



**Research Article**

**THE CHALLENGES AND EFFECTS OF MOTIVATION ON EMPLOYEES PERFORMANCE IN ETHIOPIA (THE CASE OF TENDAHO SUGAR FACTORY)**

**Thomas Haile\***

Samara University, College of Business and Economics, Department of Management, Ethiopia

**ARTICLE INFO**

**Article History:**

Received 5<sup>th</sup> December, 2017

Received in revised form 11<sup>th</sup>

January, 2018 Accepted 19<sup>th</sup> February, 2018

Published online 28<sup>th</sup> March, 2018

**Key words:**

Motivation, Reward System, Sugar Factory and Career Development

**ABSTRACT**

Sugar Factory is a profit-oriented organization established by the government to full fill the demand of sugar for the citizen and to earn foreign currency and also it create job opportunity for citizen. The importance of sugar factory and its impact on sugar development in Ethiopia can hardly be over emphasized Eftem Bechere (2010). One of the research centers in Ethiopia is Tendaho sugar factory. Since the human resource is the most important resource of organizations, the effectiveness and efficiency of the center is highly dependent on its human resource in which motivation plays great role. Motivation is a drive to perform the job or any task for which one is responsible. The employees who are motivated actually perform better from those who are not motivated. Thus, this study was conducted to assess the effects of motivation on employee's performance in case of Tendaho sugar factory. The sources of data used to this study were both primary and secondary sources. Structured questionnaire and semi structured interview were used as a method of data collection. The study adopted census sampling technique to select employees for response due to the heterogeneous nature of the organization. After the required data has been collected, the data was analyzed by using descriptive method. The study found out major findings related to problems of motivation in the company like unsatisfactory salary, lack of incentives and rewards, absence of proper career advancement and low participation of employees on decision making and absence of encouraging supervision style which result in low performance of employees. To alleviate the problems, the center is advised to revise salaries considering performance of employees and life expensiveness, apply proper rewards and incentives, provide scholarship and training programs, and make employees participate in managerial decision making and practice encouraging supervision style.

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**INTRODUCTION**

**Background of the study**

People are the main resources of any organization. As (Ivancevich, 2007, 231) puts it even though an organization uses different resources like material, financial and human power for effective work and achievements of goal, human resource is the most determinant factor, which serves as an engine to utilize the other resources.

From the previous studies regarding the motivation approach and its impact on various business dimension it deliberately identified that organization involvement and commitment can be one of the major factors that might contribute to the overall job performance of the employees. As (Chughtai, 2008, P: 9) found out motivational approaches definitely satisfy the needs of the employees and in turn the employees reply on it through

**\*Corresponding author: Thomas Haile**

Samara University, College of Business and Economics, Department of Management, Ethiopia

the hard work. Hence, Identifying the need and answering it is the most basic approach of every organization to earn the organization commitment of the employees

According to (Hucznsky, 2001, P: 321) the practice of motivational factors required from an employer determines the performance of employees and the success and failure of the organization. He further stated that the relationship between performance and motivation clearly shows that manager should hire individual who have the ability to do what is required.

The organization understudy (TSF) have employees who are working in Sugar factory and related activities with different profession and educational background. Based on the information the researcher collected through informal communication with employees of the Factory during his preliminary survey, the company is providing motivation for its employees to perform their job effectively.

However, the survey found out that the effects of motivation on the performance of employees are questionable in that there

were problems on motivating employees to work their job better. So, the study tried to assess the impact of motivation on employees' performance of Tendaho Sugar Factory and suggest possible and plausible recommendation that helps the Factory in using its employees effectively through improving motivational activities of the Factory.

### **Statement of the problem**

Motivation is one of the essential activities of organization in quality of productivity. The one who a manager in an organization must focus on motivation and productivity. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare *et al*, 2010).

Motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore, he/she directs its efforts in that direction. Employee plays an important role in accelerating organizational development. Motivation is an internal strength that driver individuals to pull off personal and organizational goals. Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organization to persuade motivation of their employees (Kalimullah *et al*, 2010)

Different scholars (Sheila, 2004) and Andent Seseshi (2003) studied that absence of motivational structure in the organization, Insufficient basic salary, availability of bones and over time, Unsuitable work in condition, absence of compensation for good performance, bad supervision from their management, absence motivational techniques other than payment system such as recognition, clear communication, accountability to job, job satisfaction training, improving the management system, consistent and clear job description are the major factors that affects employee motivation in the organization.

