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**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS**

**ASSESSMENT OF MOTIVATIONAL PRACTISE AND EMPLOYEE
PERFORMANCE:-THE CASE OF MIRONA INDUSTRY PLC.**

**“Project paper submitted in partial fulfilment of the requirements for the Executive
Master of Business Administration (EMBA) degree”**

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May, 2020.
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DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than Addis Ababa University College of business and economics, department of management.

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ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION [EMBA] PROGRAM

BOARD OF EXAMINORS APPROVAL SHEET

This is to certify that this research paper entitled “**ASSESSMENT OF MOTIVATIONAL PRACTISE AND EMPLOYEE PERFORMANCE A Case Study of Mirona industry plc**” submitted in partial fulfillment of the requirements for the degree of Executive Master of Business Administration [EMBA] complies with the regulation of the University and meets the acceptable standards with respect to originality and quality.

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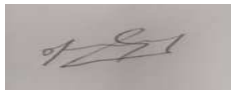
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Statement of Approval

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Dr Mohamed Seid

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DEDICATION

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ABSTRACT

The general objective of the study is to assess practise of employees' motivation and performance in Mirona industry plc focusing on application of intrinsic rewards & employees' motivational perception on job performance. Self-administered questionnaire were used to gather data and analysis was done using Statistical Package for Social Sciences (SPSS version 25), and descriptive research design were used. The study revealed that there was no satisfactory intrinsic rewards (promotion, recognition and employee training) in Mirona industry plc however, employees' motivational perception on job performance was very high. Such kind of relationship violates Herzberg's two factor theory. The study took these two contradictory points (unsatisfactory intrinsic rewards and high level of employees' motivation) & investigated to find out the reasons (Employees demographic factors & job security) using primary and secondary data, also the paper recommended possible solutions. The study is significant since it can help managers of the company to adopt new employees' motivational strategies and to improve employees' work performance. The paper assessed employees' motivational practise and performance of Mirona industry plc, not focused on correlation of the two variables also it investigated the causes of violation of Hertzberg's theory in case of Mirona industry plc, this makes the paper different from others.

Key words:- Motivation, Performance , Intrinsic rewards & satisfaction.

Chapter one

1. Introduction

The study seeks to assess the practise of employee motivation and performance with reference to Mirona industry PLC. This chapter covered the background of the study, statement of problem, purpose of the study, research questions & research objectives, significance of the study, scope of the study, limitations of the study and organization of the study.

1.1. Background of the Study

Every organizations has its own goal. In order to achieve the intended goal & to build competitive advantage, they should have three important resources which are physical capital resources, organizational capital resources and human capital resources (Barney (1991). Human capital resource, especially skilled human resource is becoming most essential resource since it is difficult to replicate (Day, 1994). Due to the emerging global market, local companies' competition will not continue locally, the global market has been knocking our door and one of the competitive advantage to compete these global competition is skilled man power (Barney (1991). Motivation is a tool used to retain and use the skilled man power to achieve organizational objective (Quadria Alkandari, 2009).

Mirona industry PLC is a confectionary food processing company which is located surrounding Sendafa town, 35 K.M away from capital city of Ethiopia, Addis Ababa. The company established seven years before by local entrepreneur W/ro Anchinesh Tesfaye who is also the founder of ATG confectionery food manufacturing company with a total capital of 32.2 million birr. Currently this company has 201 permanent and 72 contract and peace rate, total 273 employees. It produces different type of chewing gums and candies with a production capacity of 50 Ton/ day. Annual company's turnover is 113 million birr and its market share is growing rapidly. Company's production capacity, its well organized managerial system and its market share makes Mirona to be a leader of the sector (Confectionery) in Ethiopia.

When we come to labour intensive and food producers companies like Mirona, the role of human resource becomes more significant since food is very sensitive and subject to pollution by employees, if there is lack of work interest and employee motivation (Mee-Edoiye and Andawei 2002). Therefore, such kind of companies advise to give attention for employee motivation in addition to supervision and financial incentives (Wiliams 1997).

Motivation is an internal drive to satisfy unsatisfied need and to achieve the intended goal (Bartol and Martin (1998) .

Performance is a yield of execution in terms of work quality and quantity which is calculated plan by the boss or employer (Mangkunegara (2004)

If Managers can create conducive environment for their employees, train and promote them and recognize their accomplishment, employees' sense of ownership and work performance will improve. Hence, management has to create the enabling environment for employees' motivation in order to achieve company's objective.

According to F.A. Atogiyire (2001), some of motivational factors are: a good reward system, training and development, leadership style, promotion, work environment and so on. Therefore, an employees' need and companies motivational practise should be assessed in order to cover the uncover one.

1.2.Statement of the problem

Mirona industry plc applied uniform extrinsic reward system to motivate its employees & to achieve company's objective. Which means, the company increases salary & pays bonus every year to its employees while they register above average profit also the company implements close supervision to improve employees' performance. Mirona did not search employees' individual interest and implemented strategy to satisfy individual and group's needs. However, organizations should have clear understanding in needs and preferences to enhance employees' performance toward organizational goal (Bourgault *et al.* (2008). Since human needs and preferences are not the same, one set of motivation package designed for an individual or groups may not have same effect on others (Burke (2007) and individuals' basic motivational drive is different (Saraswathi (2011). This controversy is the focal point to carry out this project paper to assess the practise of employee motivation and performance in Mirona industry plc & to find out the gap of company's current practise. Based on the findings appropriate recommendations made to help management of Mirona industry to improve employees' motivational strategies.

1.3. Research questions

The study was guided using under stated research questions.

1. To what level intrinsic rewards applies in Mirona industry plc?
2. How do evaluate employees' motivational perception (Attitude) and employee performance in Mirona industry plc?
3. Do intrinsic rewards system bring employee motivation in Mirona Industry Plc?

1.4. Research objectives

1.4.1. General objective

Assessing employees' motivational practise and performance in Mirona industry plc is the general objective of the study.

1.4.2. Specific objectives

1. To assess practise of intrinsic reward system which has been applied in Mirona industry Plc.
2. To assess employees' motivational perception and employee performance in Mirona industry Plc.
3. To evaluate the relationship of the output of the two variables (Intrinsic rewards & employees motivation) in Mirona Industry Plc.

1.5. Significance of the Study

The study used for organizations, other stake holders and readers. It can be significant for company managers to adopt new strategies and create feasible policy, to motivate their employees in other ways and to improve performance. Furthermore, it can help employees of the company to uncover some of the problems related with reward, recognition and training management practice in Mirona Industry plc. Like other research, the findings and recommendations of this study can be a bench mark for other local researchers since majority of them do not have appetite to conduct research on private manufacturing sector. Finally, the government bodies like Ministry of Industry, Investment office and other Civic Societies like Workers Federations can also be used this paper to address how employees in private manufacturing sector percept motivation and performance , and also used to establish policy in the practice of human resource management.

1.6. Scope of the Study

The study is limited to employees of Mirona industry plc due to time constraints which do not make it possible to cover as many companies as possible. Furthermore, the study applied a random sampling techniques to select the representative samples from the population.

1.7. Limitations

The following points were limitations for the research paper. It had limitations of lack of sufficient time to conduct the research in detail levels and to gather other related literatures to ward manufacturing sector, and lack of respondent's interest to give response for the questionnaires promptly and adequately.

1.8. Organisation of the Study

The study is divided into five chapters as follows:

Chapter one is the Introduction part and it tells the reader what the study is about and what particular chapter is about. Introduction describes the background to the study, statement of the research problem, research objectives & basic research questions, significance of the study, scope and limitations of the study.

Chapter two presents a review of relevant literature (books, articles, etc.). Chapter three looking at the research methodology adopted. Chapter four describes about the researcher's results and findings of the study and finally Chapter five provides summary of findings, conclusions and recommendations furnished by the study.

Chapter Two

2. Literature review

2.1. Intrinsic Rewards and Outcomes

Intrinsic and extrinsic rewards have significant relationship with employee's performance (Olsson and Kvaløy, 2008, 2013). Last researchers effectively add up and enhanced our concepts about intrinsic rewards and impact on employee's performance but there are some limitations in this research area. In preceding studies researcher almost ignored that intrinsic rewards always not be insignificantly related with employees performance depend on mentality of an individual vary person to person. Another study concluded that appreciation and empowerment negatively affect on employees performance but sometimes empowerment considered significant among intrinsic variables (Hafiza et al., 2011). Last studies also ignored that how much psychological satisfaction (intrinsic rewards) is importance in work area. In current study explored that how firms can managed intrinsic reward for creative environment and for employee's performance.

Combined positive effect of extrinsic and intrinsic rewards on employee's performance with demographics like age and gender but almost ignored that how employees are intrinsically motivated for good performance (Convington and Mueller, 2001).

