

## **Non Financial Factors Affecting Employee Motivation: A Survey among Managers of Private Organizations**

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### **ABSTRACT**

The study was undertaken to explore the motivational level of managers in private organizations and to identify the non financial factors that influence motivation at work place. A total of 383 managers were approached to collect data using a semi structured questionnaire. Managers at mid and senior levels were interviewed for the purpose of the study. Measure of central tendency, measures of dispersion and measures of association were used as part of descriptive statistics while multiple linear regression was used to find out causal relationship between motivation and factors that influence it. As found in the study, 41% variation in motivation is caused by communication, employees efforts, job rotation, career opportunities, job security, nature of supervision, personal growth and development, conflict resolution approach, working environment, and organization structure. The study also revealed that all these factors, except job rotation and employee effort, are positively correlated with motivation.

### **INTRODUCTION**

Motivating employees is a challenging issue in this competitive, volatile and rapid changing business environment. Need based theories are sometime difficult to apply in motivating employees. At the present context, managers are always in a dilemma which style of motivational approach they should apply to have influence over their employees. Business environment in Bangladesh has changed significantly and thus behavioral change is also remarkably unpredictable especially in private sector. Manager of private sector organizations must have an understanding about the present context and observe all the pitfalls and the changes very carefully to meet the challenges of existing environment. Globalization, information flow through information

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technology has been changing peoples' mind, their beliefs, values and approaches towards any issues are so dynamic that managers should look into the phenomena very closely and adopt necessary application to have a motivated work force in an organization. The shift from a manufacturing economy to a services economy from production of goods to production of ideas, and from the machine age to the information age has been accompanied by many transformations. Rather than producing goods, the service firms produce 'ideas'. Organizations in the 'services era', such as software, financial services, and biotechnology firms, depend on 'intellectual capital'. People create 'intellectual capital' and are therefore, the most valuable asset of a firm. Even the environment within which firms conduct business today is very different and much more complex and dynamic when compared to the environment fifteen years ago. Firms no longer compete or operate nationally only. Organizations are no longer governed by the business, legal and political environment of their own nations only. As the world becomes one global playing field, the environmental changes in countries other than the home country of a firm affect business decision and the performance of firms. Several societal and global phenomena have challenged the management of human resources. Thus, changes in the economic, business, social and cultural environments have brought about a transformation in the HR function and the roles and responsibilities of HR professionals.

Thus, it should be a continuous process to analyze the phenomena and to address the mentally constructed variables carefully to grip the situation in favour of present local context especially at organizational level to have motivated workforce to ensure desired performance, exploratory research should be undertaken regularly. There is no debate that financial motivation plays really vital role in performance, but now a day's non financial issues are also playing key role significantly. This study is a modest approach to the non-financial factors in motivating employees in private sector organizations.

## **LITERATURE REVIEW**

Mitchell (1982) defines motivation as psychological processes which cause the stimulation of, persistence and direction to the goal-oriented voluntary activities. Work motivation is a set of external and internal forces that commence the behavior related to work and establish its direction, form, duration and intensity (Pinder, 1998). The definition identifies the effect of the external forces (e.g., nature of the work to be performed, reward system of the organization) and the innate forces of an individual (e.g., motives and needs of a person) on the behaviors related to work.

According to Moorhead and Griffin (1998) employee motivation and ability jointly contribute towards employee performance and the most challenging task of the managers is to motivate employee to execute the utmost of their ability.

Now a day's researchers are more concerned to increase, maintain, enlighten, and refine work motivation. Employee needs and motives have greater importance in the research history of motivation (Maslow, 1954; Alderfer, 1969; McClelland, 1961). In 1970s and in the beginning of 1980s, researchers have paid more consideration to this area but there is less work done by the scholars on employee motivation during last fifteen years (Rajeswari, 2011).

Bruce and Pepitone (1999) propose an interesting viewpoint according to which managers cannot motivate employees; managers can only influence what employees are motivated to do. The role of facilitating quality subordinate-superior communication at various levels effectively employing a wide range of communication channels has been praised by Shields (2007) in terms of its positive contribution in boosting employee morale. Shields (2007) stresses two specific advantages of such a practice that relate to offering employees a chance to raise their concerns and put across their points regarding various aspects of their jobs, as well as, supplying them with the feeling of engagement and appreciation.

