

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**IMPACT OF MOTIVATION ON ORGANIZATIONAL PRODUCTIVITY IN
MANUFACTURING COMPANIES KABUL, AFGHANISTAN**

MASTER'S THESIS

Roya YARZADA

**Department of Business
Business Administration program**

January, 2022

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January, 2022

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DECLARATION

I declare that the research report is done by myself and is now ready for submission to school of graduate studies, it has been done with due acknowledgements of any cited works and meets the plazarism test requirements of the University.

Roya YARZADA



FOREWORD

I wish to acknowledge and be grateful to Allah for enabling me to reach this point in my academic life and I am so thankful for His unconditional protection. Secondly, many thanks to my supervisor and advisor who read my numerous revisions and helped me make sense in the research report.

Secondly, I equally express my utmost gratitude to the respondents at Hass Petroleum who afforded to spare time to complete the questionnaire.

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January, 2022

Roya YARZADA

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IMPACT OF MOTIVATION ON ORGANIZATIONAL PRODUCTIVITY IN MANUFACTURING COMPANIES KABUL AFGHANISTAN

ABSTRACT

The study set to examine the effect of employee motivation practices and organizational productivity. The study objectives were to examine the relationship between job promotion and organizational productivity in manufacturing companies of Kabul Afghanistan, analyze the relationship between salary increment and organizational productivity in manufacturing companies of Kabul Afghanistan and examine the relationship between staff training and organizational productivity in manufacturing companies of Kabul Afghanistan. The data was quantitatively collected from 263 respondents using questionnaires. The study results indicated that there was a significant relationship between job promotion and organizational productivity in manufacturing companies of Kabul Afghanistan (P-value of 0.000). The study show that the coefficients of the independent (salary increment and that of dependent variable (organisation Productivity) had all the values (P-values =.000). The research show that the coefficients of the independent (staff training and that of dependent variable (organisation Productivity) indicating that there exist a significant relationship between staff training and organization productivity in the manufacturing companies in Kabul Afghanistan. The study conclude that job promotions have low and non significant relationship with the performance of manufacturing companies in Kabul Afghanistan, the results reveal that job promotions is an inducement for productivity of the manufacturing companies, the study conclude that the presence of job promotions have an impact on the productivity. Secondly the study conclude that salary increment existed though not much effective, the study conclude that the presence of salary increment induce productivity of the manufacturing companies meaning that the state of salary increment is fundamental for the generation of productivity. Finally the study concludes that staff training is a key avenue for enduing the productivity of manufacturing companies in Kabul Afghanistan. The study hence concludes that there is a direct connection between staff training and the organization productivity. The studies recommend that management in the organization should be aware that job promotion could motivate their employees to some extent. The studies recommend that salary increment contributes significantly to organization productivity. It's hence vital to argue that productivity of the organizations can be generated through increased the stakes in allowances provision to the staff. The manufacturing companies should improve in the various financial incentive packages given to employees especially; salary and always increase employee salary as at when due in order to be more productive. There is need for effectiveness in developing the training for employees through on-job workshops for inducement for the non teaching staff.

Key Words: *Kabul, Afghanistan, Impact Of Motivation, Organizational Productivity, Manufacturing Companies.*



ÜRETİM ŞİRKETLERİNDE MOTİVASYONUN ÖRGÜTSEL ÜRETKENLİK ÜZERİNDEKİ ETKİSİ KABİL, AFGANİSTAN

ÖZET

Çalışma, çalışan motivasyonu uygulamalarının ve örgütsel verimliliğin etkisini incelemeye yöneliktir. Çalışmanın amaçları, Afganistan'ın Kabil'deki imalat şirketlerinde iş terfisi ve örgütsel verimlilik arasındaki ilişkiyi incelemek, Afganistan'ın Kabil'deki imalat şirketlerinde maaş artışı ve örgütsel verimlilik arasındaki ilişkiyi analiz etmek ve Afganistan'ın Kabil'deki imalat şirketlerinde personel eğitimi ile örgütsel verimlilik arasındaki ilişkiyi incelemektir. Kabil Afganistan. Veriler, anketler kullanılarak 263 katılımcıdan nicel olarak toplanmıştır. Çalışma sonuçları, Kabil Afganistan'daki imalat şirketlerinde iş terfisi ile örgütsel üretkenlik arasında önemli bir ilişki olduğunu göstermiştir (P-değeri 0,000). Çalışma, bağımsız (maaş artışı ve bağımlı değişkenin (organizasyon Verimliliği) katsayılarının tüm değerlere sahip olduğunu (P-değerleri =.000) göstermektedir. Araştırma, bağımsız (personel eğitimi ve bağımlı değişkenin) katsayılarının Kabil Afganistan'daki imalat şirketlerinde personel eğitimi ile organizasyon verimliliği arasında önemli bir ilişki olduğunu gösteren değişken (organizasyon Verimliliği). Çalışma, iş terfilerinin Kabil Afganistan'daki imalat şirketlerinin performansı ile düşük ve önemsiz bir ilişkiye sahip olduğu sonucuna varmıştır, sonuçlar iş terfilerinin imalat şirketlerinin üretkenliği için bir teşvik olduğunu ortaya koymaktadır, çalışma, iş terfilerinin varlığının bir etkiye sahip olduğu sonucuna varmıştır. üretkenlik üzerindeki etkisi. İkinci olarak, çalışma, maaş artışının çok etkili olmasa da var olduğu sonucuna varmıştır, çalışma, maaş artışının varlığının imalat şirketlerinin üretkenliğini teşvik ettiği sonucuna varmıştır, bu da maaş artışı durumunun verimlilik üretimi için temel olduğu anlamına gelmektedir. Son olarak çalışma, Kabil Afganistan'daki imalat şirketlerinin üretkenliğini sona erdirmek için personel eğitiminin kilit bir yol olduğu sonucuna varıyor. Bu nedenle çalışma, personel eğitimi ile organizasyon verimliliği arasında doğrudan bir bağlantı olduğu sonucuna varmaktadır. Çalışmalar, organizasyondaki yönetimin, terfinin çalışanlarını bir dereceye kadar motive edebileceğinin farkında olması gerektiğini önermektedir. Çalışmalar, maaş artışının organizasyon verimliliğine önemli ölçüde katkıda bulunduğunu önermektedir. Bu nedenle, kuruluşların verimliliğinin, personele tahsisat sağlanmasındaki payların arttırılması yoluyla üretilebileceğini iddia etmek hayati önem taşımaktadır. İmalatçı firmalar, çalışanlara verilen çeşitli mali teşvik paketlerinde özellikle; maaşı arttırın ve daha üretken olmak için her zaman olduğu gibi çalışan maaşını arttırın. Öğretim üyesi olmayan personel için teşvik için işbaşı atölye çalışmaları yoluyla çalışanlar için eğitimin geliştirilmesinde etkinliğe ihtiyaç vardır.

Anahtar Kelimeler: *Kabil, Afganistan, Motivasyonun Etkisi, Organizasyon Verimlilik, İmalat Firmaları.*

1. INTRODUCTION

This chapter presents the introductory part and covers the background of the study, statement of the problem, purpose of the study, objectives, research hypothesis, and scope of the study, significance, conceptual framework and definition of key terms.

1.1 Background of the Study

Generally, most businesses, organizations and their managers are faced with numerous challenges. One of such challenges in the area of management, which refers to the utilization of resources effectively, and efficiently in order to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. The human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014). Beach (2005) described motivation as the individual's readiness to expend energy to accomplish set goals. He is of the opinion that motivation relates to a person's enthusiasm for specific patterns or behaviors. In addition, he further stated that the ambitions, needs and wants of a person might influence, direct and control their attitude. Davies (2015) suggested that the concept of motivation entails what goes on inside a person that results certain behaviors. As regards organizations, he stresses that an absence of motivation is reason enough for a worker not to attain gratification from the work. The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels.

Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given period (Glen, 2014). It is suitable when measuring the actual output produced compared to the input of resources, considering time. Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task.

Manufacturing companies have been on expansion for the operations and the purpose and mission for every institution is to attain organisation productivity enhancement that enable the organizations in meeting the goals and objectives plus the mission of the institutions. In developed countries such as America (USA), Germany, China, Russia, institutional organisation productivity is geared towards enhancement for employees support (Kamau, 2014). The global scale for the businesses and technology advancements increase risk in businesses hence the need for a developed framework of support the employee organization productivity, output generations, developed facility operations and efficiency for the organizations that enable and support organizational capacities. Organization productivity in African countries continues to undergo through a struggle that has employed a set of avenues intended to generate work efficiency and streamline the organizations organization productivity. Authors such as Ewa and Udoayang (2012) contend that there exists a strong link of mechanisms for the deterrence of the staff in their avenues to generate effective mechanisms of organization productivity. Organization productivity of manufacturing organizations in Asia coupled with the weak administrative efficiency and technology that has put several manufacturing organizations to failure hence rendering the organization productivity of the manufacturing organizations that support flexibility for the organization effectiveness (Musya, 2014), different mechanisms of organization productivity are hence in need for further development.

In Afghanistan, organization productivity for manufacturing companies is supported and developed and every organization that is established gears its

efforts towards enhanced organization productivity a means to generating efficiency and flexibility that enhance effective attainment of goals. Manufacturing organization's productivity in terms of employee enumeration, work facilities and output generations remain a great hurdle as several manufacturing companies collapse easily due to limited effectiveness especially attributed to poor remuneration forms.

Globally, the role of managers in ensuring motivation practices and excellent organizational productivity is vital since motivation will keep the workers committed to their duties and do their jobs seriously and joyfully. One of the reasons for successfulness of employees and thus organizations is the presence of motivational factors at high degree in those organizations (Ajila, 2012). An organization whose employees have low motivation is completely prone to both internal and external challenges. This is because its employees are not going the extra mile to maintain the organization's stability. A motivated employee is responsive of the definite goals and objectives he/she must achieve; therefore, he/she directs its effort in that direction.

In Asia, it has been noted by a number of scholars that motivation helps in identifying one's needs, rewards, wealth, determine goals and dignity (Baumeister, 2015). However, failure to motivate workers may lead to carrying out forceful devotion to their work in most manufacturing companies within Africa. Seventy-five percent of worker recruiting involves replacing workers who have left their places of employment, according to Budford et al (2017), the originator of human capital strategic analysis, estimates that the average company loses \$1 million for every 10 managerial and professional workers that leave the organization. Unmotivated or disengaged workers are the most likely to voluntarily leave a company.

