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**AN EVALUATION OF THE EMPLOYEE MOTIVATION
BASED ON TWO-FACTOR THEORY
(A study of selected Nepalese organizations)**

BY:
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May, 2019

Master of Science Thesis (2019/M.Sc. EM / 055-3-3-08238-2016)
**AN EVALUATION OF THE EMPLOYEE MOTIVATION BASED ON
TWO-FACTOR THEORY**
(A study of selected Nepalese organizations)

By

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A thesis submitted in partial fulfillment of the requirement for the degree of Master of
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CERTIFICATE

This is to certify that this thesis work entitled “AN EVALUATION OF THE EMPLOYEE MOTIVATION BASED ON TWO FACTOR THEORY (A study of selected Nepalese organizations)” submitted by Mr. Sabir Ansari is a bonafide thesis work carried out under our supervision and guidance and fulfilling the nature and standard required for the partial fulfillment of the degree of Master of Science in Engineering Management. The work embodied in this thesis has not been submitted elsewhere for a degree.

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ABSTRACT

Employee motivation has always been a matter of deep study, understanding, and interest ever since human starts socializing and continues till today's technological world where humans starts depending on the robots to get the work done, but the human resource is still the best resource for any organization. The implementation of the employee motivation has been a concern for any company because it has been proved and realized that motivation is one of the major factor responsible for the success or failure of any organization. This research aims to explain the importance of motivation of employees, its aspects in accordance to the working condition, how employee motivation links the employee performance and his/her job satisfaction. Further the aim is to analyze the different motivation-hygiene factors as stated by Herzberg, make the comparison of the most motivating factor for the employees in the Nepalese working environment, and to identify whether their priority has changed over time. Quantitative approach has been used to evaluate the thesis objective. The data collection method was personal interviews with managers and sending out the questionnaire to their employees to seek the answer to the research question.

The result of the study seems to be contradicting the Herzberg's theory. The ranking observed by the Herzberg is different from the ranking of the factors by the Nepalese respondents. The factor called "SALARY" stated as a hygiene factor by Herzberg, which is associated with the de-motivation rather than motivation, has been ranked as the most motivating factor by Nepalese employees. However the other top factors of motivation (Achievement, Recognition, and Advancement) were same. The other two motivation factors: Responsibility and Work Itself have been ranked at 6th and 7th rank respectively. In present findings Possibility of growth and the Salary come into play for top 5 motivating factors. Hence the result of the present finding on the ranking of the factors causing motivation is different than the ranking observed by Herzberg.

It also suggests that the level of working environment vary according to the company type in Nepal. The respondents from the IT feel their working environment to be more satisfying than the environment at Bank and Factory. The managers can seriously look into this for their performance enhancement. Whether hygiene factors have the same effect on motivation and job satisfaction as motivation factors was also an interesting question which started to uncovered itself during the research.

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LIST OF ABBREVIATIONS

IT	: Information Technology
DF	: Degree of freedom
OB	: Organizational Behavior

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CHAPTER – 1

INTRODUCTION

The interest in the motivation of human beings has existed and will continue to exist as long as the humans themselves do. The first signs of motivation dates back to ancient times, where the most simple and pure form human motivation, to seek pleasure and avoid pain, was guiding human behavior (Porter, Bigley and Steers, 2009). Today more advanced and complex forms of motivation have become an inevitable and integral part of various areas of a modern society and not the less of businesses environments. Persistent interest in and importance of work motivation is related to numerous positive organizational outcomes, such as: increased productivity, decreased absenteeism and reduced employee turnover. Organizations seem to exist based on their goals and objectives. This perhaps made attainment of organization goals takes a paramount position in management thought. The attainment of these goals however is said to be depended largely on the resources at the disposal of such organization. Potent among the resources for the achievement of organization goals is the human resources which is dependent on their job performance. The issue of job performance has been a great concern to many industries in Nepal. There have been many agitations on the part of the workers which had led to much industrial unrest. The workers of SURYA Nepal (John Player) Pvt. Ltd., located at Biratnagar, Nepal, had gone on strike for days which finally led to the shutdown of the factory. One of the major factors was the dissatisfaction of the workers towards their jobs which was a point where the management fails to convince or motivate their employees at some common terms.

There have been some studies in business and industry claiming that job satisfaction and job dissatisfaction are influenced by two different sets of factors. Herzberg hypothesized that motivator factors, when present, are associated with feelings of job satisfaction and hygiene factors, when absent, are associated with feelings of job dissatisfaction. Frederick Herzberg, who studied 'what motivates employees', contents that recognition, achievement, work itself, responsibility, advancement, and the chance to learn more skills are motivators. He also developed a theory in 1950 where he theorized that satisfaction on the job depends on two issues: hygiene issues (dissatisfies) and motivators (satisfiers). According to Herzberg's theory, "Hygiene issues cannot motivate employees but can minimize dissatisfaction, if handled properly".

1.1. Statement of the Problem

In the present context of Nepal, there are many organizations and its types, which are among the main sources of employment and economy. They produce goods/services at national and international level, provide employment opportunity at local and national level, and also help to increase the country's economy. Present trends in office setting show a serious problem regarding the Human resources. High employees turnover, most of the employees keeps on searching for a better job, the employees switch their organization frequently, employees not performing well,

increase in absenteeism are some of the serious issues. A deep research on the matter may reveal several factors responsible for the problem, but one of the main factors among those is Motivation, which is regarded as the most influencing factor. To run an organization effectively and efficiently for goal achievement, one of the most important and necessary factors administrators and managers deal with is employee motivation. Motivation of employees is an important subject for managers to understand. Motivation is not the only factor that affects performance, but it is one of the major determinants of performance. In addition, there is a relationship between employee motivation and productivity, even though the relationship is indirect. Therefore, it is vital to the organization managers to understand why employee motivation is necessary, which factors are among the strongest for motivating its employees, and know how to enhance motivation among employees to perform better. Specifically, for this study, there is need for information concerning what factors most contribute to employee motivation in this research population

Herzberg's study and findings have identified factors that satisfy or dissatisfy a worker at the work place and the rank of these factors. But we are not sure if the ranking made by Hertzberg as per the American context of the work place matches with Nepalese context of the work place. If not then motivation strategy in Nepalese context will be different than American context. So the statement of the problem is *"Considering the same dissatisfier and satisfier factors at the work place in American and Nepalese context, is the ranking of these factors is same in Nepalese context as explored by Herzberg in American context?"*

1.2. Purpose of the Study

There have been several theories regarding the Motivation, and among them one of the best motivation theory considered is Herzberg motivation-hygiene theory, which has been selected in this research to determine the most influencing factor of motivation among the Nepalese employees.

This study is designed to examine the employee motivation based on Herzberg's (1959) Motivation-Hygiene theory in selected Nepalese organizations. The purpose of the study is to test and compare the ranking of the factors mentioned by Herzberg, between the ranking of U.S. respondents and Nepalese respondents, and to identify the most influencing factor causing motivation among the employees in Nepalese office setting.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study is to analyze whether the factors of motivation causing job satisfaction is same or has changed with the passage of time with different condition of population than the original Herzberg's study. Also, the study is intended to uncover the most influencing factor causing job satisfaction among the Nepalese employees.

1.3.2. Specific Objectives

- i. To make comparisons between Nepalese respondents and U.S. respondents (Herzberg's data) on the ranks of motivational factors causing job satisfaction.

- ii. To identify motivational factors which contribute to job satisfaction of Nepalese employees of selected organizations, and find the most influencing factor.
- iii. To identify how male/female, supervisor/non-supervisor of selected Nepalese organizations rank factors of job satisfaction.

1.4. Hypothesis to be Tested

To determine the answers to the general as well as specific objectives of the research, the following Hypothesis are to be tested, which are stated below:

- Hypothesis 1

H0₁: No significant correlation exists between the ranking of motivational factors causing job satisfaction among the U.S. respondents (Herzberg's data) and the Nepalese respondents.

H1₁: Significant correlation exists between the ranking of motivational factors causing job satisfaction among the U.S. respondents (Herzberg's data) and the Nepalese respondents.

- Hypothesis 2

H0₂: No significant correlation exists between the ranking of motivational factors causing job satisfaction among male and female Nepalese respondents.

H1₂: Significant correlation exists between the ranking of motivational factors causing job satisfaction among male and female respondents.

- Hypothesis 3

H0₃: No significant correlation exists between the ranking of motivational factors causing job satisfaction among supervisors and non supervisors.

H1₃: Significant correlation exists between the ranking of motivational factors causing job satisfaction among supervisors and non supervisors.

- Hypothesis 4

H0₄: Type of factor causing motivation and job satisfaction is independent of the organization type.

H1₄: Type of factor causing motivation and job satisfaction is dependent of the organization type.

- Hypothesis 5

H0₅: Level of Working Environment does not provide a sense of job satisfaction and is independent of organization type.

H1₅: Level of Working Environment provides a sense of job satisfaction and is dependent of organization type

1.5. Definition of the Terms

To avoid possible misinterpretation, the operational definitions of terms used in this study are defined as follows.

Job Satisfaction is the way a person feels about the job relating to the tasks and performance of the job situation. Furthermore, it refers to the good feeling an employee has about the work situation.

Job Dissatisfaction is the status of an individual's morale and job attitude at any particular time resulting mainly from the environmental conditions or other affective factors surrounding the job.

The Theory refers to Herzberg's motivation-hygiene theory: a theory about job attitudes which attempts to identify those factors of work that lead to satisfaction (i.e., motivation) and dissatisfaction (i.e., hygiene).

Motivation Factors refer to Herzberg's six motivation factors which are used in this study. These factors are: achievement, recognition, advancement, works itself, possibility of growth, and responsibility.

Hygiene Factors refers to Herzberg's 10 hygiene factors which are used in this study. These factors are: company policies and administration, supervision-technical, interpersonal relations (with supervisor, peers, and subordinates), salary, job security, personal life, working conditions, and status.

- i. *Recognition*: The emphases in this category are on some act of recognition or notice in which praise or blame for a job is involved.
- ii. *Achievement*: This category is defined as successful completion of a job solution of problems or the visible results of one's work.
- iii. *Possibility of Growth*: This category includes the likelihood of an individual's being able to move upward within his organization as well as to advance his own skill in his profession.
- iv. *Advancement*: This category is used only when there is an actual change in the status or position of the person in the organization.
- v. *Salary*: This category includes the entire sequence of events in which compensation plays a role. All of these events involve wage or salary increase, or the unfulfilled expectation.
- vi. *Interpersonal Relations*: This category defines a good relation with those with whom there is a frequent communication. The category is defined into three major categories corresponding to those with whom the interaction occurs: Interpersonal Relations-Superior Interpersonal Relations-Subordinate Interpersonal Relations-Peers.
- vii. *Supervisor-Technical*: This category deals with the competence or incompetence and the fairness or unfairness of the supervisor. Facts regarding the supervisor's willingness or unwillingness to delegate responsibility or to educate workers would be noted in this category.
- viii. *Responsibility*: This category includes factors relating to responsibility and authority such as deriving satisfaction from being given responsibility for one's own work, for the work of others, or for being given new responsibility.

- ix. *Company Policy and Administration*: This category describes the company rules, regulations and policies towards the employees and other factors related.
- x. *Working Conditions*: This category includes the physical conditions at work, the amount of work, or the facilities available for doing the work are mentioned.
- xi. *Work Itself*: This factor defines the condition when one has to work him/her self for the full completion of a task without any aid or supervision.
- xii. *Factors in Personal Life*: This category refers to situations in which some aspect of the job affects the worker's personal life in such a way that the effect is a factor in the respondent's feelings about his job (e.g., family and personal problems stemming from working overtime).
- xiii. *Status*: This category refers to the situation in which there is some sign of status as a factor in the subject's feelings about his job (e.g., having a secretary in the new position, being allowed to drive the institution's car, etc.).
- xiv. *Job Security*: This category refers to the objective signs of the presence or absence of job security (e.g., tenure and organization stability)

1.6. Significance and Limitations of the Research

The results of this research will be valuable in general to know the sources of motivation of the Nepalese employees, employees of different gender, and different positions. The result will also be specifically valuable to those organizations which are selected as a population sample, and to the similar kind of organizations. The result will also show that is there a change in the motivational factor between the people of various geographical region and with different perspective and mentality, which will be shown by the analysis of hypothesis 1.

