

**T.C  
ISTANBUL AYDIN UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**



**DETERMINANTS OF EMPLOYEE MOTIVATION:  
GENDER, SIZE OF ORGANIZATION AND STATUS OF EMPLOYEE**

**THESIS  
Elvisa MATAJ**

**Department of Business  
Business Management Program**

**Thesis Advisor: Assist. Prof. Dr. Çiğdem ÖZARİ**

**JULY,2018**



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**İSTANBUL AYDIN ÜNİVERSİTESİ**  
**SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ**

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Not: Öğrencinin Tez savunmasında **Başarılı** olması halinde bu form **imzalanacaktır**. Aksi halde geçersizdir.





*This thesis is dedicated to:  
My beloved parents Hilmi and Hyrije  
&  
My dear brother Klisman*





## **FOREWARD**

‘Alhamdulillah’! All the gratefulness goes to ALLAH for giving me the power to complete this thesis. Thank you Allah for giving me the strengths to stand up stronger everytime when I felt during this process.

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**Elvisa Mataj**



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## **ABBREVIATIONS**

<b>MSQ</b>	: Minnesota Satisfaction Questionnaire
<b>MSW</b>	: Master of Social Work
<b>SET</b>	: Social Engagement Tool
<b>SPSS</b>	: Statistical Package for the Social Sciences





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## ÇALIŞAN MOTİVASYONUNUN BELİRLENMESİ: CİNSİYET, ŞİRKETİN BOYUTU VE ÇALIŞANIN DURUMU

### ÖZET

Bu çalışmanın temel amacı, iç ve dış motivasyonun ana faktörlerini (önemini belirleyerek) çalışanlar için özetlemek ve tanımlamak ve aynı zamanda büyük ve küçük ölçekli şirketlerde çalışanların motivasyon, memnuniyet ve işe bağlılık arasındaki ilişkileri oluşturmaktır bir anket yoluyla. Bu çalışma aynı zamanda çalışanın motivasyonu, kurumun boyutu ve çalışanın durumu gibi çalışan motivasyonunun belirleyicilerinin analizine odaklanmıştır.

Bu çalışma, sorunun ifadesi, değişkenleri, hipotezi ve çalışmanın organizasyonu gibi farklı önemli noktaları içeren ilk bölümüyle başlar.

Söz konusu değişkenler kullanılarak anketin soruları oluşturulmakta ve iki farklı şirketin çalışanları tarafından doldurulmaktadır.

Araştırmacının varsayılan varsayımları Chi-Square testi ile test edildi ve elde edilen s Cramer's V. sonuçlarıyla desteklendi.

Sonuçlar, motivasyonun çalışanların işlerini daha iyi yapabilmeleri için önemli bir sorun olduğunu ve bunun şirketin ne kadar büyük ve küçük olduğu, çalıştığımız pozisyon veya cinsiyetiniz olduğuna bağlı olmadığını göstermektedir.

**Anahtar Kelimeler :** *İç ve Dış Motivasyon, İş Memnuniyeti, İş Bağlılığı.*



**DETERMINANTS OF EMPLOYEE MOTIVATION:  
GENDER, SIZE OF THE ORGANIZATION AND STATUS OF EMPLOYEE**

**ABSTRACT**

The main purpose of this study is to outline and identify the main factors of internal and external motivation (determining their importance) for employees as well as to build the relationships that exist between motivation, satisfaction, and job engagement of employees in big and small companies by means of a survey. This work is focused mostly in analyzing the determinants of the employee motivation such as the gender, size of the organization and status of employee.

This study starts with its first chapter where are included different important points like statement of the problem, variables, hypothesis and organization of the study.

By use of the mentioned variables, questions of the survey are created and they are completed by the employees of two different companies.

All assumed hypothesis of the researcher are tested by Chi-Square test and the results taken are supported by Cramer's V.

Results show that motivation is an important issue for employees to perform their work better, and this does not depend on how big and small the company is, the position you have at work or the gender you are.

**Keywords :** *Internal and External Motivation, Work Satisfaction, Job Engagement.*



## 1. INTRODUCTION

Motivating workers in their jobs can be considered as one of the most important reasons in reaching the organizational success. In this dynamic global environment the competition between companies is getting stronger every day, as a matter of fact the main job of the human resource managers should be attracting and well keeping a qualified labour force. Motivation is the crucial key, meaning how capable are these managers to motivate their workers. Workers that are more motivated are more productive at work than workers that are not motivated (Carpenter & Gong, 2016:212-214). According to these researchers the increase of the motivation affects the production cost to get lower. The general motivation is divided into internal motivation and external motivation. Internal motivation is the born and natural tendency for making a person to achieve optimal opportunities and challenges This type of motivation derives from the inner propensities and it can automatically lead and motivate somebody without limitations and recompenses being present. External motivation is the motivation for doing something, for being sure that some purposes are achieved and some imposed external restrictions are completed (Smith, 2017:56-60). The motivation factors which are studied by many authors are divided into two groups, internal motivations and external motivations. Internal motivations are (Vansteenkiste, Lens and Deci, 2006:20-23).

- The feeling of being involved in the organization
- The help of the manager for personal problems
- The feeling that work is interesting and diverse
- Being loyal to the employee
- The personal increase of the worker or career progress
- The feeling of being congratulated for the work done

External motivations are;

- Work Security
- Good salary
- Discipline at work
- Good work conditions

These motivation factors are being studied by different researchers in different fields of work. The main reason was to find out the importance of each one from the side of workers and managers. So finding out the main important factors will help the leaders to determine the workers expectations. Actually the valuation of these expectations plays an important role in this study.

Another concept, connected to motivation is pleasure at work. Pleasure at work is the combination of different factors. It is like an emotional answer to a variety of aspects at work (Berlyne & Madsen, 2013:243). The relation between pleasure and inner/external motivation is being studied by different authors.

The main purpose of this thesis is working on these three variables, motivation, pleasure and commitment by using a survey.

## **1.1 Problem Statement**

Different authors have written various things about motivation. Motivation is considered as a theoretical problem and it is expressed by different theoretical approaches.

There are done many studies that measure and evaluate motivation of the workers in several ways considered as universal. In different countries the factors of motivation are studied in varied ways.

How do Turkish workers evaluate these factors of motivation? It has also been talked too much about pleasure at work. Being motivated doesnt always mean that you are satisfied. If so, what is the relation between pleasure and motivation then?



A study of Gagné & Deci (2005:353) being satisfied at work is positively connected with motivation. How do Turkish people evaluate these variables? What is their relation in small and big companies?

Nowadays, a big problem which is being evaluated is the commitment of the employees at work. A committed worker is the one who maximizing the pleasure, gives his maximal contribute to achieve all the aims of the organization.

The main point of this study is finding out the role of the motivation in the commitment of the workers. The three main variables that can measure the level of this commitment are : Energy, dedication and the understanding.

The managers should clearly understand what motivates the employees in between the roles and the work that they are doing. Understanding of this is crucial in the improvement of the productivity and the success of the organization.

According to Keneth A. Kovach only studying motivation is not considered as the key to everything. If leaders put everything on practice by even improving them, for workers, supervisors and the whole company it would be a good opportunity. The important thing is that the managers should find out if the internal motivations are affecting more than external motivations the workers. External motivations are usually more seen, because of the unstable economic situations and so the insecurity of the work is high. The insecurity tends these workers to focus more in the physiological needs of Maslow's pyramid. The motivation factors for workers can change their importance with the time. Some of them loose their importance while others become more important. Why this study is being used?

- None of the factors can be considered as the most important, since the situation around is always changing
- The actual economic situation and the stress that the workers have for their work, leads their minds more for external motivation factors rather than internal ones.
- There are few models that study the relationship between the variables: commitment, motivation and pleasure at work.

## 1.2 Variables

Motivation leads a person to decide on which job he should choose, stay in that job and make it successful. Being successful makes employees get satisfaction. Satisfaction is a kind of feeling that comes out after an evaluation achieved at work. Being motivated and successful leads to a better engagement at work. Engagement is the stage where employees are too motivated with their job and this makes them more successful in what they do and this leads them to work harder in order to fullfill all the aims of the company.

The main independent variable: Motivation (Inner and Outer), Satisfaction

The main dependent variable : Engagement at Work

**Table 1. 1:** Research Variables

<b>Internal Motivatiom</b>	<b>External Motivation</b>	<b>Satisfaction</b>	<b>Engagement</b>
Being Involved in the organization	Job Security Good Salaries	Working Conditions	Correlated to the independent variables.
Interesting Work Confidence in the job performance	Discipline at Work Good Working Conditions	Job Satisfaction Opportunities for Work Progress	
Career Development		Freedom to Judge the Work done	

## 1.3 Reasons of This Study

The key reason of this study is to describe and identify the factors of internal and external motivation, by evaluating their importance for the workers and building the relations that exist between motivation, pleasure and comitment at work of the workers by a survey. This work is mainly focused in the determinants of an employee motivation such as the gender, size of the organization and the status of employee.

In relation with the purpose of this study there are done hypothesis as per below:

Hypothesis 1: The satisfaction and the motivation factors are associated with the gender

Hypothesis 2: There is a relation in the evaluation that the big and the small company does to motivation factors, engagement and satisfaction.

Hypothesis 3: There exist differences in the ranking that the workers do to the motivation factors according to their importance: The ranking of the motivation factors in between the manager and normal workers is different.

#### **1.4 The Organization of The Study**

The organization of this study is done in five crucial chapters. In the first chapter there are included cases that are related with identifying the problem that will be studied together with the main concepts related with, the cause of the study with their hypothesis, the research questions and organization of the study.

In the second chapter it will be a review of the literature review connected with the main variables of the study. The main purpose of the literature review will be to gather all the thoughts and opinions of the more important views connected to the main factors that influence the motivation of the workers at work. In this chapter there are also used the base theories related to motivation by being valued from the previous studies. Other things included in this chapter are different thoughts related to pleasure and involvement of workers at work. For commitment and pleasure there are treated different models of different writers. There are also mentioned their find outs related to plesure, motivation and commitment.

A great importance is given to the gender and its relation with motivation, the size of the organization and the importance of motivation accordingly and at the same time the status of the employee and the motivation connection. Different researchers have written different opinions of these three determinants of motivation so they will be mentioned in this chapter.

In the third chapter, it is included the research methodology used. Research methodology starts with an entrance of introducing how the research of this study is done. After that it is explained the research philiosphy, the way how it will be organized,

how the data will be gathered and analyzed. Research approach is also part of this chapter, research approach is determined if it is inductive, abductive or deductive. The way how the data is collected is explained if it is quantitative or qualitative. The used survey is interpreted, the used ethics and limitations are also mentioned in this chapter.

In the fourth chapter, there are included all the findings of the study. All the results of the surveys are presented and an analysis of the data is done. First by using Cronbach alpha, the answers of the survey are tested if they are trustful or not. Demographic information is interpreted and the hypothesis of the study are tested.

In the fifth chapter, the findings of the study and the results from the research studies are concluded. What we achieved as a result of this study is interpreted and explained according to the outcomes of the tests done to the hypothesis assumed by the researcher. In this study there are also included the citations and the bibliography used for completing it. In the end of this paper the researcher has added also the resume.

### **1.5 Definition of the Terminology**

Engagement, is the level when the workers are too motivated for contributing in the success of the organization and they pay too much attention and work in fulfilling all the aims of the company. Commitment is a positive mind situation, completed with the work characterized by power, dedication and absorption.

Pleasure at work, is considered as an emotional reaction or affection of any situation that employees face at work and all of this is explained as a positive emotional reaction that results from the evaluation of the work of an employee.

Motivation is the power that pushes a worker to choose a special work, stay in that work and work a lot to achieve success.

Inner motivation is considered as a natural and born trend for the commitment of the interests of a person by using his/her knowledge and possibilities to achieve the optimal challenges.

The motivation for doing something to be sure in the complementation of the external intentions or in the fulfilment of some external compulsory restrictions is called, external motivation.





## **2. LITERATURE REVIEW**

This chapter addresses concepts related to key variables of study, which are: motivation (internal and external), satisfaction and employee engagement. Also the main theories of motivation (content and process) are listed, briefly summarizing their essence and the relationship authors give them with the concepts of "internal motivation" and "external motivation". According to studied literature, some of the theories relate more to internal motivation and some more relate to external motivation. Precisely these links to theories with motivation as well as the explanation they make of external and internal motivation provide a reading of the issue of motivational theories. Since internal and external motivation in this study is treated as two separate variables, reading the theories helps us to better understand these concepts and to go more naturally to their measurement. The internal and external factors of motivation are first addressed in the role of expectations by the employees, therefore the importance of these expectations (ranking by importance). Secondly, these factors are addressed in the context of how much they are at the workplace of the employees (in the organizations where they work). Handled in the second perspective, they together give us motivation as a study variable. The treatment of motivational theories in this study serves us to understand their role in explaining external and internal motivation.

It will be given a great significance to the determinants of motivation and they will be included in this chapter. So it will be determined the importance of gender, size of the company and the status of the employee and what is their relation with motivation. Different results of various researches by many authors related to these determinants will be mentioned in the literature review.

In another issue of this chapter we discuss the work satisfaction variable, some of its determinants, and patterns related to job satisfaction. This treatment serves to understand why the inclusion of this variable in the study is important and provides explanations of the concept, which then lead us to its measurement.

This chapter helps us to clearly define and explain the main variables of the study and specifically internal motivation, external motivation, motivation in general, work satisfaction as independent study variables.

An important consideration in this chapter is the variable of engagement at work, which is the dependent variables of the study.

## **2.1 The Perception of Motivation At Work**

Motivation comes from the word *motivum* in Latin language, meaning 'stirring'. In organizational terms, the motive is the awakening or the existence of reason for promoting work desires and effects on the job. Motivation encourages employees, managers in forming a certain position for performing concrete tasks in the most efficient way in the organization. Employee motives and their pleasures affect the work ethic and profitability of the enterprise. They are different and distinct from each other.

The common motives of all employees are: achieving a certain level of personal income that is realized on the basis of work, interests for further progress at work, degree of independence in the performance of tasks, personal affirmation opportunities, etc. Needs are the main motive of the individual and they are dealt with in various aspects in any scientific theory of motivation. Motivation is defined in many ways. According to the psychological lecture, motivation is "behavior aimed at some purpose, which promotes man-made need". The reason for the behavior is satisfying the needs.

Motivation has to do with the derivation of the word "motive" meaning human emotion or need that promotes action. According to Kanfer (1990:89), motivation is a willingness to achieve the company's goal. Motives always cause certain behaviors. They are different in terms of the psychological factor, in the form of emotions, instincts, and so on. Often people do not even understand why they do something or even know they know they can not explain their motives. According to the highly motivational psychoanalytic theory, they are unaware. Motivation is the impulse that sets, holds, and targets human behavior. It derives from the phenomenon of relationships between behavior and fulfillment of needs.