Intrinsic rewards directly influence employee's performance and results revealed that intrinsic reward significant and positive relationship with employee's performance when non-monetary rewards are exercise among satisfied employees in the firm (Abdullah and Caniago, 2012, 2013). Another study explained that if employer effectively managed intrinsic rewards for those who demanded that type of rewards that will be beneficial for both parties for employees and for employer of the firm but almost ignored that why intrinsic rewards are necessary for better performance among employees (Kittur et al., 2008).

Extrinsic Rewards and Outcomes

Researchers proposed that extrinsic rewards has directly and positively make impact on employee satisfaction. Previous researcher no doubt work well done on extrinsic rewards effect but there are some points pay no attention by researcher that must be add up to enhance the importance of extrinsic rewards. According to current research results shows that extrinsic as well as intrinsic rewards also have significant positive impact on employee satisfaction. Both rewards have positive impact (Reily et al., 1991).

Now in this study want to clarify why intrinsic rewards are important for particular group of employees and what makes employees intrinsically motivated going to be test.

2.1.1. Recognition and Rewards

Human resource is the most critical resource than all other resource in the firms for the success of organizations (Denisi and Pritchard, 2016). Hence the theory of reward and recognition has becoming important in the present-day and has taken the attention of organizational managers and researchers similarly (Mandal and Dalal, 2006). Therefore, organizations use reward and recognition as motivational techniques for employee's better performance (Beer and Walton, 2014).

Rewards have significant role in motivating employees to improve the performance of firms (Beer and Walton, 2014) & (Hansen, Smith and Hansen, 2012). The use of proper performance also more expand organizational performance (Giancola, 2011). Recognition represents the application of motivator factors and reward represents the application of the hygiene factors (Allen and Helms, 2011). Positive reinforcement often applies in the form of tangible rewards as well as recognition and praise. Using mixture of recognition and rewards with informal praise considered as the most motivational package (Kinicki and Kreitner, 2016).

Many firms have their own official recognition program and this program includes reward in order to recognize good performers with rewards (Deci, 2013). Such kind of experience are important to recognize teams and individuals who performs best and to enhance motivation (Riggio, 2014). However, such kind of experience should be carefully planned if not companies may fail and lose their money what they invested for this purpose (Kinicki and Kreitner, 2016).

The other important point here is that one type of recognition is praising worker. Usually it is known as informal recognition (Allen and Helms, 2011). Though this approach is cost free, employees do not believe that managers have used this method to encourage their employees for better performance (Aguinis, 2012) so managers should use this chance to improve motivation (Kinicki and Kreitner, 2016).

2.2. Employees Training

Firms have been facing inabilities to manage the dynamics global environment (Tai, 2006). In order to mitigate this problem, companies should invest on employees training so as to update in new knowledge and be competent in a market.

Training is a vital tool in capacity building for the firm as well as individuals for the process of organizational improvement (Valeet al. 2000). Besides, it enhances the retention capacity of talented workforce, minimizing unnecessary job rotation of employees (Jones and Wright, 1992; Shaw et al.1998). It also enhance employees long term commitment to ward firms and improve employees motivational level (Pfeffer,1994). These situations make competitive advantage for the firms (Youndtet al.,1996) .

Training also have other uses in addition to the sated benefits. It helps organizations to have best employee usage experience & used to narrow the gap between actual and standard performance of employees. In order to make effective training we have use different training approaches like coaching and mentoring, subordinate participation and peers cooperation. Employees training arrangement is becoming one of significant task of companies to improve their competencies required in the market, (Jie and Roger, 2005).

Training helps to sharpen thinking ability of employees so as to take good decision in time and in a better production manner (David, 2006). In addition it also used to improve employees capacity to deal with customer and handle their complaint (Hollenbeck, Derue and Guzzo, 2004) and used to change the traditional practise by efficient work practise (Kathiravan, Devadason and Zakkeer, 2006).

Training programs used to mitigate employees anxiety which is provoked from the work on the job (Chenet al., 2004). While the gap of possessed and required skills are broad, job dissatisfaction of the workers becomes higher and if workers accept their inability, often decide to leave the firm (Chen et al., 2004). If top management give credit for employees' better performance, training can be used as a tool for improving job satisfaction Rowden (2002). Training helps to gain knowledge for employees and to have higher job satisfaction and superior performance (Tsai et al., 2007).

2.3. Motivation

Motivation is one of the enabling factor used to shape employees' behaviour and improve performance. We can consider motivation as a potential energy to determine employee performance. Since human interest and preference are not the same, what makes individual do something is not necessary the same for another individual Burke (2007). Also, individuals have differences on their basic motivation drive Saraswathi (2011). Therefore, organizations have advised to have a clear understanding in employees' differences in needs and preferences

for motivation factors to improve their performance towards overall organization goal (Bourgault *et al.* 2008). We should not think that employees solely motivated by money, if so, we have obliged to see employees as ordinary input for the production of goods and services. To motivate employees, we should also consider employees behaviour linked to their attitudes (Dickson, 1973). Therefore, to motivate employees well, managers' primary task shall be the need and motivation of employees (Bedeian, 1993). Understanding what motivated employees and how they were motivated was the focus of many researchers (Terpstra, 1979). Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory are known five major approaches used to understand what motivation is.

There are two types of motivation theories which are known as process theory and content theory (Campbell *et. al.*, 1970; Lynne, 2012). Content theory give emphasis to factors and needs that encourage and inspire employees' behaviour as well as performance, employees will gain their job satisfaction when their work tasks give them sense of self-improvement. This theory assume that employees in the organization have the same set of needs, this situation permits organizations to forecast the characteristics that have to be exist in the job (Lynne, 2012). However, process theories stressed on employees' behaviours that driven by their individual needs. This theories assume that employees will gain their job satisfaction when their expectations and values are met in their job. This theory also incorporated the process by which variables such as employees' expectations, needs and values, and comparisons interact with their job tasks to determine satisfaction. In general this theory has given attention for source and cause of employees' behaviours and the motives that affect the intensity and direction of those behaviours (Lynne, 2012).

2.3.1. Herzberg's two-factor theory

Herzberg is known by his two factor theory known as Motivation and Hygiene factors (Robbins, 2009). Motivation Factors are Intrinsic Factors that increase employees' job satisfaction; whereas Hygiene Factors are Extrinsic Factors used to prevent any employees' dissatisfaction. According to him, the presence of Hygiene Factors will not necessary create job satisfaction but prevent from dissatisfaction. He also believed that so as to improve employees' performance or productivity, Motivation factors must be addressed.

There is closed relationship between Herzberg's two factor theory and Abreham Maslow needs theory. According to Maslow, employees have five levels of needs (Maslow, 1943):

physiological, safety, social, ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. This theory claimed that higher level needs (intrinsic or motivation factors) must be met in order to motivate employees but meeting the lower-level needs (extrinsic or hygiene factors) would not motivate employees but would only prevent them from being dissatisfied (Robbins, 2009). Extrinsic factors are also known as job context factors which is given by other people for employees (Robbins, 2009). However Intrinsic factors is known as job content factors helps to provide employees meaningful work able to satisfy employees intrinsically by their work out comes also it enhances employee' level of job satisfaction ((Robbins, 2009).

Since intrinsic factors are closely related with psychological growth, helps to create and maintain more long term positive effects on employees' performance concerning their jobs.

This theory also emphasise that these two sets of Extrinsic and Intrinsic Factors are not necessary opposite with each other, as opposite of satisfaction are not dissatisfaction, but rather no satisfaction. Similarly, opposite of dissatisfaction are not satisfaction, but no dissatisfaction which means they are interdependent each other (Robbins, 2009).

Criticism on Two factor theory towards job satisfactions.

- The main frame work of Two-Factors Theory is the factors of employees' job satisfactions. Job satisfaction is the level of peoples' like (satisfaction) or dislike (dissatisfaction) their job Spector (1997). Employees' job satisfaction has positive impact on organizational performance and employees' commitments (Levy, 2003) also it helps to reduce employees' absenteeism and turnover (Yousef, 2000). Based on the stated definitions above , it may assumes that if individuals preferences is Extrinsic Factors i.e bonuses and supervision, then the Extrinsic Factors will have positive effects towards their job satisfactions, rather than preventing employees' dissatisfaction.
- Level of Extrinsic and Intrinsic factors are differ based on employees' demographic status, not fixed for all employees Schroer (2008). Factor of generation also has its own impact to determine employees factor preference(whether Intrinsic or Extrinsic) because younger generation prefer Extrinsic rewards for job satisfaction & older generation prefer Intrinsic rewards (Wan Fauziah and Tan 2013).
- Organizational justice & procedure also affects organizational commitment, the study also revealed that procedural justice are more relevant than distributive justice in affecting employees' commitment for organization (Ponnu and Chuah in 2010).

