

The Work Motivators for Business Employees: A Study among Professionals in Dhaka, Bangladesh

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Abstract

Motivation is one of the most critical elements in the area of Human Resources Management. Enterprises design motivation systems not only to encourage employees to perform their best in the most efficient way, but also to attract future candidates to apply for specific posts. This is an in-depth study of some selected business professionals in Dhaka, Bangladesh and the purpose of our research is to find the main factors affecting motivation amongst the employees of some selected organizations. A questionnaire survey was undertaken among 45 employees of different professionals to analyze their perceptions regarding motivation in workplace. Required data are collected through questionnaires and the instrument for data collection is comprised of 5 points Likert Scale. Findings revealed that employee motivation is influenced by these main factors- Sufficient salary, promotion, recognition, being part of a team, open communication, good working environment, job security, freedom to plan and participation in goal setting. This study would be a prelude and of great help to managers and Human Resources professionals to raise the productivity of the company by increasing the motivation of their employees.

Keywords: Motivation, Factors, Business Professionals.

Introduction

In today's complicated and changing world, organizations play a critical role in achieving social goals and missions. This goal is not to be achieved without the valuable asset which is called manpower cum employees. Employees are the key driving force of any organization who gives never-ending effort to put a company's decisions into action. For that reason, the issue of employee's motivation has become an indispensable part of the human resource strategy of an organization. It is certain that when this issue of motivation is addressed, there will be beneficial gains for both the

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employer and employee. Individuals are complex; it is not always easy to determine what motivates them. However, the better management understands what motivates an individual and the more effectively management applies the appropriate motivational factors. If the behavior of employees is successfully influenced, productivity can be increased. If a business' workforce is motivated and satisfied, the implementation of management decisions and the performance of employees can be improved (Louw & Venter, 2006:424; Cronjè et al., 2000:154). Research indicates that every year organizations are investing plenty of money for incentive programs to motivate people work within, though all efforts have not achieved desired results. However, successful programs have been able to boost performance to the extent of 44% (Lai, 2009).

Growing numbers of job satisfactions and organization efficiency is the result of motivation. Maintaining the level of motivation of employees in the organization is varied from other activities carried out in the organization. Motivation is the strength of the people to make them able to choose specific work, to stay and work hard in the given position. The value of motivating employees is significant at all level of any organization (Kirstein, 2010). (Kovach, 1980) found that companies more like to have motivated and energetic employees rather than the person with high education but lack of energy. Past studies showed that the major tool adopted to motivate employees was to offer them extra salary or incentives, but recently it is found that when the companies fall into difficulty in the period of financial crisis, most of the organization go to cut the cost of labor from their salaries and incentives (Nober, 2011). Thus, serious question arises around what other tools can be used to motivate the employees in organizations in an efficient but effective ways. Previous studies showed that there are various approaches to motivate employees and further suggested that employees tend to be motivated if companies give them all necessary needs (Kirstein, 2010).

Review of Literature

We need motivated employees for the survival of an organization. Employee performance is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 2011).

Motivation is the process of inspiring people to achieve their goals (Chaudhary & Sharma, 2012). Work motivation is a set of energetic forces that originate both within as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration (Kirstein, 2010). Getting people to do their best at work is one of hardest