Everyone has an energetic potential, motivation, and keeps the action he has started and aims to meet any need. The essence of motivation is human needs. Motivation as a complex process is always based on different needs, which are in mutual relation. For a successful performance of tasks, the individual needs to be fit. If he does not have the skills to perform his duties, it will not help him with any motive and stimulus. Psychologists in this respect distinguish between mechanical ability, co-ordination ability, intellectual ability and creative ability, so interaction relationships between ability and motivation represent performance, meaning:  $\text{Performance} = \text{Skill} \times \text{Motivation}$ . Motivation is a multiple phenomenon which is inclined by separate factors, cultural, ethnic and ancient. Actually, the greatest efforts are done when people are motivated. Motivation in other words is "a variety of forces coming inside and beyond". These forces define the person's conduct and consequently affect his/her performance. Differently, this means that all physical and psychological aspects factors with which we deal with, lead to a response within ourselves or the whole business. The response can be either positive or either negative and this leads to different levels of the performance and motivation. Thus, powers can be everything from work atmosphere to management appeal and so on.

A different meaning of motivation is "desire to do something, inured by the skill to act to meet certain needs". Although in a simple sense this definition is correct, it should be modified for organizational reasons, so the efforts that employees do can be misled. Consequently, we need to focus on some structural aims and at the same time meet separate and organizational necessities. Motivation in the early 1990s was thought to be just monetary.

During the 20th century, it was discovered that besides money there exist additional factors that motivate workforces. Employee pleasure at work is a significant pointer for a productive performance at work and content workers are creative. It can be added that motivation is a mental factor and is influenced by the health and psychological behavior of the employees. The motivational system has different goals, such as: improving quality, reducing work-shortages, lowering turnover, and so on.

Of great importance to motivation is the assurance of worker participation in decisions, the development of good interpersonal relationships, the creation of employee

satisfaction and the raising of awareness of their importance and role in the enterprise, their engagement in enterprise activities within the group and collective, commendation and raising morals at work etc. So to be successful at work, the individual should feel important, get involved in the work group's work and within it to accomplish reciprocal auxiliary relationships, create a suitable work atmosphere, and be happy with the work . In today's world, the greatest task in managing human resources is motivating and retaining employees. Motivation keeps the company alive (Lucas, 2014:72-73). An organization that is good managed can motivate and maintain its workers. This has the next competitive benefits, such as: reduced income, output growth, income growth and performance growth. Motivation can be considered as a power that leads people to take the decision to choose a particular work, makes them stay in it and do the best to reach the highest performance. Employees do not see motivation simply based on their needs. Motivation plays a good role in interpreting the work according to the way they live, the way their culture is, the stages of success and the ranks of pleasure they have already attained (Akaoka, 1983:31-33).

## **2.2 Views on Theories of Motivation At Work**

In the field of motivating theories a lot of research has been done. It can be considered hard to explain all the theories in detail. Listing all the motivating theories would be an impossible process since the theories are revised, developed, or criticized. Furthermore, it can be said that most of the theories are related to one another, so it is even more difficult to find their difference. By listing the main theories of motivation (content and process), it is briefly their essence and the relation that the authors give them with the concepts of "internal motivation" and "external motivation". According to studied literature, some of the theories relate more to internal motivation and some more relate to external motivation. Precisely these links to theories with motivation as well as the explanation they make of external and internal motivation provide a reading of the issue of motivational theories. Since one of the objectives of the study is which of the theories (included in this study) explains more motivation of employees, reading them together with the justifications associated with internal and external motivators, we go more naturally to the way of measurement in the role of independent variables in the model. Pleasured theories stress the issue of supporting and regulating goal-directed conduct,

these are, the special effects that motivate people. They provide methods to profiling or analyzing what persons need. Often, criticizing them permanent and expressive, they seem to relate more to performance at work than to efforts in it. Maslow, Herzberg and McGregor define a worldwide method, while McClelland and Argyris list the forces and impulses that will differ depending on the various persons.

Development theories try to clarify and define how people support and guide conduct that is meant at meeting requests or reducing internal tension. The most basic variables in the procedure models are incentives, stimulus, strengthening, and expectation. The most recognized effort in this field is related to Vroom's theory of expectation, the calculation of motivation according to Handy and Adams's equality theory.

### 2.2.1 Maslow's hierarchy

Sengupta (2011:103-109) progressed with the following propositions on human behavior according to Maslow;

- Man is the being who wants more and more.
- A fulfilled need is not a motivator of behavior, but only a motivator of unfulfilled needs.
- Human necessities are regulated at a variety of stages of a ranking.

When the necessities of a subordinate level are met, those of the following level will need fulfillment. Maslow thought that basic human motivational requirements are at five stages from the lowest to the peak one, shown beneath. Within these stages, there may be many detailed needs from the deepest to the highest.

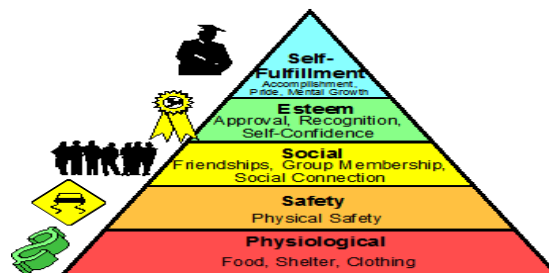


Figure 2. 1 : Maslow's Theory of Motivation

Source: Strategosinc.com (Lee & Tetzlaff 2010)

- Physiological Needs: Food necessities, drink, home, and release of the pains.
- Needs for security: Once the physical needs of the moment are fulfilled, man is interested in protecting against physical dangers, economic security, family preference, and the desire for a regular and predictable world.
- Social needs: Turn out into crucial motivators of the individual's conduct.
- Needs for appreciation or ego: Necessity for self-esteem and appreciation of the other people, including self-esteem, achievement, competence, knowledge, autonomy, reputation, status and respect.
- Needs for self-fulfillment or self-actualization is ranked in the top; these are the needs of the person to realize his potential for continuous self-development and creativity in the broader sense.

To better serve, Maslow's fundamental theory has to do improvements to count the person as a determining factor in motivation and conduct. It should be kept in mind that:

- Stages in the hierarchy are unfixed, the links between them are indistinguishable and go beyond.
- For general rankings in the hierarchy there are certain exceptions.

Most of the people don't advance during the first or second level (eg, many third-world residents), the others are highly linked to higher needs than low ones that are unnoticed. An action is rarely motivated by one need; every action mostly comes out by a variety of necessities.

- The same necessity doesn't give twin reaction to all persons.

### **2.2.2 Herzberg's motivation theory**

One of the important findings of this theory was that the events that led to pleasure were not the same as those that run to displeasure. Conferring to this theory, there are a number of factors, which if they are missing, unhappiness comes out. These factors

relate to the perspective of the work. They have to do with the work situation and are external to the work themselves. Herzberg calls this factor as "hygiene" factors and they include Company Rules and Management, Observation, Working Conditions, Relational Connections, Money, Position and Safety. The rest of the factors are the ones who, if existing, help to inspire the individual towards maximum struggle and performance. They are related to the pleasure of the work. Called as "motivational" or progress factors. Motivation factors include (Herzberg, 1968:55-58):

- Achievement
- Increasing duty
- Stimulating work
- Appreciation of achievement
- Development and expansion

### **2.2.3 David McClelland**

David McClelland (1987:223) found out three motivational needs that are shown in human's life. It can be said that all of these needs may be existing in one person; the value of each theory may also differ. These three necessities are:

- Necessity for success: Individuals have a high desire to be successful and big fear of failure.
- The necessity for society: where it is high, persons tend to pursue acceptance from others and are interested in maintaining satisfactory social relations.
- The necessity for authority: persons that have a big desire for power pursue the opportunities in order to effect and manage the others, they require high positions and they are normally open and persistent.

#### **2.2.4 Douglas McGregor theory X – theory Y**

Based on Maslow's theory there is also another theory called as McGregor theory (Kopelman et al, 2008:255-257), this theory give a major point;

All the managers' expectations about their workers can effect their motivation. From this theory, there are proposed two alternatives and different views to understand persons. They are named as theory X and theory Y. The first theory X perceives the workers as not positive, capable to stand changes and is not able to be motivated. Because of this, in the work conditions there come out strict. This brings a controlled environment with strict rules, pressures and penalties. Workers in an organization, in order to have less efficient performance, with low efficiency, like this trend, giving violence and conflict.

Y theory is totally different, it tries to make better the individual aims and employee struggles by giving them more contribution and greater independence at work. So in this way, it is given to the workers the chance to raise and reach the goals they have within the institute. Workers are seen as optimistic and exposed to progress. The aim of the organization is to make its workers pleased with their work.

Actually, Douglas McGregor's theory is considered as one of the theories less used than the others because it has been affected by different new theories during the last decades. It has also been complained because the division of employees and managers is very "black and white". Nevertheless, these theories remain important in the field of motivation management.

#### **2.2.5 Equality theory**

People always tend to compare themselves with others. It should be given the importance that the theory of equality of motivation is the meaning of the link between individual-organization exchanges. The vast majority of theorists discussing the theory of equality define three main things. First, employees take a positive turn back for what they contribute to their work. Second, workers then conduct a type of social comparison with their colleagues for the reward. Third, any employee who thinks himself being in an uneven situation tries to reduce this inequality.

The equality theory is based on the justice of an individual. Workers reflect on how much struggle they should make and matches this with what he has received from his contribution. Following this personal assessment of its input-output rate, it will compare its input-output rate with reports of its direct teammates. If the workers finds his input-output rate equal to other workers' reports, there is a situation of equality. The workes feel they are treated equal. In such cases of equality the individual is pleased (Morand and Merriman, 2012:135). Indeed, when an employee perceives unequal relationships between oneself and colleagues, a state of inequality will arise. There exist three forms of equality: the external, the internal, and the equality of employees (Griffin & Moorhead, 2011:102).

Outward equality comes when workes use correlations with the ones who do the same work, but work in different organizations. Internal equality occurs when employees compare themselves to others who have different jobs but are working in the same institution. Equity of employee occurs when one worker matches himself with the others who are in the same orgainzation doing the same work. The most appropriate of the three forms of equality looks like the workers equality, while a worker tries to assess his input-output rate to that of his straight colleagues. The reason for this assessment is that for an employee is the simpleast contrast to be made. He can see how much effort the colleague works for and how much he takes from these efforts. This is more difficult to do when making correlations for internal and external equality. While equality is focused on comparing reports, inequality will not be realized as such, so that someone gets more reward. This inequality perhaps to be two-way. Workers may feel overproved when he thinks his report is superior compared to others and may feel indebted when he thinks he ought to take more of his work. Both the over-compensation and the indemnity case give tension, but may not have the same effect. Overcompensation can be perceived as luck, so it does not cause much tension. People, when inequalities occur, try to correct (Baron, 2017:7). There are four statements related to inequality (Trump, 2017:20).

First, the perceived inequality makes an individual feel under pressure. Secondly, the mass of stress is equivalent to the level of inequality. Then, generated pressure motivates the workers to lower it. Finally, the power of motivation to reduce inequality is in proportion to seen inequality. Anderson & Roscigno (1995:640-642) continues with a

series of solutions that employees have when they face inequality. First, they can change their inputs or results and others. Second, in order to change their results or inputs employees should act in way to stimulate them. Then they can act in this way in order to alterate their inputs or outcomes. Fourthly, they can choose an unlike comparator. Finally, they can get away from work. It is important that the theory of equality shows that beliefs, perceptions and behaviors influence motivation.

### 2.2.6 Handy's motivational computation

According to Handy (2007:27-39), the idea is that every individual has a specific "motivational math" in relation to any reached conclusion and this can be an awake or unconscious basis. This evaluates three determinants:

- Wants that can be decribed correlated with Maslow's or other seekers' ideas and they are the individuals's requirements at that time.
- Wanted results which are what an individual is predicted to meet at work.
- Consumption factors (E) associated with the waste of exertion, power, and desire to percieve the desired outcomes. Handy advises that motivating theories are very much taken with the "effort".
- At the end of this evaluation we have a "motivation conclusion", which is the strong point of motivation to reach the wanted outcomes and should depend on:
  - The power of the person's requirements
  - The expectation that expenditures will reach the wanted outcomes
  - The expectation that the wanted results will help in meeting the demands.



**Figure 2.2:** Handy's Motivation Theory

**Source:** Free Management E-Books (Handy, 1993)



Charles Handy advices:

- Every person should know what he expects;
- Individuals should take part in putting goals related with their private goals;

Response is regularly needed to inform individuals about their performance with regard to goals.

### **2.2.7 Expectation theory**

Expectation theory indicates various decision-making theories related to motivation and conduct at work (Purvis et al, 2015:4). Knowledge has a key role in expectation theory since it highlights mental ability to predict the possible results of conduct. The most famous version of a theory of expectation is the theory offered by Victor Vroom. In essence, Vroom (1964:219) argues that the strong point of a habit to act in a particular way counts on the strong point of a belief that action will have some result on the value of that particular product for the individual. According to Vroom, V.H (1964:212), expectation theory has two main beliefs.

The first belief is that certain people have ideas about the result of their behavioral conduct and the correlation between these results. These perceptions relate to as expectations or instruments. The second belief is that individuals have responsive answer to such results. Affected responses give back the value of the results. In accordance with this theory of expectation, individuals will be stimulated to carry out two expectations (Lawler & Suttle, 1973:483). The first expectation is the chance that the work will bring to the wanted result. The second expectation is the chance that a certain result will bring to some of the favorite consequences. When the chance of some efforts will not be recompensed, the worker will not be stimulated to perform such a duty. The essence of expectation is motivation depending on the people's views about the seen possibility that the work will bring to a particular performance (expectation) multiplied by the possibility that performance will lead to some reward (instrumentality) increased by the pretended value of prize.

The expectation theory initially relies on external motivators to clarify the causes of behavior at work (Shalley & Oldham, 1985:629). External bonuses are seen as motivators of motivational cases that supply behavior, as disputed to internal motivators, where conducts come from internal powers such as the satisfaction of the challenging and interesting job itself. It can be said it is compelling to find out how expectation theory affects motivation and pleasure. Bhattacharjee (2001:353) explain the three methods how motivation is found in the thoery of expectation. The expectation of an employee that a certain stage of attempt to deliver the meant performance goals affects the (external) motivation. Moreover, perceived employee opportunities that currently achieve some achievement by meeting administrative aims also influences motivation.

Finally, workers are stimulated to the range that they evaluate the results obtained. As far as internal and external motivation is concerned, one can see that the focus is more on external motivation than the inner one. This is supported by Deci & Ryan (2000:245). These point out that internal motivation is the motivation to do something just for pleasure while external motivation is motivation to reach an external aim or extent certain limitations. With regard to the theory of expectation, it can be seen that the focus focuses on obtaining and evaluating the rewards that are more outward. Internal motivation here is still present, but at a lower level than external motivation. Expecting theory is a theory based on maximizing self-interest, where each employee tries to maximize their expected fulfillment (Wigfield, Eccles, 2000:73). With expectations theory, people try to inflate profits by making smaller the cost.

### **2.2.8 Goal setting theory**

In its early creation, goal setting theory and expectation theory share some similar aspects. The expectation of a goal and the requirement for an aim are the main causes of the drive of a particular activity.

