

# RESEARCH PAPER ON FACTORS AFFECTING MOTIVATION AND JOB SATISFACTION

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## INTRODUCTION

The project work entitled “Factors affecting Motivation and Job satisfaction” intends to find out different factors that affect the motivational level in the employees and how motivation is related to their performance.

This paper would analyse the relationship between working condition, Compensation, Job Security, Performance Measurement, Training and Development and Recognition with motivation of an employee. Several theories predict that the design and implementation of a performance measurement and compensation system affect the motivation of employees. Further it is found that properly trained employees adds positively to output and are recognised for the same. An eminent problem of the present day society, especially in the tough business environments is to provide jobs to eligible workers. As and when this problem is overcome, the responsibility shifts towards the management of a business organization and its obligation to keep the employees motivated in order to perform effectively over a longer period of time

Employee motivation is one of the major issues faced by several organizations. It is the major task of every manager/supervisor to motivate his/her subordinates or to create the willingness to work among the subordinates. It should also be noticed that a worker may be fully capable of doing some work but nothing can be achieved if he is not motivated to work. A manager has to make appropriate use of motivation to boost the employees to follow them.

The organization performs well when its employees are motivated towards their personal, professional as well as organizational objectives. We attempt to study this very issue wherein we would focus on evaluating the various factors that impact the motivation of employees and the extent of their impact. It is advisable for the organizations to establish motivational programmes to improve the motivation and thus their performance and in turn the organizational performance and organizational effectiveness.

The data needed for this study would be collected from the employees through questionnaires. Analysis and interpretation will be done by using the statistical tool (SPSS).

## LITERATURE REVIEW:

We included the several different points and sayings of different researchers in this literature review. The literature mainly focuses on how the employee characteristics, job characteristics, and the practices of the management factors influence the motivation of employees. Various research links the motivation of employee is both based on the quantitative and qualitative studies.

### Background to Motivation:

**S. P. Robbins (2012)** has defined motivation as “the processes that accounts for an individual’s intensity direction and persistence of effort towards attaining a goal”. Motivation is the driving force that controls the level of efforts, direction of execution and persistence of work.

**D.H. Schunk (2010)** define motivation as, The term motivation is derived from the Latin verb *movere* (to move). The idea of movement is reflected in such common sense ideas about motivation as something that gets us going, keeps us working, and helps us complete tasks.

**Romando (2011)** Define motivation as a driving force that initiates and directs behaviour. In other words, motivation is a kind of internal energy which drives a person to do something in order to achieve something. It is a temporal or dynamic state within a person which is not concerned with his/her personality.

According to **McLoed (2013)** he mentioned in his study that, Maslow’s need theory says that the strongest motivator of employee performance is money. However, money is not the important motivator for employee. The factors like involvement and the feeling of being recognized and appreciated and participation and also valued by the other employees and managements plays very important role. This theory is too rigid as different individuals may have needs and priorities. In addition, they may have different factors which can be motivate their performance.

According to **Relly (2012)** Frederick Herzberg’s two factors theory says that the employee motivated by two different sets of factors i.e. Motivation and Hygiene Factors (**S. P. Robbins, 2012**). First set (Motivation) includes recognition, achievement, participation, delegation and involvement. Second set (Hygiene) includes salary, policies and administration, and working condition. If these thing will not be able to fulfilled properly by the companies or managers which

may lead to dissatisfaction in the employees. (**Fredrick Herzbergs 1959, 2012**) There is lot of responsibility on the leaders of organization regarding employees motivation.

Hertzberg's two factor theory segments motivation and job satisfaction into two different groups of factors known as the hygiene factors and motivation factors. According to Herzberg, the motivating factors are the job-content factors that include work itself, achievement, recognition, advancement, responsibility, and the growth opportunity. Hygiene factors are the job- context factors, which include company's policy, relationship with supervision, supervision, work conditions, salary relationship with peers and relationships with subordinates personal life, status, and job-security. In general the theory differentiates the factors between intrinsic-motivators and extrinsic-motivators. Job-content factors also known as the intrinsic motivators, does define things that the people undertake at the work. These are the ones that can contribute a greatly to the job satisfaction an employee may have at work. The job-context factors are the extrinsic-factors that an employee does not have extensive control on, they belong more to the environment in which they work than to the nature of the work itself. Herzberg identifies these factors as for job dissatisfaction. Hertzberg stated that because the factors causing satisfaction may be different from those causing dissatisfaction, the two things can't simply be treated to be opposites of one another. The opposite of satisfaction may not necessarily be dissatisfaction, but is no satisfaction. In the same way the opposite of dissatisfaction is no dissatisfaction. Therefore the basic premise of the Hertzberg theory is that if any manager is trying to increase job satisfaction and job performance of an employee/co-worker, they need to address the factors that affect his or her job satisfaction. The direct approach would be to work on the intrinsic job-content factors. Providing the employee with encouragement, recognition to help them to feel more valuable within the company as well as giving a sense of responsibility and achievement.