challenges of managers. The importance of employees' satisfaction and motivation is being more and more important everyday in the enterprises. Nohria, Groysberg, and Lee explain that the four drivers that underline motivation are: acquire, bond, comprehend and defend. They also point out that the organizational levels of motivation are: the reward system, the culture, the job design and performance-management, and resource-allocation processes (Nohria, 2008). Pinder (2008) referred that, "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior, and to determine its form, direction, intensity and duration." According to L. Deckers (2010), Motivation is a person "s internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment. Golzadeh (2001) stated that human beings, whether in industrial or business organizations, are seen as one of the important factors for the attainment of the organizational goals. As such, motivating factors inside humans must be recognized in order to enhance efficiency and productivity and then embark on satisfying their needs to improve their efficiency. In addition, all authorities in the field of management regard motivation as a complex behavior and thus with a multidimensional nature. Amirkhani (2010) investigated the relationship between employee motivation and client satisfaction in the branches of Tehran's Social Security Organization. It was assumed that if the employees' health-motivational needs (e.g. physical conditions, effective leadership, cooperation and synergy, reward, job security, salary, creativity, and innovation) are met, it will lead to the customer satisfaction. Money has been pointed out as a motivational factor by a large number of researchers. It is often seen as a symbol of success and also associated with comfort and security (Engelberg and Sjöberg, 2006). It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on employees' performance. Some researchers have stated that motivation is the main instrument to be used. Knowing that it exists a direct correlation between salary and the results obtained (Androniceanu, 2011). (Gibbons 1997) stated that promotion is one of the most efficient ways to keep employees motivated by offering them opportunities along their careers, giving them more responsibilities or even more authority. It may be applied by giving the opportunity to increase the salary compensation. This commodity can also cover a part of security needs by increasing the buying power of the employee. Promotions help assigning workers to jobs that better suit their abilities and are a way to move up quickly the talented workers. A study on fast food industry conducted by Hossain and Hossain (2011) found that several different

factors according to the order of importance- Good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work.

There is a great need for motivational strategies in organizations. This need is often greater than one would expect because of the limitations of resources in organizations. Managers are often so preoccupied with the core operational concerns that by the time they realise that their workforce has a negative attitude towards the organization; commitment has already been lost (Lynas & Dorrian, 2012). Therefore, this study will address the factors concerning motivation in organizations. The end result of this study will make it easier for managers to identify what motivates the employees and how the implementation of such motivational factors can lead to higher levels of satisfaction and commitment among their employees.

Objectives of the Study

The primary objective of this study was to investigate the predetermined factors that motivate business professionals. A number of secondary objectives were pursued in order to achieve the primary objective of this study. These secondary objectives were:

- To conduct a secondary literature review of motivational factors, by investigating the different motivational theories;
- To capture, analyze, interpret the data gathered from the completed questionnaires; and
- To make recommendations to the managers by providing possible motivational strategies to ensure improved levels of employee satisfaction and productivity.

Methodology

Data Source

This study is based on both primary and secondary sources of data. Primary data have been collected from the employees of different professionals of some selected organizations. All organizations are located in Dhaka city, the capital of Bangladesh. Secondary data have been collected from various journals, publications, internet sites and newspapers. Data are used to provide theoretical knowledge of the study.

Sampling Technique and Sample

This study is conducted over 45 sample units. The purposive sampling method has been used. Data are collected from some business professionals

in Bangladesh. The respondents are asked questions about their attitudes and behaviors regarding motivation.

Questionnaire Design

For this study, structured questionnaire is used to collect primary data. Questionnaire consists of three parts; first part will consist of demographic questions and second part will consist of about nine questions to ask respondent about their opinions regarding various factors of motivation. All items are measured on a five-point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questions are designed based on literature collected.

Variables Considered

In this study, 9 variables are identified through literature reviews. These variables are: Sufficient salary; Job Security; Being part of a team; Promotion and growth in the organization; Recognition; Open communication; Participation in goal setting; Freedom to plan; a good working environment.

The Model

An investigation and detailed examination and of the relevant literature on employee motivation, it is evident that a single model may not throw light on the factors influencing motivation among business professionals. However, the following model has been developed for the purpose of this study (Figure-1).