Two theories actually show a link between each other as Locke and Latham (2002:706) confirm. Turning to the theory of setting goals, Locke and Latham (2002:714) set out a goal of what a person tries to accomplish, it is the item or purpose of a particular operation. The main expectation of setting a goal is the fact that they are instantaneous managers of human action. Goal-seeking trials show that some particulat goals bring

into increased accomplishment and hard aims when persons have admitted those results in greater achievement than lighter aims. After that, they should be challenging but accessible. Setting goals has four motivational mechanisms. The first motivating system is that the goals that are considered as individually significant and impressive mostly focus on people's attention to find out what is important and suitable. The second system is that aims have an energetic capacity, so superior aims bring into more work than the lower ones. The third system is that goals influence perseverance. Perseverance is the work made for a certain job for a specific amount of period. Normally, the harder it is to reach a goal, the greater is the steadfastness. The latest motivational system states that the goals influence indirect operation, which brings to awakening, detection and use of information and plans (Locke and Latham, 2006:265).

As to the impact of setting the goal on internal motivation, Shalley, Oldham & Porac (1987:560-561) show impressive proofs in their study. They clarify by regression analysis that the result of achievement or goals targeted on control on internal motivation vary on the level of direction of an individual's performance. Performance Achievements center on demonstrating capacity and defining competency in a regulating way while centered audit objectives focus on skills growth and self-referential competencem. When a person has low orientation of performance, he tries to prevent evaluation and performance and is not adapted towards ability. A high rating in the motivation of achievement shows that this person requires skill and appraisal skills and likes competence performance (Kanfer, 1990:90). Such individuals want to be appreciated by others. Reasonably, the highest internal motivation is presented for low-achieving persons when provided with focused auditing purposes and high-achieving individuals when introduced to specific task-oriented standards with a performance focus.

Goals are at the same time the object or the result to look for and a standard for fulfillment (Förster, Liberman, Higgins, 2005:230). In that point where the individuals want to reach the specific intentions they have, they will not be pleased unless the aim they wanted has been reached. As a matter of fact, goals helps as a change mark or standard remark for fulfillment (Locke, 1996:120). Locke and Latham (2002:710) add that individuals who give more, those with hard aims, find it tough to be satisfied. Thus,

persons who set higher goals give more because they are not satisfied with the least. Given that this particular mark, where they enjoy it is taller than what they are motivated to give added to those with lower goals. Setting goals has four motivational systems, management, struggle, perseverance, and plan development (Locke, 2002:706). Moreover, setting goals has an impact on internal motivation (Shalley, 1995:9-10)

Shalley, Oldham and Porac (1987:554) mention that the goal setting is related with internal motivation. It is found out that setting goals promoted internal motivation in the low interest rate of the domestic task and that that purpose damaged internal motivation in the conditions of high interest of the domestic task. Differently, putting goals can foster internal motivation over works that are not interesting and reduce internal motivation for tasks that are impressive. Setting goals also affects pleasure, as described by Locke and Latham, (2006:265).

### **2.2.9 Cognitive assesment theory**

The cognitive assessment theory, as part of the self-definition theory, designates the determinants in the social context that origin changes in internal motivation (Wood, Bandura 1989:362). The cognitive assessment theory initially predicts that monetary rewards would erode internal motivation (Deci, 1971:113). If an individual predicts a prize while performing his activity, then he is more likely to perceive that he is performing the rewarding activity. Adding, if an individual does not predict to receive a prize, he is fewer likely to understand why he is performing the activity to receive an external reward (Deci & Ryan, 1975:141).

According to Deci, Koestner and Ryan (2001:5), the first negative result of prizes is that they tend to prevent self-regularity, meaning that prizes force persons to take the charge for stimulating or regulating themselves. Surprising bonuses may be a way of demonstrating gratitude without sabotating internal motivation. At the same time, when prizes are used to show ability, there may be persons who do not get full amounts because they do not achieve their goals proved to be a negative response about their accomplishment and is extremely harmful to external motivation. Deci and Ryan (1985:315) introduced the cognitive assessment theory as one of the four small theories within self-definition theory, with the main purpose of specifying determinants that make clear flightiness in internal motivation. The cognitive assessment theory is framed

in terms of social and environmental factors that promote or reduce internal motivation. In fact, there are three necessities that can stimulate internal motivation. The first want is the so-called "social-contextual factor" that can bring to senses of competency, positive response, optimum threats, independence from behavioral assessments, perfect communication, and non-financial rewards. Second, the sense of competence will not foster internal motivation without combining with the feeling of independence. Persons have to prove their behavior to be self-determining. Deci et al. (1981:327) show that people are more pleased and more motivated internally in an atmosphere unbased on discipline but independence. If companies depend strongly on behavioral control by using (incorrectly) bonuses, they may have significant long-term negative effects. The ultimate need is that of security. Although internal motivation may be in seclusion, a secure relationship support seems to be valuable for expressing inner motivation. Meaning, when people feel good and grateful by the people around them, they present a high level of internal motivation.

Deci (1972:114) advises that when one is interested in promoting internal motivation to workers or persons in general, he should not focus on external command systems such as financial prizes, but he should also focus on doing the job in-house for employees. Linking to the theory of equality in this case is very attractive. When a person receives more unexpected pay (for the same job), he will have a sense of equality. However, this rise in rewards makes you more reliant on money, which certainly brings to a decline in internal motivation.

### **2.2.10 Theory of attributes**

Theory of attributes is focused on the argument that people do their utmost to show the reasons of the behavior watched by themselves as well as by other individuals. Conforming to this type of theory, the way how people behave is interpreted in terms of the causes of the behavior, the interpretations take a crucial role in determining the answers to this way of conduct (Wood, 1989:231). When individuals observe the way of conduct of others, they try to find out if this behavior is caused by internal or external factors. Interestingly, when something goes wrong, the individual attributes this to external factors and when something goes well attributes to this inner factor (Weiner,

1996:232-236). People aim to acquire responsibility for behavioral behavior with a positive result but tend to refuse it when behavioral actions have a bad result.

### **2.3 Internal Motivation**

Internal motivation in this study is one of the independent variables. Treating internal motivation in this matter helps us to understand its definition by authors and scholars by providing explanations for internal motivational factors that will measure the internal motivation variable. Internal motivation is that type of motivation that leads people to behave according to what they are interested in or what makes them more satisfied (Cherry, 2016:1). Internal motivation is the native and common tendency to use a persons's concerns and use his abilities and knowledge, and by doing so, seek to gain great opportunities and threats (Deci & Ryan, 2002:42). Motivation derives from inner trends and can lead and motivate conduct without the existance of limitations. If internal motivation translates into the work circumstances, it means that workers look after their job, that they look for the best ways to do the job and are enthusiastic and committed to doing it well (Hackman & Oldham, 1976:251). Internal motivators are related to labor itself. The internal motivation of being fulfilled in a given action can lead the person to waste the day doing a cultural entertainment. Different agencies and educational institutions stress the benefits of internal motivation and point out that undergraduates need to make everything and work too much for testing, for lessons, and that happens because they wish to acquire information willingly and not because of force or bonuses (Ryan & Deci, 2000:68).

When a person is motivated internally, they go ahead for dispute or pleasure instead of the promise of reward. Ever since birth, people are very involved in activity, desire knowledge and concerned, they are not relieved of disease and always show readiness to discover and learn. So there is no need for external motivation to bring them further. According to Ryan and Deci (2000:56) the search for internal motivation is more focused on certain circumstances that require, support, and encourage this kind of motivation toward those circumstances that erode or diminish it. Cognitive assessment theory, as part of the self-definition theory, points out aspects in social situations that bring variability in internal motivation. This cognitive assessment defines that the events and the social structures (such as response, prizes, contact, etc) lead to a sense of

competence. The cognitive assessment theory further states that the sense of competence should be linked with a feel of autonomy (or reached casual internal position) as to raise internal motivation. In other words, individuals have to notice the way how they behave so that they can be self-determined and not addressed by prizes or limitations. Persons need to prove a completion of the demands of competence and autonomy. It is critical to understand that internal motivation will only happen for cases that have a person's internal interest. Internal motivation bear upon an action that meets the essential requirements of people for control and competence, which makes the action compelling, challenging and amusing (Deci, Ryan 2000:70-71).

Deci & Ryan (1985:5-6) point out that exist two methods to determine internal motivation. First method is specified in the terms of the format, which is the moment when an action relates to one purpose. The second one is clarified in the terms of the essence that is the moment when the scope of the aim enters into work. Internal motivation is a system and a result and this is a procedure placed in the normal order of our behavior. Furthermore, the motivation to carry out actions aimed at purpose at a given time can vary on the stage at which we feel fulfillment and interest. These are only a few of the changes in the composition of internal motivation available. In a logical way, this will bring debate among the various authors about the linkage of external rewards and internal motivation. In the list of the motivational factors considered universally and studied by many authors, internal motivating factors are the feeling that work is diverse and interesting, the feeling of being involved in the organization, personal growth or career advancement, loyalty to employees, feelings of appreciation for the work done, supervisor assistance for personal problems.

In a number of studies on the rankings of motivation factors, work called "Interesting" has been ranked in the most valued factors by employees. Employees have repeatedly sought to work in attractive environments, while institutions sought ways to place their workers in impressive work environments. Impressive work promotes the crew, institution and person feelings for fulfillment through the excellence of aims. Employee engagement and impressive work play an important role in performance at work. Organizational inspiration towards interesting work is the incentive of employees towards performance at jobs. When employees work in an interesting environment that

will lead to engagement, it means that they show themselves in the work they are doing. Likewise, when workers do not engage because of not impressive work, this will bring to job breaks. Engaging at work through an impressive work is the link through the employees, their work and the rest. The institution which supplies impressive work actually makes it easier for the workers to get fully focused on their job.

Labor assessment is a crucial factor for the well-being and the benefit of the company. Evaluation can be explained as "recognizing the importance and signification of an occasion, an individual, a conduct, an item, and a sense that has a good relationship with it". For the workers, being valued makes them feel well about themselves and as a matter of fact they may have many things to share with the others but also it should be considered that when they are tired, their abilities of high performance better gets lower (Card, 1991:33).

Job evaluation is directly related to engagement at work. It promotes the development of faith among peers; they give assistance to one another and keep positive connections to the achievement of the organization's aims. The company can carry out successful work by improving job evaluation. Personal growth and career advancement are important aspects of professional life for a significant number of employees. Marquard (2010:33-35) described an employee seeking growth and progress within the organization as "a man with skill who conscientiously performs his duties and can secure the achievement of a more responsible position." One of the best priorities of the organization is the ability to take office within the organization and increase employees. Promotion and growth make positive contributions to the development of each organization. On the other hand, the positive engagement of the employee is related to promotion and growth. Employees who meet their aspirations for personal growth and career advancement are more motivated to engage in achieving the organization's goals. The positive engagement of the employee is directly related to the economic achievement of the business. Thus, it is required that administrations improve tactics and strategies that will aid to advance and personal development of employees.



## 2.4 External Motivation

External motivation in this study is another independent variable. Addressing external motivation in this matter helps us to understand its definition by authors and scholars by given explanations for the external motivational factors that will measure the external motivation variable. External motivation bear on operating an action with the sense of being under pressure, pressure or stress to ensure that someone will reach the results they want. External motivation is the inspiration to make something to be certain that a few external goals have been achieved or some imposed external constraints have been met. Outward motivated behavior is the action that causes the achievement of prizes that are set from abroad, counting physical ownerships, wages, bonus bonuses, good assesment and ratings from others, reputation, etc. (Ryan & Deci, 2000:60) External motivation is seen in our life, for example, workers go to work only because of their salary. Although internal motivation is a major type of motivation, the highest number of the activities carried out by people are not internally motivated activities. Within Deci, Ryan (1985:6) self-definition theory, a second subtype called "organizational integration theory" deals with the different kinds of external motivation and linked determinants that raises or lowers the introduction internally or integrating behavioral regulations. Introducing bear upon the procedure by which the person has a regulation of trust, behavior or attitude and constantly alterates it to private goals or values. When an individual is not motivated, his behavior does not indicate causation or intent. Under external motivation, there are a number of sub-categories with different levels of autonomy. Behaviors found in this class are simply to meet an extrinsic need or an external limitation. Individuals have the feeling of being commanded with this kind of behavior and their movements have a perceived extrinsic observed location of the outbreak (Naeem, 2014:28).

There are two main definitions of available for external motivation. The first is when motivation derives from anything extrinsic to the person and the second is when motivation comes from anything external to the action. Ryan and Deci (2000:60) approve the second meaning that external motivation relies on anything external to the action. They propose that persons may have many types of external motivations that differ in the sense of the range at which the person is self-determined. This type of

external motivation (self-determination) is considered to be tough enough to motivate people to be determined in events that are not wholly motivating. Some sort of misperception has happened about a number of characterizations of external motivation. It has an influence on the discussion that has to do with the impact of prizes on internal motivation among supporters of internal motivation and those of external motivation.

In the list of the motivational factors considered universally and studied by many authors, external motivational factors are: job security, good salaries, work discipline and good working conditions. Occupational safety is an important factor because it has an impact on the employee's attitude towards work. Uncertainty is defined as "perceived helplessness to keep the desired continuity in a risky work situation". It is related to human emotions. Safety at work is very important for the employee and relates to engagement at work. Insecurity at work reduces work-related benefits. Insecurity at work is detrimental to the organization's performance, it is a threat to the organization's resources. Good salaries are one of the most significant factors for motivating employees. Organizations need to provide their employees with pay rates that are higher than in the market. This would increase efficiency, accountability, employee confidence, and reduce job losses. The pay rate that is lower than the market rate generally leads the employee towards discontent. Organizations should maximize employee efforts by increasing the pay rate more than the market.

Positive workforce performance and low wages cannot continue to coexist for long. Maximizing employee salaries leads to growth efficiency (Milgrom, 1988:51). Salaries and employee satisfaction are factors related to each other. The level of employee satisfaction increases when organizations increase the monetary benefits for their workers (Harter et al. 2002:276). A report provided by the Department of Employment and Training, Australian University Flinders has identified the problems of dismissing qualified personnel. Employee engagement is directly linked to good salaries. Employee engagement means energy, inclusiveness and efficiency. Workforce performs its functions creatively, is included in work and shows efficiency when receiving good pay. Good salaries would commit the workforce to make an efficient link to work-related operations by considering themselves capable of managing job demands accurately. If workers doesn't count good salaries as a significant factor for them, this would be

detrimental to engaging employees at work. As a result, the employees would not be engaged and would give up. Therefore, in order to increase productivity and to have a better performance, salaries should be at such levels that employees are satisfied.

## **2.5 Comparing External Motivation With Internal Motivation**

External motivation is considered as a crucial kind of motivation. It can be explained as "a structure that is relevant to an activity accomplished to achieve certain results". When the organization wanted employees to perform a task, it offered monetary rewards and other tangible benefits. This refers to external bonuses in the language of motivation. The research findings on employee motivation suggest that the employee considers the motivational internal factor to be a better motivation than the external one. Some scholars consider external motivation to be a reduction in employee creativity because employees focus more on material rewards than on work itself. As a result, the employee will relinquish work-related attention. In developed countries when external motivation factors are not considered as the best motivating factors, employee preferences relocate from external motivation (good wages, good working conditions, job guarantees, etc.) to internal motivation (interesting work, work evaluation, personal growth etc.) (Deci et al. 1999:627-628).