According to Lockley (2012) offering training and development programs that effectively contributes to personal and professional growth of individuals is another effective employee motivation strategy. At the same time, Lockley (2012) warns that in order for motivational aspects of training and development initiatives to be increased, ideally they need to be devised and implemented by a third party with relevant competency and experience.

Alternative working patterns such as job-rotating, job-sharing, and flexible working have been branded as effective motivational tools by Llopis (2012). Moreover, Llopis (2012) argues that motivational aspects of alternative working patterns along with its other benefits are being appreciated by increasing numbers of organizations, however, at the same time; many organizations are left behind from benefiting from such opportunities.

An interesting viewpoint regarding the issue has been proposed by Wylie (2004), according to which members of management primarily should be able to maintain the level of their own motivation at high levels in order to engage in effective motivation of their subordinates. Accordingly, Wylie (2004) recommends managers to adopt a

proactive approach in terms of engaging in self-motivation practices. Furthermore, Wylie (2004) recommends concentrating on specific variations of intangible motivational tools such as celebrations of birthdays and other important dates with the participation of whole team

According to Thomas (2009) the main challenge of motivation in workplaces is identifying what motivates each individual employee taking into account his or her individual differences. In other words, individual differences have been specified by Thomas (2009) as the major obstruction for management in engaging in employee motivation in an effective manner.

Lockley (2012), on the other hand, addresses the same issue focusing on cross-cultural differences between employees in particular. Namely, culture can be explained as knowledge, pattern of behaviour, values, norms and traditions shared by members of a specific group (Kreitner and Cassidy, 2012), and accordingly, cross-cultural differences is perceived to be a major obstruction in the way of successful employee motivation.

This point has been explained by Lockley (2012) by insisting that certain practices such as engaging in constructive arguments and dialogues in workplace can prove to be highly motivational for the representatives of Western culture, whereas the same set of practices can prove to be counter-productive for employees from Asian countries due to vast cross-cultural differences.

Llopis (2012) draws attention to the increasing relevance of the work-life balance problem for modern employees and stresses its negative impact on the level of employee motivation. Specifically, Llopis (2012) reasons that unless employees achieve an adequate level of work-life balance in personal level, management investment on the level of employee motivation can be wasted.

This viewpoint is based on Hierarchy of Needs theoretical framework proposed by Abraham Maslow (1943), according to which there is a certain hierarchy for individual needs, and more basic human needs need to be satisfied in order for the next level needs to serve as motivators.

Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance. As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

On the other hand, Mary (1996) explains organizational effectiveness as the extent to which an organization fulfills its objectives, by using certain resources and without placing strain on its members. The goal model defines organizational effectiveness referring to the extent to which an organization attains its objectives (Zammuto, 1982), while the system resource model defines it in terms of the bargaining power of the organization and its ability to exploit the environment when acquiring valuable resources (Yuchtman, 1987).

## **OBJECTIVES**

- To explore the motivational level of managers in private organizations and to identify the non financial factors that influence motivation at work place.

### **Specific Objectives:**

- To measure the level of motivation of managers in the private organizations
- To find out the degree of relationship between motivation and communication, employees efforts, job rotation, career opportunities, job security, nature of supervision, personal growth and development, conflict resolution approach, working environment, and organization structure.
- To explain the causal relationship between motivation and communication, employees efforts, job rotation, career opportunities, job security, nature of supervision, personal growth and development, conflict resolution approach, working environment, and organization structure.