However, the research has certain limitations which can be rectified by further research. Some of the main limitations are:

- The study will be done by taking sample from the selected Nepalese organizations only
- The study will be limited to the ranking of Herzberg's motivational factors causing job satisfaction only and not with the job dissatisfaction.
- The selected population will be less in number (Total of 150, limited to 50 employees from each organization).
- In his original study, Herzberg used two levels in analyzing data: (1) first-level factors which he defined as an objective element of the situation in which the respondent finds a source of good or bad feelings about the job (equated to feeling of satisfaction and dissatisfaction), and (2) second-level factors which he defined as the respondent looking at himself, trying to figure out what in his own need and value systems led to his attitude towards his job at the time of the events being described (Herzberg et al., 1959). In this study, only first-level factors related to job satisfaction is used. Hence, this study is not as complete as Herzberg's original study.

1.7. Assumptions of the Study

- It is assumed that the Herzberg motivation-hygiene theory is appropriate for use in different countries and cultural settings such as Nepal.
- The motivation factors and hygiene factors used in this study are the same as those used by Herzberg.
- It is also assumed that the respondents under study have understood the questionnaire and reported their perceptions and attitudes accurately.

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CHAPTER – 2

LITERATURE REVIEWS

The numbers of motivational studies directly related to the motivation-hygiene theory have been increasing rapidly since Herzberg's original study was published in 1959. There are several replications of the original study which use Herzberg's methodology. Additionally, there are a lot of studies which have attempted to test the theory by using other research designs, methodologies, evaluation procedures. The results of studies related to the theory have not produced unequivocal support to the motivation-hygiene theory. Although the theory has received some empirical support, there have also been some challenges to Herzberg's methodology and his findings.

2.1. Herzberg's Original Study

The original study carried out by Herzberg, Snyderman, and Mausner and in the year 1959 which involved 203 male engineers and accountants as respondents, selected from a number of industrial companies in the Pittsburgh, Pennsylvania area, North America. These two groups were selected by Herzberg because a pilot study had found that professional and managerial respondents were more articulate in describing work experiences than clerical and production groups. In a semi-structured interview procedure, each of these subjects was asked to describe an incident which caused him to feel exceptionally good or exceptionally bad about his particular job. The technique of "critical incidence" developed by Flanagan (1954) was the methodological approach taken by the team members in conducting the interviews, in order that the subject would not be led into a direction of response. In addition to describing the job-related incidents ("first-level" factors) which caused them to feel high or low, the subjects were asked to explain their reasons for these feelings. These latter descriptions of the individual's needs which were activated by the objective events were termed "second-level" factors. Although the original study proceeded on both of these levels, the objective first-level factors were given greater significance compared to subjective second-level factor.

These terms were the job factors. There were 16 different job factors, six were classified as motivators and 10 were classified as hygiene factors. The findings of the study revealed that the accountants' high feelings of job satisfaction were related to motivators in 78 percent of the responses to the high questions, and that hygiene factors contributed to high feelings in only 22 percent of the responses. Low feelings were related to hygiene factors 62 percent of the time, while motivators were related to low feelings only 38 percent of the time. Thus, for the accountants, factors primarily related to high feelings were concluded as Motivation factors and the factors primarily related to low feeling were concluded as hygiene factors.

Similarly, the results of study of engineers revealed that their high feelings were associated with motivators in 79 percent of the responses to the high questions, and the hygiene factors contributed to high feelings only 22 percent of the time. Low feelings were associated with hygiene factors 67 percent of the time, while motivation factors were associated with low feelings only 33 percent of the time. Thus, for the engineers, factors primarily related to high feelings

were concluded as Motivation factors and the factors primarily related to low feeling were concluded as hygiene factors.

These conclusions form the basis of the Herzberg motivation-hygiene theory. For both the accountant and engineer respondents, the number one motivation factor which strongly related to job satisfaction was Achievement. Other important factors identified as significant motivation factors in the direction of job satisfaction were recognition, work itself, responsibility, and advancement. There were five hygiene factors that were predominantly related to job dissatisfaction: company policies and administration, supervision, interpersonal relations with supervisors, interpersonal relations with peers, and working conditions. Company policies and administration clearly comprised the dominant hygiene factor with respect to job dissatisfaction for both the engineer and accountant respondents.



Figure 1: Motivation-Hygiene factors



Figure 2: Effects of Motivational factors

Table 1: Herzberg's ranking of different factors in satisfying sequence

Herzberg's Finding	
Factors	Rank
Achievement	1
Recognition	2
Work Itself	3
Responsibility	4
Advancement	5
Salary	6
Possibility of growth	7
Relation with Subordinates	7
Status	9
Relation with Supervisor	9
Relation with Peers	11
Supervision-Technical	11
Company Policies	11
Working Condition	14
Personal life	14
Job Security	14

Source: Chirarak Sithiphand, "Testing Employee Motivation Based On Herzberg's Motivation-Hygiene Theory In Selected Thai Commercial Banks," PhD dissertation, Oklahoma State University, Oklahoma, U.S., 1983

2.2. Studies Supporting the Motivation-Hygiene Theory

A replication of the Herzberg study was undertaken by Gendel (1965). There were 119 respondents who were housekeepers employed at two Cleveland Veterans Administration hospitals, U.S., where 90% of these participants were Negroes. The two-factor theory was confirmed by the results of this study. The significant motivation factors revealed by the study were Advancement, recognition, and responsibility. Whereas, significant hygiene factors were company policy and administration, supervision, salary, working conditions, and interpersonal relations with peers.

Perezal (cited in Herzberg, 1966) conducted a replication of Herzberg's study with 78 engineers employed at the Locomotive Works in Budapest, Hungary. The findings of the study were in accordance with the Herzberg's theory. The most important motivation factors were work itself, achievement, recognition, and responsibility. Whereas, two important hygiene factors were Company policy and administration, and supervision-technical.

An exact replication of the original study was conducted by Walt (cited in Herzberg, 1966). In that study, 50 high-level professional women employed by the United States government installations, were selected as the sample respondents to gather the required data. The average age of the respondents were 45 years of age, with nearly 50% respondents were graduate. The result of the study was in agreement with the motivation hygiene theory. The most important factors

contributing to job satisfaction were identified as Achievement, work itself, responsibility, and recognition.

Page (1980) studied those factors which contributed to job satisfaction and dissatisfaction in a population and determined the relevancy of Herzberg's motivation-hygiene theory when applied to the population of secondary school counselors and. In this study, from a population of 95 counselors, 45 counselors were selected as sample respondents, who were representative of the population of 11 schools from eight municipalities of Lower Fairfield County, Connecticut, U.S. Taped personal interviews was the process used in this study to gather the required data within the confines of Herzberg's semi structural interview. The results of the study indicated that no significant hygiene factors were identified; whereas, three motivators were determined to be significant: achievement, recognition, and work itself.

2.3. Studies Contradicting the Motivation-Hygiene Theory

Singh and Baumfartel (1966) studied 340 non-supervisory employees at a large commercial aircraft overhaul base in the mid-west to evaluate the contributions of age, length of service, and education to worker attitudes, motivations, and organizational relationships. Questionnaire method was used to determine demographic information and the importance of job factors on a five-point Likert-type scale. Two job factor indices used in the analysis were advancement motivation and stability motivation. Age and formal education were found to be significant determinants of the importance of various job-related motivations. It was further indicated that advancing age reduced the respondent's desire to get ahead in the company job structure; whereas higher levels of formal education achieved during youth induced a persevering effect upon the respondent's desire to get ahead. These findings are not supportive of the two-factor theory.

Dunnette, Campbell, and Hakel (1967) studied a sample of 133 store executives, 89 sales clerks, 44 secretaries, 129 engineers and research scientists, 49 salesmen, and 92 army reserve and employed adults enrolled in a supervisory course. The authors employed factor analysis of Q-sorts of two sets of 36 statements which were equated with social desirability for highly satisfactory and unsatisfactory job situations. Achievement, responsibility, recognition, and supervisor human relations were found to be the most important satisfiers and dissatisfiers. It was also indicated that, for some respondents, a satisfying job situation resided in the job content dimensions; for others, in the job context; and for some of the other respondents, in combinations of both dimensions. The same pattern held true for dissatisfying job situations. The authors concluded that some factors caused job satisfaction and also caused job dissatisfaction. This conclusion was in disagreement with the Herzberg theory.

Another study testing the Herzberg two-factor theory was conducted by Hinton (1968). He developed 14 job factors encompassing both work and school situations and used undergraduate college students to gather three sets of data at six-week intervals. The data gathered were factor analyzed and coded. It was found that across repeated measures the data were inconsistent. Hinton concluded that the Herzberg two-factor theory was neither reliable nor valid.

Cremer (1979) studied a sample of 10 mid-level managers to test the generality of Herzberg's motivation-hygiene theory. The subjects were asked to submit to two 45-minute interviews each, in which they discussed their present job and what about the job satisfied and dissatisfied them. The study found that the subjects' satisfaction and dissatisfaction with their present jobs differed significantly from what might be predicted by the motivation-hygiene theory. The subjects at both study sites were both satisfied and dissatisfied with motivation and hygiene factors, and the unidimensionality of the satisfier and dissatisfier factors was not substantiated by the study. Therefore, the results of Cremer's study failed to confirm the generality of Herzberg's motivation-hygiene theory.

From the research literature review, it appears that when the methodology used closely resembled the Herzberg approach, the results tended to support Herzberg's motivation-hygiene theory. When the methodology did not follow Herzberg's methodology, the results did not tend to support the generalizability of the motivation-hygiene theory.

2.4. Other Theories of Motivation

2.4.1 Maslow Hierarchy of Needs

One of the best-known theories of motivation is Abraham Maslow's hierarchy of needs. Maslow hypothesized that there exists a hierarchy of five needs within every human being:

- *Physiological*: Includes hunger, thirst, shelter, sex, and other bodily needs.
- *Safety*: Security and protection from physical and emotional harm.
- *Social*: Affection, belongingness, acceptance, and friendship.
- *Esteem*: Internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention.
- *Self-actualization*: Drive to become what we are capable of becoming; includes growth, achieving our potential, and self-fulfillment.



Figure 3: Maslow's theory

Although no need is ever fully gratified, a substantially satisfied need no longer motivates. Thus as each becomes substantially satisfied, the next one becomes dominant. So if you want to motivate someone, according to Maslow, you need to understand what level of the

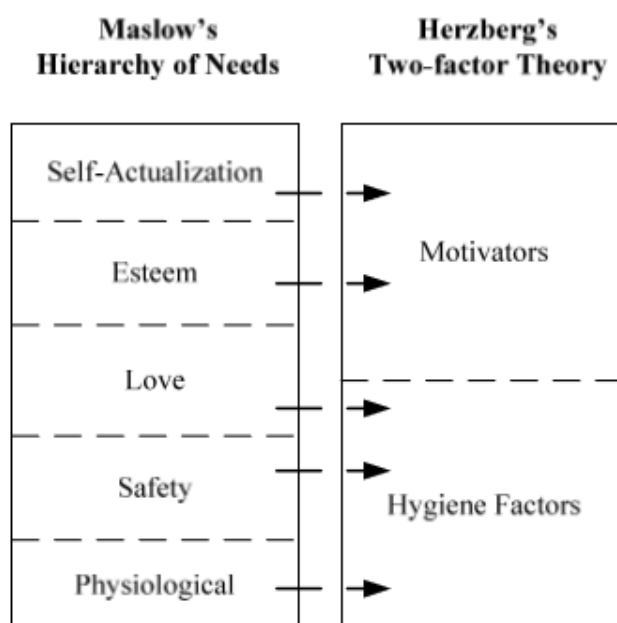


Figure 4: Relating Maslow and Herzberg theory

hierarchy that person is currently on and focus on satisfying needs at or above that level, moving up the steps. Maslow separated the five needs into higher and lower orders. Physiological and safety needs, where the theory says people start, are lower-order needs, and social, esteem, and self-actualization were higher-order needs. Higher-order needs are satisfied internally, whereas lower-order needs are predominantly satisfied externally (by things such as pay, union contracts, and tenure).