The executives of a company have to notice what stimulates employees and manipulates stimulating techniques depending on workers needs. It will assist the companies identify, train, and maintain inventive and beneficial workers. Rewards are given to workers as an incentive to involve in a behavior or job in which they cannot work. "An employee who is internally directed is interested or withdrawn from duty (work) and involved in it for the sake of his own work" Internal motivation is one of the best and most powerful influences on employee creativity. Employees receive internal rewards directly from the work they perform such as: job satisfaction, interesting work, job evaluation, growth etc. Internally motivated employees are involved in a work due to their concern in it, enjoying that work because of seeking new answers, business tasks, and prefer more to waste vitality in identifying difficulties and finding inventive keys. Internal motivation begins with a positive reaction to the capabilities of the role in a job. Internally motivated employee is involved because of the interest he has for that job. Job satisfaction organizations offer workers with the feeling of involvement not only

implementing structural actions and this aids workers to fulfill their wishes (Wiersma, 1992:103).

Internal motivation aids workers occupy in innovation. Such as, when an employee knows that his duty at work is important, the workers will lose more time getting the company's aims and trying to find an innovative answer. When an employee understands that he has the capacity to accomplish work efficiently, he has enough self-confidence and readiness to work accomplishment and can solve business disputes through his own operations. Internal motivation creates innovative workers and engages them since when a worker engages in work, they mostly use all their attempts in work problems that arise. External motivation tends to reduce internal motivation. External motivation will reduce internal motivation. It further concludes that tangible rewards lower internal motivation, while real unforeseen prizes do not reduce the strength of internal motivation. This weakens the independence of employees in rate of their activity that tend to act better to gain assisting rewards. This reduces the creativity and effectiveness of the employee because the employee will focus more on the task that has been set before. Despite this, there is a negative link between employee performance and external bonuses (Deci, 1972:113)

This gives employees the power to accomplish a task efficiently when there are many obstacles that internal motivation does not meet. In the end, people demand that internal rewards continue to fulfill their duties. Literature shows examples of the significance of internal and external motivation for workers. Companies should expand a system of external and internal rewards. When a worker identifies that his work necessities are meaningful and privately crucial, the worker takes into account that the problems of the organization are his / her problems and tries to see the problem from different angles and intervene for his / her solution through various origins of data. When workers think that they have the capability to manage a certain issue, then there is a high range of courage to perform the work. Such employees will certainly undertake the chance, open brand-new trails, and find out fresh ideas for administrative accomplishment. The intention of treating motivation (internal, external) is to find out the importance of motivation factors for employees as well as their link with engagement at work. Some employees consider more external motivation than internal or reverse motivation. It is understandable that

sensitivity to prizes is a very crucial factor for the level of motivation, but it reduces the workers independence with regard to his behavior; it tends to be the limit of the actions involved in obtaining benefits. Some researchers conclude that external bonuses have a negative link with employee creativity because appropriate motivation should reduce the social partitioning level that reduces involvement in the workgroup.

Various factors in internal and external motivation enable employees to engage in their work. The problem of finding a suitable, unique and detailed form for both types of motivation has resulted in a more complicated connection among internal and external motivation. Still, it should be said that, eventhough many writers have written about this relationship, they have all found various conclusions.

## **2.6 Gender of Employee and Motivation Relation**

It can be said that still it is not that clear if there does exist a difference in the evaluation that the males and females give to motivation. If it would be given a difference, the first thing to do is, give examples of emotions and find out how do females and males react. An example would be compassion, women are more sensitive related to this topic than men are, so is there a difference in between the gender related to motivation. The influence of the ideology of the culture has been evaluated as a variable that could give the difference in between the gender for motivation but different studies have shown it as independent factor in finding a difference between the gender. In the other hand both of the genders have inner feelings like responsibiliy, men tend more to work because of gaining money to be feeded while women are shown as the ones who work because they care about the well being of their family. The only thing that it can be considered as something that could differ them is the hierarchy, men tend more to work because of gaining high status while women are more sensitive and caring with the other workers (Winkler, Nikele and Wohlrab, 2007:28-29)

A study done by Greene and De Backer (2004:114-117) results that there exist differences in the importance that females and males give to motivation. The first finding of their study is that the imagination that men and women have for the future is always different. This difference is considered to be shown because of the orientation of the culture that the gender has. Another finding is that the goals that the gender has

differs. Women tend to have goals related more with the fact of being married and creating a family and so they work for creating a good career that will be needed in the future for the well-being of their family. While men tend to have less goals than females, they are just focused in the financial security, and not having much goals tend them to be less motivated and they have a stability, if they would increase their goals they would experience more flexibility in the life difficulties. In the other hand this study, states that while achieving the goals that they have, it takes more time for women than men, since women bring their life situations at work and this affects their performance.

As it can be seen, different studies concluded that there exists a difference in the relation of the gender with motivation but the researcher has assumed that there does not exist a difference so this study will help in finding out if there does exist a difference or not.

## **2.7 Size of The Organization and Motivation Relation**

The researcher has valuated the size of the organization and motivation relation in the second hypothesis as associated. There does not exist a difference in the evaluation that a big or a small company does to motivation.

Different authors have done analyzes about this topic and conclusions are achieved. The size of an organization plays a role in the level of the satisfaction of an employee, a person who is working in a bigger company tends to be more satisfied than a person who is working in a smaller company. A different explanation for clarifying the relationship between these two is also the morale that the worker has, workers that are considered to have higher moral tend to go in companies that are small in size while people that have less moral tend to choose companies that are big.

Secondly it has to be mentioned that, organizations that are big in size tend to have less satisfied workers, and having unsatisfied workers impacts their behaviour and their performance. So the organizations should pay attention in satisfying the employees, like increasing the requirements of each job and giving the work itself a sense of being interesting can lead the workers to be more responsible for the work they are doing.

Lowering the level of authority by decreasing in the eye of the workers the status of a co-supervisor and decreasing the number of the divided departments are other important points in increasing the satisfaction of the employee (Talachchi, 1960:418-420).

In small companies the managers prefer not to take too much risk and as a matter of fact they result to be less motivated to reach their achievements (Stewart, et all 1999:204). According to this finding of Stewart, small companies are managed by owners and they are more caring about the company than the managers working in bigger companies that find it easy to take risks. Entrepreneurs working in big companies tend to make everything to reach the goals that they put and make their workers motivated while in small companies the managers which are the owners itself tend to pay more attention to the fact of providing income for their families.

## **2.8 Status of Employee and Motivation**

Motivating workers in an organization can be considered as an important point since it plays a big role in reaching the organizational success. The researcher has assumed as a third hypothesis the fact that there does exist a difference in the evaluation that the statuses of employees does to motivation. Managers not always understand what do the employees need in order to be motivated so by improving their performance at work and giving more promotions to workers increases the instrict motivation of the workers and the same time because of reaching success this leads to an increase of their motivation too (Hauser, 2014:246).

In the book called 'The Motivation to work' Herzberg, Mausner and Snyderman (2011:21-23) explain with some examples how do managers and normal workers evaluate motivation. An engineer that sees in a building his materials being evaluated as a very important part for the construction creates to him a feeling of being useful and this leads him to be more motivated and increase the performance at work. Another mentioned example states that, a worker was ordered to go and check out the cars in the rain without taking something to protect himself, this was something that makes the worker think that the owner do not cares about the health of their workers so this leads him to perform his work bad and he has to remake it.

A young employee has just started working and all the expectations are that the supervisor will lead him and teach the work, is the other example the writers of this book give and the result is that the supervisor felt himself annoyed from all the questions being asked and chose not to deal with the young employee, this affected his performance which lead to being non productive at work.

With such examples the writers want to state the importance that both types of employees of a company give to motivation. But there are other studies that state that employees evaluate differently motivation.

Couger, Zawacki and Opperman (1979:48-55) hypothesized in their study that there exist a significant difference in comparing MIS managers with other managers. The result of their research concluded that the MIS managers have similar behaviour to their juniors rather than managers. The continuous need for high growth and the low social necessity leads them to be less communicative and have time for their social life. This is what happens to normal employees, they are more focused in finishing the job that they are given rather than spending their time for the social activities, and this results to a lower need of motivation. In this study they concluded that the need for social interaction is quite low in comparing with that of the managers.

The results of this study are similar with the assumption that the researcher of this thesis does by finding a difference in the evaluation that administrative staff and workers does to motivation.

## **2.9 Employee Satisfaction**

At this point, the work satisfaction variable, some of its determinants, and patterns related to job satisfaction are addressed. The focus of this issue is the essence of satisfaction as the difference between the outcomes and expectations of the individual. This treatment serves to understand why the inclusion of this variable in the study is important and provides explanations of the concept, which then lead us to its measurement. Exactly the questions that serve as measurements of the variables of work satisfaction are closely related to the explanations offered in reading the literature. These questions are part of the MSQ widely used by researchers to collect job satisfaction



variables from individuals studied. There are many definitions of work satisfaction by many writers. Work content is a sensitive or emotive response to a variety of forms of a workers job position and is described as a positive sentimental response coming out from a worker's job assessment. Work satisfaction derives from an affection with the job done because of having the desired outcomes (Weiss, 2002:174).

Individuals may take pleasure from one side of their job but at the same time they can get discontented with the other side of the work. Workers can be pleased with the wage and their teammates but they can also be displeased with their managers. An individual who is not happy with the current situation of his job has nonpositive opinions about work, in the other hand workers that are pleased with their work atmosphere and the rest, have positive opinions about him. So, in conclusion, if the aspects negative work of someone is more than positive, the probable result is that the worker will seek a superior job. Spector (1997:2) cites that satisfaction at work is a part of the level at which the workers wants can be met. Practically, work content is the contrast among what the employee is currently and what he expects to have. Workers will get pleased only when actuality equals beliefs.

### **2.9.1 The primary factors of work satisfaction**

There exist different determinants for work contentment and some of them will be explained in this chapter. The first factor is the equal payback that refers to payment and higher position methods that workers understand as trustworthy and co-ordinated with what they expect (in relation to theory of equality). In the situations when workers meet all their requirements in their job, as payment of the salary on time, increase of the position in a fair way and according to the level of intelligence, the level of content for their work tends to be higher.

The second factor is related with the job conditions. Workers always like more working in places that make them feel safe and pleased. Additionally, labor force like better working in places which are found around their houses and with suitable devices to finish their work well.

The third determinant is having a psychologically challenging work. The Works that have less challenge make the employees feel uninterested which leads to laziness of workers. Contrary to this, Works that have high challenges and requests make employees have feelings of failure and disappointment. What workers like more is, the type of jobs that allows them use their capabilities, information and job that offer opportunities, power and flexibility.

The fourth set of job satisfaction are support teammates. Most of the workers consider the societal relations as an important factor for their work content. So, friendly and supportive teammates makes work comfort stronger (Tanjeen, 2013:81).

## **2.10 Employee Engagement**

At the center of this issue is the variable of engagement at work, which is the dependent variables of this study (motivation and satisfaction are the independent variables of the model). The conception of the engagement variable, its significance to the organizations, and some authors' contributions to its measurement are treated. Employee engagement occupies an important place in this study for its own significance which is for organizations in general.

Anitha (2014:309) finds engagement of the employees as a good step for being competitive to the other companies. People cannot be cloned by the other companies so they are considered as the most important benefit of a company if they are engaged and managed well. The researcher pays too much attention to employee engagement at the same time since it is the dependent variable of this paper.

Workers in the engagement process while doing their job show themselves physically, psychologically and sentimentally. For an employee to be well engaged there should be taken into consideration three important points such as : security, opportunity and benefits. The determinants found out for the engagement of the employees such as, the environment of the work, the comfort of the workplace, policy-making, work group, rectifications, education and work progress can create a very good atmosphere in the place of work (Anitha, 2014:311).

As mentioned before, the survey questions used for this study are divided according to the variables used. In the engagement variable the questions are chosen by taking into consideration the determinants of employee engagement.



### **3. RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter is focused in explaining the methodology used for answering the question of this study : Which motivation factors encourage employees to perform better?

The method used for this research is implementing a survey to a big and a small company in order to test our hypothesis and find out if this research is valid or not. This chapter will be focused in below subchapters;

- Research Philosophy
- Research Approach
- Data Collection: Survey explanation
- Ethics
- Limitations

#### **3.2 Research Philosophy**

In other words ‘Research Philosophy’ can be explained as the way how the research of the study will be organized, how the datas will be gathered and in which way they will be analyzed ( Hughes and Sharrock, 1998:2-3).

In the research philosophy there are found three main assumptions such as : Ontological, Epistemological and Axiological. Various philosophies can be distinguished by the differences that exist in between these assumptions.

- Ontological philosophy refers to the researchers beliefs about the world and the reality. By using ontological philosophy you make decide what type of investigation items there will be used for this research, the way how it is percieved and how it is accessed.

- Epistemological philosophy is related to the suppositions done about the information the researcher has. How it is known what is said, what includes acceptable knowledge and the way how it can be interacted to the people. Using Epistemological suppositions define the type of the contribution it can done for knowledge by using the results of the research.
- Axiology is all related to the ethics and the values used during the research, including the interrogation about how the researcher deals with the belonging values and the values of the persons who take part in the activity (Saunders, Lewis, Thornhill, 2009:150-151).

The assumption which is more relative to this research can be considered as Epistemology. There exists a various number of beliefs that create the personal epistemology, these beliefs may raise or may not in a very occurring rate. The different beliefs approach offer the chance to test the hypothesis (Schommer-Aikins, 2004:20-21).

In this research it is chosen to be implemented a survey to workers in order to understand the importance they give to the motivation factors. The results of the survey will be tested in order to find out if the hypotheses mentioned in the beginning of the study are true or not.

The questions of the questionnaire have been taken from studies of researchers in different places of the world. The fact that it has been used by various researchers leads to a big want for measuring the beliefs of epistemological approach.

### **3.3 Research Approach**

The research approaches of a study are divided in three different types which are ;

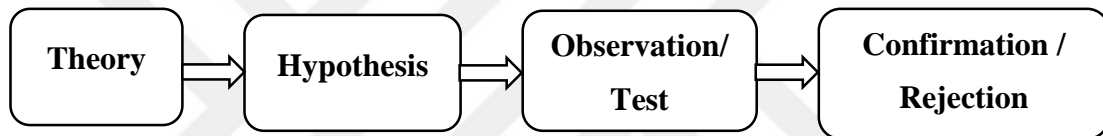
- Deductive Approach
- Inductive Approach
- Abductive Approach

These approaches differ from one another, when the study is focused in theories found out from different researches and the main aim is to test the theories found, the approach used in this case is the deductive one.

In the inductive approach, the search of the study starts with finding out different theories and the aim is to create another theory based on the search done.

Lastly, in the abductive approach, the intention is to make studies on theories related to the research, develop a new theory and test if they are wrong or right by using the data collected (Saunders, Lewis and Thornhill, 2009:145).

According to above explanation the approach which is more relevant to this study is Deductive approach. In this study there are created different hypotheses that have to be proved or denied during the research method, in this case by doing this the researcher automatically is using a deductive research approach.