**Daniel (2011)** mentioned in his resear paper that according to Locke and Latham, (Locke, 1990) they had found in their study that the performance of individual in their goals plays important role in motivating them. Theory says that the main reason behind individual performance of employees performing better is because of the different objectives and goals. Because of these things it helps them to perform better in an organization.

**C.S. (2010)** said that during 1960's David McClelland developed a theory of motivation based on his assumption that through their life experiences, people develop various needs. According to his theory focuses on three such needs:

1. The need for achievement – the aim of achieving something different from the previous one.
2. The need for power – the aim of influencing and controlling the other employees or people.
3. The need for affiliation - the aim to make and maintain the friendly and close relationship with others

According to the McClelland theory, it says that the every person is having all these needs to some extent. Therefore the natures of different employee early experience of life may lead one of these needs strong (C.S., 2010)

**Jurrien Toonen (2006)** has described motivation on the basis of intensity of efforts and persistence of exertion. Motivation has a direct impact the level of persistence of any person. Motivation often impacts the individual's learning and hence can result in permanent change in behaviour. It has been observed that learners with high motivation are likely to be more observed in the learning process than those who are less motivated.

**T. R. Manoharan (2009)** said on his study that the employees' performance on job has been defined solely as the employees' behaviour that is consistent with the goals and objectives of organization. Job performance can be evaluated on the basis of its contribution to improving the organizational effectiveness. There are several motivational factors that should be considered prior to evaluating the performance of the employee. The Employee Performance Evaluation is often used by many companies to form a better communication among the employees, supervisors and managers. It also helps in improving the quality of work, productivity and promoting employee development. **Jurrien Toonen (2006)** it has been observed that there exists a positive correlation between the fulfilment of employee needs and their intrinsic motivation. There is a positive relationship between the work environment and the intrinsic motivation which helps to enhance the performance of employees.

Performance management systems have a vital role in the work environment of an organization. It is important for employees and managers to be motivated towards achieving the desired levels of performance. But relying only on an effective performance management system is unlikely to assure higher performances. It is often necessary to support it with confidence, determination and interest from the employers as well as the employees.

#### **Need and scope of the study:**

- This study is confined primarily to the employees of various organizations. However, the set respondents can also include where anyone able to access the form would be able to provide the response.
- Based on the response we obtain from the targeted people, we will study the impact of various factors which affect the motivation of people at work place. Some other people as the survey form was put up on a website

**Objective:** To identify the important factors which are needed to motivate the employees.

1. To study the effect of benefits like compensation provided to employees
2. To Study the effect of promotions in job.
3. To learn the employee's satisfaction on the job security and Performance measurements exists in the organization.
4. To provide the practical suggestion for the improvement of organization's performance.
5. Study of demographic variables on motivation of the employees.

**Ho:** There is no significance association with Extrinsic and Intrinsic factors of motivation

**H1:** There is significance association with Extrinsic and Intrinsic factors of motivation

## **RESEARCH METHODOLOGY:**

In our research, Primary data has been more prominently used which were collected using the questionnaire attached at the end of this research paper. With the help of this method, we were able to collect 108 responses which were then fed up in the SPSS to get the output.

Apart from the primary method of data collection, we also used secondary sources to collect information which came handy in successfully conducting this research process.

For our particular research, the sources of secondary data used were:-

- Research Paper
- Previously conducted researches
- Articles from websites like Jstor, Ebsco host, SSRN.

However, the set respondents also include some other people as the survey form was put up on a website where anyone able to access the form would be able to provide the response. Therefore, there were some other people other than the middle aged people.

### **Selection of Sample Size**

For the study, a sample size of 108 has been taken into consideration.