The figure represents a comparison between Herzberg's two-factor theory and Maslow's need hierarchy theory. Hygiene factors can be considered as lower level needs, whereas the motivators can be seen as higher level needs. According to Herzberg (2003) the following nine factors are the most famous in motivating the employees; reducing time spent at work, spiraling wages, fringe benefits, human relations training, sensitivity training, communications, two way communication, job participation, and employee counseling. Bassett-Jones & Lloyd (2005) explain that Herzberg compares motivation as an internal self charging battery. In order employees to become motivated the energy has to come from within. Herzberg's findings are relevant for companies with clearly defined tasks and hierarchical structures, where people need others to motivate them (Kressler, 2003).

2.4.2 Theory X and Theory Y

This theory was proposed by Douglas McGregor, in which he suggested two distinct ways of viewing human beings' nature: one basically negative, labeled as Theory X, and the other basically positive, labeled as Theory Y. Under Theory X, one assumes that the employees inherently dislike to work and must therefore be directed or even forced into

performing it. In contrast, under Theory Y, managers assume employees are prone to work as being as natural as rest or play, and therefore the average person can learn to accept, and even seek responsibility. To comprehend more clearly, analyze in terms of Maslow's hierarchy. Theory Y assumes that individuals are dominated by higher-order needs. McGregor personally believed that the assumptions of Theory Y were more valid than Theory X. Therefore, he proposed ideas of participative decision making, responsibility, challenging jobs, and good group relations with the people at work place to maximize an employee's motivation at job. But unfortunately, no evidence confirms that either set of assumptions is valid or acceptable, or that leading on Theory Y assumptions will lead to employees' motivation. Nowadays, McGregor's theories are seldom used because during the past decades they have been influenced by many new ideas and modern theories (Lagrosen, 2001). However, Theory X and Theory Y are still important in the field of organization management and more specifically these two theories can provide a useful tool for the motivation and management research ("Define This", 2008). In addition these theories remain guiding tools to improve organization culture ("Theory X and theory Y", 2008).

2.4.3 McClelland's Theory of Needs

This theory of need was developed by the American psychologist David McClelland and his associates, who studied the way in which people satisfy their needs. David McClelland concluded his work in his 1961 book, "The Achieving Society." He identified three motivators that he believed we all have: a need for achievement, a need for affiliation, and a need for power. According to McClelland, people have motivating drivers that are directly link

ed to need and those needs are irrespective of age, gender, culture or race. The theory describes three types of needs:

- Need for achievement (nAch): It is the need to excel, to achieve in relationship to a set of standards.
- Need for power (nPow): It is the need to make others behave in a way they would not have otherwise, and want to have control over others.
- Need for affiliation (nAff): It is the need to feel friendly and close interpersonal relationships with others at work.

McClelland and his associates had most of their focus and attention on nAch. High achievers perform best when they perceive their probability of success as 0.5—that is, a 50–50 chance. They dislike gambling with high odds because they get no achievement satisfaction from success that comes by pure chance. Similarly, they dislike low odds (high probability of success) because then there is no challenge to their skills. They like to set goals that require stretching themselves a little. Relying on an extensive amount of research, we can predict some relationships between achievements need and job performance. First, when jobs have a high degree of personal responsibility and feedback and an intermediate degree of risk, high

achievers are strongly motivated. They are successful in entrepreneurial activities such as running their own businesses, for example, and managing self-contained units within large organizations. Second, a high need to achieve does not necessarily make someone a good manager, especially in large organizations. People with a high achievement need are interested in how well they do personally, and not in influencing others to do well. High-nAch salespeople do not necessarily make good sales managers, and the good general manager in a large organization does not typically have a high need to achieve. Third, needs for affiliation and power tend to be closely related to managerial success. The best managers are high in their need for power and low in their need for affiliation. In fact, a high power motive may be a requirement for managerial effectiveness.

Among the early theories of motivation, McClelland's has had the best research support. Unfortunately, it has less practical effect than the others. Because McClelland argued that the three needs are subconscious—we may rank high on them but not know it—measuring them is not easy. In the most common approach, a trained expert presents pictures to individuals, asks them to tell a story about each, and then scores their responses in terms of the three needs. However, the process is time consuming and expensive, and few organizations have been willing to invest in measuring McClelland's concept.

2.4.4 Self-Determination Theory

It is called self-determination theory, which proposes that people prefer to feel they have control over their actions, so anything that makes a previously enjoyed task feel more like an obligation than a freely chosen activity will undermine motivation. Much research on self-determination theory in OB has focused on cognitive evaluation theory, which hypothesizes that extrinsic rewards will reduce intrinsic interest in a task. When people are paid for work, it feels less like something they want to do and more like something they have to do. Self-determination theory also proposes that in addition to being driven by a need for autonomy, people seek ways to achieve competence and positive connections to others. A large number of studies support self-determination theory. When organizations use extrinsic rewards as payoffs for superior performance, employees feel they are doing a good job less because of their own intrinsic desire to excel than because that's what the organization wants. Eliminating extrinsic rewards can also shift an individual's perception of why she works on a task from an external to an internal explanation. Studies examining how extrinsic rewards increased motivation for some creative tasks suggests we might need to place cognitive evaluation theory's predictions in a broader context. Goal-setting is more effective in improving motivation, for instance, when we provide rewards for achieving the goals. The original authors of self-determination theory acknowledge that extrinsic rewards such as verbal praise and feedback about competence can improve even intrinsic motivation under specific circumstances. Deadlines and specific work standards do, too, if people believe they are in control of their behavior. This is consistent with the central theme of self-determination

theory: reward and deadlines diminish motivation if people see them as coercive. What does self-determination theory suggest for providing rewards? If a computer programmer values writing code because she likes to solve problems, a reward for working to an externally imposed standard she does not accept, such as writing a certain number of lines of code every day, could feel coercive, and her intrinsic motivation would suffer. She would be less interested in the task and might reduce her effort. A recent outgrowth of self-determination theory is self-concordance, which considers how strongly people's reasons for pursuing goals are consistent with their interests and core values. OB research suggests that people who pursue work goals for intrinsic reasons are more satisfied with their jobs, feel they fit into their organizations better, and may perform better. For individuals, it means choose your job for reasons other than extrinsic rewards. For organizations, it means managers should provide intrinsic as well as extrinsic incentives. They need to make the work interesting, provide recognition, and support employee growth and development. Employees who feel what they do is within their control and a result of free choice are likely to be more motivated by their work and committed to their employers.

2.4.5 Self-Efficacy Theory

Self-efficacy (also known as social cognitive theory or social learning theory) refers to an individual's belief that he or she is capable of performing a task. The higher your self-efficacy, the more confidence you have in your ability to succeed. So, in difficult situations, people with low self-efficacy are more likely to lessen their effort or give up altogether, while those with high self-efficacy will try harder to master the challenge. Self-efficacy can create a positive spiral in which those with high efficacy become more engaged in their tasks and then, in turn, increase performance, which increases efficacy further. Changes in self-efficacy over time are related to changes in creative performance as well. Individuals high in self-efficacy also seem to respond to negative feedback with increased effort and motivation, while those low in self efficacy are likely to lessen their effort after negative feedback. Goal-setting theory and self-efficacy theory don't compete; they complement each other.

The researcher who developed self-efficacy theory, Albert Bandura, proposes four ways self-efficacy can be increased:

- Enactive mastery.
- Vicarious modeling.
- Verbal persuasion.
- Arousal.

According to Bandura, the most important source of increasing self-efficacy is enactive mastery—that is, gaining relevant experience with the task or job. The second source is vicarious modeling—becoming more confident because you see someone else doing the task. Vicarious modeling is most effective when you see yourself as similar to the person you are observing. The third source is verbal persuasion: becoming more confident because

someone convinces you that you have the skills necessary to be successful. Motivational speakers use this tactic. Finally, Bandura argues that arousal increases self-efficacy. Arousal leads to an energized state, so the person gets “psyched up” and performs better. But if the task requires a steady, lower-key perspective (say, carefully editing a manuscript), arousal may in fact hurt performance.

2.4.6 Reinforcement Theory

Reinforcement theory takes a behavioristic view, arguing that reinforcement conditions behavior. The two theories are clearly at odds philosophically. Reinforcement theorists see behavior as environmentally caused. Reinforcement theory ignores the inner state of the individual and concentrates solely on what happens when he or she takes some action. Because it does not concern itself with what initiates behavior, it is not, strictly speaking, a theory of motivation. But it does provide a powerful means of analyzing what controls behavior, and this is why we typically consider it in discussions of motivation. Operant conditioning theory, probably the most relevant component of reinforcement theory for management, argues that people learn to behave to get something they want or to avoid something they don't want. Unlike reflexive or unlearned behavior, operant behavior is influenced by the reinforcement or lack of reinforcement brought about by its consequences. Therefore, reinforcement strengthens a behavior and increases the likelihood it will be repeated. B. F. Skinner, one of the most prominent advocates of operant conditioning, argued that creating pleasing consequences to follow specific forms of behavior would increase the frequency of that behavior. He demonstrated that people will most likely engage in desired behaviors if they are positively reinforced for doing so; that rewards are most effective if they immediately follow the desired response; and that behavior that is not rewarded, or is punished, is less likely to be repeated. The concept of operant conditioning was part of Skinner's broader concept of behaviorism, which argues that behavior follows stimuli in a relatively unthinking manner. Skinner's form of radical behaviorism rejects feelings, thoughts, and other states of mind as causes of behavior. Although reinforces such as pay can motivate people, the process is much more complicated than stimulus-response. In its pure form, reinforcement theory ignores feelings, attitudes, expectations, and other cognitive variables known to affect behavior. In fact, some researchers look at the same experiments reinforcement theorists use to support their position and interpret the findings in a cognitive framework. Reinforcement is undoubtedly an important influence on behavior, but few scholars are prepared to argue it is the only one. The behaviors you engage in at work and the amount of effort you allocate to each task are affected by the consequences that follow. Individuals can learn by being told or by observing what happens to other people, as well as through direct experiences. Much of what we have learned comes from watching models—parents, teachers, peers, film and television performers, bosses, and so forth. This view that we can learn through both observation and direct experience is called social-learning theory.

Although social-learning theory is an extension of operant conditioning—that is, it assumes behavior is a function of consequences—it also acknowledges the effects of observational learning and perception. People respond to the way they perceive and define consequences, not to the objective consequences themselves. Models are central to the social-learning viewpoint. Four processes determine their influence on an individual:

Attentional processes: People learn from a model only when they recognize and pay attention to its critical features. We tend to be most influenced by models that are attractive, repeatedly available, important to us, or similar to us in our estimation.

Retention processes: A model's influence depends on how well the individual remembers the model's action after the model is no longer readily available.

Motor reproduction processes: After a person has seen a new behavior by observing the model, watching must be converted to doing. This process demonstrates that the individual can perform the modeled activities.

Reinforcement processes: Individuals are motivated to exhibit the modeled behavior if positive incentives or rewards are provided. Positively reinforced behaviors are given more attention, learned better, and performed more often.

Reinforcement theory acts on the basis of the need theories. Bergmann and Scarpello (2001) state that by punishing an individual can create motivation. They also give an example that if someone has an undesired behavior and you will take his money in order to punish him, then that person is going to stop that specific behavior.