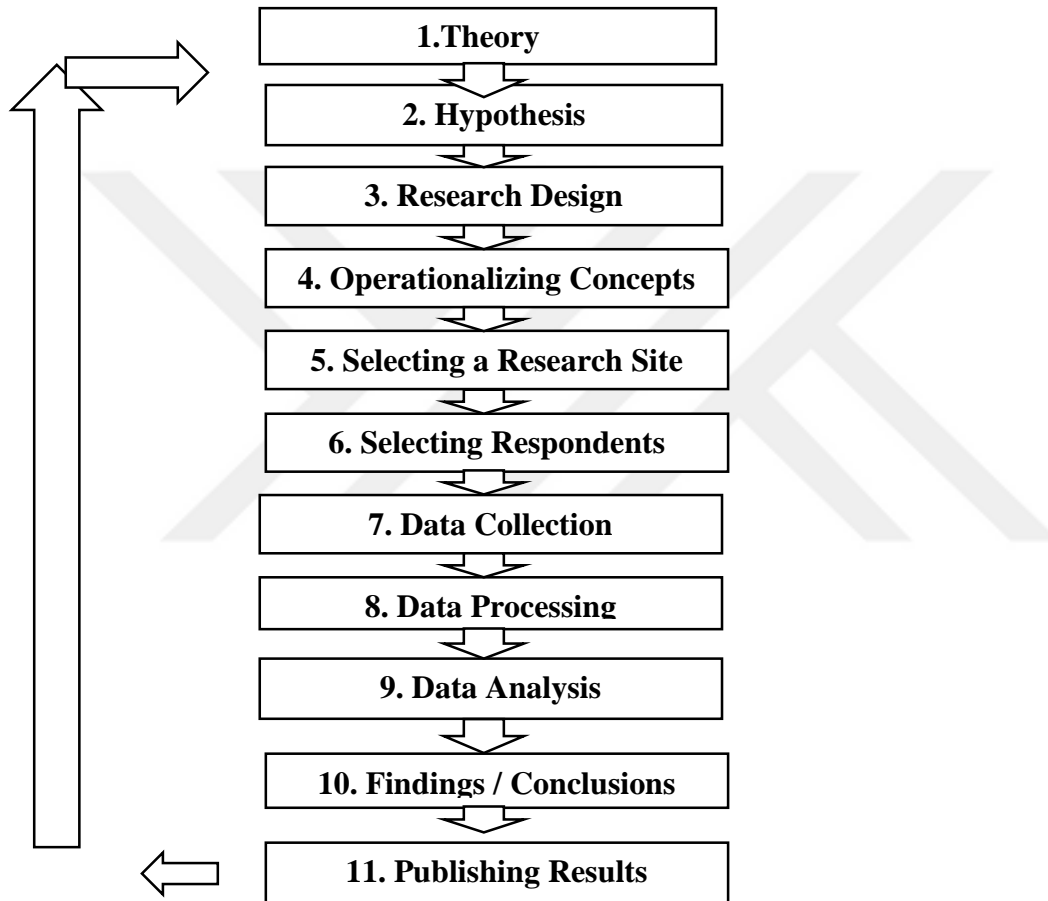


**Figure 3. 1:** Deductive Approach

**Source :** (Thornhill, 2012)

### 3.4 Data Collection

For data collection there can be used two different type of methods, quantitative and qualitative. Quantitative methods focus on collecting data and after that convert the results in numerical mode in order to get the results by statistical calculations (Bryman and Bell, 2015:160). The quantitative method derives in different steps as below;



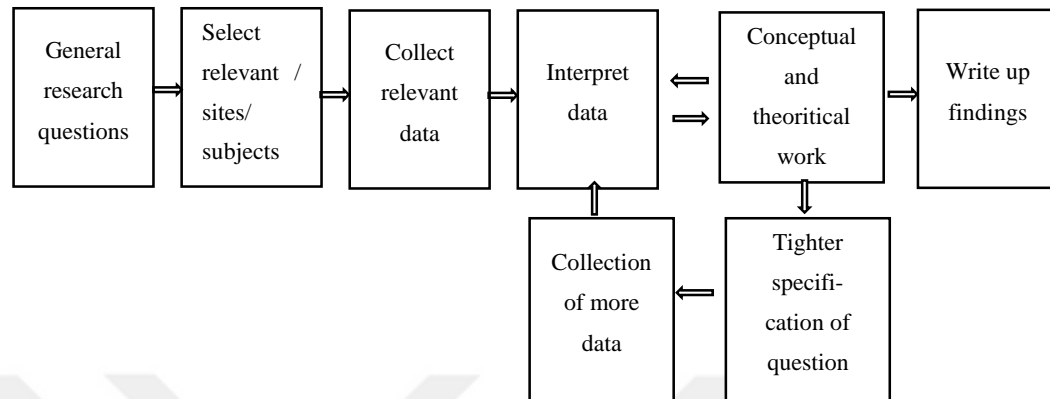
**Figure 3. 2:** Quantitative Research Steps

**Source:** (Bryman, Bell 2015 :161)

In the other hand qualitative research is mainly focused in investigating and recording data collected from experience of the people, the beliefs that they have and their way of feeling. Qualitative research pay more attention in calculating these data from the experience of the people rather than gathering information obtained from bigger groups (Smith and Lee 1987 :293).



The steps in qualitative research are as per below;



**Figure 3. 3:** Qualitative Research Steps

**Source:** (Ladner, 2008)

As a result of above explanation it is clearly understood that the research of this thesis has been organized in a quantitative way. There are chosen two companies as the research material and a survey is implemented to both of them. The questions in the survey were selected in a very careful way in order to meet the nature of the research.

Since the research question is directly related to the employees, the best way to take results from them was sending a survey, which would be completed by themselves.

In the small company where the survey is implemented there are found around 30 people while in the other company the big one there are found more than 3000 people.

The aim of this research is to get a reply from all the 30 people from the small company and trying to get the same number or more from the big company. The main reason why the researcher chose to implement a survey is because the data that will be collected from the answers of the employees cannot be found anywhere. There exist a number of companies that base their existence on the practice of surveys. Since surveys were found out and till now, are considered really important since they show the desire and the trust essential for organizations to give and take possibly sensitive data, which can be considered as a positive tendency given the sustained competition in the marketplace (Church and Waclawski, 1998:8).

### **3.5 Survey explanation**

The decision for using a survey for this research was taken because data is gathered from the people itself, and the main issue of this research is to find out how important is motivation for the people at work. Surveys have their own strength and weaknesses at the same time. The strengths of a survey can be considered as, being able to gather data from a large number of population. Demographic information can be obtained easily, this is an important point to define the workers. By using surveys, the behaviour and the thoughts of the workers can be easily understood rather than using other methods like observational ones. Surveys can also be considered as comprehensive for the variables that will be used and at the same time they are easy to be implemented, non-costing and very helpful in characterizing the data gathered.

In the other hand there exist also the weaknesses for using a survey in a research. Sometimes they result as not suitable in the sense that people are not able to understand the real meaning of the concepts used in the questions. It happens to face prejudices, either because of the missing answers or because of the way participants behave for the received answers. There can be faced many errors just because the participants choose to answer not write answers and give wrong data only with the intention to confuse the results of the survey.

Lastly, workers filling this survey may face different difficulties such as feeling uncomfortable to express their own character and the way how they behave (Glasow, 2005:1-2). Most of the companies use surveys to measure the satisfaction of their workers and regarding the companies chosen for this research, taking permission to implement my survey was quite easy.

The questions used in this survey are all related to the variables mentioned in the beginning of the study. Most of the questions are taken from the MSQ since they all meet the requirements of this study. There has been used a section of questions for each of the variables used in the research and the answers achieved from the workers will be really helpful in determining the results of the study. The questionnaire starts with questions related to demographic and workers profile. Using these questions in the start is really important since in the end they will be really helpful in understanding the

workers and distinguishing them. The rest of the questions is organized according to the variables mentioned in the beginning of the study and all of them are specific statements, so that it will be more easy for the workers to give a reply. It is also used the option 'Do not apply', 'Indiferent' or 'Neutral' in cases when applicants do not feel to answer a question.

One of the questions is used with a scale from 1-5 which leads the workers to give answers in a more distinct way and at the same time it creates a feeling of the applicants that they have to give at least an answer and they do not have the chance to choose the 'Do not apply' option.

Once the survey was finished it was sent to the companies that will be analyzed. The main purpose of this thesis is to compare the motivation scale in between big and small companies so for this reason the survey is delivered to a small company A composed of 30 people and a big company B composed of more than 3000 of people. The aim is to get all the answers from the whole company A and at least the same number for Company B in order to be able to compare the answers.

The survey was sent one week before to company A and one week later to company B. The survey was delivered to the managers of the company and they were the ones to distribute it among their workers. The answers from company A were received within one week which was a very successful rate and the survey was completed by all the workers. While for Company B it was hard to get data within the first week, only 13 replies were received from the first week and the aim was to receive at least 30 replies in order to be equal with company A. So, this time it was passed in contact with the manager and it was said to explain the importance of the survey also in a verbal way to their workers. After this step, in the second week, the desired number of the responses was achieved.

### **3.6 Ethics**

Ethical standard in a research are very important because of many reasons;

- Firstly, the standards of the ethics give the opportunity to find out the truth and help in preventing the mistakes. Mentioning the fact that it is prohibited

plagiarism and using false data, this helps in lowering the errors and finding out the truth.

- Secondly, during the research the data collected from different companies are always copyrighted and never used in other places. This makes people that are part of the questionnaires feel safe while giving their answers.
- Lastly, expressing the fact that the support of the people taking part in the questionnaires has an important role, pushes them more to like the research project and find good its quality (Resnik, 2015:2).

In this study, all the ethical norms are used. First of all, by completing all the forms required, the survey questions and the information from where they are taken is forwarded to the Ethical Council of Istanbul Aydin University. After their approval, the questionnaire is implemented to the companies chosen for this research.

There is taken permission from the companies where the survey is implemented and it is ensured that the collected data will be used only for this research. The name of the people filling the questionnaire is not mentioned since it is not found ethical for the researcher.

All the data used for this research helped in finding out the truth of how important the motivation is, and all the articles, books and journals used are cited.

Implementing the questionnaire of this study to workers of the companies used, was really well accepted from their side, since it creates a feeling of expressing what you feel while working in this company and at the same time helps them find out what they were really missing while working in their companies.

### **3.7 Limitations**

During this research study there are noticed different limitations that have affected it. As mentioned above, the survey sent to the small company was replied by all the workers but in the big company only 38 people could give an answer to the survey. The possibility to push them for getting more answers was limited because of not having permission to enter the company and contact directly with the workers. Another limitation could be limited budget, because of not having too much budget it was not

able to buy different books and very efficient research reports that their access was denied unless they were bought online. Lastly, time can be considered as a limitation for this research. This study was completed during one semester and the time for completing it was really tight.





## 4. ANALYSIS

In this chapter the main focus will be in the ‘Importance of Motivation in the workplace’ implemented survey and the analyze of the results. Before all of this, it is important to find out if the answers recieved are reliable or not. One of the most used statistics for finding out the reliability of the answers is Cronbach Alpha. Cronbach’s Alpha value is expressed in a value between 0 to 1 and it provides the measurement of the inner consistency. Inner consistency is important because it explains the internal relations that exist in between all the components found in the survey. It is important to find out the validity of the answers before analyzing them for this reason the first step in this chapter was finding out the value of the Cronbach Alpha (Tavakol and Dennick, 2011:2). The result of Cronbach Alpha came out as 0.823 which means the answers are reliable.

**Table 4.1:** Reliability Statistics

<b>Cronbach’s Alpha</b>	<b>Cronach’s Alpha based on Standardized Items</b>	<b>N of items</b>
0.823	0.908	61

### 4.1 Demographic Information

The demographic profile of this thesis is composed of seven questions, each of them an important point of understanding the characteristics of the persons who replied to the survey applied. The survey was sent to two companies, one composed of 30 persons and another composed of more than 3000 of people. From the first company all of the 30 workers replied and from the other company a reply of 38 people was received, in total 68 answers. From the answers taken, 35 of the participants which makes 51.5% were female and 33 of them 48.5% male, we can see that there is not a high difference of the gender participants.

**Table 4.2:** Gender Frequencies of Sample

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Female</b>	35	51.5
<b>Male</b>	33	48.5

According to the age the survey was organized between 20-25, 26-30,31-40, 41-50 and 51-65 years old. The reason of using these ages was so that it can be understood if the age plays a role in valuating motivation at work. From the results taken, the highest percentage of the participants is in the age of 26-30 making a value of 39.7% while the lowest percentage with a value of 4.4% belongs to participants of the age 51-65.

**Table 4.3:** Age Frequencies of Sample

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
<b>20-25</b>	12	17.6
<b>26-30</b>	27	39.7
<b>31-40</b>	20	29.4
<b>41-50</b>	6	8.8
<b>51-65</b>	3	4.4

Education degree is another important demographic information for evaluating the motivation, in this survey it has been used as selective, High-school, Bachelors, Masters Degree, PhD and other. The highest percentage of the participants was Bachelors with a 47.1% value.

**Table 4.4:** Education Status Frequencies of Sample

<b>Education Status</b>	<b>Frequency</b>	<b>Percentage</b>
<b>High School</b>	13	19.1
<b>Bachelor</b>	32	47.1
<b>Master Degree</b>	13	19.1
<b>PhD</b>	1	1.5
<b>Other</b>	9	13.2

In this survey, marital status is also included and according to the results 45.6% of the participants are married while 54.4% are single.



**Table 4.5:** Martial Status Frequencies of Sample

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Married</b>	31	45.6
<b>Single</b>	37	54.4

The last three questions are more related with the work of the participants. An important question of this survey is the one which shows from how many people the company of the participants is composed. From the results it will be easy to compare the big and the small company. 44.1% of the applicants were from the small company and 55.9% from the big company.

**Table 4.6:** Number of Employee Frequencies of Sample

	<b>Frequency</b>	<b>Percentage</b>
<b>10-30</b>	30	44.1
<b>31-100</b>	0	0
<b>101-1000</b>	0	0
<b>1001-3000</b>	0	0
<b>3000&lt;</b>	38	55.9

The period of which workers have spent in a company, is significant in determining the importance of motivation. As a result, a question asking the years passed at the working company was included in the demographic profile. According to the results shown in Table 4.7, most of the participants were working for a period of 1-3 years in the existing company.

**Table 4.7:** Experience Frequencies of Sample

	<b>Frequency</b>	<b>Percentage</b>
<b>1-3 years</b>	47	69.1
<b>4-7 years</b>	15	22.1
<b>8-10 years</b>	4	5.9
<b>10&lt;</b>	2	2.9

The research wants to test the third hypothesis stating that, normal workers and the ones working in administrative staff have different answers for the motivation related questions so a question determining the work position is included. From the results shown in Table 4.8, 63.2% are part of the administrative staff and 36.8% as normal

workers. The below Table 4.8, explains clearly the information of demographic by using the frequency values and the percentage of the applicants.