### **Sources of Data Collection:-**

Research will be based on two sources:

1. Primary data
2. Secondary data

### **Data Preparation and Data Entry**

Once the data collection process got over, the data thus obtained was properly fed into the SPSS sheet to analyse the data. One thing that must be kept in mind is to first structuring the data in a way which is proper and relevant.

### **5 point grading scale used**

User ratings were asked for. The different attributes were tested and the following rating criteria or rating criteria similar to the following were implemented:

- 1: Strongly Disagree
- 2: Disagree
- 3: Neutral
- 4: Agree
- 5: Strongly Agree

### **Statistical Tool Used:-**

**Factor Analysis** has been used for the purpose of analyzing the data.

### **Assumptions:**

1. Data must be on attitude scale
2. Need to check the reliability of variable
3. Minimum number of variables required for factor analysis are 10-12 variables
4. Variable should be normally distributed
5. Within a factor variable should be highly correlated
6. Factor across should not be correlated
7. The mean of common factor should be zero and variance should be one

**Demographic Data: Frequency Table****What is your Gender?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	82	75.9	75.9	75.9
Female	26	24.1	24.1	100.0
Total	108	100.0	100.0	

**What is your age?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-25	66	61.1	61.1	61.1
26-30	14	13.0	13.0	74.1
31-35	14	13.0	13.0	87.0
36-40	6	5.6	5.6	92.6
41-45	6	5.6	5.6	98.1
>45	2	1.9	1.9	100.0
Total	108	100.0	100.0	

**What is your qualification?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bachelors	50	46.3	46.3	46.3
Masters	44	40.7	40.7	87.0
Doctorate	14	13.0	13.0	100.0
Total	108	100.0	100.0	

**What is your occupation?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Service	60	55.6	55.6	55.6
Business	10	9.3	9.3	64.8
Self-Employed	8	7.4	7.4	72.2
Student	30	27.8	27.8	100.0
Total	108	100.0	100.0	

**What is your income?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Earning	30	27.8	27.8	27.8
<10000	4	3.7	3.7	31.5
10001-20000	10	9.3	9.3	40.7
20001-30000	18	16.7	16.7	57.4
30001-40000	10	9.3	9.3	66.7
40001-50000	14	13.0	13.0	79.6
>50000	22	20.4	20.4	100.0
Total	108	100.0	100.0	

**Factors Frequencies: Frequency Table****Compensation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	7.4	7.4	7.4
Disagree	6	5.6	5.6	13.0
Neutral	30	27.8	27.8	40.7
Agree	38	35.2	35.2	75.9
Strongly Agree	26	24.1	24.1	100.0
Total	108	100.0	100.0	

**Working Condition**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	5.6	5.6	5.6
Disagree	4	3.7	3.7	9.3
Neutral	18	16.7	16.7	25.9
Agree	58	53.7	53.7	79.6
Strongly Agree	22	20.4	20.4	100.0
Total	108	100.0	100.0	



**Job Security**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	5.6	5.6	5.6
Disagree	14	13.0	13.0	18.5
Neutral	22	20.4	20.4	38.9
Agree	40	37.0	37.0	75.9
Strongly Agree	26	24.1	24.1	100.0
Total	108	100.0	100.0	

**Performance Measurement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	7.4	7.4	7.4
Disagree	12	11.1	11.1	18.5
Neutral	40	37.0	37.0	55.6
Agree	36	33.3	33.3	88.9
Strongly Agree	12	11.1	11.1	100.0
Total	108	100.0	100.0	

**Supervisors Relation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	12	11.1	11.1	11.1
Disagree	12	11.1	11.1	22.2
Neutral	32	29.6	29.6	51.9
Agree	38	35.2	35.2	87.0
Strongly Agree	14	13.0	13.0	100.0
Total	108	100.0	100.0	

**Training and Development**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	5.6	5.6	5.6
Disagree	10	9.3	9.3	14.8
Neutral	20	18.5	18.5	33.3
Agree	46	42.6	42.6	75.9
Strongly Agree	26	24.1	24.1	100.0
Total	108	100.0	100.0	

**Recognition**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	7.4	7.4	7.4
Disagree	10	9.3	9.3	16.7
Neutral	30	27.8	27.8	44.4
Agree	32	29.6	29.6	74.1
Strongly Agree	28	25.9	25.9	100.0
Total	108	100.0	100.0	