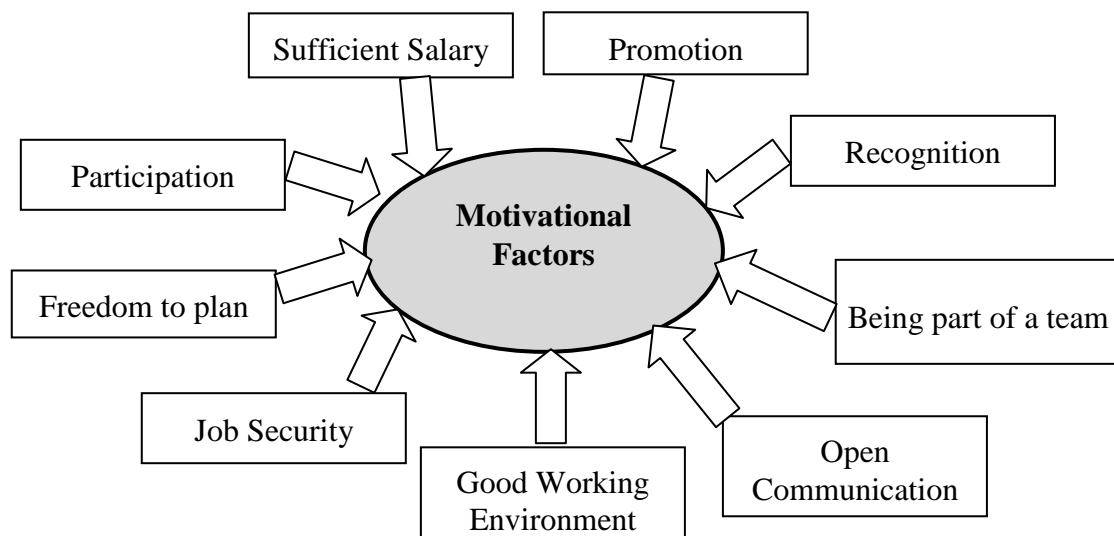


Figure: 1 The Model

The model shows that employee motivation is influenced by these main factors- Sufficient salary, promotion, recognition, being part of a team, open communication, good working environment, job security, freedom to plan, participation in goal setting. In this study, employee motivation has been

used as the dependent variable and the factors that lead to motivation are labeled as independent variable.

Analysis and Findings

Background Information

A total of 45 respondents are surveyed for the study. In terms of age, 9% of the respondents come under the age group of 25-35, 11% of the respondents come under the age group of 36-45, 44% of the respondents come under the age group of 46-55 and 36% of the respondents come under the age group of above 55. Study reveals that 56% of the respondents are male and 44% of the respondents are female. The percentage of married and unmarried are 58% and 42%. In terms of occupation, 31% of the respondents are HR managers, 20% of the respondents are Professor, 13% of them are accountant, and 16% and 20% of the respondents are Doctor and Engineer. In terms of experience, 9% of the respondents have experience below 5 years, 11% of the respondents have an experience for 5-8 years, 33% of the respondents have an experience for 9-12 years and 47% of respondents have an experience for above 12 years. In terms of monthly income, 24% of the respondents are getting a monthly income in between 25,000-35,000, 29% of the respondents are getting a monthly income in between 36,000-45,000, 31% of the respondents are getting a monthly income between 46,000-55,000 and 16% of the respondents are getting a monthly income above 55,000. The profile of the respondents is given below:

Table- 1: Profile of the Respondents

Factors	Categories	Frequencies	Percentages (%)
Age	25-35	4	9%
	36-45	5	11%
	46-55	20	44%
	Above 55	16	36%
Gender	Male	25	56%
	Female	20	44%
Marital Status	Unmarried	19	42%
	Married	26	58%
Occupation	HR Managers	14	31%
	Professor	9	20%
	Accountant	6	13%
	Doctor	7	16%
	Engineer	9	20%
Experiences	1-5 year	4	9%
	6-10	5	11%
	11-15	15	33%
	Above 15	21	47%
Monthly Income	25,000-35,000	11	24%
	36,000-45,000	13	29%
	46,000-55,000	14	31%
	Above 55,000	7	16%

Source: Survey

Analysis based on the Personal Factors

- Most of the male professionals are strongly agreed about the sufficient salary than female professionals. It is found that female professionals are more concerned about good working environment.
- Age ranging between 36-45 is more concerned about job security. Younger employees are given more emphasis on higher pay.
- Employees whose salary below 35,000 are more concerned with promotion and recognition, and study also shows that employee’s salary above 55,000 are more concerned with open communication and participation from their job.
- The study reveals that, HR managers are very concerned with job security; professors are concerned about challenging work and recognition while doctors and engineers are in favor of freedom and good working environment.