In Afghanistan, for any institution to record any degree of meaningful success in the pursuit of their goals and aspirations, it must have the ability to create values (motivation) enough to compensate for the burdens imposed upon the staff (Aggarwal, 2015). Such value or motivations can come in the form of good training policies, facilities or incentives such as fringe benefit, promotion, status symbol etc., to satisfy the needs of the staff to enhance institutional performance.

The manufacturing sector in Afghanistan has endeavored to motivate its workers through various extrinsic motivation strategies such as job promotion, salary increments, and fringe benefits. Even though the manufacturing sector used these motivational practices, there has been a decline in the organizations productivity for the past three years (Hamidi, Saberi & Safari, 2018). The welfare of employees remain low, the manufacturing organizations remain constrained, financial well-being of the employees still remain and enrollments for the manufacturing companies remain low with the prevailing status quo, there is focused need in utmost most focus if the organisation productivity is to be enhanced. This occurs despite the use of motivational tools, the performance of the organizations continues to decline. The productivity of the organisation has not been improved as evidenced by continued poor welfare of employees. It is in this aspect that the researcher aims at examining the impact of motivation on organizational Productivity in Kabul Afghanistan.

1.2 Statement of the Problem

Organizations are concerned with efficient allocation of inputs efficiency, time of work. Manufacturing companies in Kabul human resource are concerned with having productive, committed, and enthusiastic employees for excellent organizations (Hamidi, Saberi & Safari, 2018). This is because the success of the school greatly depends on its ability to use its resources to the maximum among which organisation productivity is inclusive. To this end, welfare of employees, school facilities, financial well-being and enrollment must be at their efficient and effective best. However, the manufacturing sector remains at an average level contrary to the attainment of objectives of enhanced productivity (Parashar, 2016). This is reflected in low welfare of employees, dilapidated facilities, low levels of financial well-being and fluctuating enrolment. As a result, if this situation is not dealt with, the organizations will lose its ranking, the quality of performance will go down and the trust of key stakeholders will be lost. It is evident that the management of the manufacturing organizations has recently tried to improve organizational productivity by providing incentives to their employees like paid annual leave, sick leave, accommodation, improving remuneration and incentives to workers, supervision

and promotions enhancement but they still face challenges of low organizational productivity (Aydın, 2017). The organisation has made efforts to despite the situation remaining poor. With the status quo, the researcher was prompted to examine the relationship between employee motivation in terms of job promotion, salary enhancement and training motivation packages and organizational productivity.

1.3 Objectives of the Study

The study was guided by both general and specific objectives as follows:

Specific Objectives

The study will be based on the following specific objectives below;

- To examine the effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan.
- To analyze the effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan.
- To examine the effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan.

1.4 Hypotheses

The study shall seek to test the following hypotheses:

Ho1: There is no statistically significant effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan.

Ho2: There is no statistically significant effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan.

Ho3: There is no statistically significant effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan.

1.5 Scope of the Study

The scope of the study was categorized as geographical, content and time scope. They are;

Geographical Scope

The study was conducted from manufacturing companies of Kabul. The study will be conducted from this school because of its continued decline in its organizational productivity despite the use of motivation.

Content Scope

Broadly, the study focused on assessing the effect of employee motivation and institutional performance. Focusing on determining effect of job promotion on organizational productivity, staff training on organizational productivity and effect of salary increment and organizational productivity. This is because the manufacturing sector is believed to gradually decline despite having employee motivation practices in place.

Time Scope

The researcher focused on the time (2015-2020) because it was during this time when the organization productivity was declining despite the existence of staff motivation. The consideration for collection of data was done in the 2020 focusing on establishing the status quo on the 6-year period.

1.6 Significance of the study

The study will enable the policy makers to come up with more effective policy measures and strategies to motivate workers and thus improve on organization productivity. This will help the management to devise better staff motivation programs that will help to boost staff morale and in doing so, help school administrators to review of existing policies.

The study will act as a source of reference to the future researchers and scholars with regard to employee motivation practices and organisation productivity.

This is to enable them understand the concept of motivation and its effect on productivity. It also gives an insight to managers and business owners on the importance of knowing their employees and ensuring adequate motivation in their organizations.

This study is also relevant to research bodies and institutions in the nation as a whole because findings would also be relevant to students and users of information in conducting further research in areas similar to this study.

1.7 Conceptual Framework

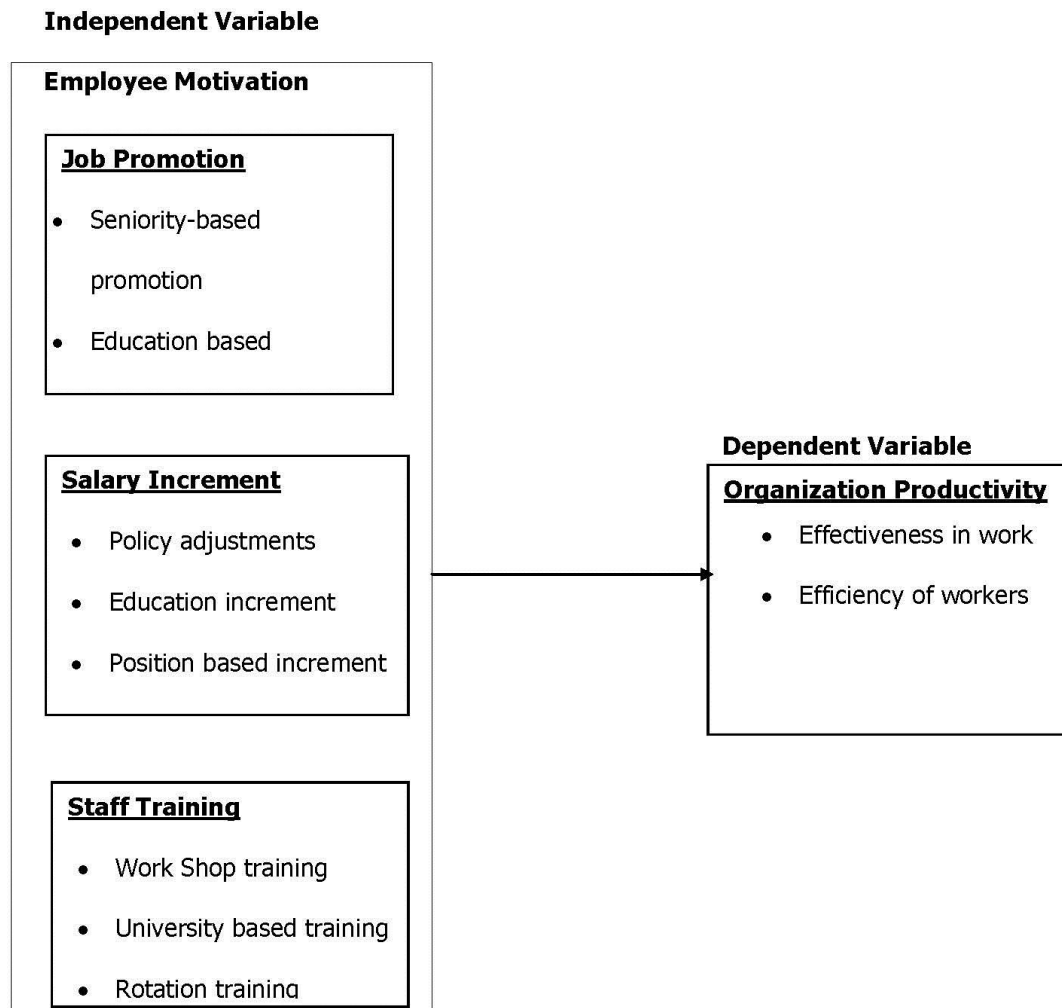


Figure 1.1: Conceptual Framework

Source: Drucker, (2011) and modified by researcher 2020

According to the conceptual framework, the independent variable is employee motivation practices and it concerns; seniority-based promotion, education based promotion, performance promotion and policy adjustments, education increment and position based increment. Salary increment is measured through policy adjustments, education increment and position based increment and the dependent variable is organisation productivity which concerns; effectiveness in work and efficiency of workers. The conceptual framework assumes that when

there is effective job promotion, salary increment and staff training, the organizational productivity is measured in effectiveness in work and efficiency of workers.

1.8 Definition of Key Terms

As far as the study is concerned, the terms shall be understood as follows:

Employee Motivation: is the level of energy, commitment, and creativity that a company's workers bring to their jobs (Emmens et al., 2013).

Job Promotion: refers to the advancement of an employee within a company position or job tasks (Ajila, 2012).

Salary Increments are often expressed as a percentage of an employee's overall base pay (Carver & Scheier, 2011).

Staff Training: is the process of training the current staff of the organization for enhancing the performance of the staff as well as the productivity of the organization (Cervone, 2013).

Organizational Productivity: A measure of how efficiently and effectively managers use resources to achieve organizational goals.

Effectiveness: refers to a measure of how well workers productivity levels meet set goals and objectives of the organization.

Employee Effectiveness: is a qualitative characteristic that indicates the extent to which job related issues are addressed and the magnitude at which an employee achieves predetermined goals and objectives.

Efficiency: can be derived from the relationship between inputs and outputs, and refers principally to the degree at which outputs are realized while minimizing costs associated with production.

2. LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher critically analyzes existing works of other scholars related to variables under study. The purpose of the review is to clarify the study concepts and understanding of the research problem. It will also identify gaps in the literature to justify the research.

2.2 Theoretical Review

The study was based on Maslow's Hierarchy of Needs developed by Abraham Harold Maslow in 1943. The way Maslow's theory is explained relies on the fact that people want to increase what they want to achieve in life and their needs are prioritized according to their importance. Deriving from the hierarchy of needs by Maslow, content theories of job satisfaction revolve around employees' needs and the factors that bring them a reasonable degree of satisfaction (Ajila, 2012).

Based on the basic physical, biological, social and psychological needs of human beings, Maslow came up with a five-stage theory that places the needs of the individual in different categories and prioritizes their attainment (Baumeister, 2014). These categories, in order of decreasing priority, are: physiological needs (food, shelter, clothing); safety and security needs (physical protection); social needs (association with others); esteem needs (receiving acknowledgement from others); and self-actualisation needs (the desire for accomplishment or to leave behind a legacy).