Finally, although Reinforcement theory is a great tool for organizations in the field of motivation and an important explanation of how people learn behavior, it has some serious limitations such as that it is difficult to identify rewards and punishments. Another limitation is that employees may come to be disappointed by the punishment. So, in order to use the theory effectively, managers must be aware of these difficulties in application (Swenson, 1999).

2.4.7 Equity Theory/Organizational Justice

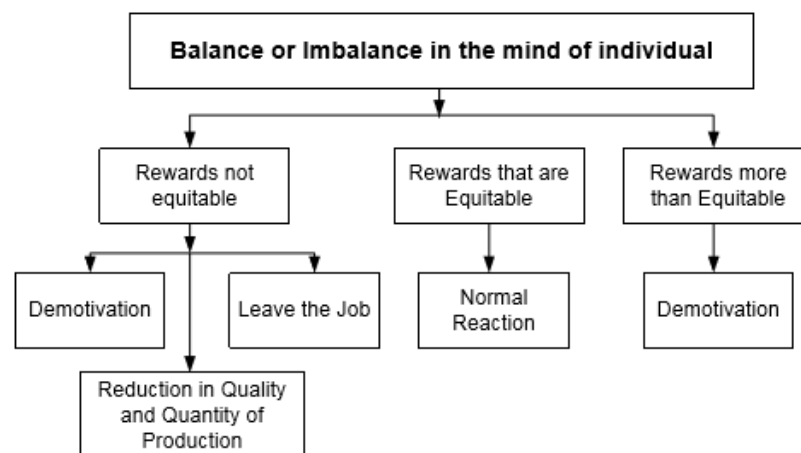


Figure 5: Equity theory
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John Stacy Adams, a workplace and behavioral psychologist, developed in 1963 the Equity Theory, also known as Adams' Equity Theory. In this theory he attempts to explain the fact that workers want to be treated fairly. "Employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others ("Equity theory", 2008, para.1). Adams (1963) argued that an individual's motivation to perform derives from his/her will, or demands to be equally managed in relations to the treatment received by others in the organization. He stated that workers have the tendency to compare their rewards against their colleagues and when they find differences (under-rewarded), they decrease the performance of their work or even seek to find another organization where they could be treated better. On the other hand, when workers understand that they being treated better (over-rewarded) than their colleagues, they feel motivated to perform better.

According to "Equity theory" (2008), "equity is measured by comparing theratios of contributions and benefits of each person with the relationship" (2008, "Background", para.1). "An individual will consider that he/she is treated fairly if he/she notices the ration of his inputs to his outcomes to be equivalent to those around him" ("Equity theory", 2008, "Definition of Equity", para.1)

$$\frac{\text{Individual's outcomes}}{\text{Individual's own inputs}} = \frac{\text{Relational partner's outcomes}}{\text{Relational partner's inputs}}$$

The Equity Theory states that equity is attained when inputs and outputs for an individual and his/her source of reference are equal (Adams, 1965). Inputs are defined as the individual's contribution to the relational exchange and can be either assets or liabilities. Inputs typically include some of the following: "Time, effort, loyalty, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, and/or personal sacrifice" ("Equity theory", 2008, "Inputs and Outcomes", para.1). According to "Equity theory" (2008), "Outcomes are defined as the positive and/or negative results that incurred because of the interaction of an individual with another one" ("Equity theory", 2008, "Inputs and Outcomes", para.2). Outcomes can be both tangible and intangible and typically include some of the following: Love, sex, intimacy, security, esteem, salary, employee benefit, expenses, recognition, reputation, responsibility, sense of achievement, praise, and/or thanks ("Equity theory", 2008). If an individual feels that inputs are fairly rewarded by outputs, then he/she is happier in his/her work and more motivated to continue inputting at the same level. On the other hand, if an individual feels that his/her personal ration of inputs to outputs is less beneficial than the ratio of others, then it is possible to become demotivated in relation to his/her job (Chapman, 2007).

Employees might compare themselves to friends, neighbors, co-workers, or colleagues in other organizations or compare their present job with past jobs. Which referent an employee chooses will be influenced by the information the employee holds about referents as well as

by the attractiveness of the referent. Four moderating variables are gender, length of tenure, level in the organization, and amount of education or professionalism.

Self-inside: An employee's experiences in a different position inside the employee's current organization.

Self-outside: An employee's experiences in a situation or position outside the employee's current organization.

Other-inside: Another individual or group of individuals inside the employee's organization.

Other-outside: Another individual or group of individuals outside the employee's organization.

2.4.8 Expectancy Theory

One of the most widely accepted explanations of motivation is Victor Vroom's expectancy theory. Victor Vroom was another well-known scientist, PhD from University of Michigan. His major contributions include work on motivation in the workplace, illustrated by his expectancy model which is a cognitive model that focuses upon motivation to work ("Expectancy theory", 2008), and his precious research into leadership styles and decision-making, in which he tries to explain why individuals choose to follow certain courses of action in organizations. Robbins (2003) defines Expectancy Theory as "the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual" (2003, p.173). Furthermore, Vroom (1964) stated that people become motivated when they feel that they managers or colleagues acknowledge their work. Vroom's Expectancy Theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). The Expectancy Theory is an easy understood model. Figure 12 shows this model and describes that people cannot be motivated by things they do not want, and that people will be motivated by things they are excited for.

Vroom (1964) uses the following formula in order to calculate the level of motivation: $M = (E) \times (I) \times (V)$

E is the abbreviation of expectancy, I stand for instrumentality, and V is the shortening for valance. These three variables are multiplied together to determine motivation (Vroom, 1995).

Expectancy is the perceived relation between effort and performance and refers to the strength of a person's belief about whether or not a particular job performance is attainable. Bergman and Scarpello (2001) state that an individual usually only focuses on one expectancy value. The best way to establish expectancy is throughout feedback (Muchinsky, 1993).

Instrumentality is defined as the relationship between the perceived degree of performance and the outcome attained. Vroom (1964) defines instrumentality as a probability belief linking one outcome to another outcome.

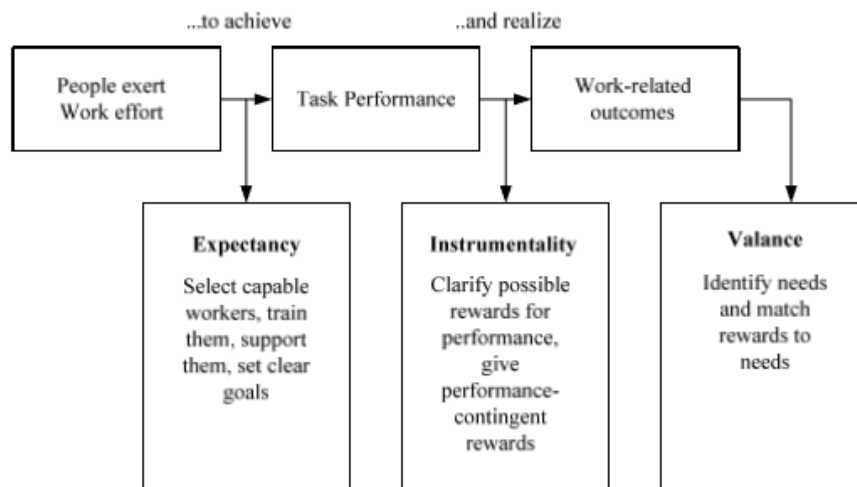


Figure 6: Expectancy theory

Vroom refers to instrumentality as outcome association. For example if a person thinks that an increased pay are analogous to his performance, the instrumentality would be very high. Vice versa, the instrumentality would be very low if the outcome is seen as not related to the performance. The varieties of instrumentalities are as many as there are outcomes (Muchinsky, 1993). Valance is the strength of an individual's preference for a specific outcome, in other words is the feeling that employees have about the outcomes of their actions. Outcomes have different values depending on the individuals. An employee generates as many valences as there are outcomes (Muchinsky, 1993).

Although it has its critics, most of the evidence supports it. Expectancy theory argues that the strength of our tendency to act a certain way depends on the strength of our expectation of a given outcome and its attractiveness. In more practical terms, employees will be motivated to exert a high level of effort when they believe it will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as bonuses, salary increases, or promotions; and that the rewards will satisfy the employees' personal goals.

CHAPTER 3

METHODOLOGY

The methodology of the research involves the actions to be taken to investigate a research problem and the rationale for the application of specific procedures or techniques used to identify, select, process, and analyze information applied to understanding the problem. The study has been carried out with the following methodological approach:

3.1 Research Process

According to Hussey and Hussey (1997), all research processes present some initial phases through which they must pass. The following phases suggested by Hussey and Hussey have been used in order to strengthen the research.

- Identify the research purpose and topic
- Define the research problem
- Determine the concept of the research
- Collecting the necessary data for the research
- Analyzing and interpreting the research data
- Stating the findings and recommendations

All the above stated steps have been rigidly followed in this thesis. The first 3 steps have been covered by unit 1 and unit 2. The 4th and the 5th steps have been covered by unit 3 and unit 4 and the last step have been covered by unit 5.

3.2 Research Method

There are two methods that can be used; quantitative and qualitative research. A quantitative research method quantifies the respondent's answers towards certain variables to draw statistical conclusions and comparisons. The focus of this method is to explain cause and affect relationships, and the measurements, tests and questionnaires are controlled and the conclusion shows results from generalization of the population. The researcher in this method keeps a distance and an objective view of the research (Ghauri and Gronhaug 2005). According to Ghauri and Gronhaug (2005), the disadvantage of this method is the lack of the ability to understand the respondent's point of view. In contrast, the qualitative method is used when the researcher wants to investigate respondent's feelings, opinions and other subjective variables. According to Merriam (1998), in this method the researcher plays an active role to collect the necessary information. After studying the benefits and the drawbacks, as well as the functionality of the previous aforementioned methods, it was decided that this thesis is an empirical research where only quantitative research will be used. A quantitative methodology will be used to compare different motivational factors towards data from previous research and the present stated hypothesis.

3.3 Sources of Information:

The data and information used in the research have been from Primary as well as from Secondary sources. 3 Nepalese organizations have been selected as a population sample for the required data. The data obtained directly from the sample through questionnaires are purely Primary data. The secondary form of data used in the research is shown in table1 which was obtained from previous research, for result comparison.

3.3.1 Organizations for Sample

Table 2: List of selected organization

S.N.	Name of the organization	Nature of organization	Address of the organization
1	Century Commercial Bank	Commercial Bank	Satdobato, Kathmandu
2	LIS Nepal	IT Industry	Jawlakhel, Lalitpur
3	R.K. Plastics Industry	Production Industry	Balaju Industrial Estate, Kathmandu

3.3.2 Instruments:

The instrument used for obtaining Primary data was questionnaire method. (Given in Annex I)

3.4 Data Collection

There are two main procedures to collect data for such type of research. The first one is the Theoretical which refers to secondary data, collected by others and according to Ghauri and Gronhaug (2005) is used to “broaden the base from which scientific conclusion can be drawn” (2005, p.95). The second is Empirical data (Ghauri & Gronhaug, 2005), which is the primary mean of information for this thesis and was collected directly to investigate the specific problem.

Data collection method that has been used in this research is from various sources like questionnaire, observation, and previous research. 3 different types of Nepalese organizations have been selected as a subject for population sample.

A total of 150 questionnaires were distributed to gather data from employees of three selected organizations in Kathmandu, Nepal. These 150 questionnaires were divided into three equal groups, one for each selected organization. Thus, a total of 50 questionnaires were sent to each organization. There were 150 respondents, which represented a 100 percent return completed rate for the 150 questionnaires. Table 3 shows the number of questionnaires sent and returned completed and the percentage of the questionnaires returned completed for each organization.