**Regression Model:**

In line with the objectives mentioned above, the following regression model has been developed:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5 X_5 + b_6 X_6 + b_7 X_7 + b_8 X_8 + b_9 X_9 + b_{10}X_{10} + \dots + U_i$$

Here

Y = Dependent Variable: Level of Motivation. (LOM)

X<sub>1</sub> = Communication and the flow of information (COMFI)

X<sub>2</sub> = Employees Efforts (EE)

X<sub>3</sub> = Job Rotation (JR)

X<sub>4</sub> = Career Opportunities (CO)

X<sub>5</sub> = Job Security (JS)

X<sub>6</sub> = Nature of Supervision (NOS)

X<sub>7</sub> = Personal Growth and Development (PGD)

X<sub>8</sub> = Conflict Resolution Approach (CONRA)

X<sub>9</sub> = Working Environment (WE)

X<sub>10</sub> = Organization Structure (OS)

**METHODOLOGY**

The study was descriptive in nature and a total of 383 managers were approached to collect data using a semi structured questionnaire. Respondents were asked to mark each of the statement using a 5 point likert scale. Managers at mid and senior level were interviewed for the purpose of the study. Measure of central tendency, measures of dispersion and measures of association (correlation) were used as part of descriptive statistics while multiple linear regression was used to find out causal relationship between motivation and factors that influence it. Statistical package for social science (SPSS) was used to analyze data.

**DATA ANALYSIS**

**Descriptive Statistics**

**Communication and the flow of information:** Communication and flow of information is the key to have clear understanding about any context which helps people make decision for future life progression. It has got a sturdy linkage with motivation as it decreases confusion in mind and influence in rationality. For safe journey to any area

communication and flow information is also can be treated as strong resource for a person to go ahead in any destination. Almost 72% managers viewed communication and flow of information as non financial motivational factor.

**Employee efforts:** Employee motivation is the level of energy, commitment, and creativity that workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment). Employee motivation can sometimes be particularly problematic for small businesses. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls: the effects of low employee motivation on small businesses can be harmful. Such problems include complacency, disinterest, and even widespread discouragement. Such attitudes can cumulate into crises.

But the small business can also provide an ideal atmosphere for employee motivation: employees see the results of their contributions directly; feedback is swift and visible. A smoothly working and motivated work force also frees the owner from day-to-day chores for thinking of long-term development. Furthermore, tangible and emotional reward can mean retention of desirable employees. People thrive in creative work environments and want to make a difference. Ideally the work result itself will give them a feeling of accomplishment—but well-structured reward and recognition programs can underline this consequence. Employee's effort must be recognized in each point of their activities. In this study it has been revealed that 75 percent of managers are of the opinion that employee efforts in all activities should be addressed through proper recognition. Managers should have cognitive ability and intelligence to recognize the effort of the employee in each stage.

**Job Rotation:** Job rotation exists when employees rotate across many positions, in varying intervals and durations, in order to gain exposure to different roles and functions. When implementing a job rotation program, companies can have employees rotate only within their home department or across positions in many departments. Even though job rotation strategies may not be suitable for all businesses, strategies that are implemented across lower-level and less specialized positions provide many advantages to businesses and employees. The first advantage of job rotation is burnout reduction. When employees perform the same job functions each day without variation, they are likely to experience greater feelings of fatigue, apathy, boredom, and carelessness. Burnout is detrimental to businesses because it tends to promote decreased productivity, increased absenteeism, and increased likelihood of turnover,

which all lead to organizational dysfunction. However, when employees rotate across different positions regularly, they experience less boredom, greater task variety, and decreased feelings of needless repetition.

The second advantage of job rotation is increased employee satisfaction. Business owners know that when employees are not satisfied with professional endeavors, they feel demotivated, unhappy, and irritated, which are detrimental to productivity. However, by allowing employees to engage in job rotation, employees are likely to experience greater satisfaction by identifying strengths and weaknesses. Furthermore, employees are able to test many positions and subsequently focus on rotating between positions that enhance performance capacity, which increases their sense of worth and importance within the company. In this study, over 67 percent respondents believe that job rotation play a nonfinancial motivational tools for the employee.

**Career Opportunities:** Career advancement is one of the most important elements for employee satisfaction and retention at a company. At times when career paths were clear, individuals tended to be more motivated, with tangible goals to work towards. At times when career paths were dim or nonexistent, individuals tended to be less motivated, less focused, more uncertain. That's why it makes good business sense for organizations of all sizes to spend time developing and maintaining thoughtfully structured career path systems. Over 73 percent of the respondents are of the opinion that career opportunities are a factor that influences motivational status of an employee.