Maslow's hierarchy of needs forms the basis of theories that try to explain job satisfaction. Teachers, like all people, have needs that have to be satisfied (Baumeister, 2015). Besides the basic needs for food, shelter and clothing, safety from physical, harm, and social interaction, they also need the recognition and appreciation of students, colleagues, and parents.

However, the theory assumes that all people experience these needs in the same order, failing to recognize cultural and individual differences. In collectivist societies, for example, social needs may be considered more important than physiological needs (Budford et al., 2015). Maslow's description of self-actualization and how self-actualized people felt and behaved, was based on writing and talking to selectively chosen people rather than rigorous sampling. Maslow restricted the number of self-actualized people in his theory. At one time, he wrote that less than two percent of the total population is made of self-actualizes. Though Maslow's hierarchy makes sense intuitively, little evidence supports its strict hierarchy. Actually, recent research challenges the order that the needs are imposed by Maslow's pyramid. As an example, in some cultures, social needs are placed more fundamentally than any others are. Further, Maslow's hierarchy fails to explain the "starving artist" scenario, in which the aesthetic neglects their physical needs to pursuit of aesthetic or spiritual goals. Additionally, little evidence suggests that people satisfy exclusively one motivating need at a time, other than situations where needs conflict (Carver & Scheier, 2011).

2.3 Job Promotion and organisation productivity

Job promotion is the most common form of internal mobility of personnel in an organization. Job promotion is an essential feature of an individual's career since he or she gets advancement in the position and thus enhances the overall institutional performance (Cervone, 2013). Job promotion is advancement in the organization, which involves a change from one job/position to another that is better in terms of status and responsibility. Ordinarily, the change to better job is accompanied with increased monetary, compensation and privileges. Job promotion plays an important role towards institutional performance. In fact, it is rarest case that an individual who joins an organization at a particular position at the beginning of his career retires at the same position.

Job promotion is used as a reward for better performance of employees and organizationally approved form of behavior (Dunford, 2012). People will work harder if they feel that this will lead to job promotion and thus facilitates institutional performance. Job promotion provides satisfaction to personnel who

enhance their morale, productivity, and loyalty to the organization hence enhances the institutional performance. Job promotion provides avenues for continuous learning and developing of personnel as job promotion depends on promotability, which a result of continuous learning and development is. This process increases individual effectiveness and, consequently, organizational effectiveness. Job promotion of employees has a number of benefits not only to the employees but also to the organization in which they work and this as a result leads to improved institutional performance (Cole, 2012).

Job promotion concerns the means to ensure effective utilization of skills and abilities. Job promotion creates a feeling of satisfaction with the present situation and conditions and encourages ambition to continue working with the company and this often leads to better institutional performance as a result (Drucker, 2011). When carefully planned and implemented, it enhances workers' morale, increase organizational efficiency and provide opportunity for loyal employees.

Job promotions involve change of the assignment to that of a higher level in the organization for instance the new job normally provides an increase in pay and status and demands more skills and carries more responsibility and this enhances the institutional performance (Edward & Richard 2013). Job Promotions enable an organization to utilize the skills and abilities of its personnel more effectively thus, good institutional performance realized. The three principle criteria for determining promotions are merit, seniority, and potential.

Job Promotions however, are sometimes constrained by the fact that many organizations do not determine it following these three principles (merit, seniority and potential). Often the problem is determining how much consideration to give to each factor (Emmens et al., 2016). A common problem in organizations is that job promotion primarily depends on past performance and seniority that sometimes leads to promotion of employees to levels of their incompetence and as a result, it boosts the institutional performance.

Following the reviewed literature, it is evident that most scholars such as Edward and Richard (2013) and theorists were presenting a general view of job promotion and institutional performance. There is an aspect of job promotion as

a motivation strategy but not very much hinting on the manufacturing organizations. A study conducted by Cole, 2012 revealed that job promotion of employees has a number of benefits not only to the employees but also to the organization in which they work and this as a result leads to improved institutional performance. However, the study did not indicate the reasons why institutional performance might be poor despite the fact that an institute uses job promotion as a motivational practice. A study conducted by Dunford, 2012 stipulated that job promotion is used as a reward for better performance of employees and organizationally approved form of behavior. However, this study did not indicate reasons why staff who have been promoted in their job positions sometimes may not perform as much as expected of them. The research therefore seeks to investigate into the job promotions as a motivation factor on the organization productivity in general and specifically. It was not clearly established in the reviewed literature exactly, what causes employees specifically the companies to perform poorly even when promoted.

2.4 Salary Increment and organisation productivity

An effective salary increment strategy is expected to contribute on the viability of the unit of work, the realization of the vision and mission, as well as for the achievement of the targets of work (Fisher, 2011). Employee productivity measurement using the net value-added shows salary increment and institutional performance has a positive correlation, but the rate of growth of net value added per worker is faster than the rate of growth of salary increment per worker. Means that there are factors other than salary increment in improving institutional performance that is non-monetary factors.

Salary increment become an important aspect of being effective if linked to the performance of staff and this as a result enhances the overall institutional performance significantly. Granting salary increment remuneration is the most complex task for the industry, is also the most significant aspects for workers, because of the amount of salary increment reflects the size of the value of their work among the workers themselves, their families and communities (Gollwitzer, 2012). Salary increment is very important for the industry because it reflects the industry's efforts to defend human resources in order to have a

high loyalty and commitment to the industry. Effective salary increment strategy is expected to contribute to maintaining the viability of the work force, the realization of the vision and mission, as well as for the achievement of work objectives and thus boosting institutional performance.

Again, payment of salary to employees by the employer is mandatory by law but not just for the fun of it (Landy, 2012). It must be noted that such wage or salary paid is an instrument of motivation or 'driver' for the workforce to keep the body and soul together and possibly make them a stakeholder in the organization and this therefore enhances the organizational productivity. Today, however, many salaried workers are unionized and paid according to union negotiated salary scales, with annual increment; while large numbers of wage earners now receive relatively stable time-based earnings and this shows that salary increment are vital for the survival and overall performance of institutions.

Perry (2012) noted that when a company does not pay salaries to its employees well, the general office morale is low. Many workers may need to get second job to make ends meet, which leaves them tired, overworked and resentful and this affects organizational productivity. Performance rates are typically low; as workers feel little motivation to exceed standards and absentee rates tend to be high. Employee turnover in these companies is often very high, as people do not want to work for a company paying below industry standards.

A study conducted by Fisher, 2011 revealed that an effective salary increment strategy is expected to contribute on the viability of the unit of work, the realization of the vision and mission, as well as for the achievement of the targets of work. However, this study did not show why some employees might not perform well which impacts on the organizational productivity. Despite having salary increments.

Another study conducted by Gollwitzer, 2012 noted that salary increment become an important aspect of being effective if linked to the performance of staff and this as a result enhances the overall organizational productivity significantly. However, the study did not show reasons why some organizations opt not to offer salary increments in an attempt to boost their overall performance. The studies in the literature above revealed that an employee is

more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, none of these studies indicated why an employee who doesn't feel like his organization is paying him a high enough salary is much more likely to look for and accept a higher paying position of a comparable nature at another company

Tuei and Saina (2015) in research entitled "Job Rotation: an Examination of Its Effect on organization development at KCB Branches in The North Rift Region, Kenya", explains that KCB management needs to restructure and redesign their job rotation framework as non – financial motivator to improve development in their organization. The results show that job rotation had positive regression coefficient.

Akbar and Hafeez (2015) in research entitled "Impact of Training on Employees Performance (Evidence from Pharmaceutical Companies in Karachi, Pakistan)", explains that training has significant Impact and positive relationship with employee performance and developments areas. This would be helpful for human resources professionals in pharmaceutical industry in Karachi Pakistan to understand and knows the importance of the impact that Training improves employee's performance in different performance & development areas, working in various departments of pharmaceutical companies in Karachi

Al-Qahtani (2019) contend that there is positive significant relationship between job rotation and employee satisfaction, working quality, innovation in work and finally employee performance. Adjei (2019) points out that there are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom. It contributes majorly to the personal development of employees, which increases the level of job satisfaction and job involvement among the employees.

2.5 Staff Training and organisation productivity

According to Rainey (2014), employees can receive two kinds of training to improve their performance. First, a company can offer general training to give

employees new knowledge and skills, which will be transferable to any future job. Second, a company can offer training in skills specific to its technologies and work processes. Although those skills may not be transferable to future jobs, they are critical to the company. Focusing on company-specific training is important because a company derives its competitive advantage from what its employees know and can do that cannot be found elsewhere in the market.

Robbins, (2014) suggested that the availability of effective training programs, both mandatory and elective, is essential to a firm's organizational productivity. Some employees are motivated primarily by career goals and need flexibility to request training when needed. Other employees will only complete required training. Employers should design training options to motivate workers of all types and give them feedback during training. Employers with more intensive training in general which means training is more frequent and more demanding are likely to see more business growth and innovation.

According to Susan (2016), employers benefit from a systematic approach to training design. Whether they use internal or external trainers, they need to study training needs systematically using a problem-solving method. Each employee or group of employees must be assessed for training needs. Then, trainers must confer with managers to decide what kinds of training activities will produce improved organizational productivity.. Trainers will design the training activities and test them on a few employees before offering them to the larger group of workers. Trainers can use their assessments and employees' self-assessments to ascertain if more training is needed after employees complete the prescribed training.

Watson (2015) notes that job satisfaction can come from feeling comfortable within the organization, job proficiency and even from the knowledge that an employee can work hard and are promoted. Training programs can contribute to all of these factors and lead to more satisfied employees who perform at exceptional levels.

Weightman (2015) notes that training employees about the organization, where each employee fits in the organization and how the organization fits into its overall industry creates innovation. In other words, employees who have a

knowledge framework, delivered through training, are creative in solving problems, both in the short and long term.

When training programs are offered as a method to progress in one's career, they also have an effect on how an employee performs (Whyte, 2017). Employees who know they have a future with the organization are more likely to be high performers. Effective training targets the gap between what is expected and what is currently being done. This human performance orientation, especially if delivered through training, makes an employee aware of her goals and how she will reach them.