**Table 4.8:** Status of Employee Frequencies of Sample

	<b>Frequency</b>	<b>Percentage</b>
<b>Administrative Staff</b>	43	63.2
<b>Normal Worker</b>	25	36.8

## 4.2 Testing Hypothesis

In this thesis, there have been assumed three hypothesis and in order to understand their significance they should be tested. The answers received from the survey sent to two companies are analyzed in order to get the results. Demographic information has been used as a raw in order to compare the datas and understand their independence.

For each hypothesis there has been chosen a question from the related variables, the percenatge of each answer from the participants is expressed in a table and its interpretation is done by the researcher. To test the hypothesis, Chi-Square test has been used and to measure its strength Phi and Cramer's V is applied.

Chi-Square test is important because it assists in measuring the independency between two variables and to understand if the assumptions of the researcher are true, the below points should be taken into considerance ;

- There is a rule for the test of significance which says that  $\alpha = .05$  ( Murphy and Myers, 2014:8).
- If  $p \leq 0.05$  there exist a significance in the test and if  $p > 0.05$  there is no significance (Dahiru, 2008:24).
- The expected counts of the cells should not be more than 20% otherwise the data is violated ( Fienberg, 2007:16-17).

Chi-Square test always needs to be tested about its strength so for this reason Cramer's V is applied, which is a type of correlation that can get values of 0 and 1 but it can never be negative.Cramer's V when it gets a value of 0 it means there is no relationship and no assosiation while when it gets a value of 1 means there is relationship and association (McHugh, 2013:147-149).

H<sub>1</sub> : The satisfaction and the motivation factors are associated with the gender.

The first hypothesis in this thesis states that satisfaction and motivation factors are associated with the gender, which means that they are independent. To test this hypothesis it has been a comparison of the answers of satisfaction and motivation related questions with gender.

To prove that these factors are associated with the gender, first it will be found out the percentages of the answers they have given and analyze the Chi-Square Test and Cramer's V so that we can get the proof of the researchers assumption.

The general question of the satisfaction factors is; how satisfied I am with the work I am doing and the proposed answers are rated by the participants as "Very Satisfied (VS), Satisfied (S), Neutral (N), Very Dissatisfied (VD), Dissatisfied (D)". The answer chosen to be tested with the gender is : My colleagues are easy to get friend with.

In total there are 68 participants from which 35 females and 33 males replied to this question. 42.9% of the female participants which makes a number of 15 are very satisfied with the fact that they are happy because their colleagues at work are easy to get friend with. This percentage is found out by dividing the 15 very satisfied answers with the total of the female participants which is 35.

55.6% of the participants very satisfied with their colleagues easy to get friends with are females, this is found out by dividing the 15 females with the total of the very satisfied answers given by both genders which is 27. While 22.1% of the participants are female and they are very satisfied, this percentage is found out by dividing the 15 very satisfied females with the grand total of all the participants which is 68.

By doing the same calculations for male it is found out that; the highest selected answer of the males related to the mentioned question is : satisfied, with a number of 20 participants. 60.6% of the male participants are satisfied, again 60.6% of the participants satisfied are male and 29.4% of participants are male and are satisfied.

All this data is expressed in the Level of satisfaction regarding colleagues Table 4.9;

**Table 4.9:** Level of satisfaction regarding colleagues

How satisfied I am with the work i am doing; My colleagues are easy to get friend with							Total
		VS	S	N	VD	D	
Female	Count	15	13	3	2	2	35
	% within Gender	42.9%	37.1%	8.6%	5.7%	5.7%	100%
	% within my colleagues are easy to get friend with	55.6%	39.4%	100%	100%	66.7%	51.5%
	% of Total	22.1%	19.1%	4.4%	2.9%	2.9%	51.5%
Male	Count	12	20	0	0	1	33
	% within Gender	36.4%	60.6%	0.0%	0.0%	3.0%	100%
	% within My colleagues are easy to get friend with	44.4%	60.6%	0.0%	0.0%	33.3%	48.5%
	% of Total	17.6%	29.4%	0.0%	0.0%	1.5%	48.5%
Total	Count	27	33	3	2	3	68
	% within Gender	39.7%	48.5%	4.4%	2.9%	4.4%	100%
	% within My colleagues are easy to get friend with	100%	100%	100%	100%	100%	100%
	% of Total	39.7%	48.5%	4.4%	2.9%	4.4%	100%

As it can be noticed from the results seen in Table 4.9, both genders are satisfied with the fact of their colleagues being easy to get friend with. Since this table is not enough Chi-Square test is also applied to find out if the hypothesis is associated or not and its strength is tested by Cramer's V.

**Table 4.10:** Chi-Square Test for Colleagues Satisfaction

	Value	Df	Asymp.Sig. 2-
Pearson Chi-Square	7.009	7.009	.131
Likelihood Ratio	9.043	9.043	.060
Linear-by-Linear	.837	.837	.360
N of Valid Cases	68		

**Note:** 6 cells (60% ) have expected count less than 5. The minimum expected count is. 97.

Chi-Square value is 7.009 which gives a p-value of .131 % which is > than our alpha .05. The first thing noticed from the results is the % of the expected counts. If it is more than 20% it means that the data is violated and the gender is not associated. As it can be seen from our results 60% of the cells have expected count less than 5 so, since 60%>20% the data is violated and the values are associated to each other which means that they are independent.

As explained in the beginning of this chapter the Chi-Square result should be strengthened so for this reason Cramer’s V is applied and the results are as per below;

**Table 4.11:** Cramer’s V for Colleagues Satisfaction

	<b>Value</b>	<b>Approx. Significance</b>
<b>Nominal by Nominal Phi</b>	.323	.131
<b>Cramer’s V</b>	.323	.131
<b>N of Valid Cases</b>	68	

As explained the Cramer’s V value can be 0 or 1, if it is 0 the results are not significant and when it is 1 or more there is significance. From Table 4.11 Cramer’s V value is .323 which make 32.3 % and it means that the assumption of our Chi-Square test is strong and this agrees with our null hypothesis, the satisfaction factors are associated with the gender.

The second answer which will be tested is related with the internal motivation factors and the gender. An assumption is used by the researcher and it is required from the applicants to fill it according to the level of satisfaction. The assumption states that; Below determinants are important for my work motivation and the proposed answers are rated by the participants as “Very Satisfied (VS), Satisfied (S), Neutral (N), Very Dissatisfied (VD), Dissatisfied (D)”. The answer chosen to be tested with the gender is : Appreciation Given.

The answers of the participants are ranked in percentages and organized in Table 4.12 by using all the rules mentioned in the beginning of this chapter.

The Internal motivation association with gender table would be interpreted as ;

For female gender ;

- The highest selected answer of the females related to the mentioned question is: very dissatisfied, with a number of 25 participants.
- 71.4% of the female participants are very dissatisfied.
- 55,6% of the participants dissatisfied are female.
- 36.8 % of participants are female and are very dissatisfied.

For Male Gender ;

- The highest selected answer of the females related to the mentioned question is: very dissatisfied, with a number of 20 participants.
- 60.6 % of the male participants are very dissatisfied.
- 44.4% of the participants dissatisfied are female.
- 29.4 % of participants are female and are very dissatisfied

**Table 4.12:** Internal motivation association with gender

<b>Below determinants are important for my work motivation; Appreciation Given</b>							<b>Total</b>
		<b>VS</b>	<b>S</b>	<b>N</b>	<b>VD</b>	<b>D</b>	
<b>Female</b>	<b>Count</b>	2	1	1	25	6	35
	<b>% within Gender</b>	5.7%	2.9%	2.9%	71.4%	17.1%	100%
	<b>% within Appreciation given</b>	50.0%	100%	50.0%	55.6%	37.5%	51.5%
	<b>% of Total</b>	2.9%	1.5%	1.5%	36.8%	8.8%	51.5%
<b>Male</b>	<b>Count</b>	2	0	1	20	10	33
	<b>% within Gender</b>	6.1%	0.0%	3.0%	60.6%	30.3%	100%
	<b>% within Appreciation given</b>	50.0%	0.0%	50.0%	44.4%	62.5%	48.5%
	<b>% of Total</b>	2.9%	0.0%	1.5%	29.4%	14.7%	48.5%
<b>Total</b>	<b>Count</b>	4	1	2	45	16	68
	<b>% within Gender</b>	5.9%	1.5%	2.9%	66.2%	23.5%	100%
	<b>% within Appreciation given</b>	100%	100%	100%	100%	100%	100%
	<b>% of Total</b>	5.9%	1.5%	2.9%	66.2%	23.5%	100%

Taking in consideration these results it is obvious that gender and this internal motivation factor are associated with each other but to prove the results the Chi-Square test is applied and to strengthen its value Cramer's V is analyzed.

**Table 4.13:** Chi-Square Test for Appreciation Given

	<b>Value</b>	<b>Df</b>	<b>Asymp.Sig. 2-</b>
<b>Pearson Chi-Square</b>	2.499	4	.645
<b>Likelihood Ratio</b>	2.895	4	.576
<b>Linear-by-Linear</b>	.612	1	.434
<b>N of Valid Cases</b>	68		

**Note :** 6 cells (60 %) have expected count less than 5. The minimum expected count is. 49.

Chi-Square value is 2.499 which gives a p-value of 64.5% which is more than  $>.05$ . As it can be seen from our results in Table 4.13, 60% of the cells have expected count less than 5 so, the data is violated and the values are associated to each other which means that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4. 14:** Cramer's V for Appreciation Given

	<b>Value</b>	<b>Approx. Significance</b>
<b>Nominal by Nomominal Phi</b>	0.192	0.645
<b>Cramer's V</b>	0.192	0.645
<b>N of Valid Cases</b>	68	

As seen in Table 4.14 the Cramer's V has a value or .192 , this value as it can be seen is more than 1 so automatically it strengthens the result of the Chi-Square test since the gender is associated. Another tested answer with the gender is related with external motivation variable and it is formulated as : Below factors are important for my working at this company. Range from 1 to 5 (1 is the most important and 5 the least). The question itself expresses how useful the data purchased from the answers will be since it is a crucial point for the staying of the worker in the existent company. The answer used is : The social services provided. Participants will rate the social services according to its importance. Results are gathered in Table 4.15 and they are expressed in percentage. Importance of Social Service provided percentage table is explained as per below according to both genders;

For Female gender ;

- The highest selected answer of the females related to the social services provided is: 1 (very important), with a number of 14 participants out of 35.
- 40.0% of the female participants finds social services provided as very important.
- 45.5% of the participants finding social services provided are male.
- 20.6 % of participants are female and find social services provided very important.

For Male gender ;

- The highest selected answer of the males related to the mentioned question is: 5 (least important), with a number of 10 participants out of 33.
- 30.3 % of the male participants find as the least important the social services provided.
- 45.5% of the participants least important are male.
- 14.7% of participants are male and find social services provided as least important.

Analyzing this data, it looks like the gender is not associated with the external motivation factor since females find social services provided as very important and males find it as the least important. Commenting these results only by taking a look at Table 4.15 is not valuable so for this reason the researcher has applied the Chi-Square test and together with it the Cramer's V table is presented



**Table 4.15:** Importance of Social Service provided

Below factors are important for my working at this company. Range from 1-5 ( 1 is the most important and 5 is the least) : Social Services Provided							Total
		1	2	3	4	5	
Female	Count	14	2	3	4	12	35
	% within Gender	40.0%	5.7%	8.6%	11.4%	34.3%	100%
	% within social services provided	73.7%	22.2%	30.0%	50.0%	54.5%	51.5%
	% of Total	20.6%	2.9%	4.4%	5.9%	14.7%	48.5%
Male	Count	5	7	7	4	10	33
	% within Gender	15.2%	21.2%	21.2%	12.1%	30.3%	100%
	% within social services provided	26.3%	77.8%	70.0%	50.0%	45.5%	48.5%
	% of Total	7.4%	10.3%	10.3%	5.9%	14.7%	48.5%
Total	Count	19	9	10	8	22	68
	% within Gender	27.9%	13.2%	14.7%	11.8%	32.4%	100%
	% within social services provided	100%	100%	100%	100%	100%	100%
	% of Total	27.9%	13.2%	14.7%	11.8%	32.4%	100%

**Table 4.16:** Chi-Square Test for social services provided according to gender

	Value	Df	Asymp.Sig. 2-
<b>Pearson Chi-Square</b>	8.772	4	.067
<b>Likelihood Ratio</b>	9.150	4	.057
<b>Linear-by-Linear</b>	.457	1	.499
<b>N of Valid Cases</b>	68		

**Note :** 5 cells (50 %) have expected count less than 5. The minimum expected count is 3.88.

Chi-Square value is 8.772 which gives a p-value of .067 which is more than  $>.05$ . The first thing to be seen in Table 4.16, is again the percentage of the cells that are counted less than 5. As it can be seen from our results 50% of the cells have expected count less than 5 so, the data is violated and the values are associated to each other which means that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4.17:** Cramer’s V for social services provided according to gender

	<b>Value</b>	<b>Approx. Significance</b>
<b>Nominal by Nominal Phi</b>	.359	.067
<b>Cramer’s V</b>	.359	.067
<b>N of Valid Cases</b>	68	

As seen in Table 4.17, the Cramer’s V has a value of .359, more than 3 so it completely strengthens the result of the Chi-Square since the gender is associated. From these results it is understood that hypothesis should always be tested in order to understand their validity otherwise the results taken will not be trustful.

H<sub>2</sub>: There is a relation in the evaluation that the big and the small company does to motivation factors, engagement and satisfaction.

This hypothesis is very important for this research since it is closely related to the topic of this thesis, a comparison of the answers of the big and the small company. The results are very valuable since they will show how important motivation is and how it is valued in different sized companies. So in order to prove their importance, the answers of the applicants from a big and a small company are tested.

From each variable used for the survey a question is tested to find out if all of these factors should be evaluated from both companies and does the size of the company affects motivation. The first question is related with internal motivation and it is formulated as: ‘Below determinants are important for my work motivation’. The answer chosen to be tested is related with the ‘Autonomy’ of the workers at work. It is given the chance to the applicants to range their answers according to its importance for their work motivation as; Completely Unimportant (CU), Unimportant (U), Do not apply (DNA), Relatively Important (RI) and Very Important (VI).

The results in percentage are showed in Table 4.18 and are explained as per below;

From an analyze of the results taken from the Importance of Autonomy in Motivation table, both of the companies, the big and the small one have given as an answer, autonomy is ‘Relatively important’ for motivation. The answers of each company are expressed in percentages and they are explained as per below.

For the small company;

- 14 people out of 30 have given the highest answer to relatively important for autonomy.
- 46.7% of the small company have found autonomy as relatively important
- 35.0% of the participants finding autonomy as relatively important are from the small company
- 20.6% of the participants are from the small company and they find autonomy as relatively important

For the big company;

- 26 of the people out of 38 have given the highest answer to relatively important for autonomy.
- 68.4% of the big company have found autonomy as relatively important
- 65.0% of the participants finding autonomy as relatively important are from the big company
- 38.2% of the participants are from the big company and they find autonomy as relatively important

Commenting the above results, both of the companies would value autonomy as relatively important for motivation. It looks like both of the companies are associated with the motivation and the hypothesis will come out true. Everything will depend on the result taken by Chi-Square test. Chi-Square test as explained in the beginning of the chapter, it should always be strengthened so for this reason Cramer's V is found out.