Table 3: Number of questionnaire sent and received

Organization	Questionnaire Sent	Questionnaire Received	Percentage Returned
Bank	50	50	100
Factory	50	50	100
IT	50	50	100
Total	150	150	100

3.5 Quality of the Research

3.5.1 Validity

Validity refers to how exactly an investigation is carried out and how accurate are the tools and method used, according to the purpose of the study. To strengthen the validity of the research, a pilot survey was carried out to know what satisfies, what dissatisfies the employees, and how they feel about their work environment. Separate sessions with lower level and higher level employees were carried out to know more precisely about the different mentality and perception of the people regarding their work, motivation, performance and dissatisfaction. The result from the oral interaction and the questionnaire shows the similar results.

3.5.2 Reliability

Reliability refers to how accurate and trustworthy are the collected data, and internally consistence they are. To fulfill the reliability test of the data, Cronbach's alpha value was used. Cronbach's alpha value is used to show the internal consistency of the questionnaire and the collected data. The formula used is:

$$\text{Cronbach's alpha} = N/(N-1) * (1 - (\text{Sum of item variance} / \text{Variance of the total score}))$$

Where, N = Number of items

For the analysis of data,

Sum of variances of each item = 276.33

Variance of the total score = 1062.63

For N (No. of items) = 16

Cronbach's Alpha = $16/(16-1) * (1-276.33/938.63)$

= 0.752632278

Anything above 0.7 Cronbach's Alpha value is considered reliable. The computed Cronbach's Alpha value = 0.75, which shows the reliability of the Research

3.6 Data Analysis Tools

The tools that will be used to evaluate the proposed hypothesis are: *Spearman's Rank Order Correlation Coefficient* and *Chi-Square Test*.

- CHI-SQUARE TEST

The technique is generally used to test the dependency between two or more subjects that involves determining the expected frequency/rank from the observed data. The data are then used to obtain chi square value at a certain level of significance, which is then used to compare with the tabulated value at that level of significance from the chi-square table.

$$\text{Chi-Square (JX}^2\text{)} = (\text{O}-\text{E})^2/\text{E}$$

Where,

JX^2 = Chi-Square value

O = Observed frequency/rank

E = Expected frequency/rank

- SPEARMAN RANK ORDER:

This technique is used to test the correlation between rankings of certain factors among the rankers. The correlation value obtained is compared against the tabulated spearman correlation table at certain level of significance.

Spearman rank correlation coefficient

$$(\rho) = 1 - 6d^2 / (N^3 - N)$$

Where,

ρ = Spearman rank correlation coefficient

d^2 = Square of difference of ranking between two different respondent

N = Number of factors to be ranked

3.7 Decision Rule for Hypothesis

If the calculated value of Chi-Square or the Spearman rank Correlation Coefficient is less than or equal to the tabulated value at 0.05 level of significance, Null hypothesis is accepted. If the calculated value of Chi-Square or the Spearman rank Correlation Coefficient is greater than the tabulated value at 0.05 level of significance, Null hypothesis is rejected

CHAPTER 4

ANALYSIS OF DATA

4.1. Demographic Data

In Table 4 to Table 9, demographic data concerning the respondents are presented. Table 4 shows that 89 of the 150 respondents who completed the questionnaire indicated their sex as male. The remaining 61 respondents were female.

Table 4: Distribution of respondents by sex

Organization	Male	Female	Total
Bank	26	24	50
Factory	34	16	50
IT	29	21	50
Total	89	61	150
Percentage	59.33 %	40.67 %	100 %

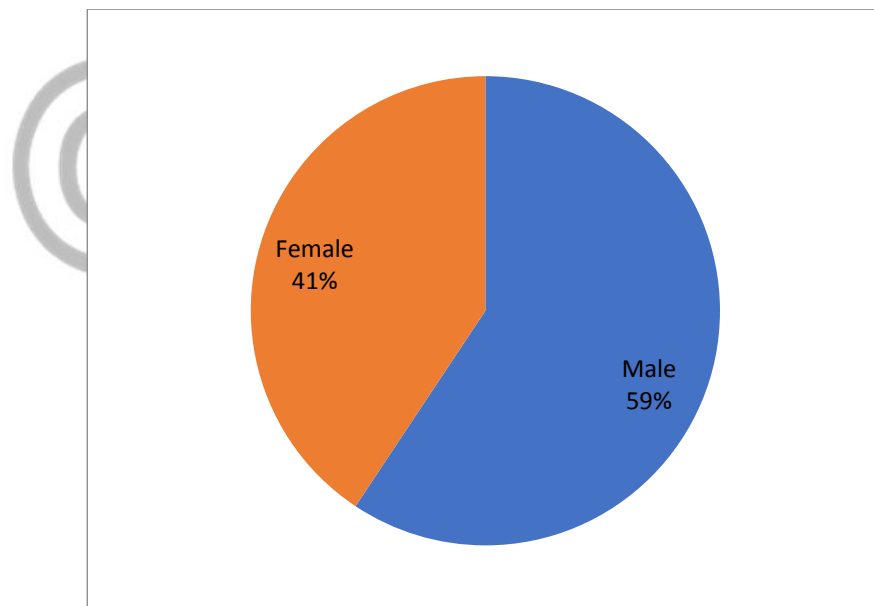


Figure 7: Distribution of respondents by sex

Table 5 contains information regarding the age group of the respondents. The respondents in this study were typically in the 25 to 29 year age groups, with 54 (36 %) of the respondents checking these age groups and 18-24 year age group, with 53(35.33 %) of the respondents checking this age group. 30-35 year age group contains 33 (22 %) of the respondents and 35+ year group have 10(6.67 %) of the respondents.

Table 5: Distribution of respondents by age-group

Organization	18-24	25-29	30-35	35+	Total
Bank	11	23	12	4	50
Factory	17	14	14	5	50
IT	25	17	7	1	50
Total	53	54	33	10	150
Percentage	35.33 %	36 %	22 %	6.67 %	100 %

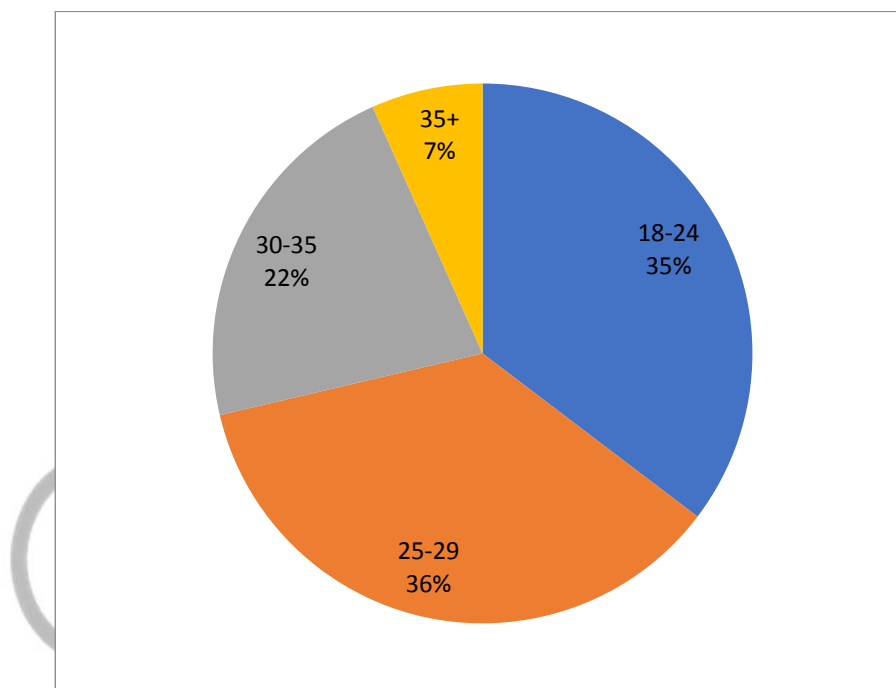


Figure 8: Distribution of respondents by age-group

Table 6 indicates the marital status of the respondents. The respondents were predominantly Unmarried employees. There were 94 (62.67 %) Unmarried, and 49 (32.67 %) Married respondents. Seven respondents indicated their marital status as neither married nor single by checking the "others" item.

Table 6: Distribution of respondents by marital status

Organization	Married	Unmarried	Others	Total
Bank	19	31	0	50
Factory	16	27	7	50
It company	14	36	0	50
Total	49	94	7	150
Percentage	32.66 %	62.67 %	4.67 %	100 %

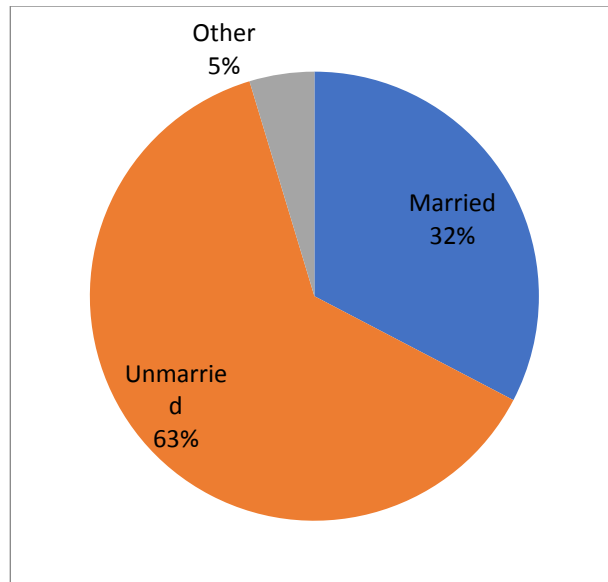


Figure 9: Distribution of respondents by marital status

Table 7 shows that the respondents were predominantly non-supervisory personnel from three selected Nepalese organizations. Table 6 shows that 101 (67.33 %) of the total 150 respondents indicated their job position as non-supervisors, while 49 respondents were supervisors.

Table 7: Distribution of respondents by Job Position in the organization

Organization	Supervisor	Non-Supervisor	Total
Bank	18	32	50
Factory	17	33	50
IT company	14	36	50
Total	49	101	150
Percentage	32.67 %	67.33 %	100 %

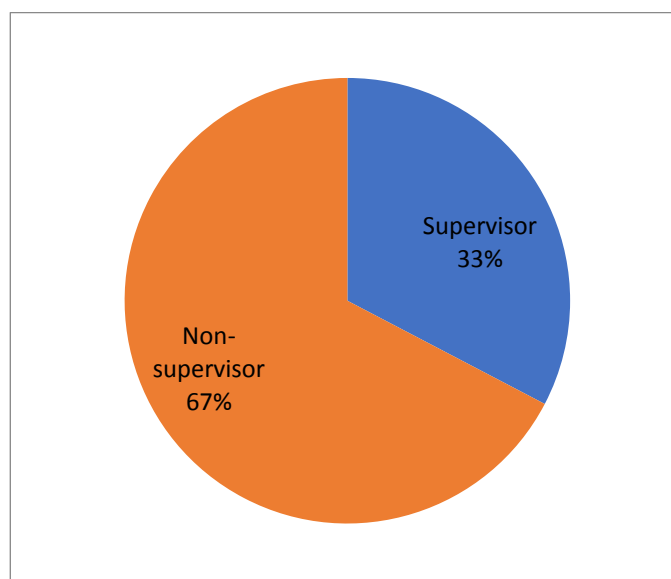


Figure 10: Distribution of respondents by job position

Table 8 contains data regarding the length of tenure at their present organization of the respondents, as reported on the questionnaires. The length of employment ranged from less than a year to over 5 years. 44% of the respondents had worked at their organization for 1-3 years. The second predominant were respondents working for under a year.