Therefore, the study would try to study the challenges effects of motivation on employees' performance in the selected study. Hence, in the organization understudy (TSF), this study attempted to answer the following basic questions.

- What are the effects of motivational factors on the work performance of employees?
- What are the perception of employees of the Factory on motivational practice and its effect on employees' performance?
- What are the problems related to motivation in the Factory?
- What could be done by the factory in order to solve problems related to motivation?

### **Objective of the study**

#### **General objective**

The general objective of this study is to assess the challenges effects of motivation on the work performance of employees in Tendaho Sugar Factory, Afar National Regional State.

#### **Specific objectives**

Specifically the study tried to achieve the following objectives.

- To identify the effects of motivational factors on the employees work performance in the Factory.

- To identify the perception of employees about motivational practice of by the center and its effect on the employees performance.
- To identify problems related with motivation in the Factory.

### **Significance of the study**

The reason for the existence of any kind of business in the market was to make profit. Effective and efficient production of products and market them for customer are always pre requisite for making profit. Therefore, a case study on motivation benefits Factory to identify Motivational problems of the Company and take corrective measures. The study was also helps the researcher to acquire more experience on research, and finally, the study can attract the researcher to take extensive research paper on the company to fill researcher gap.

### **Scope of the study**

The study was focusing on the assessment on the challenges effects of motivation on the work performance of employees in Tendaho Sugar Factory, Afar National Regional State. In addition, the study is also limited to Tendaho Sugar Factory due to time and financial constraints. There are many factors related to motivation that have effect on performance of employees. Since studying the effects of all factors on employees' performance is unmanageable, the researcher tried to limit the factors to salary and rewards, career development, participation and safety and healthy work environment. The time frame the study was 2015-2017.

### **Methodology of the Study**

#### **Types and Sources of data**

In this study, both primary and secondary data were collected from primary and secondary sources. The primary sources of data were employees and management bodies of the center. Secondary sources were published books, internet (web pages) and magazines of the organization.

#### **Data collection method**

Before collecting data through data collection tools, the researcher made an observation in the factory. This observation helped the researcher to have more insight and observations to the environment. In additions to this, it arranged a friendly atmosphere along with respondents. Primary data was collected by distributing scheduled questionnaire in which both closed and open ended types of questions are found. Additionally, semi structured interview was conducted with human resource manager of TSF with the aim of gathering information related with motivational practice in the center. Review of books, magazines, and browsing of internet was made to gather secondary data.

#### **Population and Sample size**

According to the staff took manager total number of employees in the factory was 85; from this 10 employees were not permanent. So the researcher excluded them because they may not be sufficient knowledge on the effect of motivation on employees' work performance. Hence, the researcher took 75 respondents from the sample census employees.

### **Data analysis**

In order to arrange the gaps which were made by the respondents, while responding the questionnaires, a kind of adjustment was taken place through: Coding, categorizing and recording the data in a convenient way Analysis of data depends on the information gathered from different sources. Tables are used for presentation of data, and interpretation is made under each table through descriptive method due to qualitative nature of the data. Based on this analysis and interpretation, the researcher has made conclusion and recommendations.

### **DATA DISCUSSION, RESULTS AND ANALYSIS**

This part of the study presents analysis and interpretation of data collected through questionnaire from census employees of Tendaho sugar factory (TSF) and interview results from human resource manager of the Factory.

#### **Motivation and Its Effects on Performance of Employees**

Many authors wrote more about the motivation and its effect on employees' performance. To mention (Gate wood 1995, p.491) describe it as motivation is the force that makes us do things and this is a result of our individual need being satisfied so that we have inspiration to complete the task. In line with this the sample respondents were asked whether motivation on the workplace has an effect on their performance or not since motivation has different factors that it can be explained by as shown in the literature review part. Some of the factors stated by (Ivancevic, 1990: p.308) and are used for the study as stated in the scope of the study are salary and reward, career development, participation and safety and healthy work environment.

#### **Salary and its effect on performance of employees**

Salary is the most important compensation given to employees by the organization they are employed. It has direct impact on performance of employees as stated by (Daval, 1999: p.237-238). Organization distributes money and other benefits in exchange for the employees' availability, competencies, and behavior, rewards which help to individual's contribution. The study reveals that, the level of satisfaction with their salary is 54.05% of the respondents said their salary is unsatisfactory, 21.62% were said satisfactory and the response for very unsatisfactory towards their salary level (10.81%) respectively. From the response it can be generalized that employees were not satisfied by the amount of salary they received.