- Maintaining co-workers' relationship have significant correlation with job satisfaction it can also use as a means to solve problems which may occur among employees. Ducharme and Martin (2000), (Lin and Lin (2011).
- Leaders followers relationship also helps to build trust, confidence and respect between the two parties and also used to influence organizational commitment positively Asri *et. al.* (2007), (Weng, Lai, Li, 2010). Which means the hygiene factor of Supervision has a positive relationship with job satisfactions.
- The factor of job security also has a positive effect in motivating employees and it has a positive relationship with employees' job satisfaction Danish and Usman (2010), Rafikul and Ahmad (2008).
- According to Amna (2011), factor of **working condition** is so much significant for job satisfaction .A research presented by Rafikul and Ahmad (2008) also argued that there is a positive relationship between good working condition and motivation.

Most of the stated results proved that there is significant relationship between Extrinsic factors and employees' motivation, which means that Herzberg's Two-Factor theory should be used as single group of determinant for employees' job satisfactions. This argument also advised us to use the two factors (Intrinsic and Extrinsic) based on employees' preference so as to boost their work motivation.

2.3.2. Maslow's Hierarchy of Needs

Abraham Maslow made different researches related to human motivation. He categorized human needs in to two groups called deficiency needs and growth needs. There are different level of needs in these two categories. In deficiency needs, each lower needs must be met before go to next higher level need. After each level of need is satisfied, deficiency will not more exist. There are four level of needs in deficiency need which are; 1.Physiological needs (hunger, thirst, bodily comforts, etc.), 2. Safety/security needs means be out of danger 3. Social needs (Love & belongingness, affiliate with others) 4. Esteem needs (to achieve, to be competent, to gain approval and recognition).

As per Maslow, individual will not go to growth needs unless they met deficiency need. He initially considered Self- actualization as growth needs. He explained peak experience, personal growth, continuous life appreciation and being problem focused as the characteristics of self-actualized persons.

He also categorized the growth needs of self-actualization in to two,

1. First growth needs (Cognitive and Aesthetic) thought as part of the more general level of self-actualization (Maslow & Lowery, 1998).
2. Self- transcendence is beyond the general level that focused on growth beyond that oriented towards self (Maslow, 1971).

Cognitive means to know, to understand, and explore; Aesthetic means symmetry, order, and beauty; Self-actualization is to find self-fulfilment and realize one's potential and Self-transcendence is to connect to something beyond the ego or to help others find self-fulfilment and realize their potential.

Maslow concluded that the highest level of self –actualization is Self- transcendence which is considered as his vital contribution for the study of human behaviour and motivation (Daniels 2001). He also suggested that when one becomes more self-actualized and self-transcendence, he/ she becomes more wise to give solution in any situation.

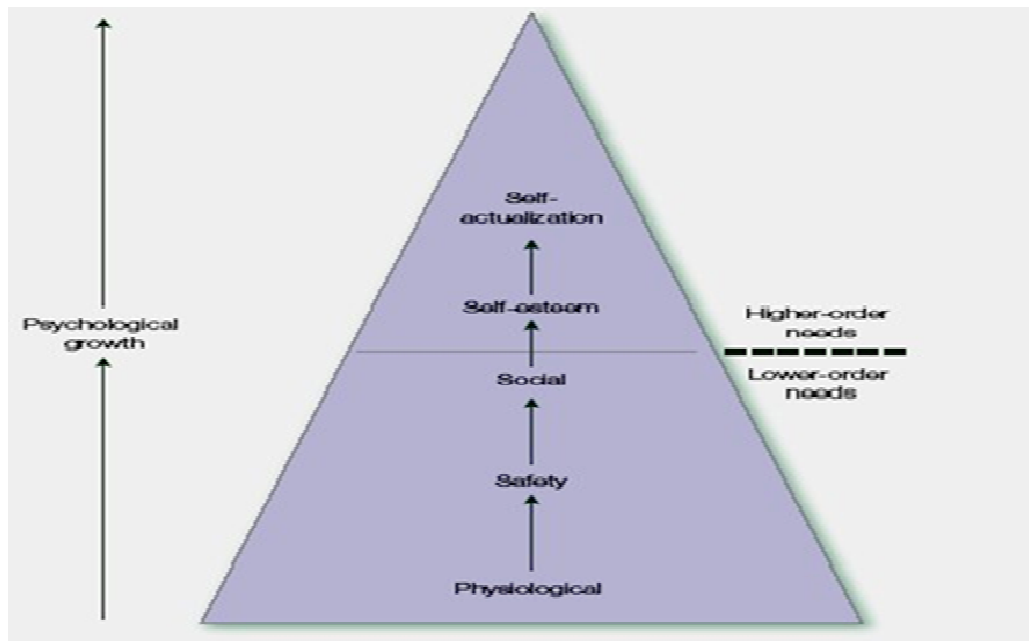


Figure 1 Maslow's Hierarchy of Needs

2.4. Employee performance

Employees who are satisfied with their job will have higher job performance and extreme job retention than those who are not happy with their jobs as it is stated by Hawthorne studies (Landy, 1985). Besides, if employees are dissatisfied, their rate of turnover will be high and be demotivated to perform better, on the other hand, satisfied employees are happy and easy to motivate and to attain target performance of firms (Kinicki and Kreitner, 2007).

Performance is categorized into five stages: Planning, monitoring, developing, rating and rewarding. Planning is setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals.

Monitoring is the phase in which one measure performance comparing with stated goals. Developing stage is a stage of improving employees' poor performance. The rating is a stage of employees' performance summarization it is used for comparing performance intensely among employees. Reward stage is a stage of recognizing best performers who perform better than planned.

Employees Demography

- Many authors are interested in the problem of motivation because it results in: improving efficiency and creativity, improving the quality of working life in the organization, improving the competitive advantage and the company's success. In order to improve personal motivation we need to define our own boundaries, secure various choices, adjust work and private life, set new challenges, define objectives clearly, improve and develop new skills, cooperate with others and assist them. But one should have in mind that no theory is good enough to envisage what will motivate each employee, because what motivates some does not necessarily motivate all others (Unčanin et al. 2006).
- It is quite difficult to define motivation properly and concisely. People are simply just motivated on their own or it is forced upon them. The answer to the question "What is motivation?" was different through the ages and in different cultures. Motivation can be defined as a process, which triggers an activity in a man, which is directed towards certain objects and needs coordination, in order to achieve a certain goal (Kulić, 2003).

Employees' demographic factors also have its own impact for the effectiveness of the practise of intrinsic rewards for employees' motivation and performance.

a) Age

Employees' motivational preference is different depending on their age. Employees with younger age were more motivated with extrinsic factors and demotivated by intrinsic factors while employees with an older age are more motivated in intrinsic factors and demotivated by extrinsic factors Wan Fauziah and Tan (2013). Which means the factor of generations plays an important role in determining employees' favourability in Intrinsic and Extrinsic Motivation factors.

b) Sex

Men and women do not give same value to rewards. Women give more value to work with, good hours and meeting people instead of extrinsic reward factors (Warr, 2008).

c) Education

More educated persons is more satisfied with intrinsic rewards since it is psychological need like promotion, recognition etc whereas less educated persons satisfied with extrinsic rewards or financial benefits, Ahmet (2007) .

d) Salary/Income

A people with less income are more satisfied with physiological needs whereas people with medium income is more satisfied with psychological needs. Abraham Maslow (1970) suggested that certain needs have priority over others. Physiological needs like breathing, thirst, and hunger come before psychological needs such as achievement, self-esteem, and the need for.

The other point which can affect employees' motivation other than demographic factors is **Job security.**

Job security.

Like Demographic factors, job security has its own effect on the effectiveness of employees' motivation and performance. Rafikul and Ahmad (2008) concluded that the factor of job security has positive effect in motivating their respondents. Also Saraswathi (2011) argued that job security has significant effect on non-IT employees' motivation factors.

2.5. Empirical Literature review

According to Kwasi-Aah, in his study titled Application of Fredric Herzberg's two factor theory, to motivate and satisfy employees in Ghana, managers need to effectively blend the factors (Intrinsic and Extrinsic) well to suit the special needs of their employees. A qualitative case study methodology was used to interview key informants as well as questionnaires were distributed.

According to Buguza Massudi Mohamedi, In His Study On Impact Of Employee Motivation On Job Performance In Tanzania Banking Sector. A Case Study of Tanzania Postal Bank Head Office and Metropolitan Branch, he argued that salary increment, promotion and recognition were important motivational factors for employees of Tanzania Postal Bank. Majority of respondents sees money as what they worked for. A qualitative case study methodology was used to interview key informants as well as questionnaires were distributed to the sample of 100 respondents.