Table 8: Distribution of respondents by length of employment

Organization	Under 1 yr	1-3 yrs	3-5 yrs	5 yrs+	Total
Bank	20	21	3	6	50
Factory	16	25	2	7	50
IT company	20	20	8	2	50
Total	56	66	13	15	150
Percentage	37.33 %	44 %	8.67 %	10 %	100 %

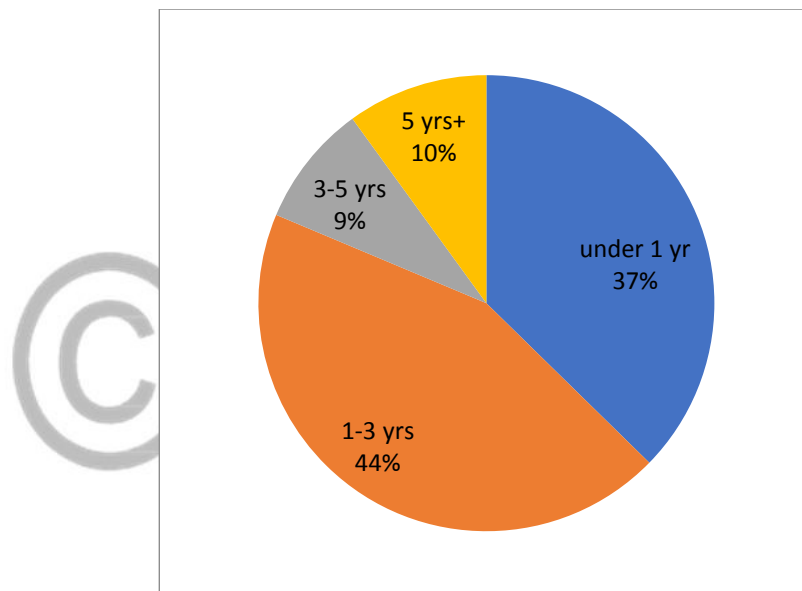


Figure 11: Distribution of respondents by length of employment

Table 9 indicates the strength of respondents' feelings of Suitableness of their current working environment as reported on the questionnaire. 57.33 % of the respondents have marked their working condition as good, while only 6.67 % of the respondents have feeling of their working environment as most favorable.

Table 9: Distribution of responses on current working environment

Organization	Most Favorable	Good	Average	Poor	Worst	Total
Bank	4	29	12	4	1	50
Factory	3	21	18	3	5	50
IT company	3	36	11	0	0	50
Total	10	86	41	7	6	150
Percentage	6.67 %	57.33%	27.33 %	4.67 %	4 %	100

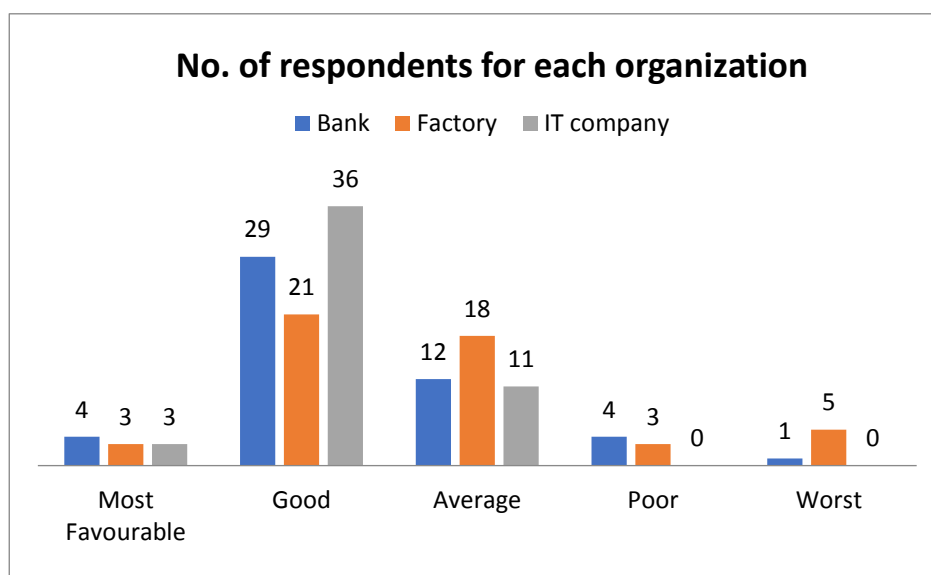


Figure 12: Responses from each organization on level of working environment

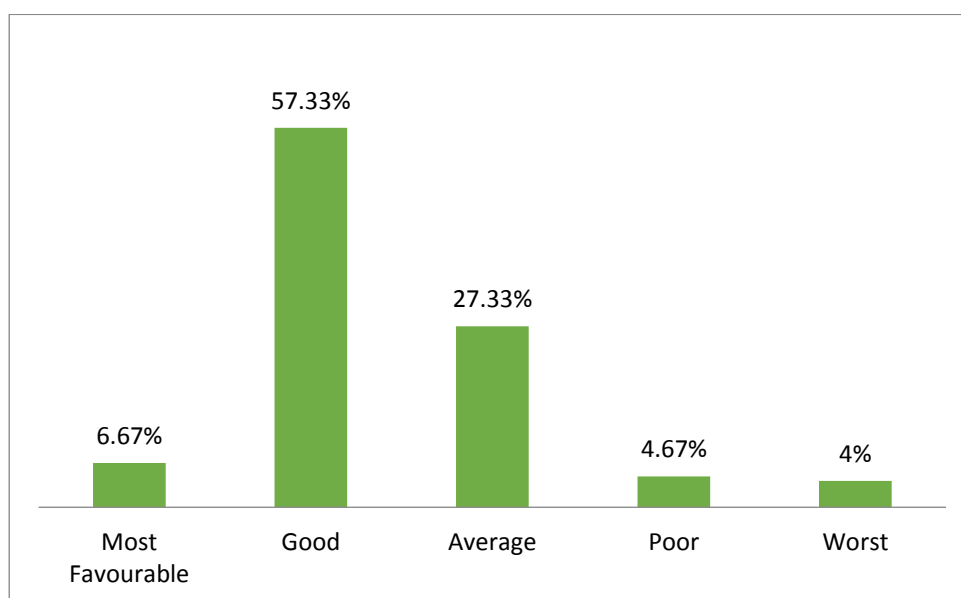


Figure 13: Overall % response for each level of working environment

Figure 12 shows the frequency of respondents from each organization separately and their feeling towards their current working environment. Figure 13 shows that out of total respondents, 57.33 %, majority feel that their present working environment is good and is favorable which motivates them to work and perform better. Figure 7&8 tells us that 4.67% and 4% have feeling that their current working environment is poor and worst respectively. The respondents who voted for poor and worst working environment belong to Bank and Factory. None of the IT respondents have the feeling that their current working environment is poor or worst. Interviews with the Bank and Factory workers reveals that a good, well facilitate and safer environment motivates them to work. A poor or bad or unsafe environment does not motivate them to go to the work place which may decrease their personal efficiency even though he/she possesses all the

skills, talent and hard work. A bad working environment can build a negative image of an employee. Hence the face to face interview reveals that workers are in need of a good working condition to motivate them and cause satisfaction at work.

4.2 Analysis of overall Responses

Table 10 presents the total score, average rating, and rank of each factor appearing in the satisfying sequences for Nepalese respondents. The factors are ranked on the basis of least total score or least average rating. The factor that was ranked by the Nepalese respondents as the greatest source of job satisfaction was Salary. This factor obtained a least total score of 729 with an average rating of 4.86. The second important source was Possibility of growth, with a total score of 838 and an average rating of 5.59. Ranking third and fourth were the factors of Achievement and Recognition, with a total score of 912 and an average rating of 6.08 and with a total score of 928 and an average rating of 6.19 respectively. Advancement and Responsibility was ranked fifth and sixth in the satisfying sequence with a total score of 1087 and an average rating of 7.25 and a total score of 1112 and an average rating of 7.41. The seventh factor was Work itself with a total score of 1235 and an average rating of 8.23. the eighth, ninth, and tenth factors were working condition, personal life, and Relation with supervisor. The other factors relationship with subordinates, job security, status, Relationship with peers, company policy, and supervision-technical were ranked eleventh, twelfth, thirteenth, fourteenth, fifteenth, and sixteenth. The full data is shown in Table 10 and figure 14 and figure 15.

Herzberg indicated the six most important motivation factors contributing to job satisfaction were as follows: Achievement, Recognition, Advancement, Work itself, Possibility of growth, and Responsibility. In this study, the six motivation factors identified by Herzberg were ranked by the Nepalese respondents as follows: third, fourth, fifth, seventh, second, and sixth, respectively, in the satisfying sequences. All the factors as stated by the Herzberg appeared in the top 6 factors except a factor called 'Salary', stated as a Hygiene Factor, appeared in the list as first and the most motivating factor in job satisfaction.

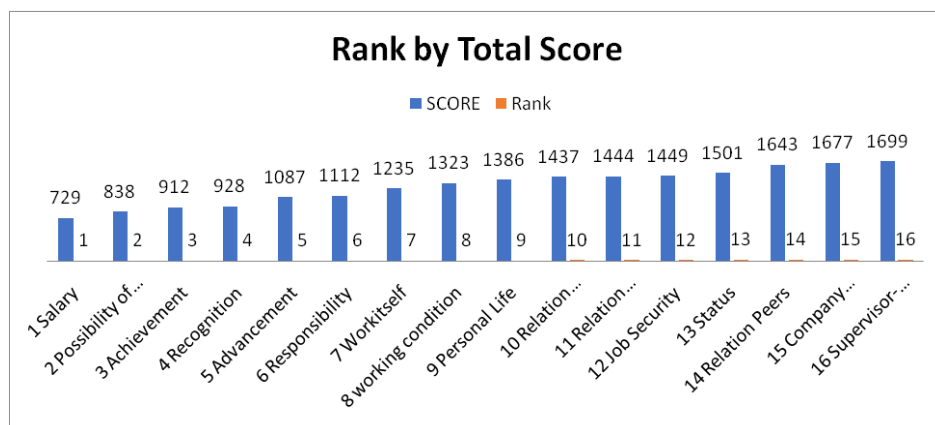


Figure 14: Rank of factors based on total score

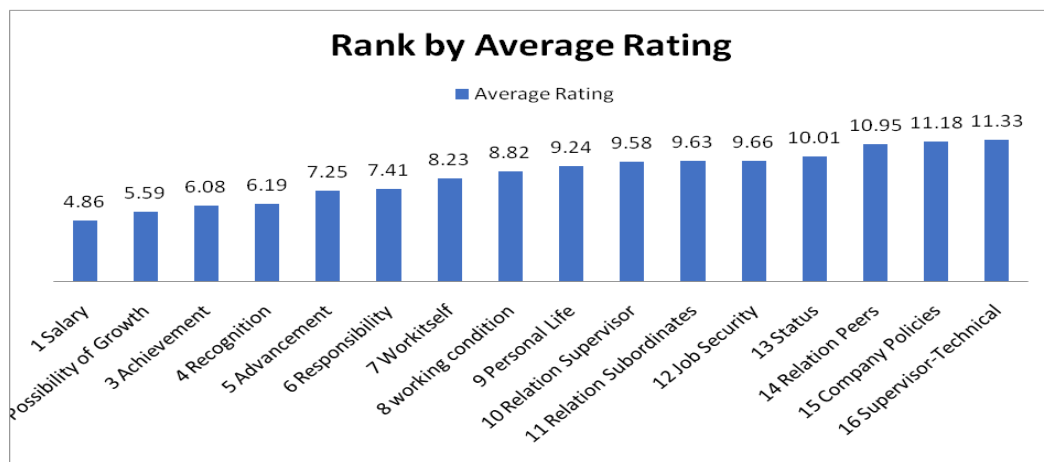


Figure 15: Rank of factors based on average rating

Table 10: Overall score, average rating, and rank of each factor in the satisfying sequence

Factors	Total Score	Average Rating	Rank
Salary	729	4.86	1
Possibility of Growth	838	5.59	2
Achievement	912	6.08	3
Recognition	928	6.19	4
Advancement	1087	7.25	5
Responsibility	1112	7.41	6
Work itself	1235	8.23	7
Working condition	1323	8.82	8
Personal Life	1386	9.24	9
Relation Supervisor	1437	9.58	10
Relation Subordinates	1444	9.63	11
Job Security	1449	9.66	12
Status	1501	10.01	13
Relation Peers	1643	10.95	14
Company Policies	1677	11.18	15
Supervisor-Technical	1699	11.33	16

4.3 Hypothesis Testing

- Hypothesis 1

H0: No significant correlation exists on the ranking of motivational factors causing job satisfaction between the U.S. respondents (Herzberg's data) and the Nepalese respondents.