**Table 4.18:** Importance of Autonomy in Motivation

Below determinants are important for my work motivation: Autonomy							Total
		CU	U	DNA	RI	VI	
Small Company	Count	3	3	2	14	8	30
	% within your company is composed of	10.0%	10.0%	6.7%	46.7%	26.7%	100%
	% within autonomy	100%	50.0%	25.0%	35.0%	72.7%	44.1%
	% of Total	4.4%	4.4%	2.9%	20.6%	11.8%	44.1%
Big Company	Count	0	3	6	26	3	38
	% within your company is composed of	0.0%	7.9%	15.8%	68.4%	7.9%	100%
	% within autonomy	0.0%	50.0%	75.0%	65.0%	27.3%	55.9%
	% of Total	0.0%	4.4%	8.8%	38.2%	4.4%	55.9%
Total	Count	3	6	8	40	11	68
	% within your company is composed of	4.4%	8.8%	11.8%	58.8%	16.2%	100%
	% within autonomy	100%	100%	100%	100%	100%	100%
	% of Total	4.4%	8.8%	11.8%	58.8%	16.2%	100%

Application of Chi-Square test and Cramer's V;

**Table 4.19:** Chi-Square test for Autonomy

	Value	Df	Asymp.Sig. 2-sided
<b>Pearson Chi-Square</b>	10.071	4	.039
<b>Likelihood Ratio</b>	11.323	4	.023
<b>N of Valid Cases</b>	68		

**Note :** 7 cells (70 %) have expected count less than 5. The minimum expected count is 1.32.

Chi-Square value is 10.071 which gives a p-value of .039 which is less than <.05. But as it can be seen from our results in Table 4.19, 70% of the cells have expected count less than 5 so, the data is violated and the values are associated to each other which means that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4.20:** Cramer's V for Autonomy

	Value	Approx. Significance
Nominal by Nominal Phi	.385	.039
Cramer's V	.385	.039
N of Valid Cases	68	

As seen in Table 4.20, the Cramer's V has a value of .385 which strengthens the result of the Chi-Square stating that the companies are associated with one another when it is about autonomy.

Next question tested derives from external motivation factors and it will be tested according to the results of the both companies. The question used is again an important data for this thesis : ' Below factors are important for my working at this company. Range from 1-5 according to their importance (1 is the most important and 5 is the least). The answer chosen to be tested according to its importance is : Promotions given. Promotions play an important role in leading people to do something and the answers taken from the participants will assist in the results of this thesis. Ranking of promotions given from the workers is expressed in % from both companies as per below;

For the small company ;

- The highest answer selected from the small company is 1 ( very important) and 11 people out of 30 have chosen it.
- 36.7% of the small company find promotions given as very important for motivation
- 57.9% of the participants finding promotions given as very important are from the small company.
- 16.2% of the participants are from the small company and they find promotions given as very important.

For the big company ;

- The highest answer selected from the big company is 5 ( less important) and 13 people out of 38 have chosen it.
- 34.2% of the big company find promotions given as less important for motivation.

- 68.4% of the participants finding promotions given as less important are from the big company
- 19.1% of the participants are from the big company and they find promotions given as less important.

**Table 4.21:** Importance of Promotions given in motivation

Below factors are important form y working at this company. Range from 1-5 ( 1 is the most important and 5 is the least) : Promotions Given							Total
		1	2	3	4	5	
Small company	Count	11	3	6	4	6	30
	% within your company is composed of	36.7%	10.0%	20.0%	13.3%	20.0%	100%
	% within promotions given	57.9%	33.3%	54.5%	40.0%	31.6%	44.1%
	% of Total	16.2%	4.4%	8.8%	5.9%	8.8%	44.1%
Big Company	Count	8	6	5	6	13	38
	% within your company is composed of	21.1%	15.8%	13.2%	15.8%	34.2%	100%
	% within promotions given	42.1%	66.7%	45.5%	60.0%	68.4%	55.9%
	% of Total	0.0%	4.4%	8.8%	38.2%	4.4%	55.9%
Total	Count	19	9	11	10	19	68
	% within your company is composed of	27.9%	13.2%	16.2%	14.7%	27.9%	100%
	% within promotions given	100%	100%	100%	100%	100%	100%
	% of Total	27.9%	13.2%	16.2%	14.7%	27.9%	100%

It is strange but it looks like both companies gave different answers for the importance of promotions given and testing these results with the Chi-Square test and Cramer's V would be really helpful to get a clear understanding.

**Table 4.22:** Chi-Square test for promotions given

	<b>Value</b>	<b>Df</b>	<b>Asymp.Sig. 2-</b>
<b>Pearson Chi-Square</b>	3.653	4	.455
<b>Likelihood Ratio</b>	3.686	4	.450
<b>N of Valid Cases</b>	68		

**Note :** 3 cells (30 %) have expected count less than 5. The minimum expected count is 3.97.

Chi-Square value is 3.653 which gives a p-value of .455 which is more than  $>.05$ . As it can be seen from our results in Table 4.22, 30% of the cells have expected count less than 5 so, the data is violated and the values are associated to each other which means that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4.23:** Cramer's V for Promotions given

	<b>Value</b>	<b>Approx. Significance</b>
<b>Nominal by Nominal Phi</b>	.232	.455
<b>Cramer's V</b>	.232	.455
<b>N of Valid Cases</b>	68	

As seen in Table 4.23, the Cramer's V has a value or .232 which strengthens the result of the Chi-Square since the companies are associated.

Satisfaction is an important part for motivation so a question from its factors will be tested by using the answers of the participants in the big and the small company. The question used is formulated as : ' How Satisfied I am with the work I am doing' . Satisfaction is a closely related variable with motivation so also the gathered data would be really helpful to get clear results. The answer chosen to be tested is : 'Being congratulated when I do my job' and it is ranked from the participants as ; Very Satisfied (VS), Satisfied (S), Neutral (N), Very Dissatisfied(VD) and Dissatisfied (D). All the gathered data are analyzed in percentages as per below

For the small company;

- The highest answer selected from 11 people out of 30 related to being congratulated with the work done is Very satisfied.
- 36.7% of the small company find being congratulated as very satisfying.

- 52.4% of the participants finding being congratulated as very satisfying are from the small company.
- 16.2% of the participants are from the small company and they find being congratulated as very satisfying.

For the big company;

- The highest answer selected from 15 people out of 38 related to being congratulated with the work done is satisfied.
- 39.5% of the big company find being congratulated as satisfying.
- 65.2% of the participants finding being congratulated as satisfying are from the big company.
- 22.1% of the participants are from the big company and they find being congratulated as satisfying.

Being congratulated is an action that motivates people emotionally not only in the work field, so it is not strange that both companies have valued being congratulated as Satisfied. Chi-Test Square and Cramer's V are both used to test these answers and the results are also interpreted.



**Table 4.24:** Importance of being congratulated

How Satisfied i am with the work i am doing? : Being Congratulated when i do my job well							Total
		VS	S	N	VD	D	
Small Company	Count	11	8	7	0	4	30
	% within your company is composed of	36.7%	26.7%	23.3%	0.0%	13.3%	100%
	% within being congratulated	52.4%	34.8%	50.0%	0.0%	66.7%	44.1%
	% of Total	16.2%	11.8%	10.3%	0.0%	5.9%	44.1%
	Count	10	15	7	4	2	38
Big Company	% within your company is composed of	26.3%	39.5%	18.4%	10.5%	5.3%	100%
	% within being congratulated	47.6%	65.2%	50.0%	100.0%	33.3%	55.9%
	% of Total	14.7%	22.1%	10.3%	5.9%	2.9%	55.9%
	Count	21	23	14	4	6	68
Total	% within your company is composed of	30.9%	33.8%	20.6%	5.9%	8.8%	100%
	% within being congratulated	100%	100%	100%	100%	100%	100%
	% of Total	30.9%	33.8%	20.6%	5.9%	8.8%	100%

Chi-Square test and Cramer's V is application;

**Table 4.25:** Chi-Square test for the importance of Being congratulated

	Value	Df	Asymp.Sig. 2-
<b>Pearson Chi-Square</b>	5.986	4	.200
<b>Likelihood Ratio</b>	7.494	4	.112
<b>N of Valid Cases</b>	68		

**Note:** 4 cells (40 %) have expected count less than 5. The minimum expected count is 1.76.

Chi-Square value is 5.986 which gives a p- value of .200 which is more than  $>.05$ . As it can be seen from our results in Table 4.25, 30% of the cells have expected count less than 5 so, the data is violated and the values are associated to each other which means that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4.26:** Cramer's V for the importance of being congratulated

	Value	Approx. Significance
Nominal by Nominal Phi	.297	.200
Cramer's V	.297	.455
N of Valid Cases	68	

As seen in Table 4.26, the Cramer's V has a value of .297 which strengthens the result of the Chi-Square test. The Hypothesis assumed by the researcher is true and as a result being congratulated does not depend on a company's size.

Last question which data will be analyzed for this hypothesis is related with the engagement variable of this study. The question is formulated as: 'The below determinants encourage me to work better'. The answer chosen to be tested is: 'Being independent in the way how to organize my job'. The applicants can select the answers according to the level of inspiration they give like: Do not Inspire at all (DNI), Inspire (I), Somewhat Inspiring (I), Very Inspiring (VI). Data are tested by taking as example the answers of the big and the small company and the results are expressed in percentages in Table 4.27, and they are interpreted as per below;

For the small company;

- The highest percentage of the answers from the small company is given to Somewhat inspiring, 14 people out of 30.
- 46.7% of the small company find Independency in job organizing as somewhat inspiring
- 38.9% of the participants finding Independency in job organizing as somewhat inspiring are from the small company
- 20.6% of the participants are from the small company and they find job organizing as somewhat inspiring.

For the big company;

- The highest percentage of the answers from the big company is given to Somewhat inspiring, 22 people out of 38.
- 57.9% of the big company find Independency in job organizing as somewhat inspiring

- 61.1% of the participants finding Independency in job organizing as somewhat inspiring are from the big company
- 32.4% of the participants are from the big company and they find job organizing as somewhat inspiring.

**Table 4.27:** Importance of being independent at work organizing

The below determinants encourage me to work better: Being independent in the way how to organize my job						Total
		DNI	I	SI	VI	
Small Company	Count	3	7	14	6	30
	% within your company is composed of % within	10.0%	23.3%	46.7%	20.0%	100%
	Independency at work	75.0%	36.8%	38.9%	66.7%	44.1%
	% of Total	4.4%	10.3%	20.6%	8.8%	44.1%
Big Company	Count	1	12	22	3	38
	% within your company is composed of % within	2.6%	31.6%	57.9%	7.9%	100%
	Independency at work	25.0%	63.2%	61.1%	33.3%	55.9%
	% of Total	1.5%	17.6%	32.4%	4.4%	55.9%
Total	Count	4	19	36	9	68
	% within your company is composed of % within	5.9%	27.9%	52.9%	13.2%	100%
	Independency at work	100%	100%	100%	100%	100%
	% of Total	5.9%	27.9%	52.9%	13.2%	100%

To test the hypothesis Chi-Square test and Cramer's V is applied

**Table 4.28:** Chi-Square test for Independency at Work organizing

	Value	Df	Asymp.Sig. 2-
<b>Pearson Chi-Square</b>	4.211	3	.240
<b>Likelihood Ratio</b>	4.247	3	.236
<b>N of Valid Cases</b>	68		

**Note :** 3 cells (37.5 %) have expected count less than 5. The minimum expected count is 1.76.

Chi-Square value is 4.211 which gives a p-value of .240 which is more than >.05. As it can be seen from our results in Table 4.28, 30% of the cells have expected count less

than 5 so, the data is violated and the values are associated to each other which means that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4.29:** Cramer's V for Independency at Work organizing

	Value	Approx. Significance
Nominal by Nominal Phi	.249	.240
Cramer's V	.249	.240
N of Valid Cases	68	

As seen in Table 4.29, the Cramer's V has a value or .249 which strengths the result of the Chi-Square since the companies are associated. As a result Independency in the work organizing is important for workers working in different companies, this makes the hypothesis of the researcher true.

H<sub>3</sub> :The ranking of the motivation factors in between the manager and normal workers is different.

Another important demographic used in the survey is the position workers occupy in their existing jobs. Normal workers and the administrative staff have different conditions of work such as, normal workers have a smaller wage than the administrative staff, administrative staff can lead the workers ,they can take important decisions etc... For this reason the researcher assumed that these two types of demographics would give different answers to the motivation factors and they are not associated with one another.

To test this hypothesis there have been selected some answers of the internal and external motivations and their results have been analyzed in the same way as above. The first question comes from the internal motivation and it is formulated as : 'Below determinants are important for my work motivation'. The question itself stresses the importance it will give to the researcher in order to come up with results. The answer to be tested is: ' Job Responsibilities' and the applicants can select their answer as : Completely Unimportant (CU), Relatively Unimportant (RU), Do not Apply (DNA), Relatively Important (RI) and Very Important (VI). The percentages of the answers of all the participants are analyzed and presented in Table 4.30 and interpreted as per below ;

For the administrative staff ;

- The highest percentage of the answers from the administrative staff is given to Relatively Important, 33 people out of 43.
- 76.7% of the administrative staff find Job responsibility as Relatively Important
- 70.2% of the participants finding Job responsibility as Relatively Important are from the administrative staff.
- 48.5% of the participants are from the administrative staff and they find Job responsibility as Relatively Important.

For the normal workers;

- The highest percentage of the answers from the normal workers is given to Relatively Important, 14 people out of 25.
- 56.0% of the normal workers find Job responsibility as Relatively Important
- 29.8% of the participants finding Job responsibility as Relatively Important are normal workers.
- 20.6% of the participants are normal workers and they find Job responsibility as Relatively Important.

**Table 4.30:** Importance of job responsibilities in motivation

The below determinants are important for my work motivation: Job Responsibilities						Total	
		CU	RU	DNA	RI	VI	
Administrative Staff	Count	1	3	2	33	4	43
	% within select your position	2.3%	7%	4.7%	76.7%	9.3%	100%
	% within job responsibilities	50.0%	60.0%	50.0%	70.2%	40%	63.2%
	% of Total	1.5%	4.4%	2.9%	48.5%	5.9%	63.2%
Normal Worker	Count	1	2	2	14	6	25
	% within select your position	4.0%	8.0%	8.0%	56.0%	24.0%	100%
	% within job responsibilities	50.0%	40.0%	50.0%	29.8%	60.0%	36.8%
	% of Total	1.5%	2.9%	2.9%	20.6%	8.8%	36.8%
Total	Count	2	5	4	47	10	68
	% within select your position	2.9%	7.4%	5.9%	69.1%	14.7%	100%
	% within job responsibilities	100%	100%	100%	100%	100%	100%
	% of Total	2.9%	7.4%	5.9%	69.1%	14.7%	100%

From this analyze it is understood that the position of the workers is associated with motivation and this makes the assumed hypothesis as non working. The comments of the researcher would not be enough to test this hypothesis so both Chi-Square test and Cromer's V are applied.