Concerning the level of effect on employees' performance due to increase in salary, 54.05% of the respondents answered high, 27.2% of them responded medium and the rest 18.91% of the respondents replied low. Hence, the increase in salary of employees of the center boosts the performance of employees of the factory.

Having the above two description the researcher can conclude that employees' salary of the center had an impact on their performance. That means, if they are well paid they can perform better if not their level of performance declines. But employees were not satisfied by their salary which is one problem that deters the center's performance. Hence, the center is advised to give due concern for the problem and take

corrective action considering corrective points like those which are given in the recommendation part of this study.

Additionally, the human resource manager of TSF was asked about the employees' salary level and life expensiveness in relation to employees' performance. According to the manger's response, the salary is paid according to the salary scale but not satisfactory which has a negative effect on the performance of employees. However, the manager replied as there would be increment of salary to all employees regarding the situation since this interview was conducted before the official announcement of salary increment nationally.

#### **Reward/Incentive system and its effect on performance of employees**

The idea that deals with the different organizations reward system is a significant situational factor that influences employees-management relationship that has long been accepted in the motivation literature (Wiersma, 1992, cited in Wiley, 1997). In general fact, employees have needs that they want to meet, employers have goals that they need to reach, and they can work together as a team to satisfy the wants of both the employees and their employer. Workers who are fairly rewarded help to reach the goal of the employer that has direct or immediate connection with the performance of employees.

The study shows that 74.4% of the sample respondents responded that employees were not fairly rewarded in this center even though 25.6% replied positively. This reflects that majority of the employees in the center under study have negative attitude toward fairness of the reward system of the center.

This finding contradicts previous researches and theories. Accordingly, Mercer (2003, p.34) wrote employees will be more productive if they are fairly rewarded. It is possible to conclude as employees tend to remain with their organization when they feel their capabilities, efforts and performance contributions are recognized and appreciated and perform better.

One of the responsibilities of management is creating extrinsic rewards such as monetary incentives to increase productivity as well as employee-management relationship. But the study depicted that 73.23% of sample respondents replied there is no monetary incentives in the center. But 26.77% of the respondents completely agreed with managers' use monetary incentives to motivate their employees. Here majority of the respondents assured that the center did not use monetary incentives to motivate employees for better performance.

The above results disagree with (Eisenberger *et al.*; 1992, p.50) has shown that a company's reward system plays a critical role in motivating employees to perform creatively. As an effort to stimulate employees' creativity, many managers have used extrinsic rewards (such as, monetary incentives and recognition) to motivate their employees (Fairbanks *et al.*; 2001, p.231). Reporters in the field have shown that rewards, particularly extrinsic rewards are powerful factors pushing motivation and boosting employees' performance Taylor (1967, cited in Wiley, 1997, p.57). From this it is possible to conclude that if the center keeps its program simple with the main objective to benefit employees (like with monetary reward, salary increment) it helps to increase employees' work performance.

Lastly 62.15% of the sample employees replied that the pay given to employees of the center does not match with the responsibility and amount of work performed by employees. Only 21.62% of the employees responded the reverse in that the pay system is proportional to the responsibility of the employees. Thus, it can be inferred from the sample respondents' response that center's employees performance was affected due to the mismatch of payment given to them and their responsibility (type and amount work they do). Since employees feel dissatisfied if the payment they receive is not based on their effort.

#### ***Career development and its effect on employees' performance***

Career development has strong implications for both employees and employers in any company. According to Schultz (1960, p.73), organizations invest in skill development or human capital when they expect that the value of additional future benefits (such as, greater Productivity) will offset the extra costs incurred in the present to obtain them (like, costs of training programs and production forgone while individuals are in training). In fact, the purpose of career development is to enhance each employee's current performance, enable employees to take advantage of future job opportunities, and fulfill their employer's goals of achieving a dynamic and effective workforce.

The study shows that 17.88% of sample respondents replied that factory help their team members to develop their skills and potential but 82.12% of them said the center do not help them. The response implies that the center gives little attention for the development of skills and potential of employees by giving training, development which helps them increase their ability and confidence. This disagrees with many theoretical aspects. As per Gomez *et al.*; (1995, p.234) stated career development provides employees with abilities that the organization will need in the future. In similar way Goldstein and Gilliam (1990, p.69) point out that training is one area in which human resource management departments help organizations maintain competitiveness and prepare for the future. In short, training helps to create center's specific human assets, which are strongly linked to its core competencies.