**Job Security:** Motivating factors can make an organization successful -- or destroy it. The pinnacle motivational factor for employees is job security. That also means the lack of job security is most likely to wreak havoc with a company's employee retention. Almost 70 percent of the respondents agreed that job security has an influence among other factors in motivating employees.

**The Nature of Supervision:** The concept of supervision has expanded. The modern supervisor is concerned with getting things done through motivated worker. Supervisor must know and practice principles of good management. He must also apprise the subordinates with an aim of helping them to grow and develop. Unfortunately it has been observed that manager most like to in favour of close supervision, mostly refer to control the performance. In this survey the respondents were asked regarding the nature of supervision and majority of them (76.5%) are of the opinion that nature of supervision is a matter to consider as a motivational factor.



**Personal Growth and Development:** Personal development involves mental, physical, social, emotional, and spiritual growth that allows a person to live a productive and satisfying life within the customs and regulations of their society. This is achieved through the development of life skills.

These life skills, skills necessary for successfully living a productive and satisfying life, generally fall into one of several categories: feeling about self, intimacy, family, friends, community, job, leisure, and spirituality. They include being able to recognize and describe one's feelings, giving and receiving feedback, recognizing assumptions, setting realistic and attainable goals, and employing problem-solving strategies.

Increased personal growth and development is the goal of a wide range of men and women. It includes those who suffer from problems in their relationship with others, or who suffer emotionally with feeling of low self-esteem, anxiety, or depression. It also includes individuals who are marginally successful or even very successful in life, but who want to improve their efficiency, their ability to be and feel intimate and relate to others, , and/or their general level of satisfaction with, and enjoyment of, living.

Nearly 68.9% of the managers felt that Personal Growth and Development is a strong non-financial motivational factor for the employee.

**Conflict Resolution Approach:** Conflicting situation is very natural phenomena in any organization but how the organization dealing with that matter to the employees. Due to unclear communication, ambiguity in policies, misunderstanding, deceptive interpretations, confidentiality, availability of documents in time and many others underneath reasons creates conflicting situation which demotivates employees. Sometimes employees are in a confusing situation and felt insecure in their job as well as perform below average.

In this study, 75% of the respondents express positive response that conflict resolution approach at organizational level is a factor that affects motivation.

**Working Environment:** In today's competitive market, especially in private sector, it is important to retain good employees by creating an environment that motivates them to perform better. A motivated employee is eager to perform even under pressure. Employees really require motivation on a day-to-day basis. The intrinsic factors to maintain the enthusiasm of an employee and a congenial environment of physical, mental, social, is essential to have motivated performer in the organization.

The work environment can be thought of, simply, as the environment in which people work. As such, it is a very broad category that encompasses the physical setting (e.g.

heat, equipment), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships). However, not all aspects of the work environment are equally important or indeed relevant when considering the psychological environment, and how this environment affects employee motivation.

In humans, light has potent biological and therapeutic effects. Light also suppresses melatonin secretion, modulate the release of serotonin, shifts the circadian rhythms according to a phase response curve and is necessary to synchronize circadian rhythms in humans. Bright light and the deprivation of it can affect the internal biological clock, sleeping patterns, and energy levels. Sensitive individuals may notice changes in their mood associated with the doses of sunlight exposure, such that they may feel gloomy during long stretches of cloudy winter days and experience mood improvement on sunny summer days.

There are established correlations between a high level of occupational stress and a wide range of mental health problems. Recently, several longitudinal studies reported the important role of psychological work stress in developing clinically diagnosed mood disorders.

Every worker has relationships with others, whether these are supportive, neutral, or full of conflicts. The social environment at work can predict the prevalence and severity of depression in most occupational groups. The level of social support can modulate the effect of work stress on depression.

In response to the statement on working environment, a quite significant number of respondents 298 (78%) out of 383 managers, felt that other than financial motivators, this variable influences employees very profoundly.

**Organization Structure:** There have been many factors that had affected the process of management, more specifically in the part of the human resource management. Organizational structure can be define that the way or method that an organization chooses to arrange its people as well as the different responsibilities and roles that will enable the work to be done that will eventually help to meet the goals.