**Table 4. 31:** Chi-Square test for Job Responsibilities

	Value	Df	Asymp.Sig. 2-
<b>Pearson Chi-Square</b>	3.781	4	.436
<b>Likelihood Ratio</b>	3.687	4	.450
<b>Linear-by-Linear Association</b>	.038	1	.845
<b>N of Valid Cases</b>	68		

**Note :** 7 cells (70 %) have expected count less than 5. The minimum expected count is. 74.

Chi-Square value is 3.781 which gives a p-value of .436 which is more than  $>.05$ . As it can be seen from our results in Table 4.31, 70% of the cells have expected count less than 5 so, the data is violated and the values are associated to each other which means

that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4. 32** : Cramer's V for Job Responsibilities

	Value	Approx. Significance
Nominal by Nomominal Phi	.236	.436
Cramer's V	.236	.436
N of Valid Cases	68	

As seen in Table 4.32, the Cramer's V has a value or .236 which strengths the result of the Chi-Square since the status of the workers is not dependent in the case of job responsibilities for motivation so the hypothesis is denied.

Next question to be analyzed for this hypothesis is related with external motivation and the way how employees evaluate it according to the status they posses. The question is formulated as : ' Below factors are important for my working at this company. Range from 1-5 ( 1 is the most important and 5 is the least)'. The answer to be analyzed is : ' The way company policies are put into practice'. The datas are analyzed and the percentages are arranged in a table and they are interpreted as per below;

For the administrative staff ;

- The administrative staff has given the highest percentage to 2 (relatively important) 11 people out of 43.
- 25.6% of the administrative staff find the way how policies are applied as Relatively Important
- 84.6% of the participants finding the way how policies are applied as Relatively Important are from the administative staff.
- 16.2% of the participants are from the administrative staff and they find the way how policies are applied as Relatively Important

For the normal workers;

- The normal workers have given the highest percentage to 5 (less important) 9 people out of 25.

- 36.0% of the administrative staff find the way how policies are applied as Less Important.
- 50.0% of the participants finding the way how policies are applied as Less Important are normal workers.
- 13.2% of the participants are normal workers and they find the way how policies are applied as Less Important

**Table 4. 33** : Importance of the way policies are applied in a company

Below factors are important for my working at this company. Range from 1-5 ( 1 is the most important and 5 is the least) : The Way company policies are put into practice							Total
		1	2	3	4	5	
<b>Administrative Staff</b>	<b>Count</b>	11	11	6	6	9	43
	<b>% within select your position</b>	25.6%	25.6%	14.0%	14.0%	20.9%	100%
	<b>% within policies into practice</b>	68.8%	84.6%	85.7%	42.9%	50.0%	63.2%
	<b>% of Total</b>	16.2%	16.2%	8.8%	8.8%	13.2%	63.2%
<b>Normal Worker</b>	<b>Count</b>	5	2	1	8	9	25
	<b>% within select your position</b>	20.0%	8.0%	4.0%	32.0%	36.0%	100%
	<b>% within policies into practice</b>	31.3%	15.4%	14.3%	57.1%	50.0%	36.8%
	<b>% of Total</b>	7.4%	2.9%	1.5%	11.8%	13.2%	36.8%
<b>Total</b>	<b>Count</b>	16	13	7	14	18	68
	<b>% within select your position</b>	23.5%	19.1%	10.3%	20.6%	25.6%	100%
	<b>% within policies into practice</b>	100%	100%	100%	100%	100%	100%
	<b>% of Total</b>	23.5%	19.1%	10.3%	20.6%	26.5%	100%

From these results it looks like the position of the workers is dependent but in order to test the hypothesis Chi-Square test and Cramer’s V is applied.



**Table 4. 34:** Chi-Square test for the way how policies are applied

	<b>Value</b>	<b>Df</b>	<b>Asymp.Sig. 2-sided</b>
<b>Pearson Chi-Square</b>	8.144	4	.086
<b>Likelihood Ratio</b>	8.593	4	.072
<b>Linear-by-Linear Association</b>	3.854	1	.050
<b>N of Valid Cases</b>	68		

**Note:** 3 cells (30 %) have expected count less than 5. The minimum expected count is 2.57.

Chi-Square value is 8.144 which gives a p-value of .086 which is more than  $>.05$ . As it can be seen from our results in Table 4.34, 30% of the cells have expected count less than 5 so, the data is violated and the values are associated to each other which means that they are independent. To strengthen these results Cramer's V is applied as per below.

**Table 4. 35:** Cramer's V for Job Responsibilities

	<b>Value</b>	<b>Approx. Significance</b>
<b>Nominal by Nomominal Phi</b>	.346	.086
<b>Cramer's V</b>	.346	.086
<b>N of Valid Cases</b>	68	

As seen in Table 4.35, the Cramer's V has a value or .346 which strengths the result of the Chi-Square since the status of the workers is not dependent in the case of job responsibilities for motivation so the hypothesis is denied. With this question it is concluded the last hypothesis and as per results the status workers have at work is not related with the motivation factors. This makes the researchers hypothesis become unvalid.



## 5. CONCLUSION

Theories of motivation used in this research state that motivation is closely related with the engagement and satisfaction of employees. Motivation cannot be seen so it is important to measure it. Internal and External motivation, satisfaction and engagement variable related hypothesis have been tested in order to get into results. According to the first hypothesis, the motivation factors are associated with the gender, the results have shown that it is true. In the comparement done to motivation and satisfaction related questions similiar results have been achieved. Being satisfied with the fact that my colleagues are easy to get friend with is evaluated by the gender as important. The workers do care about the atmosphere that is found in a company and this may lead to the suggestion that managers should organize events of interaction in between workers so that the relationships will get warmer.

The results of the evaluation that the gender gives to the appreciation given is very dissatisfied, which means that in the current working job both gender are dissatisfied with the fact that no appreciation is given to them and the work that they are doing. This brings out the result that inner motivation plays an important role for the employee and the managers should pay attention in this point, since inner motivation is one of the most important variables for the productivity of an employee.

Results of the survey have shown the external motivation factor as not easy to be understood for the reliability of the gender, since females have evaluated the social services provided as very important factor for their motivation while male gender has evaluated it as the least important. But still the strength model Chi-Square test has proved that there is not significant difference in the gender related to the social services provided.

The second hypothesis of this research states that all the motivation factors including satisfaction and engagement should be considered according to the big and the small company. From the survey result of the inner motivation variable

related question autonomy, it has been concluded that both types of the companies have evaluated the autonomy given as a relative important determinant for increasing their motivation at work. Employees need to have the feeling of being independent while working and the managers should evaluate it.

Another question tested from the survey is the importance that the employee of two different companies gives to the promotions given. It is a determinant coming out from the external motivation and the results show it as very important for the small company and less important for the big company but the Chi-square test finds it as not strong enough not to be associated so as a matter of fact promoting workers at work should be evaluated by both companies.

Results of the satisfaction variable related question concluded that employees evaluated the fact of being congratulated for the work i do as very satisfied by both companies, which means that this determinant plays a considerable importance for the motivation of the employees. A congratulated worker performs his job better and is more productive and this helps us to conclude that a satisfied worker can be considered as a motivated worker and these two variables are connected to each other.

There exist different methods to encourage a worker to perform better, one of these ways is the fact of being able to organize the job in the way they want. This question was tested in the survey and the results have shown that both companies have ranked it as somewhat inspiring. The Chi-Square result have strengthened it and as a matter of fact there exist a relation in the engagement variable of the both companies.

According to the researcher motivation factors are valuated differently when compared to the administrative staff and the normal workers. This creates the third hypothesis tested for this research. The results have shown that motivation factors do not depend on the position workers occupy and they all evaluate it the same no matter the status they have in the company.

Results of this research conclude that motivation factors play an important role for all the workers no matter the gender they are, the status they have or the size of the

company they are working in. A motivated worker can be happy, can love its job, can be more engaged into work and this increases its productivity and leads to a better performance.





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## APPENDICES

### Appendix A

Crucial survey component sources;

**Variable :** Internal Motivation

<b>Question 1 :</b>
<b>Below determinants are important for my work motivation ;</b>
The work itself
Interesting customers
Chance to get promoted
Position
Providing research and development
Job Responsibilities
Working for a better future
Appreciation given
Creating Results
Autonomy
Freedom during worktime

**Source:** Filtvedt, R.E. (2016). Motivation and job satisfaction: does Herzberg's" two-factor" theory apply to knowledge workers of today? (Master's thesis, Norwegian University of Life Sciences, Ås).

<b>Question 2 :</b>
<b>The following statements are relevant to me ;</b>
Putting on practice my abilities
The feeling of accomplishment i get from the job
Being asked for my opinion in important decissions taken
Being able to work with confidence
Finding interesting the work i do
Having the chance to make a good career with the work i do
The chance to lead others

**Source :** Weiss, D.J., Dawis, R.V. and England, G.W. (1967). Manual for the Minnesota Satisfaction Questionnaire. Minnesota studies in vocational rehabilitation

**Variable :** External Motivation

<b>Question 1 :</b>
<b>Below factors are important for my working at this company. Range from 1-5 (1 is the most important and 5 the least).</b>
Salary
Job Security
Good Working Conditions
The way company policies are put into practice
Promotions given
Finding my job steady
Social Service provided

**Source :** Weiss, D.J., Dawis, R.V. and England, G.W. (1967). Manual for the Minnesota Satisfaction Questionnaire. Minnesota studies in vocational rehabilitation



<b>Question 2 :</b>
<b>The below demands make me unmotivated when missing;</b>
Nowadays wage level
Flexible worktime
Work understanding
Position
Work insurance
Work conditions
Creating diversity
Expanding knowledge

**Source :** Filtvedt, R.E. (2016). Motivation and job satisfaction: does Herzberg's" two-factor" theory apply to knowledge workers of today? (Master's thesis, Norwegian University of Life Sciences, Ås).

**Variable:** Satisfaction

<b>Question 1 :</b> <b>How satisfied I am with the work I am doing?</b>
My colleagues are easy to get friend with
I am free in making my own judgement
Being congratulated when I do my job well
The chance to organize work in my manner
The chance to do different things in my job
The chance to tell others what to do
The chance to make use of my abilities and skills
The chance to have a definite place
The way the company treats its employees
The personal relationship of my boss with his/her employees
Being able to keep busy all the time
How my pay compares with that of the other workers
The chance to do my best at all times
The responsibility of my job

**Source:** Weiss, D.J., Dawis, R.V. and England, G.W. (1967). Manual for the Minnesota Satisfaction Questionnaire. Minnesota studies in vocational rehabilitation

**Variable :** Engagement

<b>Question 1 :</b>
<b>The below determinants encourage me to work better;</b>
The way my co-workers get along with each other
The chance for advancement at this job
The chance to be somebody in my company
Being successful in the work I do
Finding interesting the work I do
The chance to tell other people what to do
Developing my skills
The chance to work alone on the job

**Source :** Weiss, D.J., Dawis, R.V. and England, G.W. (1967). Manual for the Minnesota Satisfaction Questionnaire. Minnesota studies in vocational rehabilitation

## Appendix B: Survey Questionnaire

### IMPORTANCE OF MOTIVATION IN THE WORKPLACE

Thank you for taking time to answer this survey. Its goal is to analyze importance of motivation in the workplace. The survey will take approximately 5-8 minutes, and all answers must be answered before completing.

1) Please Select your gender : Female, Male

2) Please select your age: 20-25

26-30

31-40

41-50

51-65

3) Please Select your education : High – School

Bachelors

Masters

PHD

Other

4) Marital Status : Married, Single

5) Your Company is composed of : 10-30 people, 31<

6) The period you have been working at this company : 1-3 years

4-7 years

8-10 years

7) The position you have at this company : Administrative Staff, Normal Worker

8) Below Determinants are important for my work motivation:

	CU	RU	DNA	RI	VI
The work itself					
Interesting customers					
Chance to get promoted					
Position					
Providing reseach and Development					
Job Responsibilities					
Working for a better future					
Appreciation given					
Creating results					
Autonomy					
Freedom during worktime					

9) The Following statements are relevant to me :

	CU	RU	DNA	RI	VI
Putting on practice my abilities					
The feeling of accomplishment i get from the job					
Being asked for my opinion in important decissions taken					
Being able to work with confidence					
Finding interesting the work I do					
Having the chance to make a good career with the work I do					
The chance to lead other					

10) Below factors are important for my working at this company. Range from 1-5 ( 1 is the most important and 5 is the least).

	1	2	3	4	5
Salary					
Job Security					
Good working conditions					
The way company policies are put into practice					
Promotions given					
Finding my job steady					
Social service provided					

11) The below demands make me unmotivated when missing ;

	SD	D	I	A	SA
Nowadays wage level					
Flexible worktime					
Work understanding					
Position					
Work insurance					
Work conditions					
Changing diversity					
Expanding knowledge					

12) How Satisfied i am with the work i am doing? :

	VS	S	N	VS	D
My colleagues are easy to get friend with					
I am free in making my own judgement					
Being congratulated when I do my job well					
The chance to organize work in my manner					
The chance to do many different thing on the job					
The chance to tell others what to do					
The chance to make use of my abilities and skills					
The chance to have a definite place in the community					
The way the company treats its employees					
The personal relationship between my boss and his/her employees					
The responsibility of my job					
Being able to keep busy all the time					
How my pay compares with that of other workers					
The chance to do my best at all times					



13) The below determinants encourage me to work better;

	DNI	I	SI	VI
Relationship with my working colleagues				
Having the chance to make a good career with the work I do				
Being asked for my opinion in important decisions taken				
Being successful in the work I do				
Finding interesting the work I do				
Being responsible for many people				
Developing my skills				
Being independent in the way how to organize my work				



Evrak Tarih ve Sayısı: 11/06/2018-3219



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-044-3219  
Konu : ELVISA MATAJ'ın Etik Onay Hk.

11/06/2018

Sayın ELVISA MATAJ

Enstitümüz Y1412.130020 numaralı İşletme (İngilizce) Anabilim Dalı İşletme Yönetimi (İngilizce) tezli yüksek lisans programı öğrencilerinden ELVISA MATAJ'ın "IMPORTANCE OF EMPLOYEE MOTIVATION A COMPARISON BETWEEN SMALL&BIG COMPANIES" adlı tez çalışması gereği ekte yer alan anketleri 07.06.2018 tarihli ve 2018/15 sayılı İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Bilgilerinizi rica ederim.

Prof. Dr. Özer KANBÜRÖĞLU  
Müdür



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## RESUME



**Name Surname:** Elvira Mataj

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### EDUCATION :

- **Bachelor** : 2014, Epoka University, Faculty of Economics and Administrative Sciences, Banking and Finance
- **Master** : 2018, Istanbul Aydin University, Faculty of Social Sciences, Department of Business, Business Management Program

### PROFESSIONAL EXPERIENCE AND REWARDS

Actor – ‘Migjeni’ theater (2008-2010)

Finance Assistant – 212 Metropol İnşaat Temizlik San. Tic. Ltd. Şti. ( 2014-2015)

Merchandiser – Hasgöl Tekstil Promosyon Ürünleri San.Tic Ltd.Şti. ( 2015-2016)

Merchandiser – Artteks Tekstil San. Ve Dış Tic. Ltd. Şti. (2016 – Continue )