- According to Irum Shahzadi, in his study titled **Impact of Employee Motivation on Employee Performance**, significant and positive relationship exists between employee motivation and employee performance. It is also concluded that intrinsic rewards has a significant positive relationship with employee performance and employee motivation. This study concludes that employee perceived training effectiveness has a negative relationship with motivation using self-administered questionnaire. Regression analysis is applied.
- According to Quratul-Ain Manzoor, in his study titled Impact of Employees Motivation on Organizational Effectiveness, empowerment and recognition have positive effect on employee motivation. The more empowerment and recognition of employees in an organization is the more will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment the higher will be the organizational performance and success.
- According to Rizwan Munir, in his paper titled the Impact of Rewards (Intrinsic and Extrinsic) on Employee Performance with Special Reference to Courier Companies of Faisalabad City, rewards plays a motivational role in the personality of an employee and urge them to produce loyalty and show good performance By the results study shows that

there is a strong relationship between both type of rewards and on employee performance.

- According to Aidah Nassazi , in his paper titled the effect of training on employees performance Using three Uganda's telecommunication companies, the results obtained indicate that training have a clear effect on the performance of employees.
- According to Farzana Riasat¹, Sobia Aslam¹, Qasim Ali Nisar² in his paper titled Do Intrinsic and Extrinsic Rewards influence the Job satisfaction and Job performance? Mediating Role of Reward System Farzana Riasat¹, Sobia Aslam¹, Qasim Ali Nisar²,

Outcome shows that monetary and non-monetary rewards really positively associate with employees' job satisfaction. Positive correlation lies between intrinsic, extrinsic motivation and employee's performance and job satisfaction of nursing staff in hospitals. Moreover, results disclosed that rewards system significantly and partially mediates the relationship between intrinsic and extrinsic rewards, job performance, and job satisfaction.

- *According to Mussie T. Tessema¹, Kathryn J. Ready¹, Abel B. Embaye² in their paper titled Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction Cross Country Evidence:* This paper analyzes the effect of employee recognition, pay, and benefits on job satisfaction. In this cross-sectional study, survey responses from university students in the U.S. (n = 457), Malaysia (n = 347) and Vietnam (n = 391) were analyzed. Employee recognition, pay, and benefits were found to have a significant impact on job satisfaction, regardless of home country income level (high, middle or low income) and culture (collectivist or individualist). However, the effect of benefits on job satisfaction was significantly more important for U.S. respondents than for respondents from Malaysia and Vietnam. The authors conclude that both financial and nonfinancial rewards have a role in influencing job satisfaction, which ultimately impacts employee performance.

2.6. Conceptual framework

Conceptual framework presents the practise of intrinsic rewards (employee promotion, recognition and training effectiveness), employee motivation and performance. The under stated picture shows the relationship of the variables (Intrinsic reward, Employee perceived training effectiveness, Employee motivation and employee performance).

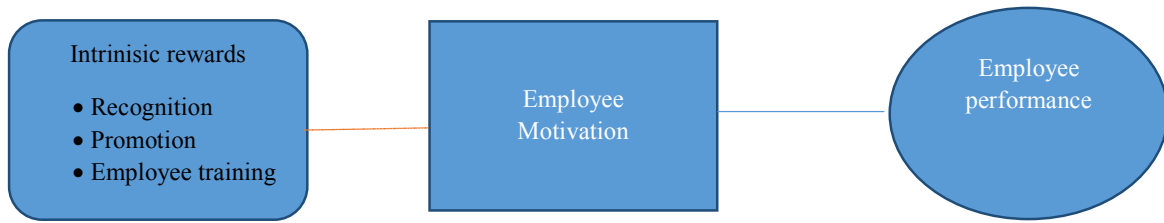


Figure 2 Conceptual framework

Source: Herzberg's two factor motivational theory and Abraham Maslow need hierarchic theory.

Chapter Three

3. Research Methodology

3.1. Introduction

This chapter describes the methodology and research design that was used in conducting the research and also shows sampling techniques, population, data collecting methods and data analysis methods.

3.2. Research Design

Research design is a master plan used to identify methods and procedure to accomplish the research objectives and to answer research questions (Saunders et al. (2007). The paper used Descriptive research design to describe preferences, practices, characteristics, commonalities, or differences from the total population. Descriptive design is the most desirable type of research design to describe event which is little known or to identify new incidents also its result used for further research. The lack of generalizability of the data and the potential for multiple interpretations of the data are the limitations of Descriptive design. (Helen L. Dulock, RN, DNS). Descriptive research design is a scientific method which embraces observing, gathering, describing data without influencing its behaviour and then organizes, tabulates, depicts and describes data collected in the form of graphs and charts, in order to help the reader understand the distribution of data (Cooper and Schindler, 2011).

3.3. Population and Sampling Design

3.3.1 Population

Population of the study was all employees of Mirona industry plc and the targeted population was all the permanent employees of the company which were 201 in total. The study population refers to the total collection of elements which one would like to study or make inferences (Cohen, Manion and Morrison, 2013).

3.3.2 Sampling Design

Saunders (2007) defines research design as the general plan of how the research questions would be answered. The research design for this study was the survey research design to assess the practice of employees' motivation and performance. This was therefore qualitative in nature.

3.3.3. Sampling Frame

The sampling frame for this study consisted of all permanent employees of Mirona industry plc (a total of 201) and the list was obtained from the human resource department. Contract employees are not included since they are piece rate employees and have other variables which are not included in this paper. A sampling frame is the list or quasi list of elements from which a probability sample is selected (Denscombe, 2014).

3.3.4. Sampling Technique

A sample was drawn from a population which refers to all possible cases of what the researchers were interested in studying and the population is often people who have some particular characteristics in common. The selected sampling technique used by the researcher is random sampling technique.

3.3.5. Sample Size

Sample size is the number of elements selected from a given population (Denscombe, 2014). The sample size of the study was 65 out of 201 permanent employees work at Mirona industry plc and 57 respondents returned the questionnaires.

3.4. Data Collection Methods

Systematic observation, information archives, questionnaires and interviews and case study are methods which the researchers used to collect primary data Blaxter (2001). The researcher used self-administered questionnaire to collect primary data. The questionnaire was distributed to 65 permanent employees of Mirona industry plc.

The first part of the questionnaire used to collect demographic data of the respondents such as age group, gender and education. The second part was concerned with the practise of intrinsic rewards, the third part was about the practise of employee training and the last and the fourth part of the questionnaire was about the perception of employee motivation on job performance. There were five multiple choice options representing five levels of preference, that is; Strongly disagree, Disagree, Moderately agree, Agree, Strongly Agree.

3.5. Data Analysis Methods

The collected data was coded and captured into the computer for analysis using Statistical Package for Social Sciences (SPSS) version 25. Descriptive analysis was used to determine the proportions and frequency of the variables. The results were presented in the form of tables.

3.6. Instruments and Measures:

The instruments survey contains two sections. Section one, included different personal and demographic variables. Section two incorporated important variables for the main objective of the study. These variables include intrinsic rewards (promotion and recognition), employee training, and employees’ motivational perception on job. This section of study is developed based on the already used questionnaires and past literature. The scale of the study was adopted from the previous literature and published studies. The first variable of the study was intrinsic rewards(promotion and recognition) having six items taken from Patterson Spreng (1997).The next variable is employee perceived training effectiveness from the study of Armstrong and Kotler (2009) The next variable is employees’ motivational perception on job performance from the study of Armstrong and Kotler (2009).

3.7. Reliability Analysis

Overall Cronbach’s alpha of Employee Motivation questionnaire items are 0.898. This shows that all the 14 items are reliable and valid to measure the opinions of employees towards employees’ perception on the practise of intrinsic rewards, training practise and employees’ motivation on job performance.

Table 1 Reliability of Measurement Instrument

Scales	Item	Cronbach’s Alpha
Intrinsic rewards	6	.862
Employee perceived training effectiveness.	3	.785
Employees motivation for the work done	5	.730

Chapter Four

4. Data Analysis and presentation

This chapter discusses the results of the findings of the data analysed from the questionnaires. The data was analysed based on the research objectives and questionnaire items using a statistical tool to generate frequency distribution tables, means and the results are hereby presented. The chapter is divided into various sections. Section 4.1 presented the introduction; section 4.2 general information; section 4.3 presented the results for the application of intrinsic rewards; section 4.4 presented the result for the practise of employees' training practise; section 4.5 presented the result for the practise of motivational perception on employees' performance and section 4.6 summarized the entire chapter.