All organizations have an organizational structure, or a hierarchy that explains the relationship between management and employees. The best way to understand a company's organizational structure is to look at an organizational chart, a graphic that depicts the hierarchy by placing managing departments or people above their subordinates. There are many ways in which a small business can organize its structure, but some lend themselves to motivation more than others.

There is an inverse relation between the span of control and the number of levels in hierarchy in an organization, i.e., narrower the span, the greater is the number of levels in an organization.

Narrow span of control is more expensive as compared to wide span of control as there are more number of superiors and therefore there are greater communication problems between various levels of management. Wide span of control is best suited when the employees are not widely scattered geographically, as it is easy for managers to be in touch with the subordinates and to supervise them.

In case of narrow span of control, there are comparatively more opportunities for growth as the number of levels are more. The more efficient and organized the superiors are in performing their tasks, the better it is to have wide span of management. The less motivated and confident the employees are, the better it is to have a narrow span of management so that the supervisors can spend time with them and supervise them well. The more standardized is the nature of work, like - if same task can be performed using same types of inputs, the better it is to have a wide span of management as more number of employees can be supervised by a single supervisor. There is more flexibility, prompt decision making, effective communication between higher level and lower level management, and improved customer interaction in case of wide span of management. Technological advancement such as internet, emails, mobile phones, etc. makes it easy for superiors to widen their span of control as there is more effective communication.

An ideal span of control according to modern authors is around 15 to 20 subordinates per manager, while according to the traditional authors the ideal number is around 6 subordinates per manager. In reality, the ideal span of control depends upon various factors, such as: nature of an organization, nature of job, skills and competencies of manager, employees' skills and abilities, the kind of interaction that takes happens between superiors and subordinates, etc

However organization structures greatly influence in motivating managers and it affects employee motivation to many extents. In response to the statement nearly 70% (268 respondents) agreed that this variable is remarkably a factor that contributes to employee motivation.

**Level of Motivation:** Surveyed respondents were asked regarding the both intrinsic and extrinsic level of motivation. Over 71 percent respondents are of the opinion that they are motivated to some extents considering different factors of motivation.

**Correlation Analysis**

|       | COMFI  | EE     | JR     | CO     | JS     | NOS    | PGD    | CONRA  | WE     | OS     | LOM |
|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----|
| COMFI | 1      |        |        |        |        |        |        |        |        |        |     |
| EE    | .261** | 1      |        |        |        |        |        |        |        |        |     |
| JR    | .220** | .096   | 1      |        |        |        |        |        |        |        |     |
| CO    | .168** | .273** | .290** | 1      |        |        |        |        |        |        |     |
| JS    | .416** | .351** | .227** | .345** | 1      |        |        |        |        |        |     |
| NOS   | .342** | .338** | .245** | .322** | .300** | 1      |        |        |        |        |     |
| PGD   | .218** | .218** | .290** | .159** | .351** | .390** | 1      |        |        |        |     |
| CONRA | .181** | .167** | .056   | .287** | .015   | .270** | .181** | 1      |        |        |     |
| WE    | .146** | .184** | .183** | .309** | .144** | .372** | .334** | .193** | 1      |        |     |
| OS    | .108*  | .106*  | .057   | .136** | .222** | .268** | .055   | .204** | .164** | 1      |     |
| LOM   | .301** | .331** | -.067  | .198** | .159** | .190** | .330** | .162** | .366** | .297** | 1   |

Correlation is significant at the 0.01 level (2-tailed).\*\*

Correlation is significant at the 0.05 level (2-tailed).\*

**Regression Analysis**

A regression model has been developed for the purpose of this study. A total of 10 independent variables were included in the unrestricted model and finally, using the stepwise regression method, 9 independent variables were found to be significant in the restricted model.

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .642 <sup>a</sup> | .413     | .397              | .13273                     |

a. Predictors: (Constant), Organization Structure, Personal Growth and Development, Career Opportunities, Communication and the flow of information, Conflict Resolution Approach, Employees Efforts are Valued, Job Rotation, Working Environment, Nature of Supervision, and Job Security.