Although there are various researches conducted about employee motivation and organizational productivity, there is a lack of research conducted in academic institutions especially in Afghanistan and particularly on the institution under study. Moreover, there is also no consensus about whether it is monetary or non-monetary factors effect employee motivation and institutional performance (Uzonna, 2013; Lau &Roopnarain, 2014). Hence, the current research aims at throwing light into these research gaps. Most these studies discussed above showed that there was a myriad of motivating factors such as job promotion, staff training and salary increment. However, most of these studies were conducted outside Afghanistan. Furthermore, were undertaken in overseas countries and no study has been conducted. This study therefore, will examine the relationship between employee motivation and i organizational productivity in Kabul.

Licombe (2018) examined the impact of training and development on organization productivity in the public sector, specifically at TTCL head Quarters. The study was based on human capital theory (Becker, 1964) and social learning theory (Bandura, 1977). A purposive sampling technique was used where data was collected through self-administered questionnaire and findings indicated that periodic training and development programs to staff has a positive contribution to increased motivational level and hence fosters a teamwork spirit which has a direct contribution to increased productivity, training bridges the gap between the job requirements and skills needed to perform the duties outlined in the job requirements and hence increases performance and the roles. Training and development can help to improve

employee's performance through skills development that is necessary for employees to execute their duties. However, the study was wide in looking at training and development and did not give specific training and development components that cause effect on employee performance. Therefore, this study will assess the different components of staff training and their relationship to employee performance“.

Fabian (2014) assessed the effect of training and development and employee engagement on perceived business performance and areas of concern were determining the relationship between training and perceived business performance when sampling the entire staff component of a company, training and perceived business performance when sampling the entire staff complement of a company. The study used a descriptive method of research and results indicated that there was a relationship between training and development and perceived business performance when sampling the entire staff complement of a company, there was positive relationship between employee engagement and perceived business performance when sampling the entire staff complement of a company. However, the research design used was not appropriate to the study findings since the findings indicated relationship while the research design was descriptive in nature. Therefore, this study will use a correlation research design which focuses on finding the relationship between variables so as to identify the most causal effect of the different variables on the other thus the relationship of staff training and employee performance“.

Sung and Choi (2014) highlights that there is a negative relationship between the investment in employee development through financial support for education outside the organization. They also postulate that the expenditure on internal training leads to interpersonal and organizational learning practices, which further led to increased innovative performance. Mohamud (2014) postulates that one of the challenges of training in the organization was inadequate financial resources to support training, lack of a compensation policy and resistance of the top management. According to Yusuph (2015), investing in human capital leads to sustainable outcomes and increases customer trust which in turn led to improved service delivery

Kamal, Aghbari and Atteia (2016) study revealed that a positive and significant relationship existed between e training (methods, efficiencies and infrastructure) and employee performance. It was also noted that the efficiency of e training influences the job performance. Wamalwa (2016) further highlights that textbooks were the most frequently used followed by computers, charts and photocopiers.

According to Arsawan, Sanjaya, Putra and Sukarta (2017), knowledge transfer has a significant effect on s performance. The study suggests that the process of knowledge transfer through absorptive capacity play an important role, and that they have some impact on the subsidiaries performance. Ofobruku and Yusuf (2016) postulate that the degree of knowledge transfer scheme put in place in the organization was very significant as it affects employee performance. They recommend that for organizations to sustain improved employees' performance, they should put in place knowledge transfer mechanism to achieve their objectives.

Greta, (2011) postulates that the private employee practices lessons learnt do not necessarily lead to positive effects in governments, since their organizational context, their culture and their environment play an important role affecting public personnel policy formulation and implementation. Pogach, ET. al., (2004) highlight that although the policies result in extremely high rates of adherence to performance measurement, there remains opportunities for improvement in the development of coordinated, technology-supported, data-driven programs. According to Bakari (2015), until new policies and practices become established, organizational performance may be affected, often negatively, as employees become accustomed to new ways of performing job tasks or different expectations for personal behavior

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According to Wamalwa (2016), instructional media is a channel to communicate messages that can be audio or visual in nature to another person. This may include electronic (slides, overheads, videos, video conferencing) or non-electronic (handouts, books, real objects, chalkboards). The use of instructional media in training has various objectives such as visual elaboration, sprouting interest, grasping attention or support learning. The training media can also help the trainer turn the learning experience more enjoyable

According to Ofobruku and Yusuf (2014), transfer of knowledge is a tool used to improve the skills of employees in an organization. It also used to build the organization's knowledge, strengthen its capabilities and help it in gaining competitive advantage in the market. Transfer of knowledge may either be positive, negative or zero. Positive transfer of knowledge is the extent to which a trained employee is able to apply the skills and knowledge gained at the

training back at the work place. When there is negative or zero transfer of knowledge, it means that the trained employee did not grasp anything that can improve their performance at the workplace. Therefore, for any employee training to be considered as a success, there must be positive transfer of knowledge (Njeru, 2014)

Amadi (2014) postulates that apart from the external influences on individual behavior and personal traits, organizations can be able to influence all factors affecting performance of an individual employee through formal and informal means. Employees can greatly be influenced formally through the management style, communication and the organizational culture (Heerwagen, 2016). Those selected to offer training to the employees could therefore provide feedback on employees' performance and financial performance of their organization

Zahid (2013), organizational performance is extensively determined by training offered to the employees. His study shows that performance of an organization depends on the employee commitment, which in turn relies on the HR policy of training activities. In Malaysia, Al-mzary, Alrifai and Al-momany (2015) show that there is positive attitude towards training needs identification through those who develop training programs, design the training programs and the selection of employees to take part in the training.

Research Gap

Although there are various researches conducted about employee motivation and organization productivity, there is a lack of research conducted in manufacturing organizations especially in Afghanistan and particularly on the institution under study. Moreover, there is also no consensus about whether it is monetary or non-monetary factors effect employee motivation and institutional performance (Uzonna, 2013; Lau &Roopnarain, 2014). Hence, the current research aims at throwing light into these research gaps. Most these studies discussed above showed that there was a myriad of motivating factors such as job promotion, staff training and salary increment. However, most of these studies were conducted outside Afghanistan. Furthermore, were undertaken in overseas countries and no study has been conducted. This study therefore, will examine the relationship between employee motivation and organization productivity in companies of Kabul, Afghanistan.

Githinji (2014) established that training influences employee performance by positively influencing employee engagement to be more innovative, change work processes and improve overall performance. Training further enhances employee performance by positively influencing employee motivation level through the motivation of the workforce, positive leadership styles and employee recognition. Finally, training enhances employee performance by influencing positively job satisfaction by enhancing customer relationships as well as the employer employee relationships

Githinji (2014) and Misiani (2013) have examined the role of employee training and its impact on organization development. Indeed, in the aforementioned studies, it was posited that there exists a link between employee training and performance. However, none of these studies focused on the specific elements of training program and employee performance. There was paucity of research undertaken to find out the efficacy of specific training programme elements.

Mundia and Iravo (2014) investigated role of mentoring Programs on organization development, the study highlights that the mentoring program is an important employee development method practiced in successful organizations. The ability of mentors either informally or formally to implement the mentoring program activities may lead to higher employees performance, Stratified random sampling was used to select the subjects included in the sample. The data was analyzed qualitatively and quantitatively by use of descriptive and inferential statistics to measure the formulated objectives to establish the relationship between the independent and dependent variables. The study established that mentorship programs play an important role in organisation development and are enhanced through knowledge transfer, career development guidance and skills enhancement in mentoring.

Acquaah (2011) studied mentors and mentoring amongst academic staff in Nigerian tertiary Institutions, the research presents an overview of mentorship with particular focus on mentors and mentoring amongst academic staff in Nigerian Tertiary institutions with special reference to University of Benin, Edo state. In addition to quantitative data, case studies and life histories were employed to display the state of mentoring in University of Benin. The findings of the study show that senior faculty naturally is more comfortable with the

tenets of mentoring and are more likely to mentor others for better employees' performance. The study makes a case for the need to foster a culture of mentoring in academia as a viable means of promoting professional development and employees' performance



3. METHODOLOGY

3.1 Introduction

This chapter presents the methodology that used in the study; it comprises of research design, target population, sample size, sampling methods, data sources, data collection instruments, validity and reliability of instrument, data presentation, data analysis, ethical considerations and limitations of the study.

3.2 Research Design

The study employed a descriptive research design anchored on a purely quantitative research approach where data was attained from respondents who were both managerial and technical staff of three selected manufacturing organizations in Kabul Afghanistan. The study employed the descriptive design to elicit data from respondents cross sectional that will facilitate the measuring the status quo of motivation and organization productivity in manufacturing organizations in Kabul. The researcher used this type of research design because it is not costly to perform and does not require a lot of time and it captures a specific point in time. The researcher also adopted both quantitative approach collected data from the different stakeholders involved in the study. The quantitative research design was used in form of statistical numbers assigned to variables that enables the researcher to meet the objectives of the study while the qualitative via views, ideas and perspectives (Kothari, 2004). The study majorly quantitative and supplemented by the qualitative approach.

3.3 Study Population

Target population refers to the cumulative elements of study from an environment in which information is gathered from. The study targeted all the permanent employees of two manufacturing companies in Kabul Afghanistan to provide an avenue of assessing the degree of focus and determining their

responses and viewed on the motivation and organizational productivity avenues devised and managed by the organizations. The study targets all employees of the manufacturing companies in Kabul. The target population included; top authorities, managerial staff, and staff. The researcher gathered information from these respondents because they are the major stakeholders within the institution and are believed to have vital information regarding the study variables. The study targets 815 permanent staff of the two companies.

Table 3.1: Population, Sample Size and Sampling Techniques

Category	Target Population	Sample Size	Sampling Techniques
Top authorities	6	3	Purposive Sampling
Managerial staff	30	9	Simple Random Sampling
Staff	770	251	Simple Random Sampling
Total	815	263	

3.3.1 Sample size

The study was based on a sample size of 263 drawn from a population of 815. The sample size of 201 who provide sufficient and this is supported by Krejcie and Morgan (1970) in their work “Determining sample size for Research Activities”, Educational and Psychological Measurement. They state that where a total population is 815, a sample size of 263 or more is sufficient. Furthermore, Krejcie and Morgan (1970) assert that treat each sub-group as a population and then use the table to determine the recommended sample size for each sub-group.

3.3.2 Sampling techniques

The study adopted the following techniques in selecting the sample size.