4.1. General Information

65 questionnaires were distributed to the population and 57 were collected. Almost all questionnaires were filled appropriately it made this study a response rate of 87.7%.

a) Gender

Table 2 Sex distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	24	42.1	42.1	42.1
	Female	33	57.9	57.9	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, February,2020

The respondents were asked to indicate their gender and the results are shown below. Table 2 was indicative of the results which were obtained 58% of the respondents were female and 42% were male, thereby confirming that Mirona industry plc had more female employees compare to male employees.

b) Age Group

Table 3 Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	42	73.7	73.7	73.7
	31-40	4	7.0	7.0	80.7
	41-50	7	12.3	12.3	93.0
	51-60	4	7.0	7.0	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, February, 2020

The respondents were asked to indicate the age group they belonged to and the results are as shown. Table 3 shows that 73.7% of the respondents were between 18-30 years, 4% were between 31-40 years, 12.3% were between 41-50 years, and 7% were between 51-60 years of age. This shows that majority of the respondents were aged between 18 and 30 years.

c) Education

Table 4 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	11	19.3	19.3	19.3
	Diploma	21	36.8	36.8	56.1
	Degree	8	14.0	14.0	70.2
	other(below certificate)	17	29.8	29.8	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, February, 2020

The respondents were asked to indicate their level of education and the results are as shown. Table 4 shows that 29.8% of the respondents were below certificate, 19.3% were certificate, 36.8% were Diploma and 14.8% were first degree. This shows that majority of the respondents were diploma and below.

d) Salary/ Income

Table 5 Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<2000	12	21.1	21.1	21.1
	2000-5000	32	56.1	56.1	77.2
	5001-8000	7	12.3	12.3	89.5
	8001-10000	1	1.8	1.8	91.2
	>10001	5	8.8	8.8	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, February, 2020

The respondents were asked to indicate their monthly salary income and the results are as shown. Table 5 shows that 21.1% of the respondents were earned below 2000 Birr, 56.1% were earned between 2000-5000 Birr, 12.3% were earned between Birr 5001-8000, 1.8% of

employees were earned 8001-10000 Birr and 8.8% employees were earned above 10000 Birr. This shows that majority of the respondents were earned below 5000 Birr.

e) Position

Table 6 Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lower position	33	57.9	57.9	57.9
	Medium position	21	36.8	36.8	94.7
	Higher position	3	5.3	5.3	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, February, 2020

The respondents were asked to indicate their work position and the results are as shown. Table 6 shows that 57.9% of the respondents were working in lower position, 36.8% respondents were working in medium level working position and, 5.3% respondents were working in higher level working position. This shows that majority of the respondents were working in lower level position.

4.2. Intrinsic rewards

The respondents were asked to rate various intrinsic rewards degree of practise using the scale ‘SA’= strongly agree, ‘A’=Agree, ‘MA’= moderately agree, ‘D’= Dis agree, ‘SD’=strongly disagree. The results of the study were as follows.

a) The organization allows employees to grow as a person, improve self-confidence overcome the weakness, mature foster their self-esteem.

Table 7 Employees' Growth

		fer.	%	Valid Percent	Cum.Per.
Valid	Strongly Disagree	14	24.6	25	25
	Disagree	5	8.8	8.9	33.9
	Moderately agree	14	24.6	25	58.9
	agree	18	31.6	32.1	91.1
	Strongly agree	5	8.8	8.9	100
	Total	56	98.2	100	
Missing	System	1	1.8		
Total		57	100		

Source: SPSS Analysis output, 2020

The respondents were asked to indicate whether their organizations allows them to grow as a person, improve self-confidence, overcome the weakness, mature foster their self-esteem. Table 7 shows that 24.6% strongly disagreed, 8.8% disagreed, 24.6% were moderately agreed, 31.6% agreed while 8.8% strongly agreed. This indicates that majority of the employees agreed with employees growth.

b) The organization environment, in which employees’ activity is embedded is cooperative, and foster mutual respect, and there is friendship and interpersonal trust among employees.

Table 8 Cooperative organization environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	21.1	21.1	21.1
	Disagree	6	10.5	10.5	31.6
	Moderately agree	14	24.6	24.6	56.1
	Agree	11	19.3	19.3	75.4
	Strongly agree	14	24.6	24.6	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked to indicate their perception on the existence of cooperative organizational environment and the results are shown. Table 8 shows that 21.1% strongly disagreed, 10.5% disagreed, 24.6% were moderately agreed, 19.3% agreed while 24.6% strongly agreed. This indicates that majority of employees agreed on the existence of cooperative organizational environment.

c) The organization is fair regarding internal management procedures/methods.

Table 9 Internal management procedures

		Frequency	Percent	Valid Percent	Cumulative
Valid	Strongly Disagree	1	1.8	1.8	1.8
	Disagree	14	24.6	24.6	26.3
	Moderately agree	17	29.8	29.8	56.1
	agree	18	31.6	31.6	87.7
	Strongly agree	7	12.3	12.3	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked the fairness of internal management procedure and the results are shown. Table 9 shows that 1.8% strongly disagreed, 24.6% disagreed, 29.8% were moderately

agreed, 31.6% agreed while 12.3% strongly agreed. This indicates that majority of employees were agreed that there was fair internal management procedure/methods.

d) Management appreciate employees while they perform better than usual standard.

Table 10 Management appreciation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	50.9	50.9	50.9
	Disagree	14	24.6	24.6	75.4
	Moderately agree	8	14.0	14.0	89.5
	agree	3	5.3	5.3	94.7
	Strongly agree	3	5.3	5.3	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked to indicate whether there is management appreciation while performing better than usual standard. Table 10 shows that 50.9% strongly disagreed, 24.6% disagreed, 14% were moderately agreed, 5.3% agreed and 5.3% strongly agreed. This indicates that majority of employees were not agreed that they were appreciated by management while they perform better than usual standards.

e) There is good relationship between superiors and peers.

Table 11 Relationship between superiors and peers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.8	8.8	8.8
	Disagree	10	17.5	17.5	26.3
	Moderately agree	19	33.3	33.3	59.6
	agree	10	17.5	17.5	77.2
	Strongly agree	13	22.8	22.8	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked to indicate the existence of good relationship between superiors and peers and the results are shown. Table 11 shows that 8.8% strongly disagreed, 17.5% disagreed, 33.3% were moderately agreed, 17.5% agreed and 22.8% strongly agreed. This

indicates that majority of the employees agreed as there was good relationship between superiors and peers.

f) There is possibility of promotion in the organization considering employees performance and seniority.

Table 12 Possibility of promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	22.8	22.8	22.8
	Disagree	12	21.1	21.1	43.9
	Moderately agree	21	36.8	36.8	80.7
	Agree	7	12.3	12.3	93.0
	Strongly agree	4	7.0	7.0	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked to indicate possibility of promotion and the results are shown. Table 12 shows that 22.8% strongly disagreed, 21.1% disagreed, 36.8% were moderately agreed, 12.3% agreed and 7% strongly agreed. This results show that majority of employees were not agreed on the possibility of promotion.

Aggregate Intrinsic Reward Analysis

Table 13 Descriptive Statistics Analysis of reward practice in Mirona Industry Plc

Variables	N	Min	Max.	Mean	Std. Dev.
The organization allows them to grow as a person, improve self-confidence overcome the weakness, mature foster their self-esteem.	56	1	5	2.91	1.339
The organization environment, in which their activity is embedded is cooperative, and foster mutual respect, and there is friendship and interpersonal trust among employees.	57	1	5	3.16	1.461
The organization is fair regarding internal management procedures/methods.	57	1	5	3.28	1.031
Management appreciate employees while they perform better than usual standard	57	1	5	1.89	1.160
There is good relationship between superiors and peers	57	1	5	3.28	1.250
There is possibility of promotion in the organization considering employees performance and seniority	57	1	5	2.60	1.178
Aggregate Average	57	1	5	2.85	1.24

Source: SPSS Analysis output, 2020

The aggregate result of intrinsic reward practice in the Mirona Industry Plc. indicated a descriptive mean value ($M=2.85 < 3.00$), which means below the hypothetical average. According to the analysis the study implies that the intrinsic reward practice in the Mirona Industry Plc. is not satisfactory.

After the above implication, the researcher compared and contrasted the findings with other literature review or empirical studies and revealed the followings:

- **The organization allowed employees to grow as a person, improve self-confidence, overcome the weakness, mature foster their self-esteem(Mean =2.91<3.00)**

33.4 % of employees believe that the organization does not allow them to grow while 41.0% agreed that they allowed to grow. This is congruent with motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) they suggested that managers have to make their employees self-actualized, in order to use their maximum creative potential.

- **The organization environment, in which their activity is embedded is cooperative, and foster mutual respect, and there is friendship and interpersonal trust among employees.(Mean= 3.16>3.00)**

31.6% of employees were not agreed on the organization environment definition while 43.9% agreed. It is similar with Lin and Lin (2011).Lin concluded that positive relationship between co-workers is one of pre-condition for job satisfactions. Also Asri et. al. (2007) confirmed that there is a significant positive correlation between job satisfaction and co-worker relationship.