Table 11: Spearman rank order coefficient for ranking of factors causing job satisfaction between U.S. respondents and Nepalese respondents

Factors	Herzberg's Finding	Present Finding		di = (d ₁ -d ₂)	di ²
	Rank (d ₁)	Total Score	Rank (d ₂)		
Achievement	1	912	3	-2	4
Recognition	2	928	4	-2	4
Work Itself	3	1235	7	-4	16
Responsibility	4	1112	6	-2	4
Advancement	5	1087	5	0	0
Salary	6	729	1	5	25
Possibility of growth	7	838	2	5	25
Relation with Subordinates	7	1444	11	-4	16
Status	9	1501	13	-4	16
Relation with Supervisor	9	1437	10	-1	1
Relation with Peers	11	1643	14	-3	9
Supervision-Technical	11	1699	16	-5	25
Company Policies	11	1677	15	-4	16
Working Condition	14	1323	8	6	36
Personal life	14	1386	9	5	25
Job Security	14	1449	12	2	4
				Total di²	226

$$\begin{aligned}
 \rho &= 1 - 6di^2 / (N^3 - N) \\
 &= 1 - ((6*226) / (16^3 - 16)) \\
 &= 1 - 1356 / (4096 - 16) \\
 &= 0.667
 \end{aligned}$$

The overall score, rating and ranks of 16 factors of job satisfaction as indicated by Nepalese respondents (from Table 10) were compared with those of the United States respondents (from Table 1) as shown in Table 11. The computation of the Spearman Rank-Order Correlation Coefficient yielded a Spearman rho value of **0.667**. The tabled Spearman rho value for 16 paired rankings is **0.506** at the **0.05** level of significance. The computed Spearman rho was found to be greater than the tabled Spearman rho value; **therefore, Hypothesis 1 is rejected**. The data necessary for the testing of this hypothesis is also presented in Table 11.

- Hypothesis 2

H0: No significant correlation exists between the ranking of motivational factors causing job satisfaction among male and female Nepalese respondents.

Table 12: Spearman rank-order correlation between male and female respondents' rankings

Factors	Male Ranking		Female Ranking		$d_i = (d_1 - d_2)$	d_i^2
	Rank (d_1)	Total Score	Rank (d_2)	Total score		
Salary	1	444	1	285	0	0
Possibility of growth	2	532	2	306	0	0
Recognition	3	551	4	377	-1	1
Achievement	4	556	3	356	1	1
Responsibility	5	622	6	490	-1	1
Advancement	6	645	5	442	1	1
Work Itself	7	666	10	569	-3	9
Working Condition	8	759	8	564	0	0
Personal life	9	818	9	568	0	0
Job Security	10	821	13	628	-3	9
Relation Supervisor	11	868	11	569	0	0
Relation Subordinates	12	911	7	533	5	25
Status	13	913	12	588	1	1
Company Policies	14	991	15	686	-1	1
Relation Peers	15	1003	14	640	1	1
Supervision-Technical	16	1004	16	695	0	0
					Total d_i^2	50

$$\begin{aligned}
 \rho &= 1 - 6di^2 / (N^3 - N) \\
 &= 1 - ((6 * 50) / (16^3 - 16)) \\
 &= 1 - 300 / (4096 - 16) \\
 &= 0.926
 \end{aligned}$$

The computed Spearman rho value was **0.926**. With 16 paired rankings, the tabled Spearman rho-value at the 0.05 level of significance was **0.506**. Thus, the computed Spearman rho value is greater than the tabulated value at the 0.05 level. **Hence hypothesis 2 is rejected.** It was found that male respondents ranked some factors which contributed to their job satisfaction the same as female respondents did. That is, they ranked Salary, Possibility of Growth, Working Condition, Personal life, Relation with Supervisor, and Supervision-Technical as first, second, eighth, ninth, eleventh and sixteenth respectively. However there were 10 factors, which male and female respondents ranked differently.

• Hypothesis 3:

H0: No significant correlation exists between the ranking of motivational factors causing job satisfaction among supervisors and non-supervisors.

Table 13: Spearman rank-order correlation between supervisor and non-supervisor rankings

Factors	Supervisor Ranking		Non-Supervisor Ranking		$d_i = (d_1 - d_2)$	d_i^2
	Rank (d_1)	Total Score	Rank (d_2)	Total score		
Salary	1	250	1	285	0	0
Achievement	2	263	3	649	-1	1
Recognition	3	269	4	659	-1	1
Possibility of growth	4	302	2	536	2	4
Responsibility	5	348	6	764	-1	1
Work Itself	6	358	7	877	-1	1
Advancement	7	388	5	699	2	4
Working Condition	8	427	8	896	0	0
Status	9	457	13	1044	-4	16
Personal life	10	474	9	912	1	1
Relation Subordinates	11	488	11	956	0	0
Job Security	12	489	12	960	0	0
Relation Supervisor	13	508	10	929	3	9
Company Policies	14	531	16	1146	-2	4
Relation Peers	15	536	14	1107	1	1
Supervision-Technical	16	576	15	1123	1	1
					Total d_i^2	44

$$\begin{aligned}
 \rho &= 1 - 6d_i^2 / (N^3 - N) \\
 &= 1 - ((6 \times 44) / (16^3 - 16)) \\
 &= 1 - 264 / (4096 - 16) \\
 &= 0.935
 \end{aligned}$$

The computed Spearman rho value was **0.935**. With 16 paired rankings, the tabled Spearman rho-value at the 0.05 level of significance was **0.506**. Thus, the computed Spearman rho value is greater than the tabulated value at the 0.05 level. **Hence hypothesis 3 is rejected.** The total score, and ranks of 16 factors of job satisfaction indicated by Supervisors and Non-Supervisors employees, including the result of computed Spearman rho values, are shown in Table 12. It was found that Supervisors and Non-Supervisors respondents ranked some factors which contributed to their job satisfaction the same. That is, they ranked Salary, Working Condition, Relation with Subordinates, and Job Security as first, eighth, eleventh, and twelfth respectively. However there were 12 factors were ranked differently by the Supervisors and Non-Supervisors. The total score, and ranks of 16 factors of job satisfaction indicated by Supervisors and Non-Supervisors, including the result of computed Spearman rho values, are shown in Table 13.

- Hypothesis 4:

H0: Type of factor causing motivation and job satisfaction is independent of the organization type.

Chi-square Test for independence has been used to test the hypothesis 4. For the analysis of this hypothesis; Tables 14, 15 and 16 shows the necessary data required for the calculation through Chi-Square test for independence. Table 15 shows the contingency table required for the chi square value calculation for hypothesis 4. Table 16 shows the expected rank table and chi-square computed value.

Table 14: Rank and total scores of different factors causing job satisfaction from the respondents of different organizations

Factors	Bank		Factory		IT Company	
	Rank (d ₁)	Total Score	Rank (d ₂)	Total score	Rank (d ₃)	Total Score
Salary	1	258	1	239	1	232
Possibility of growth	2	259	6	314	4	265
Achievement	3	325	7	345	3	242
Working Condition	4	381	10	478	7	464
Job Security	5	392	11	480	16	577
Personal life	6	393	13	516	11	477
Recognition	7	394	4	299	2	235
Responsibility	8	403	3	288	6	421
Relation Supervisor	9	451	12	516	9	470
Work Itself	10	460	5	306	8	469
Status	11	469	9	475	15	557
Advancement	12	477	2	284	5	326
Relation Peers	13	515	15	607	13	521
Relation Subordinates	14	516	8	454	10	474
Company Policies	15	534	14	590	14	553
Supervision-Technical	16	573	16	609	12	517

Table 15: Contingency table for testing of hypothesis 4

	Bank	Factory	IT	
Factors	Rank (d1)	Rank (d2)	Rank (d3)	Row total
Salary	1	1	1	3
Possibility of growth	2	6	4	12
Achievement	3	7	3	13
Working Condition	4	10	7	21
Job Security	5	11	16	32
Personal life	6	13	11	30
Recognition	7	4	2	13
Responsibility	8	3	6	17
Relation Supervisor	9	12	9	30
Work Itself	10	5	8	23
Status	11	9	15	35
Advancement	12	2	5	19
Relation Peers	13	15	13	41
Relation Subordinates	14	8	10	32
Company Policies	15	14	14	43
Supervision-Technical	16	16	12	44
Column Total	136	136	136	N = 408

The expected rank for each data has been calculated using the formula;

$$\text{Expected rank (E)} = (\text{Row total} * \text{Column total}) / N$$

Where, N = 408 (From Table15)

Table 16: Chi-Square calculation for hypothesis 4

Observer Rank (O)	Expected Rank (E)	(O-E)²	(O-E)²/E
1	1.00	0.00	0.00
2	4.00	4.00	1.00
3	4.33	1.78	0.41
4	7.00	9.00	1.29
5	10.67	32.11	3.01
6	10.00	16.00	1.60
7	4.33	7.11	1.64
8	5.67	5.44	0.96

Observer Rank (O)	Expected Rank (E)	$(O-E)^2$	$(O-E)^2/E$
9	10.00	1.00	0.10
10	7.67	5.44	0.71
11	11.67	0.44	0.04
12	6.33	32.11	5.07
13	13.67	0.44	0.03
14	10.67	11.11	1.04
15	14.33	0.44	0.03
16	14.67	1.78	0.12
1	1.00	0.00	0.00
6	4.00	4.00	1.00
7	4.33	7.11	1.64
10	7.00	9.00	1.29
11	10.67	0.11	0.01
13	10.00	9.00	0.90
4	4.33	0.11	0.03
3	5.67	7.11	1.25
12	10.00	4.00	0.40
5	7.67	7.11	0.93
9	11.67	7.11	0.61
2	6.33	18.78	2.96
15	13.67	1.78	0.13
8	10.67	7.11	0.67
14	14.33	0.11	0.01
16	14.67	1.78	0.12
1	1.00	0.00	0.00
4	4.00	0.00	0.00
3	4.33	1.78	0.41
7	7.00	0.00	0.00
16	10.67	28.44	2.67
11	10.00	1.00	0.10
2	4.33	5.44	1.26
6	5.67	0.11	0.02

Observer Rank (O)	Expected Rank (E)	(O-E) ²	(O-E) ² /E
9	10.00	1.00	0.10
8	7.67	0.11	0.01
15	11.67	11.11	0.95
5	6.33	1.78	0.28
13	13.67	0.44	0.03
10	10.67	0.44	0.04
14	14.33	0.11	0.01
12	14.67	7.11	0.48
Chi-square Value			35.37

$$\begin{aligned} \text{DF} &= (\text{Row}-1) * (\text{Column}-1) \\ &= (16-1) * (3-1) = 30 \end{aligned}$$

From the table, for 30 DF and at 0.05 level of significance, Chi-square = 43.77

Since Chi-square calculated (35.37) < Chi-square tabulated (43.77) for 30 DF at 0.05 level of significance. Hence, **hypothesis 4 is not rejected**. Thus the motivational factors are independent of the organization type.

- Hypothesis 5:

H0: Level of Working Environment does not provide a sense of job satisfaction and is independent of organization type.

To test hypothesis 5, Chi-Square test has been used, at 0.05 level of significance. Tables 17 and 18 shows the necessary data required for the testing hypothesis 5. Table 17 is the contingency table, and Table 18 shows the expected rank with computed chi-square value.