Purposive Sampling

The researcher used purposive sampling to select top authorities and managerial staff of the companies because they are believed to have vital information regarding top authorities. These were purposively selected because they are not only knowledgeable about employee motivation practices and institutional performance but are actually in charge of the same (Creswell & Clark, 2007).

This technique was appropriate because the sample selected comprises of informed persons who provided data that was comprehensive enough to gain better insight into the problem.

Simple Random Sampling

Simple Random sampling was used in selecting respondents from the target population. Staff were randomly selected so as to get equal chances of representation of the respondents. In that way, every member would have an equal chance to be selected. In this case, each individual were chosen entirely by chance and each member of the population has an equal chance, or probability, of being selected. One way of obtaining a random sample is to give each individual in the sample a number, and then use a table of random numbers to decide which individuals to include (Cooper & Schindler, 2014).

3.4 Data Sources

The study used both primary and secondary sources of data.

3.4.1 Primary data

The Primary data collected using questionnaires. Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources. Primary data are important in answering questions about the relationship between motivation practices and organization productivity.

3.4.2 Secondary data

Secondary data refers to data that is collected by someone other than the user. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes. Secondary data was obtained from recorded documents and some publications on employee motivation practices and productivity of organizations such as books, journals and policy documents. Other information was obtained from the electronic sources such as the internet. The researcher also used secondary data because it

is available from other sources and may already have been used in previous research, making it easier to carry out further research. It is time-saving and cost-efficient: the data was collected by someone other than the researcher.

3.5 Data Collection Instruments

Questionnaires

Research Questionnaire

The questionnaire was used to obtain quantitative data for the research because it had been observed that, in considering the various research options for systematically gathering information. The questionnaire had earned the right to be a perennial favourite, a frequent choice of researchers because of its versatility, its time and cost efficiency and for its overall ability to get the job done. Here, self-administered questionnaires was employed containing close-ended questions. The questionnaire was developed based on three sections with one being on Demography of respondents, second on motivation and third section will be a questionnaire on organizational productivity. The questionnaire was based on a 5 likert scale measure of Strongly Agree= 5, 4= Agree, 3= Not sure, 2= Disagree 1= strongly disagree. The respondents was required to tick the appropriate number that suits their view. The questionnaire was provided to all respondents.

3.6 Measurement Scales

The study adopted different scales from previous authors that guided the development of the research questionnaires. These for instance was Job Promotion (Muhammad, Rizwan and Yasin (2012) and Zahid, Aman and Imran (2015), salary increment scale by Salary Increment (Nurun, Islam, Dip and Hossain (2017) and Sunday and Nwekpa (2018), then staff training scales by (Nassazi, 2013) finally the Organizational productivity employed scales of Olusanya, Awotungase and Ohadebere (2012). And Paul (2016) all these were anchored on a 5 (Five) Point Likert scale.

3.7 Validity and Reliability of the Instrument

3.7.1 Validity

Validity refers to the degree to which results obtained from analysis of the data actually represents the phenomenon under study (Mugenda, 2009). In calculating validity, the researcher will ensure that questions are relevant in order to ensure that data collected give meaningful and reliable results represented by variables in the study. The researcher was consulted the supervisor for expert knowledge on questionnaire construction. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind of the objectives of the study. The researcher also consulted from her colleagues and 3 academic experts rated the items in the instrument as relevant, needs improvement and irrelevant for purpose of improving the instrument of data collection. The researcher used the following formula to establish validity of the research instruments as seen below.

$$\text{Content validity Index (CVI)} = \text{CVI} = \frac{\text{Number of questions declared valid}}{\text{Total no. of questions in the questionnaire}}$$

If the overall Content Validity Index (CVI) of the instrument is equal to the average acceptable index of 0.7 or above, then the instrument was accepted as valid (Amin, 2005)

3.7.1 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Muganda & Mugenda, 2003). Reliability of the instrument was established through a test-retest technique. To ensure reliability of the instrument, it was piloted to 15 staff of the banks and two weeks after the instrument was administered again, questionnaire responses from the pilot test was entered in SPSS (version 20) after which, the Cronbach's alpha will be generated. Cronbach's alpha ranges between 0 - 1. Scores between 0 - 0.6 indicate that the instrument has a low reliability while scores of 0.7 and above indicate that the instrument has a high level of internal consistency and reliability (Neuman, 2010). So after attainment of 0.7 above the researcher will go ahead to collect the data from the field.

3.8 Data Collection Procedure

An introductory letter was obtained from the university. When it is approved, the researcher made list of qualified respondents from Top authorities, managerial staff and staff and select them through random sampling and purposive sampling. The researcher then explained the purpose of study to the respondents and requests them to sign the informed consent form. The researcher recruited and trained research assistants to collect accurate data timeously. The respondents were requested to answer in full and not to leave any part of the questionnaires unanswered. The researcher and assistants collected the questionnaires within two weeks from the date of distribution. All returned questionnaires were checked if they are all answered.

3.9 Data Analysis

In the study, both quantitative and qualitative data was analyzed as follows:

The quantitative data involved information from the questionnaires only. Data from the field will be too raw for proper interpretation. It is therefore vital to put it into order and structure it, so as to drive meaning and information from it. The raw data obtained from questionnaires were cleaned, sorted and coded. The coded data was entered into the Computer, checked and statistically analyzed using the statistical package for social scientists (SPSS) software package to generate descriptive and inferential statistics. Descriptive analysis was applied to describe the primary variable and associated indicator items related to the study objectives. Tables showing frequencies and percentages were generated. The simple regression analysis was used to test the relationship between the variables. The results were presented inform of tables then discussed in relation to existing literature.

3.10 Ethical Considerations

It is important during the process of research for the researcher to make respondents to understand that participation is voluntary and that participants are free to refuse to answer any question and to withdraw from participation any time they are chosen.

Another important consideration, involves getting the informed consent of those going to be met during the research process, which involved interviews and observations on issues that may be delicate to some respondents. The researcher undertakes to bear this seriously in mind.

Accuracy and honesty during the research process is very important for academic research to proceed. A researcher should treat a research project with utmost care, in that there should be no temptation to cheat and generate research results, since it jeopardizes the conception of the research.

The researcher further adhered to confidentiality and anonymity issues. This was done by ensuring that the names of the respondents are not written on any part of the questionnaires. The respondents was told that they are free to withdraw from the study when they feel to do so at any time.

Confidentiality means that information from participants is not going to be divulged to the public nor made available to colleagues, subordinates or superiors. In this study, all information about participants were treated with confidentiality and the participants were anonymous. A covering letter also assured respondent that all responses would be treated with utmost confidentiality.

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings from the study with specific emphasis on examining the impact of motivation on organizational productivity in manufacturing companies Kabul Afghanistan. The study solicited response for these research questions. The focus was on three objectives which included (1) to examine the relationship between job promotion and organizational productivity in manufacturing companies of Kabul Afghanistan ii) To analyze the relationship between salary increment and organizational productivity in manufacturing companies of Kabul Afghanistan and To examine the relationship between staff training and organizational productivity in manufacturing companies of Kabul Afghanistan. This chapter is organized based on the demographic traits of respondents, following by the analysis as per the research objectives presented objective by objective. The data is presented, analyzed and interpreted as shown in the subsequent sub-chapters.

4.2 Demographic Characteristics of Respondents

This was based on the gender of respondents, gender, age, education, experience in work and time of work manufacturing companies in Kabul Afghanistan. This was intended to attain a detailed understanding of the respondent's key characteristics influences the result of the study. The general information has an implication on the study variables. The different demographic characteristics are analyzed and presented as below.

4.2.1 Gender of Respondents

Here the researcher was interested in gathering information on the gender of respondents and information got was presented in the table 4.1

Table 4.1: Gender of respondents

Response	Frequency	Percent
Male	162	61.6
Female	101	38.4
Total	263	100.0

Source: Field Data, 2021

Results in table 4.1 on gender of respondents reveal that majority respondents were male who 61.6% of the respondents while female were were 38.4% of the study meaning that majority respondents of the study were males. The results indicate that information was attained from across the gender grid. The study findings show that data was attained from both genders, data or information attained can't be doubted on the gender grid, its worthy providing that the state of the results are gender compliant. This was sought for because the study set to draw on the views of respondents on gender identity in the responses.

4.2.2 Age of respondents

Here the researcher was interested in gathering information on the age of respondents and information got was presented in the table 4.32

Table 4.2: Age of respondents

Responses	Frequency	Percent
8-27 Years	175	66.5
8-37 Years	81	30.8
8-47 Years	5	1.9
8 Years above	2	.8
total	263	100.0

Source: Field Data, 2021

The study results reveal that majority respondents were in the age of 18-27 years who were 66.5% of the study followed by those of 28-37 years who were 30.8% of the study while those of 38-47 were 1.9% and 48 years and above were .8% of the study. The results indicate that the many respondents were young adults, they have an active memory, information attained is reliable for effective decision making in the organizations. The researcher investigated the age with the need to indentify the views of the respondents on the age identity in the study.

4.2.3 Education of respondents

Here the researcher was interested in gathering information on the education of respondents and information got was presented in the table 4.4.

Table 4.4: Education of respondents

Responses	Frequency	Percent
Certificate	56	21.3
Diploma	92	35.0
Bachelors Degree	76	28.9
Masters	39	14.8
Total	263	100.0

Source: Field Data, 2021

Results in table 4.4 on the education of respondents reveal that majority respondents of the study were diploma holders who were 35% of the study, followed by the bachelors degree holders who were 28.9% respondents, certificate holders were 21.3% and finally master's holders were 14.8% of the study. The study was set draw the views of respondents with education identity in the response. The study results indicate that data was attained from educated respondents. The study results further show that the information attained can be relied upon for effective decision-making.

4.2.4 Findings on working experience of respondents

Here the researcher was set to establish the working experience of respondents; it was presented as follows in table 4.4.

Table 4.5: Shows working experience of respondents

Responses	Frequency	Percent
Less than 1 year	102	38.8
Between 1-5 Years	124	47.1
Between 6-10 Years	28	10.6
11 Years and above	9	3.4
Total	263	100.0

Source: Field Data, 2021

Findings on working experience of respondents were that many respondents had worked for a period of 1-5 years who were 47.1% followed by those of less than 1 year who were 38.78% of the study, those between 6-10 years were 10.6% of the study and finally those of above 11 years were 3.4% of the study. The study

findings indicate that the information was attained from experienced respondents. The information can be relied upon for effective decision making. The motivation could be incumbent to the level of experience prevailing.