As it can also be seen from the second item, the center did not have career development plan for the employees according to the response of the sample respondents in that 80% of the employees strongly disagreed and disagreed with the non existence of the plan. This implies that the center did not give concern for employees' performance development which deters the organization's productivity.

#### ***Employees participation and its effect on performance of employees***

Employee participation is the process of developing 'a feeling of psychological ownership among organizational members' and has been implemented through the involvement of employees in information processing, decision-making and/or problem solving.(Kearney, 1997). In fact, employee participation means that every employee is regarded, as a unique human being not just a component in a machine and each employee is involved in helping the organization meet its goals. One of the greatest underlying factors in the success or failure of any organization is the power of its employee

involvement and how well that power is focused towards meeting organizational objectives (Apostolou, 2002).

The study shows that 36.34% rated supervision style as encouraging employee involvement while 74.66% of respondents replied as there is no encouraging supervision style. To cross check the case, interview was held with human resource manager of the center. Quite differently the response of the manager is positive in that there is good supervision style that encourages employees to participate in management affairs. Hence, there is contradiction on the response of manager and employees of the company that makes the student researcher to face difficulty of making conclusion rather to let it open for other researcher to scrutinize the case by considering additional necessary secondary data from the center.

This is supported by (Lawler, 1996 cited in Theodosia, 2010, p.63) who wrote that "employee involvement is expected to lead to increased product or service quality, greater innovation, stronger employee motivation, lowers costs but a higher speed of production, and lower employee absenteeism and turnover" which also highlights the positive impact of employee involvement.

In fact, employee involvement or participation in decision-making is a concept that has not been widely understood and accepted by many companies as forming a very important part of human relations in organizations. The impression given by those who propose participatory is that it will eliminate conflicts and disagreements between the employees and management body when it comes to implementation and compliance since decisions are taken both in the interest of the employee and the organization as a whole (McGregor, 1960,). To see this effect on the organization under study 88.67% of the sample respondents replied that, there is no participatory type of decision-making while 13.33% responded reverse. From the data collected, majority of respondents have not participated in decision making made in the center. Hence, since employees are not involved, there is no complete sense of appreciation of issues and accountability which will in the end make the center suffer when goals and set objectives are not met.

However, employee participation is supported by numerous studies, accordingly (Marks *et al.*;1986) point out that "employee involvement does influence employee-management relationship and organizational effectiveness; some of which includes lower absenteeism", enhanced work attitudes (Steel and Lloyd, 1988), higher individual work performance (Bush and Spangler, 1990), lower employee turnover and increased returns on equity (Vandenberg *et al.*; 1999), and improved organizational learning (Thompson, 2002).

Actually, employee participation would ensure a favorable atmosphere for implementation and creates smooth employee-management relationship in the center which in turn helps to boost employees' work performance.

#### ***Working Environment and Its Effect on Employees' Performance***

The workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The work place environment in a majority of industry is unsafe and unhealthy.

These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational diseases and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. (Chandrasekhar, 2011).

Here under employees response for three different factors of work environment is presented and discussed. The study reveals that shows satisfaction of employees towards the space and facilities provided to do the job. Accordingly, 78.63% respondents are satisfied with the space and facilities provided by the company. Hence, majority of the employees are not given the required space and facilities to do their job.

Superiors act as advocates for employees, gathering and distributing the resources needed by the employees in order to do a good job and providing positive encouragement for a job well done. The respondents responded that 54.1% of the respondents did not maintain a strong relationship with their superior at the workplace while 65.9% of the employees have good relationship. Hence, it cannot be said that the relationship between employees and supervisors in the center was strong. However, friendly relationship between employees creates good working atmosphere and motivation on employees in that their performance rises.

Companies have to provide a friendly and comfortable workplace to work. Most of the employees agree that environmental factors such as temperature, lighting and ventilation did not impact on health. The study shows that 67.8% respondents agree that the environmental factors are not highly conducive to work in the study organization. Hence, it can be said here in that environmental factors of the center are not favorable for work to employees of the center.

#### ***Employees and Manager Perception about Motivational practice of the center and its effect on the employees' performance***

On an open ended question employees were asked what types of motivational tools the company is using and what motivational tools they want to be applied in the factory. They mentioned transportation, housing, proper annual leave, scholarship advantage, skill development and training and provision of the necessary equipment were being applied in the factory.