**Job Satisfaction**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	3.7	3.7	3.7
Disagree	8	7.4	7.4	11.1
Neutral	20	18.5	18.5	29.6
Agree	44	40.7	40.7	70.4
Strongly Agree	32	29.6	29.6	100.0
Total	108	100.0	100.0	

**Health Benefits**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	14	13.0	13.0	13.0
Disagree	20	18.5	18.5	31.5
Neutral	20	18.5	18.5	50.0
Agree	36	33.3	33.3	83.3
Strongly Agree	18	16.7	16.7	100.0
Total	108	100.0	100.0	

**Growth**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	5.6	5.6	5.6
Neutral	22	20.4	20.4	25.9
Agree	36	33.3	33.3	59.3
Strongly Agree	44	40.7	40.7	100.0
Total	108	100.0	100.0	

**Achievement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	3.7	3.7	3.7
Disagree	10	9.3	9.3	13.0
Neutral	12	11.1	11.1	24.1
Agree	46	42.6	42.6	66.7
Strongly Agree	36	33.3	33.3	100.0
Total	108	100.0	100.0	

**Brand Name**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	7.4	7.4	7.4
Disagree	4	3.7	3.7	11.1
Neutral	30	27.8	27.8	38.9
Agree	30	27.8	27.8	66.7
Strongly Agree	36	33.3	33.3	100.0
Total	108	100.0	100.0	

**Reliability Statistics**

Cronbach's Alpha	N of Items
.881	24

The questionnaire used in this research containing several multi-item scales developed was checked for accuracy and applicability with the help of reliability. For this purpose the most common measure for internal consistency, the split-half reliability which can be expressed through the Cronbach's alpha of a scale was used. The Cronbach's alpha can range from 0 to 1, with higher values indicating higher internal consistency. Generally, it is accepted that values **above 0.6 (Malhotra, 2007) or 0.7 (DeVellis, 2003)** indicate satisfactory internal consistency. The questionnaire for this research had a **Cronbach's Alpha value of 0.881** which indicates that each item has very high internal consistency and can thus be considered reliable.

Since the data is reliable we don't need to redefine the variable and also we don't need to manipulate the Item Total Statistics table.



**Item Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
What is your Gender?	82.6981	232.479	-.460	.888
What is your age?	80.0943	219.401	.138	.886
What is your qualification?	80.2642	226.787	-.032	.885
What is your occupation?	81.5660	241.505	-.330	.906
What is your income?	79.9623	209.446	.178	.896
Compensation	80.3019	208.213	.520	.875
Working Condition	80.1321	209.601	.555	.874
Job Security	80.3208	204.753	.619	.872
Performance Measurement	80.6415	202.785	.751	.869
Supervisors Relation	80.6604	201.865	.698	.870
Training and Development	80.2264	204.939	.643	.872
Recognition	80.3585	199.089	.774	.868
Job Satisfaction	80.0566	206.454	.647	.872
Health Benefits	80.6981	203.489	.581	.873
Growth	79.8868	207.263	.598	.873
Achievement	79.9811	204.019	.716	.870
Brand Name	80.1698	201.933	.693	.870
Reasonable periodical increase in salary	79.8679	210.020	.542	.875
Job security exist in the company	80.2642	205.872	.588	.873
Effective performance appraisal system	80.5660	205.353	.666	.872
Effective promotional opportunities in the organization	80.4340	202.838	.698	.870
Performance appraisal activities are helpful to get motivated	80.5472	208.707	.494	.876
Effective Training and Development programs provided	80.6038	203.099	.617	.872
Company recognize and acknowledge your work	80.3962	200.699	.656	.871

**Factor Analysis****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.877
Bartlett's Test of Approx. Chi-Sphericity	902.257
Df	66
Sig.	.000

The keyser-Meyer-Olkin (KMO) measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. Value between 0.5 to 1.0 indicates factor analysis is appropriate. Values below 0.5 indicate that the factor analysis may not be appropriate. Therefore, here in this test the value of KMO is **0.877**, which means that the factor analysis we did is appropriate.