The unrestricted model summary shows that the value of r square is .41 i.e. 41% variation of dependent variable is explained by the independent variables that are included in the model. All the independent variables are well correlated with dependent variable (R = .642).

| ANOVA <sup>a</sup> |            |                |     |             |        |                   |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
| 1                  | Regression | 4.603          | 10  | .460        | 26.129 | .000 <sup>b</sup> |
|                    | Residual   | 6.554          | 372 | .018        |        |                   |
|                    | Total      | 11.157         | 382 |             |        |                   |

a. Dependent Variable: Level of Motivation

b. Predictors: (Constant), Organization Structure, Personal Growth and Development, Career Opportunities, Communication and the flow of information, Conflict Resolution Approach, Employees Efforts are Valued, Job Rotation, Working Environment, Nature of Supervision, and Job Security.

The above ANOVA table shows that the sig value of the model is .000 i.e. the nul hypothesis (H<sub>0</sub>) is rejected that means the model is hundred percent significant

| Coefficients <sup>a</sup>                 |                             |            |                           |        |      |
|---|-----------------------------|------------|---------------------------|--------|------|
| Model                                     | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|   | B                           | Std. Error | Beta                      |        |      |
| (Constant)                                | .103                        | .044       |                           | 2.353  | .019 |
| Communication and the flow of information | .283                        | .045       | .290                      | 6.279  | .000 |
| Employees Efforts                         | .223                        | .042       | .238                      | 5.329  | .000 |
| Job Rotaion                               | -.229                       | .039       | -.255                     | -5.825 | .000 |
| Career Opportunities                      | .129                        | .044       | .139                      | 2.908  | .004 |
| Job Security                              | -.138                       | .037       | -.189                     | -3.691 | .000 |
| Nature of Supervision                     | -.187                       | .049       | -.189                     | -3.782 | .000 |
| Personal Growth and Development           | .280                        | .041       | .323                      | 6.756  | .000 |
| Conflict Resolution Approach              | -.059                       | .041       | -.065                     | -1.460 | .145 |
| Working Environment                       | .206                        | .039       | .239                      | 5.268  | .000 |
| Organization Structure                    | .303                        | .046       | .284                      | 6.629  | .000 |

The regression coefficient table shows that the value of the undstandardize coefficient (B) of variable communication and information flow is .283 i.e. 100% increase in communication and information flow will lead to 28% increase in level of motivation.

In case of variable employee effort the unstandardize coefficient (B) is .223 that means 100% change in employee effort i.e. if employees efforts are recognized and properly valued will lead to 22% increase in level of motivation.

The unstandardize coefficient (B) of variable Job Rotation is -.229 i.e. 100% increase in Job Rotation will lead to 22% decrease in level of motivation.

The unstandardize coefficient (B) of the variable career opportunities is .129, which means 100% change in career opportunities will lead to 12% change in level of motivation.

In case of variable job security unstandardize coefficient (B) is -.138, i.e. 100% change in job security will lead to 13% decrease in level of motivation.

The unstandardize coefficient (B) is -.187 for the variable nature of supervision, which means 100% change in nature of supervision will lead to 18% decrease in level of motivation.

For the variable personal growth and development the unstandardize coefficient (B) is .280 which means 100% change in personal growth and development will lead to 28% increase in level of motivation.

In case of variable working environment the unstandardize coefficient (B) is .206, i.e. 100% change in working environment will lead to 20% increase in level of motivation.

The unstandardize coefficient (B) is .303 for the variable organization structure. In this case, 100% change in organization structure will lead to 30% increase in level of motivation.

In case of variable conflict resolution approach is found to be insignificant ( $p$  value - .145)

## **CONCLUSION**

Apparently it seems that motivating employee is a simple function of manager in books but in practice it is really a challenge for managers. Usually manager considers monetary factor plays main contribution in motivating employees. But having reasonable pay structure expected performance is not visible from the employees. Non financial factors are significantly contributing to motivation of employee. In this study it is seen that communication, employees' efforts, job rotation, career opportunities, job security, nature of supervision, personal growth and development, working environment, and organization structure are strong motivators. Based on standardized coefficient, non-

financial factors i.e. personal growth and development, communication and the flow of information, organization structure, working environment, recognition of employee's efforts should be given priority respectively in motivating employees.

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