On the other hand, the manager mentioned that; transportation service to employees who live in Assita, provision of infrastructures and utensils for their job, first aid materials for the victims in their work, salary increments according to employees year of existence in the center, awarding the best performer of the year, training program specially for the researchers, internet access, and library service for the researchers was some of the tool that were being practiced by TSF. And he responded he has good perception about the motivational tools the center was applying.

The study reveals that 25.4% of the employees' response matches with the manager response about the motivational tools practiced in the center, but majority of the respondents (74.4%) were not agreed on the existence proper practice of motivational tools in the center that leads them to low performance and may result in failure to achieve organizational objectives. Hence, employees' perception for

the existing motivational tools of the center is not good while the perception of the manager contradicts with the perception of employees. As can be seen from the preceded discussion, motivational tool application is directly related with the motivation for good employees' performance. So, the center is advised to apply it to increase the motivation and performance of the employees.

Employees were asked as to what types of motivational tools motivate them to perform better. Accordingly, they responded that giving opportunity of upgrading their level of education side by side to their job and getting housing service can make them perform better.

#### ***Major problems raised by respondents related with motivation***

The respondents mentioned the following major problems when they had been asked to mention problems in the center related with motivation.

- There is no open discussion between management and employees
- Unfair application of motivational tool
- Lack of proper incentive distribution
- No proper and fair training and development practice
- Lack of infrastructure like good internet service
- Unfair treatments and rewarding system

The above mentioned problem was raised by respondents that make them in the center. So, if the above mentioned problems are handled by the responsible body of the center the company's productivity will increase which results in high employees' performance.

#### ***Respondents' suggestions to the problems mentioned above***

Respondents, in addition to mentioning the problems, were asked to give the possible suggestion that can be used as a solution for problems related to motivation in the factory. The following are a summarized response of the sample employees they gave as a solution for the above problems.

- Creating an open door communication and create discussions with employees on a periodic bases.
- Providing fair distribution of motivational tools
- Practicing fair incentive distribution among employees.
- Providing proper training and development program.
- Providing infrastructures that are necessary for the work condition.
- Practicing Fair and clear rewarding system.

These were, the possible suggestion raised by employees. Based on this, the company will motivate his employees if the factory applies it that will increase employees' performance in the factory.

## **CONCLUSION**

The research finally comes with the following conclusion based on the findings regarding the challenges and effect of motivational factors on workers performance in Tendaho sugar factory. Basically, the information from both employees and managers indicated that motivation practice of Tendaho sugar factory had negative effect on the performance of employees of the center. The researcher tried to identify the motivational practice of the center in light with the motivational factors like salary, reward system of the center, career advancement,

participation of employees on managerial decision making, and work environment of the center. Hence, the followings are the major findings on the factors that affect employees' motivation which in turn brings effect on the performance of employees.

Salary is the most important compensation that workers are given in response to their effort that they exerted for a certain period of time. It is one of the financial motivating factors that contribute to better work performance. In this respect the attitude of employees of Tendaho sugar factory to their salary level was unsatisfactory which has negative effect on their performance.

Incentives are usually defined as tangible rewards that are given to those who perform at a given level and the center's reward system is a significant situational factor that influences employees' performance. Here, there is poor reward system that negatively affects EMR in the center. Such trend may hamper the application employees' knowledge and skills for better performance. In addition there is on the fairness of reward system of the center which aggravates the problem.

Effective career development support is important for both employees and the organizations that employ them. For both of them it is part of a strategy of achieving flexibility to handle change culture more effectively for the achievement of the organizational objective.

Concerning career development, the center did not help its employees to develop their skills and potential and even it did not have career development plan in that the center did not give concern for employees' performance development which deters the organization's productivity.

Decision making is one of the basic functions of management that is made by managers which help employees know what to do. However, it will be complete, sound and effectively and efficiently applied when employees participate in the process of decision making. Concerning this in the center there is no encouraging supervision style and there is no participatory type of decision-making which has negative effect on the work performance of employees' since lack of employees' participation on decision making de motivate employees.

The workplace environment that is set in effects employee morale, productivity and engagement - both positively and negatively. It is expressed by the space and facilities provided by the company, the nature of environmental factors and the level of relationship between employees and supervisors. By and large, in the organization under the study, the employees were given the required space and facilities to do their job, environmental factors of the center are favorable for work to employees of the center but the relationship between employees and supervisors is not good.