**Communalities**

	Initial	Extraction
Compensation	1.000	.481
Working Condition	1.000	.599
Job Security	1.000	.665
Performance Measurement	1.000	.751
Supervisors Relation	1.000	.697
Training and Development	1.000	.550
Recognition	1.000	.687
Job Satisfaction	1.000	.682
Health Benefits	1.000	.668
Growth	1.000	.785
Achievement	1.000	.799
Brand Name	1.000	.566

Extraction Method used in this is “**Principal Component Analysis**”

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.882	57.349	57.349	6.882	57.349	57.349	4.493	37.441	37.441
2	1.048	8.732	66.081	1.048	8.732	66.081	3.437	28.640	66.081
3	.906	7.549	73.630						
4	.721	6.011	79.641						
5	.596	4.968	84.609						
6	.417	3.477	88.086						
7	.393	3.276	91.362						
8	.282	2.352	93.714						
9	.235	1.961	95.675						
10	.202	1.682	97.357						
11	.197	1.644	99.001						
12	.120	.999	100.000						

Extraction Method used in this is “**Principal Component Analysis**”

Once we identified that the factor analysis is suitable for analysing the data, an appropriate method should be selected. The approaches used to derive the weights or factor score coefficients differentiate the various methods the various methods of factor analysis.

The two basic approaches are

1. Principal components analysis
2. Common Factor analysis

So we had chosen **Principal Component analysis** to analyse data. In Principal Component analysis, the total variance in data is considered. Principal components analysis is recommended when the primary concern is to determine the minimum number of factors that will account for maximum variance in the data for use in subsequent multivariate analysis.

While doing analysis we had chosen **Eigen value is equal to 1**. This means that the value greater than 1 will be consider as the factor which is contributing more. Here in this case two variables are

having Eigen value greater than 1. **Total variance accounted for by all 12 factors is 12.00. Factor 1** accounts for a variance of **6.882**, which is **(6.882/12.00) or 57.349 percent** of total variance. Likewise, the **factor 2** accounts for **(1.048/12.00) or 8.732 percent** of the total variance, and the first two factors combined account for **66.081 percent** of the total variance.

Hence the number of variables has been reduced from 12 to 2 underlying factors.

### Rotated Component Matrix (a)

	Component	
	1	2
Compensation	.591	
Working Condition	.724	
Job Security	.747	
Performance Measurement	.834	
Supervisors Relation	.802	
Training and Development	.653	
Recognition	.707	
Job Satisfaction		.710
Health Benefits		.770
Growth		.829
Achievement		.842
Brand Name	.597	

Extraction Method used in this is “**Principal Component Analysis**”

Rotation Method used in this is “**Varimax with Kaiser Normalization**”

Rotation converged in 3 iterations.

- **Intrinsic motivation:** people participate for their own enjoyment
- **Extrinsic motivation** people participate to avoid penalty or to get the reward

For example, some people learn music for their own enjoyment, and some people learn to get the reward.

- Intrinsic Motivators: recognition, responsibility, achievement, the work itself, responsibility, growth, and advancement, which helps to produce job satisfaction
- Extrinsic Motivators: may cause dissatisfaction if this factors are not present, but do not motivate employees to do more; examples include more supervision, Higher salaries, and working condition



Looking at the Rotated Component Matrix table we see that the **variables working condition, Job Security, Performance measurement, Supervisors relationship, Training & development and Recognition** are having loadings of **0.724, 0.747, 0.834 and 0.802, 0.653, and 0.707** on **Factor 1**. This suggests that the factor 1 is the combination of these two variables.

Now again looking at the Rotated Component Matrix table we see that the **variables Job satisfaction, Health, Growth and Achievement** are having loadings of **0.710, 0.77, 0.829 and 0.842** on **factor 2**. This suggests that the factor 2 is the combination of these two variables.

### Component Transformation Matrix

Component	1	2
1	.768	.640
2	-.640	.768

Extraction Method used in this is **“Principal Component Analysis”**

Rotation Method used in this is **“Varimax with Kaiser Normalization”**

### Component Score Coefficient Matrix

	Component	
	1	2
Compensation	.138	-.009
Working Condition	.236	-.117
Job Security	.226	-.094
Performance Measurement	.304	-.185
Supervisors Relation	.289	-.174
Training and Development	.172	-.041
Recognition	.165	-.012
Job Satisfaction	-.081	.274
Health Benefits	-.176	.371
Growth	-.182	.393
Achievement	-.192	.406
Brand Name	.102	.048

Extraction Method used in this is “**Principal Component Analysis**”

Rotation Method used in this is “**Varimax with Kaiser Normalization**”

### Component Score Covariance Matrix

Component	1	2
1	1.000	.000
2	.000	1.000

Extraction Method used in this is “**Principal Component Analysis**”

Rotation Method used in this is “**Varimax with Kaiser Normalization**”

Component Score Covariance Matrix table shows that our last assumption “**The mean of common factor should be zero and variance should be one**” is true.