- **The organization is fair regarding internal management procedures/methods.(Mean= 3.28>3.00)**

26.4% of employees were not agreed with the fairness of internal management procedure/methods while 43.9% agreed. It is congruent with (Ponnu and Chuah in 2010).They argued as there is a strong significant relationship between organizational justice and organizational commitments.

- **Management appreciate employees while they perform better than usual standard. (Mean = 1.89<3.00)**

75.5% of employees were not agreed on management appreciation while 10.6 % agreed. This is contrary with Nelson (2005). He concludes that recognition leads to improved communication, better cooperation, and decreased absenteeism and turnover.

- **There is good relationship between superiors and peers.(Mean=3.28>3.00)**

26.3% of employees were not agreed on the good relationship of superiors and peers while 40.3% agreed. It is congruent with (Weng, Lai, Li, 2010). The better the coordinative relationship in terms of trust, confidence, and respect between leaders and followers, the higher rate of employees’ job satisfactions arriving from supervisory factors. (Weng, Lai, Li, 2010).

- **There is possibility of promotion in the organization considering employees performance and seniority.(Mean= 2.60<3.00)**

43.9 % of employees were not agreed on the possibility of promotion while 19.3 % agreed. This is contradict with Siagins argument. According to Siagins, there is a significant and positive connection between the implementation of promotion and employee performance, meaning the better the implementation of promotion, the performance will increase (Siagians, 2002).

4.3. The practise of employees’ training effectiveness in Mirona Industry Plc.

a) My company provides me the opportunity to improve my skills.

Table 14 Opportunity to improve employees’ skill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	31.6	31.6	31.6
	Disagree	14	24.6	24.6	56.1
	Moderately agree	11	19.3	19.3	75.4
	agree	8	14.0	14.0	89.5
	Strongly agree	6	10.5	10.5	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked if there was opportunity in the company to improve employee’s skill and the results are shown. Table 14 shows that 31.6% strongly disagreed, 24.6%

disagreed, 19.3% were moderately agreed, 14% agreed while 10.5% strongly agreed. This results show that majority of the employees were not agreed that there was an opportunity to improve their skill.

b) There is lot of chance to learn new things in this company.

Table 15 Chance to learn new things

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	14.0	14.0	14.0
	Disagree	15	26.3	26.3	40.4
	Moderately agree	15	26.3	26.3	66.7
	agree	15	26.3	26.3	93.0
	Strongly agree	4	7.0	7.0	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked to indicate as there was lot of chance to learn new things in a company and the results are shown. Table 15 shows that 14% strongly disagreed, 26.3% disagreed, 26.3% were moderately agreed, 26.3% agreed while 7% strongly agreed. This results show that majority of the employees were not agreed on the chance to learn new things in a company.

c) My company frequently arranges training programs for the employees.

Table 16 Frequency of training programs arrangement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	45.6	45.6	45.6
	Disagree	15	26.3	26.3	71.9
	Moderately agree	9	15.8	15.8	87.7
	agree	6	10.5	10.5	98.2
	Strongly agree	1	1.8	1.8	100.0

	Total	57	100.0	100.0	
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Source: SPSS Analysis output, 2020

The respondents were asked to indicate their perception on company's training program arrangement, the results are shown. Table 16 shows that 45.6% strongly disagreed, 26.3% disagreed, 15.8% were moderately agreed, 10.5% agreed and 1.8% strongly agreed. This results show that majority of the employees were not agreed on frequent training program arrangement in a company.

The aggregate result about training Program practice in Mirona Industry Plc. posited poor with mean value ($M=2.44 < 3.00$). Pursuant to the analysis, the practice of training program in Mirona Industry Plc. is not satisfactory.

Aggregate training practise Analysis

Table 17 Aggregate Training Program practice Analysis

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
My company provides me the opportunity to improve my skills.	57	1	5	2.47	1.351
There is lot of chance to learn new things in this company.	56	1	5	2.88	1.176
My company frequently arranges training programs for the employees.	57	1	5	1.96	1.101
Aggregate Mean	57	1	5	2.44	1.21

Source: SPSS Analysis output, 2020

The aggregate result about training Program practice in Mirona Industry Plc. posited poor with mean value ($M=2.44 < 3.00$). Pursuant to the analysis, the practice of training program in Mirona Industry Plc. is not satisfactory.

After analysing the study, the researcher compare and contrast the findings with other literature review or empirical study, and revealed the followings:

- **My company provides me the opportunity to improve my skills.(Mean =2.47<3.00)**

56.2 % of employees were not agreed on the existence of employee training practice while 20.5 % agreed. This is contradict with the theory of Vallet, Prefer and Svenja. Training opportunity is beneficial for the firm in variety of ways, such as, it plays a vital role in building and maintaining capabilities both on individual and organisational level, and thus participates in the process of organisational change (Valleet al., 2000). Moreover, it enhances the retention capacity of talented workforce (Jones and Wright, 1992; Shaw et al.1998). Furthermore, it indicates the firm's long-term commitment towards its workers and increases the employee's motivational level (Pfeffer, 1994). Also training develops self-efficacy and results in superior performance on job (Svenja, 2007) by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006).

- **There is lot of chance to learn new things in this company. (Mean=2.88<3.00)**

40.3% of employees were not agreed on possibility of chance to learn new things in a company while 33.3% agreed. If employees don not gain new knowledge in their day to day task, their job interest and efficiency will decline. It is congruent with Lynne. According to Lynne, work tasks should give employees sense of self- improvement (Campbell et. al., 1970; Lynne, 2012).

My company frequently arranges training programs for the employee. (Mean =1.96<3.00)

71.9% of employees were not agreed on the frequency of employees training program arrangement while 12.35 has agreed. It is not congruent with the theory of Jie and Roger. Frequent training programs helps to update employees work knowledge and skill in time to use this task force as a competitive advantage. Therefore, it is mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005).

4.4. The result of employees' motivational perception on employees' performance

a) I feel a sense of personal satisfaction when I do this job well.

Table 18 Sense of personal satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderately agree	3	5.3	5.3	5.3
	agree	11	19.3	19.3	24.6
	Strongly agree	43	75.4	75.4	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked to indicate their feeling when they do their job well. The results are shown. Table 18 shows that 5.3% were moderately agreed, 19.3% agreed while 75.4% strongly agreed. This results showed that majority of employees feel personal satisfaction when they do their job well.

b) My opinion of myself goes down when I do the job badly.

Table 19 Self - opinion related with the job performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.8	1.8	1.8
	Disagree	1	1.8	1.8	3.6
	Moderately agree	5	8.8	8.9	12.5
	agree	16	28.1	28.6	41.1
	Strongly agree	33	57.9	58.9	100.0
	Total	56	98.2	100.0	
Missing	System	1	1.8		
Total		57	100.0		

Source: SPSS Analysis output, 2020

The respondents were asked to indicate their opinion when they do their job badly and the results are shown. Table 19 showed that 1.8% strongly disagreed, 1.8% disagreed, 8.8% were moderately agreed, 28.1% agreed while 59.1% strongly agreed. The results showed that

majority of employees think that the opinion of themselves goes down when they do the job badly.

c) I take pride in doing my job as well as I can.

Table 20 Pride in doing job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	5.3	5.3	5.3
	Moderately agree	4	7.0	7.0	12.3
	agree	17	29.8	29.8	42.1
	Strongly agree	33	57.9	57.9	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked if they feel pride when they do their job as well as they can and the results are shown. Table 20 shows that 5.3% disagreed, 7% were moderately agreed, 29.8% agreed and 57.9% strongly agreed. The results showed that majority of employees agreed that they took pride in doing their job as well as they can.

d) I like to look back at a day's work with a sense of a job well done

Table 21 looking back (Self performance evaluation).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	5.3	5.3	5.3
	Moderately agree	9	15.8	15.8	21.1
	agree	18	31.6	31.6	52.6
	Strongly agree	27	47.4	47.4	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked to indicate whether they like to look back at a day's work with a sense of a job well done, the results are shown. Table 21 shows that 5.3% disagreed, 15.8%

were moderately agreed, 31.6% agreed and 47.4% strongly agreed. The results showed that majority of employees liked to look back at a day’s work with a sense of a job well done.

e) I try to think if ways of doing my job effectively

Table 22 Ways of doing job effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagreed	3	5.3	5.3	5.3
	Moderately agreed	8	14.0	14.0	19.3
	agreed	21	36.8	36.8	56.1
	Strongly agreed	25	43.9	43.9	100.0
	Total	57	100.0	100.0	

Source: SPSS Analysis output, 2020

The respondents were asked if they think about the effectiveness of the way they do their job and the results are shown. Table 22 shows that 26% strongly disagreed, 30% disagreed, 22% were moderately agreed, 11% agreed while 11% strongly agreed. The results shows that majority of employees think about the effectiveness of the way they do their job.