4.2.5 Time of work in manufacturing companies

Here the researcher sought to establish the views of respondents Time of work in manufacturing companies. The results from the field are presented below 4.5.

Table 4.6: Time of work in manufacturing companies

Responses	Frequency	Percent
Less than 1 year	26	9.9
Between 1-2 Years	88	33.5
Between 2-3 Years	32	12.2
4 Years and above	117	44.5
Total	263	100.0

Source: Field Data, 2021

Table 4.6 show the time of work in manufacturing companies in Kabul which revealed that majority respondents had been working in Kabul for less than 1 years who were 44.5%, those between 1-2 years were 33.5% while those of 2-3 years were 12.2% of the study and those of less than one year were 9.9%. The study results show that data was attained from majorly people who have worked in the school for a long period. The information attained is sufficient for decision-making since it is from informed people.

4.3 Motivation in Manufacturing Companies Kabul Afghanistan

The independent Variable of the study was Motivation and was divided into three part namely job promotions, salary increment and staff training, each of the constructs was anchored on six questions with every question based on the five based likert scale were responses rated the motivation in the companies in Kabul by showing the degree to which they agree or disagree with the responses that were analyzed using means as indicated in table 4.7

Table 4.7: Descriptive Statistics on Motivation in Manufacturing Companies
Kabul Afghanistan

Descriptive Statistics on Motivation	Mean	Interpretation
At this company, promotion is done according to qualification of staff	3.064	Fairly good
Promotion puts into consideration the experience of staff	3.003	Fairly good
There is timely promotion of company staff	3.106	Fairly good
The promotions for staff is regularly done yearly	3.079	Fairly good
Promotions are based on the skills competence of the staff	3.136	Fairly good
Promotions are based on a well-known criteria	3.076	Fairly good
Job Promotion	3.077	Fairly good
The salary paid to employees in this company is viable	2.992	Fairly good
Salary increment is made based on outstanding performance of staff	3.095	Fairly good
Salary increment for staff based on the skills of the employee	3.034	Fairly good
Salary enhancement for staff is based on time of work/ experience	3.193	Fairly good
Salary increment to staff is provided with extra assigned duties	3.106	Fairly good
Salary increment is in the company policy done yearly	3.076	Fairly good
Salary Increment	3.083	Fairly good
The company organizes several seminars for staff training to up skill them in their profession	3.007	Fairly good
Training in this company targets the gap between the expected and what is currently available	3.129	Fairly good
Training of staff is conducted by the authorities every year	3.190	Fairly good
Training is made in line with learners centered methods of teaching	3.270	Fairly good
Training considers employees interests/ need for improvements	3.053	Fairly good
Training considers innovations needed in the companies	3.144	Fairly good
Staff Training	3.132	Fairly good
Motivation	3.097	Fairly good

Source: Field Data, 2021

Mean range	Respondent	Interpretation
4.22- 5.00	Strongly agree	Very Good
3.42 - 4.22	Agree	Good
2.62 – 3.41	Not Sure	Fairly Good
1.81 - 2.61	Disagree	Poor
1.00 - 1.80	Strongly disagree	Very Poor

Findings in table 4.7 show the descriptive Statistics on motivation in manufacturing Companies Kabul Afghanistan. The study results reveal that the overall mean for the motivation was 3.097, interpreted as fairly good; the study findings means that the state of motivation in the companies selected was moderately high. This is supported by the constructs information that provided information in agreement as provided below.

Job performance in the manufacturing Companies Kabul Afghanistan was generally fairly good; many items on the study were on average. The study findings are provided with the mean of 3.077 as provided on job promotions meaning that the employees are moderately promoted. The individual items are provided below.

The first item was that “At this company, promotion is done according to qualification of staff”, this had the mean of 3.064 which is interpreted as fairly good implying that the state there is promotions in the companies based on the qualifications of the staff.

Secondly, it was found that Promotion puts into consideration the experience of staff according to the responses with the mean of 3.003, interpreted as fairly good meaning that there is a moderate consideration of experience for staff before the promotions are done.

It was also found that there is timely promotion of company staff with the mean of 3.106, interpreted as fairly good. The results means there exist a fair consideration of the time before promotions of the staff is done in the organizations.

Also concerning the job promotions, the item of the promotions for staff is regularly done yearly with the mean of 3.079 interpreted as fairly good meaning that the state of the promotions is done on an annual basis.

It was further provided that the promotions are based on the skills competence of the staff with the mean of 3.076 interpreted as fairly good meaning that the manufacturing companies in Kabul consider the skills competence before the promotions are done.

Finally on promotions, it was found that promotions are based on a well-known criterion with the mean of 3.076 interpreted as fairly good meaning that there

are promotions that are determined as per the established criteria and procedures of the organizations.

Findings on salary increment reveal that the state of salary increment was generally fairly good; the mean was 3.083 interpreted as fairly good. The study findings show that the state of salary increment is based on the state of the basis for the study as salary increments provided in the study. The item responses attained in the particular cases are provided in the assessments provided below.

It was initially found that the salary paid to employees in this company is viable with the mean of 2.992, interpreted as fairly good meaning that the state of the salary viability is existence in the companies of Kabul city.

Salary increment is made based on outstanding performance of staff; the results had the mean of 3.095, interpreted as fairly good meaning that there exists the salary increment for employee's especially on outstanding performance,

Furthermore, the salary increment for staff based on the skills of the employee had the mean of 3.034, interpreted as fairly good meaning that the state of the salary increase is fairly based on the skills basis for the employees.

Salary enhancement for staff is based on time of work/ experience had the mean of 3.193 interpreted as fairly good meaning that there is a moderate consideration of experience before or in providing salary increments.

Salary increment to staff is provided with extra assigned duties according to the mean of 3.076 interpreted as fairly good meaning that the state of duties assigned are a basis extra assigned activities to the employees.

Finally on salary increment in the company policy done yearly had the mean of 3.076 interpreted as fairly good meaning that the state salary increment is in moderate form. On overall salary increment is moderately high and based on the responses of the field as for the completion of the salary.

The state of staff training in the manufacturing companies of Kabul Afghanistan had the mean of 3.132 interpreted as fairly good meaning that the state companies in Kabul is fairly good implying that the staff training is moderately done.

The company organizes several seminars for staff training to up skill them in their profession had the mean of 3.007, interpreted as fairly good meaning that indicate that the state of seminars in training for skills is unprofessional.

Training in this company targets the gap between the expected and what is currently available had the mean of 3.1290 interpreted as fairly good meaning that the state of the targets are available in expectations.

Training of staff is conducted by the authorities every year had the mean of 3.190 interpreted as fairly good, meaning that the state of authorities are moderately high in the study interpreted in moderately fair.

Training is made in line with learners centered methods of teaching had the mean of 3.270 interpreted as fairly good meaning that the state of training for the method is provided in attained for the study.

Training considers employees interests/ need for improvements had the mean of 3.053 interpreted as fairly good implying that the state of the training is done under the organisation interpreted as available fair treatment.

Training considers innovations needed in the companies had the mean of 3.144 interpreted as fairly good. The findings show that state of the consideration is fairly good in the study avenues for the study.

4.4 Organisation Productivity Companies Kabul Afghanistan

The independent Variable of the study was organisation Productivity and was anchored on 12 twelve questions with every question based on the five based likert scale were responses rated the organisation in the companies in Kabul by showing the degree to which they agree or disagree with the responses that were analyzed using means as indicated in table 4.7

Table 4.8: Organization Productivity Companies Kabul Afghanistan

Descriptive Statistics on organizational productivity	Mean	Interpretation
The employees performance is efficient to attain better performance	3.0152	Moderately high
The company is able to provide for good accommodation for staff	3.0456	Moderately high
The employees extra hours of work are remunerated fairly	3.1255	Moderately high
The company provides good feeding for the staff	3.2433	Moderately high
The company building structures are good and always improving	3.1293	Moderately high
The company collect reasonable fees to facilitate them	3.1255	Moderately high
The company attain all their financial needs timely	3.1331	Moderately high
The company has projects that supplement on their financial requirements	3.0342	Moderately high
There is high customers enrollment yearly in this company	3.1141	Moderately high
The company attract first class performing employees	3.1901	Moderately high
The company performs well in profits yearly	3.2357	Moderately high
The company registers efficiency in the daily operations	3.2205	Moderately high
Organization Productivity	3.1343	Moderately high

Source: Field Data, 2021

Findings indicated in table 4.8 shows that organization Productivity Companies Kabul Afghanistan was moderately high with the mean of 3.134 meaning that state of productivity is fairly good.

The employee's performance is efficient to attain better performance had the mean of 3.015 interpreted as moderately high meaning that the employees get the performance mechanisms better in their day to day operations.

The company is able to provide for good accommodation for staff had the mean of 3.045, interpreted as moderately high meaning that the status of the accommodation to the staff of the manufacturing companies in Kabul is fair.

The employees extra hours of work are remunerated fairly had it that mean was 3.125 interpreted as moderately high implication was that the state of the

employee extra time is fairly remunerated or paid for the manufacturing companies.

It was established that the company provides good feeding for the staff with the mean of 3.129 interpreted as moderately high meaning that there is a provided for proper feeding for the employees in manufacturing companies in Kabul, the results are in agreement in state of the companies.

The company building structures are good and always improving with the mean of 3.129 interpreted as moderately high meaning that there is improvement in the companies structures and buildings periodically.

It was further revealed that the company collects reasonable fees to facilitate them had the mean of 3.125 interpreted as moderately high meaning that the company collects sufficient revenue that facilitate their day today activities.

The company attains all their financial needs timely with the mean of 3.133 interpreted as fairly good meaning that the financial needs are moderately provided, the time is quite adequate though not effective in realization of the needs of the companies.

The company has projects that supplement on their financial requirements with the mean of 3.034 interpreted as fairly good meaning that there are fair supplements for the financial needs in the companies through their operations.

There is high customer's enrollment yearly in this company with the mean of 3.1141 interpreted as fairly good meaning that the customer's enrollment in the companies is existing fairly. The findings depict and occurrence in performance of customer enrolment fairly.

The results further found that the company attracts first class performing employees with the mean of 3.1901 interpreted as fairly high meaning that the state of the company is moderately attracting the good class of employees.