What is more, Absence of free discussion between management and employees, unfair application of motivational tools, lack of proper reward distribution, unfair training and development practice, lack of infrastructure were some of the major problems raised by respondents related to motivation.

### **Recommendation**

Based on the problems identified from the sample respondents of TSF, the following recommendation are suggested for improving the employees' performance and the center's

efficiency through solving problems related to motivation and keeping factors that are encouraging.

Salary is the basic compensation for employees' performance and effort. However, Most of the employees were not satisfied by their salary level which will be the cause for dissatisfaction and low performance of the employees. To prevent job dissatisfaction and boost employees' work performance, the center is advised to provide adequate salaries which match with the tasks, effort, educational level, experience and performance of employees getting performance results through fair and proper performance appraisal result. The center is also advised to consider the salary scale of its employees by taking in to consideration of other similar organizations and life expensiveness. What is more, it is better that the salary is backed by incentives and fringe benefits like upgrading their level of education side by side to their job and getting housing service that can make them perform better as the employees responded on an open ended question.

In any organization rewards system; rewards are powerful factors pushing employees to work. However, poor reward system exists in Tendaho sugar factory that could negatively affect performance of employees by resulting in low morale and declining productivity. Therefore, it is advisable for the center to improve its reward system and to use fair incentive Such as; praise or positive feedback and money for effective employees through proper use of motivational tools according to the employees status, performance and their job type (based on difficulty of their job) than basing on close informal relationship between employees and managers which results in biasness. Performance related schemes should flourish employees to work successful.

Effective career development support is important not only for individuals but also for the organizations that employ employees.

Career development help to enhance each employee's current performance, enable employees to take advantage of future job opportunities, and fulfill their employer's goals of achieving a dynamic and effective work culture. Nevertheless, the center makes insignificant help for its employees to develop their skills and potential and even it did not have career development plan.

Hence, it is advantageous for the center if it gives due attentions for the careers development and training of both managers and employees in order to get the smooth flow of the work system. Giving free in country scholarship program for employees shall also be practiced by the center since most of employees responded this on open-ended question saying that it motivates them to do better.

According to Bowen and Lowler (2003) employee involvement appears to be a strong enabler of employees' empowerment by motivating them. However, according to the finding, there is no encouraging supervision style and participatory type of decision-making in the center which has negative effect on the work performance of employees. To cope up with this deterring factor of employees' performance, as Apostolou (2002) wrote organizations that can tap the strengths of their people will be stronger and more competitive than those that cannot, management of the center is advised to recognize that each employee is involved in running the business and he or she is also better be encouraged to

participate on matters that needs management decisions by applying democratic leadership style since most of the employees of the center are educated. In addition, the concerned party is better to give challenging tasks and responsibility for employees which give them opportunity for more decisions and motivate them to do better by having a feeling of good performers and competent employees.

Companies have to provide a friendly and comfortable workplace to work. Superiors act as advocates for employees, gathering and distributing the resources needed by the employees in order to do a good job and providing positive encouragement for a job well done.

Fortunately, in the organization under the study, the employees were given the required space and facilities to do their job, environmental factors of the center are favorable for work to employees of the center but the relationship between employees and supervisors was not good. Hence, the center is advised to keep its positive sides up with regard to facilitating the required space and facilities to employees and making the environmental factors like lighting favorable. However, superiors are advised to create friendly relationship with their subordinates by making the environment favorable for employees to practice points like the following. If employees have done something wrong, they try to explain their boss the reasons behind it and convince their boss professionally. If they don't understand something they ask without hesitation. Many employees tend to think of their boss as a super human. But employees must realize that the boss is also a human being with his own thoughts and actions. So if he has made any mistake, employees meet him personally and bring it to his notice.

Generally, the center has not made sufficient attempts to motivate employees for better work performance through creating good motivation system. Hence, in order to have well motivated employees who can perform better at workplace, the management of the center is advised to consider the systems of; salary, rewards, career development, participation and safety and healthy work environment of the center. This is due to the fact that the variables are the determinant factors to influence nature of motivation of employees which in turn affects the performance of the employees in particular and the objective of the center at large.

### Acknowledgments

The researcher are grateful extend our gratitude to managers and non managers of Tendayo sugar factory for giving available data to conduct the study. The authors are also thankful to the respondents who offered their time to participate in this study.

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