Aggregate Analysis of Employees’ motivational perception on Job performance

Table 23 Aggregate result of employees’ motivational

Descriptive Statistics					
Variables	N	Min.	Max.	Mean	Std. Dev.
I feel a sense of personal satisfaction when I do this job well.	57	3	5	4.70	0.566
My opinion of myself goes down when I do the job badly .	56	1	5	4.41	0.869
I take pride in doing my job as well as I can.	57	2	5	4.40	0.842
I like to look back at a day’s work with a sense of a job well done	57	2	5	4.21	0.901
I try to think if ways of doing my job effectively	56	2	5	4.20	0.883
Aggregate Mean	57	2	5	4.38	0.812

Source: SPSS Analysis output, 2020

Above Table C described about the aggregate result of employees' motivational perception on job performance. According to the report, it disclosed all variables, "I feel a sense of personal satisfaction when I do this job well", "My opinion of my self goes down when I do the job badly", "I take pride in doing my job as well as I can", and "I try to think if ways of doing my job effectively" had mean value (M=4.70, 4.41, 4.40, 4.21, and 4.20 >3.00) have satisfactory result.

The analysis implies employees' motivational perception on job in Mirona Industry Plc. is satisfactory. According to Spector (1997), Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". It has been recognized to have its positive impact on organizational performance and employees' commitments (Levy, 2003); After comparing the findings with other literature review or empirical study, the study revealed the followings:

- **The study confirm that employees of Mirona industry feel personal satisfaction when they do the job well.(Mean=4.70>.300)** 94.7% of respondents mentioned their personal satisfaction when they did the job well and no employees disagreed on this **Besides, the study shows that employees' opinion for themselves will go down when they did the job badly.(Mean=4.41>.300)**. 87.2% of employees have same feeling (Their opinion for themselves will go down when they did their job badly). **Also the study revealed that employees feel pride when they did their job as well as they can (Mean=4.40>.300)**, 77.7% of employees agreed on their pride while 12.3 % did not agreed and **the study confirm that employees of Mirona industry liked to look back to check if the job done well (Mean=4.21>.300)**, 79% of employees conformed that they liked to look back to check if the job done well but only 5.3% have no such kind of experience. **The study revealed that employees of the company think about the effectiveness of the way they do their job (Mean=4.20>.300)** , 87.7% of employees have such kind of experience.

As per the above mentioned analysis, employees have no satisfaction in current practise of intrinsic reward, aggregate mean of 2.85 (**Mean=2.85<300**) and employees' training aggregate mean of 2.44 (**Mean=2.44< 300**). However, as we learned from their aggregate result of employees' motivational perception on job performance (**Mean=4.38>.300**), they were strongly satisfied. It is controversial and require further investigation to address the reason behind.

Chapter Five

5. Summary of Findings, Conclusions and Recommendations

This chapter summarized the study and the discussions guided by the study objectives. The chapter also gives the study conclusions that have derived from the study findings. Besides, the chapter also proposes recommendations for improvement and those for additional studies.

5.1. Summary of Findings

The purpose of this study was to assess the practise of employee motivation and performance in the case of Mirona industry plc. So, the study adopted a descriptive research design. The population of this study comprised of all permanent employees of Mirona industry plc. The sampling frame for this study comprised of a list all permanent employees that work at Mirona industry plc. The random sampling technique was used to select the respondents from the list of employees, the sample size of the study and the number of distributed questionnaire was 65 however 8 respondents were not returned the questionnaires, means 57 papers were collected and analysed. The primary data was collected using a structured, tailor-made questionnaire. Descriptive analysis was used to determine the proportions and frequency of the variables. Statistical Package for Social Sciences (SPSS) version 25 was used to facilitate the data analysis.

Demographic characteristics

- **Sex**

Out of 57 respondents, 42.1% or 24 employees were Male and 57.9 % or 33 employees were Female.

- **Age**

Maximum age group of respondents were 18-30 years which was 73.7% and the minimum number of age group was 51-60 years which was 7%.

- **Salary/ Income**

Maximum number of respondents had monthly income of 200-500 Birr which was 56.1% and employees with income of 8000-10000 were 1.8% which was a minimum number of respondents.

Intrinsic reward practise

- For the variable, ‘‘the organization does not allow employees to grow as a person, improve self-confidence, overcome the weakness, mature foster their self-esteem’’. The mean value is less than hypothetical average ($M= 2.91 < 3.00$) which means the result is unsatisfactory.
- For the variable’’ The organization environment, in which their activity is embedded is cooperative, and foster mutual respect, and there is friendship and interpersonal trust among employees’’ The mean value is more than hypothetical average ($M= 3.16 > 3.00$) which means the result is satisfactory.
- For the variable ‘‘The organization is fair regarding internal management procedures/methods’’. The mean value is more than hypothetical average ($M= 3.28 > 3.00$) which means the result is satisfactory.
- For the variable ‘‘Management appreciate employees while they perform better than usual standard’’. The mean value is less than hypothetical average ($M= 1.89 < 3.00$) which means the result is unsatisfactory.
- For the variable’’ There is good relationship between superiors and peers in a company’’. The mean value is more than hypothetical average ($M= 3.28 > 3.00$) which means the result is satisfactory.
- For the variable’’ There is possibility of promotion in the organization considering employees performance and seniority’. The mean value is less than hypothetical average ($M=2.6 < 3.00$) which means the result is unsatisfactory.
- In general, the aggregate mean value of intrinsic reward practise was 2.85 which is less than the hypothetical average 3. Which implies that the satisfactory level of intrinsic reward practise is low in Mirona industry plc.

Employees training practise

- For the variable’’ My Company provides me the opportunity to improve my skills’’ The mean value is less than hypothetical average ($M=2.47 < 3.00$) which means the result is unsatisfactory..

- For the variable'' There is no lot of chance to learn new things in this company'' The mean value is less than hypothetical average ($M=2.88 < 3.00$) which means the result is unsatisfactory..
- For the variable'' My Company frequently arranges training programs for the employees''. The mean value is less than hypothetical average ($M=1.96 < 3.00$) which means the result is unsatisfactory.

In general, the aggregate mean value of employees training practise was 2.44 which is less than the hypothetical average 3. Which implies there was no satisfactory employees training practise in Mirona industry plc.

Employees' motivational perception on job

- For the variable'' I feel a sense of personal satisfaction when they do their job well''. The mean value is greater than hypothetical average ($M=4.70 > 3.00$) which means the result is satisfactory.
- For the variable'' My opinion of my selves will go down when I do the job badly''. The mean value is greater than hypothetical average ($M=4.41 > 3.00$) which means the result is satisfactory.
- For the variable'' I take pride in doing my job as well as I can''. The mean value is greater than hypothetical average ($M=4.40 > 3.00$) which means the result is satisfactory.
- For the variable'' I like to look back at a day's work with a sense of a job well done''. The mean value is greater than hypothetical average ($M=4.21 > 3.00$) which means the result is satisfactory.
- For the variable'' I try to think if ways of doing my job is effectively''. The mean value is greater than hypothetical average ($M=4.20 > 3.00$) which means the result was satisfactory.

In general, the aggregate mean value of employees' motivational perception on job performance was 4.38 which is greater than the hypothetical average 3. Which implies there was satisfactory employees' motivational perception on job performance in Mirona industry Plc.

5.2. Conclusions

a) Intrinsic rewards and its practise in Mirona industry (Objective 1).

The study concluded that the organization allow employees to grow as a person, improve self-confidence overcome the weakness, mature foster their self-esteem. The study concluded that the organization environment, in which their activity embedded is cooperative, and foster mutual respect, and there is friendship and interpersonal trust among employees. Also, the study concluded that the organization is fair regarding internal management procedures/methods. The study concluded that management does not appreciate employees while they perform better than usual standard. The study concluded that there is good relationship between superiors and peers in a company. The study concluded that there is no possibility of promotion in the organization considering employees performance and seniority. The study concluded that there is no employee perceived training effectiveness in Mirona industry plc. Also the study concluded that there is no lot of chance to learn new things in Mirona industry. Besides, the study concluded that Mirona industry plc does not arrange frequent employees training program.

b) Employees' motivational perception on job performance. (Objective 2)

The study concluded that employees of Mirona industry feel personal satisfaction when they did the job well. Also the study confirmed that employees of Mirona industry liked to look back to check if the job done well. The study concluded that employees' opinion for themselves would go down when they did the job badly. Also the study confirmed that employees felt pride when they did their job as well as they could.

c) To evaluate intrinsic rewards system brought employee motivation in Mirona Industry Plc practically (Objective 3)

As per the above mentioned analysis, employees have no satisfaction in current practise of intrinsic reward, aggregate mean of 2.85 (Mean=2.85<300) and employees' training aggregate mean of 2.44 (Mean=2.44< 300). However, as we learned from their aggregate result of employees' motivational perception on job performance (Mean=4.38>.300), they were strongly satisfied. It is controversial and require further investigation to address the reason behind. The study investigated the reasons of the mentioned controversy using collected primary data and from theoretical and empirical literature reviews.