Furthermore, it is established that the company performs well in profits yearly with the mean of 3.235 interpreted as moderately high meaning that the status of the company performance is fairly provided for in the companies.

Finally the company registers efficiency in the daily operations with the mean of 3.220 interpreted as moderately high meaning that there is moderate efficiency provided in the companies operations.

4.5 Regression analysis and Assumptions of regression

Before analysis of regression, there are assumptions that are undertaken before regression analysis; these assumptions are linearity, autocorrelation, normality, Heteroscedasticity and autocorrelation test. The analysis based on these assumptions is presented below. The Linearity tests are presented in the graphs below

4.5.1 Normality tests

Table 4.9: Normality tests

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Promotion	.220	247	.000	.878	247	.000
Salary Increment	.227	247	.000	.863	247	.000
Staff Training	.232	247	.000	.857	247	.000
Organization	.230	247	.000	.852	247	.000
Productivity						

a. Lilliefors Significance Correction

Source: Primary Data 2021

The study results from the presentation according to Kolmogorov-Smirnov test the significant values for the variables are all below 0.05, meaning that the data presented is normally distributed. On the same context, the assessment of the Shapiro Wilk shows the values of significant at above 0.05. The Shapiro wilk test is normal when the significant values are below 0.05 level of significance. In this case therefore based on both tests one argues that the data is normally distributed hence findings can't be doubted on distribution grounds.

4.5.2 Homoscedasticity tests

The homoscedasticity means that the variance around the regression line is the same for all values of the predictor/independent variables. This is also known as homogeneity of variance. The assumption could be checked using scatter plot between residuals and predicted or independent variable.

Table 4.10: Breusch-Pagan for heteroscedasticity

Breusch-Pagan	/	Cook-Weisberg test for heteroscedasticity
Ho:		Constant variance
Variables		fitted values of log
chi2(1)	=	0.02
Prob>chi2	=	0.8995

Source: Primary Data 2021

The findings from the Breusch-Pagan test for heteroscedasticity above indicate that the model does not suffer from the problem of non-constant variance. This is because the p-value of 0.8995 is greater than 0.05 thus we fail to reject the above stated null hypothesis and conclude that there is constant variance in the model.

Table 4.11: Autocorrelation statistics

Diagnostic	Test statistic	Test statistic	P-value
Autocorrelation	Durbin Watson statistic	0.248	0.6185

Source: Primary Data, 2021

The diagnostic tests for the regression on autocorrelation, the Durbin Watson tests of auto-correlation also show that under the assumption that there is no serial auto-correlation in the data, we fail to reject the null hypothesis as implied by the Durbin Watson statistic summarised in table 4.10.

4.5.3 Effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan.

The first research objective of the study was to examine the effects of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan. The inferential statistics is run to determine the state of Job promotions and its effect on organizational productivity.

Table 4.12: Effect of Job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.764 ^a	.583	.582	.74621		
a. Predictors: (Constant), Job Promotion						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.588	1	203.588	365.621	.000 ^b
	Residual	145.332	261	.557		
	Total	348.920	262			
a. Dependent Variable: Organisation Productivity						
b. Predictors: (Constant), Job Promotion						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.632	.139		4.557	.000
	Job Promotion	.813	.043	.764	19.121	.000
a. Dependent Variable: Organization Productivity						

Source: Field Data, 2021

The regression analysis in table 4.12: show the relationship between job promotion and organizational productivity in manufacturing companies of Kabul Afghanistan. The study results show that job promotions and organization productivity had an adjusted R-value of .582, the value indicate that job promotion has a 58.2% effect on organization productivity of the manufacturing companies in Kabul Afghanistan the results indicate that other factors contribute to organization productivity of the companies by the rest of the percentage.

The ANOVA table shows the effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan. The study findings show the P-value of 0.000, because its below the 0.05 significance value, it indicates that there exist a statistically significant relationship job promotion and organizational productivity in manufacturing companies of Kabul Afghanistan. It means that the job promotions are a key inducement for the organization productivity.

Concerning the coefficients analysis, the research show that the coefficients of the independent (Job promotions and that of dependent variable (organization Productivity) had all the values (P-values =.000 and 0.000 respectively

indicating that there exist a significant effect of job promotions on organization productivity in the manufacturing companies in Kabul Afghanistan.

The study hypothesis which state that “There is no statistically significant effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan” Was rejected, it’s argued that there exists a statistically significant effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan. The findings imply that the increase in the job promotions is an inducement for the organization productivity of the companies.

4.6 Effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan.

The second objective was to analyze effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan. The inferential statistics is run to determine the state of Job promotions and its effect on organizational productivity.

Table 4.13: Effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.790 ^a	.624	.622	.70928		
a. Predictors: (Constant), Salary Increment						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	217.617	1	217.617	432.571	.000 ^b
	Residual	131.303	261	.503		
	Total	348.920	262			
a. Dependent Variable: Organization Productivity						
b. Predictors: (Constant), Salary Increment						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.596	.130		4.594	.000
	Salary Increment	.823	.040	.790	20.798	.000
a. Dependent Variable: Organization Productivity						

Source: Field Data, 2021

The regression analysis in table 4.13: show effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan.

The study results show that salary increment and organization productivity had an adjusted R-value of .622, the value indicate that salary increment has a 62.2% effect on organization productivity of the manufacturing companies in Kabul Afghanistan the results indicate that other factors contribute to organization productivity of the companies by the rest of the percentage.

The ANOVA table shows the effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan. The study findings show the P-value of 0.000, because it's below the 0.05 significance value, it indicates that there exist a statistically effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan. It means that the salary increment is a key inducement for the organization productivity.

Concerning t[he coefficients analysis, the research show that the coefficients of the independent (salary increment and that of dependent variable (organization Productivity) had all the values (P-values =.000 and 0.000 respectively indicating that there exist a significant effect of salary increment on organization productivity in the manufacturing companies in Kabul Afghanistan.

The study hypothesis which state that “There is no statistically significant effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan” Was rejected, it's argued that there exist a statistically significant effect of salary increment and organizational productivity in manufacturing companies of Kabul Afghanistan. The findings imply that the increase in the salary increment is an inducement for the organization productivity of the companies.

4.7 Effect staff training and organizational productivity in manufacturing companies of Kabul Afghanistan.

The third objective was to examine the effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan. The inferential statistics is run to determine the state of Job promotions and its effect on organizational productivity.

Table 4.14: Effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.822 ^a	.676	.675	.65783		
a. Predictors: (Constant), Staff Training						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	235.974	1	235.974	545.300	.000 ^b
	Residual	112.946	261	.433		
	Total	348.920	262			
a. Dependent Variable: Organisation Productivity						
b. Predictors: (Constant), Staff Training						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.558	.118		4.748	.000
	Staff Training	.822	.035	.822	23.352	.000
a. Dependent Variable: Organisation Productivity						

Source: Field Data, 2021

The regression analysis in table 4.14 shows the effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan. The study results show that staff training and organization productivity had an adjusted R-value of .675, the value indicate that staff training has a 67.5% effect on organization productivity of the manufacturing companies in Kabul Afghanistan the results indicate that other factors contribute to organization productivity of the companies by the rest of the percentage.

The ANOVA table shows that staff training affects organizational productivity in manufacturing companies of Kabul Afghanistan. The study findings show the P-value of 0.000, because it's below the 0.05 significance value, it indicates that there exist a statistically significant relationship staff training and organizational productivity in manufacturing companies of Kabul Afghanistan. It means that the staff training is a key inducement for the organization productivity.

Concerning the coefficients analysis, the research show that the coefficients of the independent (staff training and that of dependent variable (organization Productivity) had all the values (P-values =.000 and 0.000 respectively indicating that there exist a significant relationship between staff training and

organization productivity in the manufacturing companies in Kabul Afghanistan.

The study hypothesis which state that “There is no statistically significant effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan” Was rejected, it’s argued that there exists a statistically significant effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan. The findings imply that the increase in the staff training is an inducement for the organization productivity of the companies.

4.8 Impact of motivation on organizational productivity in manufacturing companies Kabul Afghanistan

The study purpose was to assess the impact of motivation on organizational productivity in manufacturing companies Kabul Afghanistan. The data collected in the study is provided using multiple regression analysis between the Independent variable and dependent variable.

Table 4.15: Regression analysis on the effect of motivation on organizational productivity in manufacturing companies Kabul Afghanistan.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.859 ^a	.739	.736	.59350		
a. Predictors: (Constant), Staff Training, Job Promotion, Salary Increment						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	257.689	3	85.896	243.857	.000 ^b
	Residual	91.230	259	.352		
	Total	348.920	262			
a. Dependent Variable: Organization Productivity						
b. Predictors: (Constant), Staff Training, Job Promotion, Salary Increment						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.198	.116		1.708	.089
	Job Promotion	.236	.067	.222	3.506	.001
	Salary Increment	.213	.073	.205	2.907	.004
	Staff Training	.496	.053	.496	9.295	.000
a. Dependent Variable: Organization Productivity						

Source: Field Data, 2021

The regression analysis in table 4.15 shows the effect of motivation (Staff Training, Job Promotion, and Salary Increment) and organizational productivity in manufacturing companies of Kabul Afghanistan. The study results show that staff training and organization productivity had an adjusted R-value of .736, the value indicate that motivation (Staff Training, Job Promotion, and Salary Increment) has a 73.6% effect on organization productivity of the manufacturing companies in Kabul Afghanistan the results indicate that other factors contribute to organization productivity of the companies by the rest of the percentage.

The ANOVA table shows effect of motivation (Staff Training, Job Promotion, and Salary Increment) and organizational productivity in manufacturing companies of Kabul Afghanistan. The study findings show the P-value of 0.000, because it's below the 0.05 significance value, it indicates that there exist a statistically significant relationship staff training and organizational productivity in manufacturing companies of Kabul Afghanistan. It means that the staff training is a key inducement for the organization productivity.

Concerning the coefficients analysis, the research show that the coefficients of the independent (Staff Training, Job Promotion, and Salary Increment) and that of dependent variable (organization Productivity), job promotion 0.001, staff training, 0.000, salary increment =.000 indicating that there exist a significant relationship between motivation (Staff Training, Job Promotion, and Salary Increment) and organization productivity in the manufacturing companies in Kabul Afghanistan.