Table 17: Contingency table for working environment and organization type

Organization	Bank	Factory	IT company	Total
Most Favorable	4	3	3	10
Good	29	21	36	86
Average	12	18	11	41
Poor	4	3	0	7
Worst	1	5	0	6
Total	50	50	50	N = 150

The expected frequency for each data has been calculated using the formula;

Expected rank (E) = (Row total * Column total) / N

Where, N = 150 (From Table17)

Table 18: Chi-square computation for hypothesis 5

Observer Frequency (O)	Expected Frequency (E)	(O-E) ²	(O-E) ² /E
4	3.33	0.67	0.13
29	28.66	0.34	0.00
12	13.66	-1.66	0.20
4	2.33	1.67	1.20
1	2.00	-1	0.50
3	3.33	-0.33	0.03
21	28.66	-7.66	2.05
18	13.66	4.34	1.38
3	2.33	0.67	0.19
5	2.00	3	4.50
3	3.33	-0.33	0.03
36	28.66	7.34	1.88
11	13.66	-2.66	0.52
0	2.33	-2.33	2.33
0	2.00	-2	2.00
Chi-Square Value			16.95

$$DF = (\text{Row}-1) * (\text{Column}-1)$$

$$= (5-1) * (3-1) = 8$$

From the table, for 8 D.F. and at 0.05 level of significance, Chi-square = 15.51

The calculated Chi-square value (**16.95**) > Chi-square tabulated (**15.51**) at 0.05 level of significance and with 8 degree of freedom. **Hence, hypothesis 5 is rejected.**

Hence, Level of Working Environment provides a sense of job satisfaction and is dependent of organization type.

CHAPTER-5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

In the previous chapter, Statistical findings related to the demographic data and the five hypothesis of the study were reported. The present chapter presents a summary of the study, a summary of the findings, conclusions from the findings, recommendations, and recommendations for further study.

5.1 Summary of the Study

This study was designed to test employee motivation in three selected Nepalese organizations based on Herzberg's motivation-hygiene theory. A questionnaire was developed to obtain data from the respondents of selected organization in Nepal. The sample consisted of 150 employees, made up of 50 respondents from each organization. 150 (100%) respondents completed the questionnaire. The respondents were asked to rank all the 16 factors mentioned by Herzberg, by presence of which cause them job satisfaction. Each respondent was also asked to describe their demographic data including sex, age, marital status, age-group, job position, length of employment at present organization, strength of feeling about their current working environment. For the purpose of obtaining the specific objectives and results of the study, 5 hypothesis were tested. These hypotheses were indicated as the following:

- H0₁: No significant correlation exists between the ranking of motivational factors causing job between the U.S. respondents (Herzberg's data) and the Nepalese employees.
- H0₂: No significant correlation exists between the ranking of motivational factors causing job satisfaction among male and female Nepalese respondents.
- H0₃: No significant correlation exists between the ranking of motivational factors causing job satisfaction among supervisors and non supervisors Nepalese respondents.
- H0₄: Motivational factors are independent of organization type.
- H0₅: Level of Working Environment does not provide a sense of job satisfaction and is independent of organization type

The first three hypotheses have been tested using The Spearman Rank-Order Correlation, the fourth and the fifth hypotheses were tested using Chi-Square test of independence.

5.2 Summary of Findings

The test result of each of the 5 hypotheses is summarized below:

- The first hypothesis was rejected which showed that significant correlation exist in the ranking of factors causing job satisfaction between the Nepalese and U.S respondents (Herzberg's data). Thus, the factors of job satisfaction identified by Nepalese respondents did not vary significantly from the United States respondents of job satisfaction. The top seven factors, which are Achievement, Recognition, Work itself, Responsibility,

Advancement, Salary, and Possibility of growth have been selected commonly between both the U.S. respondents and the Nepalese respondents.

- The second hypothesis was rejected because a significant correlation was found to exist between male and female on ranking of factors causing motivation and job satisfaction. The top six factors which are Salary, Possibility of growth, Recognition, Achievement, Responsibility, and Advancement have been identified commonly by both Male and Female respondents. Five factors which are Salary, Possibility of growth, Working condition, Personal life, and relation with Supervisors have been ranked same as rank 1st, 2nd, 8th, 9th, and 11th respectively. Both male and female have indicated Salary as their top factor which motivates them to work and cause job satisfaction.
- The third hypothesis was also rejected because a significant correlation was found to exist between the ranking factors of job satisfaction identified by supervisors and non-supervisors. Both the supervisors and non-supervisors have indicated top seven common motivational factors which are: Salary, Achievement, Recognition, Possibility of growth, Responsibility, Work itself, Advancement, and Working condition. Both supervisors and non-supervisors have indicated Salary as their top factor which motivates them to work and cause job satisfaction.
- The fourth hypothesis was accepted because the result showed that the type of factor which motivates at work and cause job satisfaction is independent of the organization type.
- The fifth hypothesis was rejected because the result showed that the Level of Working Environment provide a sense of job satisfaction and is dependent of organization type.

5.3 Conclusions from results

The following conclusions are drawn as a result of this study:

- The findings of this study indicate that the respondents considered Salary to be the most influencing factor and presence of which provides a sense of job satisfaction for Nepalese employees. The finding also shows that the ranking of the motivational factors by the Nepalese Employees is different from that of Herzberg. Thus, the finding contradicts the Herzberg's Theory because Herzberg mentioned Salary to be a hygiene factor, means, and the absence of it causes job dissatisfaction but presence of it will not cause job satisfaction. However the other top motivating factors remain constant. The top 6 motivational factors causing job satisfaction of Nepalese employees are Achievement, Recognition, Responsibility, Salary, and Advancement indicate that five out of six motivational factors(mentioned by Herzberg) are significantly important for motivation and job satisfaction for the Nepalese employees.
- A significant correlation was found to exist in factors causing motivation and job satisfaction for U.S. and Nepalese respondents. The result showed that the factor which can motivate a worker does not depend much on the geographical condition or the ethnic

group. The psychological thinking and expectation of human at work can be same irrespective of the cultural or ethnic difference.

- Result of ranking the factors by male and female shows that a significant correlation exists between their rankings of factors causing motivation and job satisfaction. From the finding we can say that the need and wants of male and female at work is not much different. Both have ranked Salary as the most important factor for motivation. Both male and female respondents have ranked six factors with the same rank. That is, they ranked Salary, Possibility of Growth, Working Condition, Personal life, Relation with Supervisor, and Supervision-Technical as first, second, eighth, ninth, eleventh and sixteenth respectively. The top six factors identified are Salary, Possibility of growth, Recognition, Achievement, Responsibility, and Advancement.
- A significant correlation was found to be exists between the ranking of factors causing motivation and job satisfaction between supervisors and non-supervisors. The top four motivational factors identified by both supervisor and non-supervisors are Salary, Achievement, Recognition, and Possibility of growth. From the finding we can say that the need and wants of supervisor and non-supervisors is not much different. Both the respondents groups have identified Salary to be the most important factor causing motivation and job satisfaction.
- Another result from the hypothesis shows that the type of motivational factor is independent of the type of organization. The factors which motivates a worker and cause them job satisfaction remains same irrespective of the organization type. The result revealed important psychology of the human regarding their needs which can motivate them to work. The respondents from all three different type of organization marked Salary as the most important factor for their workplace motivation.
- Analyzing the responses for current working environment revealed that the level of working environment depends on the type of organization. 57.33% of the total respondents have marked their current working environment as Good. None of the respondents from IT have marked the environment as Poor or worst, which shows that the working environment for the workers of IT is better than the environment in Bank and Factory.

5.4 Recommendations for Further Study

As a result of this study, the following recommendations regarding further study are made.

- Despite the fact that a number of motivational studies directly related to Herzberg's motivation hygiene theory have been conducted since Herzberg's original study was published in 1959, there are still many divergent findings and conclusions. Additional studies in several areas are needed to clarify the controversy.
- As the sample used in the present study was limited to employees from the three selected organizations in Nepal, replication of this study with employees at other

organization in other parts of the country or world should be accomplished in order to have a higher degree of generalization or to discover if different results occur.

- Additional research should be conducted to determine the influence of demographic data such as sex, age, educational level, income, age-group etc., on factors of job satisfaction.
- A replication of this study using different methodology for data collection and analysis might be made. This sort of study may help to further clarify and to further validate the findings.



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QUESTIONNAIRE

AN EVALUATION OF THE EMPLOYEE MOTIVATION BASED ON TWO-FACTOR THEORY

(A study of selected Nepalese organizations)

Dear respondents,

As far as the Thesis is concerned which is held within the framework of the postgraduate studies implemented by the Purbanchal University, Nepal, the below mentioned questionnaire examines which are the motivating factors that may influence the performance of the employees.

I would be very grateful if you could take a few minutes to fill these questionnaires. Your feedback is very important and your answers will be kept in confidence.

Thank you for your assistance

Sabir Ansari

PART – I

INSTRUCTIONS FOR FILLING THE QUESTIONNAIRE:

- **Please provide a unique rank to each factors from 1 to 16, according to your preference**
- **Please refer to the following description about the motivational factors in question no.7, in case**

Recognition:

Describe the situation in which a work is praised, and credit is given to the deserving. Includes factors like: - Work Praised, work noticed, good ideas accepted.

Achievement:

This category is defined as successful completion of a job solution of problems of visible result of one's work.

Possibility of Growth:

Includes the chances of an employee to move upward within his organization, as well as to advance his skills in his job.

Advancement:

It is when there is actual change in the status or position of an employee.

Salary:

Includes wages, increased salary, compensations, etc.

Interpersonal Relation:

Describe the relation (personal and professional), with various persons in the organization.

Sub-ordinates mean persons less in position or less power or authority than someone.

Supervisor means one who supervise someone or something

Peers means person who belong to same group or same professional level.

Supervisor-Technical:

Means the competence or incompetence and the fairness or unfairness of the supervisor. Supervisor willingness of delegating responsibility or to provide education and training to his subordinates.

Responsibility:

Involve factors like: Allowed to work without supervision, Responsible for his/her efforts, giving responsibility for other's work.

Company Policy and Administration:

Includes factors like: - policies, rules and regulations regarding the company, it's working environment, employees' policies.

Working Condition:

Describe the physical conditions of the work place, or the facilities available for doing the mentioned work.

Work Itself:

Describe the opportunity to do a whole job in a routine manner without any help.

Personal Life:

Describe the personal life of employee where time for oneself, family, privacy and freedom is regarded as needed.

Status:

This category refers to the situation in which there is some sign of status as a factor in the subject's feelings about his job (e.g., having a secretary in the new position, being allowed to drive the institution's car, etc.).

Job Security:

This category refers to the objective signs of the presence or absence of job security.

PART - II

EMPLOYEE'S GENERAL BACKGROUND AND OPINION

Please check the appropriate option that corresponds to you, for each of the question listed below.

1. Please select your gender

- a) Male
- b) Female

2. Please select your age group

- a) 18-24
- b) 25-29
- c) 30-35
- d) 35+

3. Your marital status:

- a) Married
- b) Unmarried
- c) Other

4. How long have you been working in this company?

- a) Under 1 year
- b) 1 to 3 years
- c) 3 to 5 years
- d) 5 years +

5. What post do you hold in this organization?

- a) Supervisory
- b) Non-Supervisory

6. How suitable is the current working environment for you?

(Rate the level of conduciveness from 1 to 5. With 1 being worst and 5 being most favorable)

5 = Most Favorable

4 = Good

3 = Average

2 = Poor

1 = Worst

7. What motivates you to work harder and perform better?

Please rank these motivational factors in order of your satisfying preference from 1 to 16.

(1 being the best type of motivational factor and 16 being the least good type)

- | | | |
|----|---|----------|
| a) | Achievement | () |
| b) | Recognition | () |
| c) | Work Itself | () |
| d) | Responsibility | () |
| e) | Advancement | () |
| f) | Salary | () |
| g) | Possibility of growth | () |
| h) | Interpersonal Relations with Subordinates | () |
| i) | Status | () |
| j) | Interpersonal Relation with Supervisor | () |
| k) | Interpersonal Relation with Peers | () |
| l) | Supervision – Technical | () |
| m) | Company Policies and Administration | () |
| n) | Working Condition | () |
| o) | Personal Life | () |
| p) | Job Security | () |

If any other factor(s), Please specify

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Thank you for your time and effort.