### CONCLUSION:

With reference to the Herzberg’s two factor theory of job satisfaction, both the components i.e. intrinsic and extrinsic would be essential but the presence of intrinsic motivating factors like Extrinsic – working relationship, working condition, salary and compensation and Job Security, Intrinsic factors like – achievement, Recognition n Reward, the work itself, Responsibility, and growth. The findings of this study will be helpful to improve the working conditions in an organization.

The study has shown the importance of motivation and job satisfaction at the work environment. While investigating the relationship of intrinsic motivation & extrinsic motivation and job, this research has come to similar conclusions to what various authors have found. Unarguably the extrinsic motivation may have the possibility to hinder intrinsic motivation and the job satisfaction. Intrinsic-motivation was found to be in positive relationship with the two job satisfaction. Therefore, companies need to be careful in implementing reward systems for its employees. If they do decide to use rewards to increase performance it would be most fruitful if they focus on rewards that can enhance intrinsic-motivation or at least do not harm intrinsic motivation.

Finally the influence of motivational theories on intrinsic as well as extrinsic motivation is significant. Although, number of theories used in this paper is quite small in comparison to the total number of motivational theories available for the academic literature. Its impact should not be unnoticed and underestimated. Many theories have shown significant correlations with intrinsic & extrinsic motivation. The psychological processes and thoughts that come along with these motivational theories should be put to use in the best of managerial capabilities to benefit out of them. Undoubtedly having motivated employees will result in having satisfied workforce.

Satisfaction can be the key to decrease employee turnover rates and in attracting new employees. When the employees are dissatisfied they tend to leave the organization.

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**APPENDIX: QUESTIONNAIRES**

I am a research scholar and I am conducting a survey on “Factors effecting employee motivation”. I would be grateful if you could spare some time to complete the questionnaire below. I assure you that any information given by you will be treated as confidential.

Respondent Name: \_\_\_\_\_

Area of Residential: \_\_\_\_\_

- Gender:

Male  Female

- Age (in years):

< 15     15 – 20     21 – 25     26 – 30  
 31 – 35     36 – 40     41 – 45     > 45

- Qualification:

Upto 10<sup>th</sup>     12<sup>th</sup>     Bachelors     Masters  
 Doctorate Others

(Please specify): \_\_\_\_\_

- Occupation:

Service     Business     Self-employed  
 Not Employed     Student

- Monthly Income level (in Rupees):

Not Earning     <10,000     10,001 – 20,000     20,001 – 30,000  
 30,001 – 40,000     40,001 – 50,000     >50,000

- Work Experience:

0-5 Years     5-10 Years     10-15 Years     More than 15 Years

.....

Q1. Do you feel you have enough support from the organisation to enable you perform well?

Strongly Disagree     Disagree     Neutral  
 Agree     Strongly Agree

Q2. Do you feel satisfied with your Job?

- Strongly Disagree       Disagree       Neutral  
 Agree                       Strongly Agree

Q3. When you make proposal to your boss, does your boss take you serious?

- Strongly Disagree       Disagree       Neutral  
 Agree                       Strongly Agree

Q4. Rank the following factors which motivates you the most?

<b>Variables</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Compensation					
Working Condition					
Job Security					
Performance Measurement					
Training and Development					
Recognition					
Job Satisfaction					
Benefits					
Growth					
Achievement					
Brand Name					
Supervisors Relation					

Q5. Do you agree with the following, as being important? (Note: Give ratings based on the importance (5-Strongly Agree, 4-Agree, 3-Neutral, 2- Disagree, 1-Strongly Disagree))

Variables	Rating
Salary increase is periodical	
Job security exist in the company	
Performance appraisal system is effective	
promotional opportunities in the organization are effective	
Activities of performance appraisal are helpful to motivate	
Effective Training and Development programs provided	
Company acknowledge and recognize your work	

Q6. Are you satisfied with the support from the HR department?

- Strongly Disagree       Disagree       Neutral  
 Agree                       Strongly Agree

Q7. Management is really interested in motivating employees?

- Strongly Disagree       Disagree       Neutral  
 Agree                       Strongly Agree

Q8. Incentives and other benefits is influencing your performance

- Strongly Disagree       Disagree       Neutral  
 Agree                       Strongly Agree