The p value for the test was established at 0.000 which is below 0.05. The implication was that all the variables combined had a significant influence of motivation on organization productivity. The study findings imply that motivation (Staff Training, Job Promotion, and Salary Increment) has an effect on organizational productivity in manufacturing companies in Kabul Afghanistan.

4.9 Discussion of Findings

4.9.1 Effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan.

The study shows the effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan. The study findings show the P-value of 0.000, because it's below the 0.05 significance value, it indicates that there exist a statistically significant relationship job promotion and organizational productivity in manufacturing companies of Kabul Afghanistan. The study results are in agreement with previous studies such as of Cole, 2012 revealed that job promotion of employees has a number of benefits not only to the employees but also to the organization in which they work and this as a result leads to improved institutional performance. However, the study did not indicate the reasons why institutional performance might be poor despite the fact that an institute uses job promotion as a motivational practice. The results also agreed with Edward & Richard 2013) who contend that job promotions involve change of the assignment to that of a higher level in the organization for instance the new job normally provides an increase in pay and status and demands more skills and carries more responsibility and this enhances the institutional performance. The results also indicate that Dunford, 2012 stipulated that job promotion is used as a reward for better performance of employees and organizationally approved form of behavior. However, this study did not indicate reasons why staff who have been promoted in their job positions sometimes may not perform as much as expected of them. The research therefore seeks to investigate into the job promotions as a motivation factor on the organization productivity in general and specifically.

4.9.2 Effect of salary increment on organizational productivity in manufacturing companies of Kabul Afghanistan.

The study show that the coefficients of the independent (salary increment and that of dependent variable (organization Productivity) had all the values (P-values =.000 and 0.000 respectively indicating that there a significant effect of salary increment on organization productivity in the manufacturing companies in Kabul Afghanistan. The study agree with Fisher, 2011 who revealed that an

effective salary increment strategy is expected to contribute on the viability of the unit of work, the realization of the vision and mission, as well as for the achievement of the targets of work. Even in agreement with Gollwitzer, 2012 noted that salary increment become an important aspect of being effective if linked to the performance of staff and this as a result enhances the overall organizational productivity significantly. However, the study did not show reasons why some organizations opt not to offer salary increments in an attempt to boost their overall performance. From the study, Salary increment is very important for the industry because it reflects the industry's efforts to defend human resources in order to have a high loyalty and commitment to the industry. Effective salary increment strategy is expected to contribute to maintaining the viability of the work force, the realization of the vision and mission, as well as for the achievement of work objectives and thus boosting institutional performance.

4.9.3 Effect of staff training on organizational productivity in manufacturing companies of Kabul Afghanistan.

The research show that the coefficients of the independent (staff training and that of dependent variable (organization Productivity) had all the values (P-values =.000 and 0.000 respectively indicating that there exist a significant relationship between staff training and organization productivity in the manufacturing companies in Kabul Afghanistan. The study agrees with those of Robbins, (2014) suggested that the availability of effective training programs, both mandatory and elective, is essential to a firm's organizational productivity. Some employees are motivated primarily by career goals and need flexibility to request training when needed. Other employees will only complete required training. Susan (2016), employers benefit from a systematic approach to training design. Whether they use internal or external trainers, they need to study training needs systematically using a problem-solving method. Each employee or group of employees must be assessed for training needs. Then, trainers must confer with managers to decide what kinds of training activities will produce improved organizational productivity. Finally Weightman (2015) notes that training employees about the organization, where each employee fits in the organization and how the organization fits into its overall industry creates

innovation. In other words, employees who have a knowledge framework, delivered through training, are creative in solving problems, both in the short and long term. Employers benefit from a systematic approach to training design. Whether they use internal or external trainers, they need to study training needs systematically using a problem-solving method. Each employee or group of employees must be assessed for training needs. Then, trainers must confer with managers to decide what kinds of training activities will produce improved organizational productivity



5. CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter mainly focuses on the conclusions that are drawn from the findings that were conducted in chapter four as well as recommendations informed to enhance the motivation of employees on productivity of organizations

5.2 Conclusions

The study set to examine the effect of employee motivation practices on organizational productivity. The study objectives were to examine the effect of job promotion on organizational productivity in manufacturing companies of Kabul Afghanistan, analyze the relationship between salary increment and organizational productivity in manufacturing companies of Kabul Afghanistan and examine the relationship between staff training and organizational productivity in manufacturing companies of Kabul Afghanistan.

The study conclude that job promotions have low and non significant effect of performance of manufacturing companies in Kanul Afghanistan, the results reveal that job promotions is an inducement for productivity of the manufacturing companies, the study conclude that the presence of job promotions have an impact on the productivity.

Secondly the study conclude that salary increment existed though not much effective, the study conclude that the presence of salary increment induce productivity of the manufacturing companies meaning that the state of salary increment is fundamental for the generation of productivity.

Finally the study concludes that staff training is a key avenue for enduing the productivity of manufacturing companies in Kabul Afghanistan. The study hence concludes that there is a direct connection between staff training and the organization productivity.

5.3 Recommendations

Concerning promotions; - Management in the organization should be aware that job promotion could motivate their employees to some extent; they should consider other motivation approaches and factors like appreciation, recognition and management support.

There is need for a productive consideration of mechanisms related to job promotions are fundamental in enhancing the performance for the employees and hence the organization performance. Its hence concluded that focus be made on enhancing the other areas connected to job promotions in the organization.

The salary increment contributes significantly to organization productivity. It's hence vital to argue that productivity of the organizations can be generated through increased the stakes in allowances provision to the staff. The manufacturing companies should improve in the various financial incentive packages given to employees especially; salary and always increase employee salary as at when due in order to be more productive. The salary increment needs to be developed in an effective manner to attract employee high performance; they need to be increased and made more regular when need is due.

Finally the training is fundamental for increased productivity. Its worthwhile arguing that staff training can be an avenue for generating improved productivity the companies should be aligning training to quality program and services to manufacturing companies. There is need for effectiveness in developing the training for employees through on-job workshops for inducement for the non teaching staff.

5.4 Future Scope of the Research

There are certainly more scopes for conducting research studies concerning motivation and institutional performance in the future. The researcher conducted their study in an institution of learning. There are other sectors like industrial sectors, marketing sectors, business sectors, banking etc. These are the main economic power provider for a country their performance analyses are vital hence further research on motivation and institutional performance in

industrial, marketing, banking and business sector to enable the further grounding of studies on the study area.



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APPENDIX

Appendix I: Questionnaire for Data Collection

Appendix II: Sample Size Determination

Appendix III: Ethical Approval Form



Appendix I: Questionnaire for data collection

Dear respondent,

I am conducting a study on **Impact of motivation on organizational productivity in manufacturing companies Kabul Afghanistan**. The information obtained will be strictly for academic purposes and it will be treated with at most confidentiality. I kindly request you to fill this questionnaire. Thank you.

SECTION A: Demographic Characteristics of Respondents

To help us to classify your responses, please supply the following facts by circling the right option as appropriate.

1: **Gender:** Male

Female

2: **Age bracket of the respondent:**

19-25

36-41

26- 30

42-46

31-35

Above

3: **Educational level:**

Master

Certificate

Bachelor degree

Other

Diploma

4. **Working Experience**

Less than 1 year

Between 1-5 Years

Between 6-10 Years

11 Years and above

5. **Time spent at the company**

Less than 1 year

Between 1-2 Years

Between 2-3 Years

4 Years and above

SECTION B:

Please indicate your response mode by writing only the score in the blank provided for each of the items or statement stated below.

KEY

Response mode	Score
Strongly agree (agree with no doubt at all)	5
Agree (agree with minor doubt)	4
Not sure (Neither agree nor disagree)	3
Disagree (disagree with minor doubt)	2
Strongly disagree (disagree with no doubt at all)	1

PART 1: QUESTIONS ON IV

Construct	Job Promotion (Muhammad, Rizwan and Yasin (2012) and Zahid, Aman and Imran (2015).	1	2	3	4	5
1	At this company, promotion is done according to qualification of staff					
2	Promotion puts into consideration the experience of staff					
3	There is timely promotion of company staff					
4	The promotions for staff is regularly done yearly					
5	Promotions are based on the skills competence of the staff					
6	Promotions are based on a well-known criteria					
Construct	Salary Increment (Nurun, Islam, Dip and Hossain (2017) Sunday and Nwekpa (2018).	1	2	3	4	5
1	The salary paid to employees in this company is viable					
2	Salary increment is made based on outstanding					

	performance of staff					
3	Salary increment for staff based on the skills of the employee					
4	Salary enhancement for staff is based on time of work/ experience					
5	Salary increment to staff is provided with extra assigned duties					
6	Salary increment is in the company policy done yearly					

Construct	Staff Training (Nassazi, 2013)	1	2	3	4	5
1	The company organizes several seminars for staff training to up skill them in their profession					
2	Training in this company targets the gap between the expected and what is currently available					
3	Training of staff is conducted by the authorities every year					
4	Training is made in line with learners centered methods of teaching					
5	Training considers employees interests/ need for improvements					
6	Training considers innovations needed in the companies					

PART II: QUESTIONS ON DV

NO	Organizational productivity Olusanya, Awotungase and Ohadebere (2012). And Paul (2016).	1	2	3	4	5
1	The employees performance is efficient to attain better performance					
2	The company is able to provide for good accommodation for staff					
3	The employees extra hours of work are remunerated fairly					
4	The company provides good feeding for the staff					
5	The company building structures are good and always improving					
6	The company collect reasonable fees to facilitate them					
7	The company attain all their financial needs timely					
8	The company has projects that supplement on their financial requirements					
9	There is high customers enrollment yearly in this company					
10	The company attract first class performing employees					
11	The company performs well in profits yearly					
12	The company registers efficiency in the daily operations					

Thanks for your cooperation

Appendix II: Sample Size Determination

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.

Appendix III: Ethical Approval Form

Evrak Tarih ve Sayısı: 27.08.2021-21885



T.C.
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Lisansüstü Eğitim Enstitüsü Müdürlüğü

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Sayın ROYA YARZADA

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 27.08.2021 tarihli ve 2021/09 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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-Pashto: Advanced

-English: Advanced

-Turkish and Urdu: Intermediate

Skills:

- Communication, Teamwork, Problem Solving, Flexibility, Creativity

- Decision Making, Communication Skills, and Ability of fieldwork.

- Computer skills (Microsoft Office)