One of the reasons of the mentioned discrepancy is the way the company applied the stated rewards. As it is stated on background of the study, the company applied uniform extrinsic reward system to motivate its employees and to achieve company's objective, means it did not considered individual and group difference. As it is mentioned on literature and empirical reviews, companies should have their own motivational strategy and should consider employees demographic factors in order to choose and apply type of rewards (Intrinsic or Extrinsic) because demographic factors have significant impact to determine the type of rewards we apply and to achieve desired job performance (Convington and Mueller, 2001). Also, work tasks gives employees' sense of self- improvement so as to improve job performance (Campbell et. al., 1970; Lynne, 2012).

The researcher described the reasons of this controversy here under:

Demographic factors

Demographic factors of employees has significant role to determine motivational factors among employees because employees' interest is different along with their demographic factors like age, sex, education, academic status etc.

Age

The study observed the age group of Mirona's employees.73.7% of employees are between 18-30 ages which means most of company's employees are young. Interestingly, younger generation of workers are motivated by Extrinsic Motivation factors and demotivated by Intrinsic Motivation factors to improve performance. Older generation of workers were found vice versa,(Wan Fauziah and Tan (2013). Therefore, the study concluded that age is one factor for high satisfaction with unsatisfactory motivational factors in Mirona industry.

Sex

Majority of employees 57.9% are women and women give more value to work with, good hours and meeting people (Warr, 2008). Thus, the study concluded that sex is one factor for high satisfaction with unsatisfactory motivational factors in Mirona industry.

Salary/Income

A people with less income are more satisfied with physiological needs (Extrinsic rewards) whereas people with medium income is more satisfied with psychological needs (Intrinsic

rewards). Abraham Maslow (1970) suggested that certain needs have priority over others. Physiological needs like breathing, thirst, and hunger come before psychological needs such as achievement, self-esteem, and the need for recognition and when we see the case of Mirona, 90% of employees earn less than 5000 birr. The study concluded that income is one factor for high satisfaction with unsatisfactory motivational factor.

Position/ Status

In Mirona industry 57.9 % and 36.8% of employees are working in lower and medium level positions respectively. Which means only 5.3% are in higher level position. The study related employees' position with their income and responsibility. While income and responsibility lower, the need for intrinsic rewards also decrease and vice versa. Therefore, the study also concluded position/ status as a reason for high motivation with unsatisfactory motivational factors.

Job Security

According to the federal democratic republic of Ethiopia's central statistical agency analytical 2013 report on national labour force survey, more than 25 percent of labour force in urban areas is unemployed. Which means that job security in Ethiopia can be a significant factor for job satisfaction. Thus the study concluded that job security is one factor for high satisfaction with unsatisfactory motivational factor.

5.3. Recommendations

Based on the conclusions of the study, the researcher imitated to give the following comments as recommendations to enhance the motivational practices of Mirona Industry Plc.

➤ TO Revise the Intrinsic rewards and its practise in Mirona Industry.

The study revealed that the organization allow them to grow as a person, improve self-confidence overcome the weakness, mature foster their self-esteem. The study recommends that such kind of practise should be maintained to help employees to use their maximum creative potential when their needs are met. **The study showed that the organization environment, in which their activity is embedded is cooperative, and foster mutual respect, and there is friendship and interpersonal trust among employees.** The study recommends to keep this practise because the correlation between job satisfaction and

co-worker relationship is significantly positive as it is stated by Lin(2011) and Asri et. al. (2007).

The study showed that the organization is fair regarding internal management procedures/ methods. The study recommends to keep up the fairness of internal management procedure/ methods more, hence the relationship between organizational justice and organizational commitments is strong and significant.

The study revealed that management does not appreciate employees while they perform better than usual standard. The study recommends the company managers to change such kind of practise because employee recognition can boost productivity and increase satisfaction also people who feel appreciated are more positive about themselves and their ability to contribute. It also improve communication & decrease absenteeism. Otherwise employees' satisfaction and active participation may decrease through time. **The study revealed that there is good relationship between superiors and peers in a company.** The study recommends to maintain the current practise of Mirona industry because the better the coordinative relationship in terms of trust, confidence, and respect between leaders and followers, the higher rate of employees' job satisfactions will be achieved (Weng, Lai, Li, 2010).

The study revealed that there is no possibility of promotion in the organization considering employees performance and seniority. The study recommends to revise the current employee promotion practise of the company. Since there is a significant and positive relationship between the implementation of promotion on employee performance.

➤ **Employee perceived training effectiveness and its practise in Mirona industry**

The study revealed that there is no employee perceived training effectiveness in Mirona industry plc. The study strongly recommends the company to revise its current practise on employee training effectiveness because employee training effectiveness enhanced the retention capacity of talented work force. Furthermore it indicates the firm's long-term commitment towards its workers and increases the employee's motivational level.

The study revealed that there is no lot of chance to learn new things in Mirona industry. The study recommends to revise the current practise. Employees should have sufficient chance to know new things every time otherwise the company cannot face the existing fast changing global environment. Training sharpens employees thinking ability and creativity in

order to take better decision. Also company should facilitate experience sharing activity among senior and junior staffs & on job training.

The study revealed that Mirona industry plc does not arrange frequent employees training program. The study recommended Mirona industry to arrange frequent employees program to update new knowledge to its employees in time. Arranging frequent employees program seems to be mandatory to enhance employees' abilities and competencies.

➤ **Employee motivational perception in Mirona industry. (Employees attitude)**

The study showed that employees of Mirona industry feel personal satisfaction when they do the job well. Also the study revealed that employees of Mirona industry like to look back to check if the job done well. In addition, the study revealed that employees' opinion for themselves will go down when they do the job badly. Besides, the study show that employees feel pride when they do their job as well as they can. The study revealed that employees of the company think about the effectiveness of the way they do their job

The study recommended Mirona industry to keep up employees' motivation and to have its own motivational strategy considering individual and group needs in order to maximize employee's level of satisfaction (Nujjoo and Meyer, 2011).

5.4.Recommendations for Further Studies

The focus of this study was employees of Mirona industry plc. The results therefore were limited with regard to generalizations, and therefore are not a complete representation of the entire organization and other local manufacturing companies. Due to the scope and limitations of the study, additional research should be carried out in order to improve the current study and increase information on practise of local manufacturing companies' employee motivation.

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Annex

Addis Ababa University

College of Business and Economics Dear respondent's

The purpose of the questionnaire is to collect data for research on “Assessment of Motivational Practise and Employee Performance:-The case of Mirona Industry plc.” The research is designed to examine how motivational practice held in the organization. The research outcomes are important for the case organization (Mirona Industry plc.). Your genuine and honest response is very important for the success of the research.

The researcher would like to thank you for your cooperation in advance. Please note that your responses are anonymous and will not be shared to others.

Thanks in advance,

If you have any comments or question please contact me through:

Mobile: E-mail address: 0911647805, akumed123@gmail.com

1	Intrinsic rewards	<p>The organization allows employees to grow as a person, improve self-confidence overcome the weakness, mature foster their self- esteem.</p> <p>The organization environment, in which their activity is embedded is cooperative, and foster mutual respect, and there is friendship and Interpersonal trust among employees.</p> <p>The organization is fair regarding internal management procedures/methods.</p> <p>There is appreciation in organization while employees perform better than usual standard.</p> <p>There is smooth relationship between superiors and subordinates,</p> <p>There is employee's promotion depending on individual performance and seniority.</p>	Spreng (1997)
2	Employee Perceived training effectiveness	<p>My company provides me the opportunity to improve my skills.</p> <p>There is lot of chance to learn new things in this company.</p> <p>My company frequently arranges training programs for the employees.</p>	Chiaburu and Tekleab, 2005)
3	Employee motivation	<p>I feel a sense of personal satisfaction when I do this job well.</p> <p>My opinion of myself goes down when I do the job badly.</p> <p>I take pride in doing my job as well as I can.</p> <p>I like to look back at a day's work with a sense of a job well done.</p> <p>I try to think if ways of doing my job effectively.</p>	The McKinsey Quarterly, 2006)