Analysis based on the Factors that Affect Employee Motivation

In this section, many factors have been studied from literature review and asked respondents to tick based on their experience. In this section we will elaborate each factor with respondents replied .Following are the factors asked respondents;

Table-2: Factors Influencing Employee Motivation

Factors	SD (%)	D (%)	N (%)	A (%)	SA (%)
Sufficient salary	1 (2%)	1 (2%)	2 (5%)	9 (20%)	32 (71%)
Job Security	1 (2%)	2 (4%)	3 (7%)	14 (31%)	25 (56%)
Being part of a team	1 (2%)	2 (5%)	5 (11%)	22 (49%)	15 (33%)
Promotion & growth	1 (2%)	2 (4%)	3 (7%)	18 (40%)	21 (47%)
Recognition	2 (4%)	3 (7%)	4 (9%)	25 (56%)	11 (24%)
Open communication;	4 (9%)	5 (11%)	6 (13%)	17 (38%)	13 (29%)
Participation in goal setting	3 (6%)	4 (9%)	4 (9%)	26 (58%)	8 (18%)
Freedom to plan	2 (5%)	5 (11%)	7 (16%)	20 (44%)	11 (24%)
A good work environment	1 (2%)	2 (4%)	4 (9%)	16 (36%)	22 (49%)

(Here, SD= Strongly Disagree, D= Disagree, N-Neutral, A= Agree and SA= Strongly Agree)

Results and Discussions

- i. Respondents were asked for the factor of motivation of sufficient salary, 71% of the respondents strongly agree that this factor motivate them in working, 20% of the respondents agree about this factor, while only 2% of the respondents said sufficiency wage didn't motivate them.
- ii. Among 45 respondents, 56% of the respondents strongly agree about job security as a factor of motivation while only 4% of the respondents disagree about this issue.
- iii. This study found that 11% of the respondents strongly agree and 39% of the respondents agree that team work is an important factor that motivates them in working. Only 5% of the respondents disagree and 2% of them strongly disagree about this factor.
- iv. It was found that 47% respondents strongly believed that promotion keep them motivated in the working environment and 40% agreed about this factor, only 2 % of the respondents strongly disagree about this issue.
- v. In this questionnaire study, respondents were asked to answer for the factor of recognition for the job done at work place as a motivation factors indicate that 56% respondents agree that this factors motivate them and 24% answered full appreciation at work place highly motivate them, in contrast 7% respondent disagree and answered full appreciation do not motivate them.
- vi. Open communication in work place is one of the important factors, from the above obtained result table from survey study shows that almost 38% respondents agree that open communication in work place motivate them similarly 29 % believed that one of highly motivated factors while 9% respondents said open communication not motivate them in work place.
- vii. The obtained result for the asked question indicate that 58% of the respondents agree and answered participation of goal setting motivate them and about 18% of the respondents strongly agree about this issue, while only 6% of the respondents are not agree about this issue.
- viii. Respondents found to more motivated when working independently at work place, the question was asked in research questionnaire 44% respondents agree with the statement and only 11% of the respondents disagree about this issue.
- ix. A large number of respondents answered good working condition motivate them to work at work place about 49% and 36 % respondents strongly agree and agree about this factor and only small number of respondents are not motivated from good working condition.

Conclusions and Suggestions for Further Study

From this extensive study on the factors influencing employee motivation, it is revealed that employees are motivated with some factors but there are also some factors that should be taking into consideration:

- Top level management should provide some sorts of autonomy and decision making power to their employees.
- Company should provide all the necessary resources (information, tools, equipments etc.) to the employees to perform their duties efficiently and effectively.
- Promotion structure should be rearranged. Manager should give more priorities on performance and efforts rather than on their personal characteristics.
- Manger should recognize the efforts of employees and appreciate their valuable performance towards organization.

Based on the findings of the study, it can be concluded that paying attention to employees' motivational factors and their needs is one of the important factors in human resources productivity and as one of the basic prerequisites to attain goals in a job and motivating people who do it.

This study has got few limitations. It is conducted with a limited scope, covering only some selected organizations in Dhaka city. In the light of this limitation, further research can be made by taking a big sample size. So further study is required covering a larger area in order to better understanding of this issue. Moreover, this study used a limited number of factors. Motivation is a very broad term, and the research is quite extensive if one has to go deeper into the subject.

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