficient amount of budget to train the employees of the organization about self-development details. Since investment on employees, both in developing and maintaining the appropriate skills, knowledge creativity and ability of the employees is essential and meaning full.
- he tops management should pay attention to the employees personal Developments and evaluate the results periodically and evaluate self-development aid program based on the Objectives of the personal development training.

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