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EMPLOYEE MOTIVATION AND ITS IMPACT
ON EMPLOYEE PERFORMANCE

Empirical study conducted in two Lebanese companies

BY

CHRISTINE KEVORK AKAHIAN

A thesis

Submitted in partial fulfillment of the requirements for the degree of
Master of Business Administration

To the faculty of Business Administration and Economics
At Haigazian University

Beirut, Lebanon

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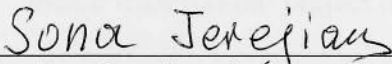
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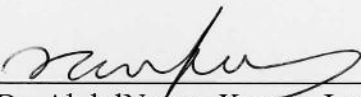
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AN ABSTRACT OF THE PROJECT OF

Christine Akahian for Master of Business Administration and Economics
Major: Management

Title: Employee motivation and its impact on employee performance
(Empirical study conducted in two Lebanese companies)

In today's fast paced and competitive workplace environment, motivating employees for better job performance is very crucial for not only the organization's success but also its survival. Motivation in the workplace is one of the greatest challenges for managers. High levels of motivations are directly connected to high employee performance. A lack of motivation in the workplace is a major issue for managers and unfortunately many business managers today are not aware of the effects that motivation can and does have on their business.

The purpose of this study is to understand the importance and effects of motivation on employee performance by identifying the most important motivational factors.

This was done by studying two companies one of which is considered to well apply the various motivational techniques while the other one applies them in a lesser degree. The methodology used to obtain the information and data needed was through two sets of questionnaires distributed to employees and managers in both companies. The results were analyzed using various statistical techniques such as descriptive analysis, comparative analysis, hypothesis testing, and correlation and regression analysis.

As a result of the conducted analysis, in both companies, we were able to see how using motivational techniques affected positively on employee performance, and how using it less frequently or not at all had a negative impact.

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1 PURPOSE AND INTRODUCTION

The major reason that led me to choose “Employee motivation and its impact on productivity”, as a topic for my MBA research paper, is on one hand, the existential reality faced by the majority of employees who have no enthusiasm for their work, an actual experience encountered in my everyday work life, where employees feel they are unimportant for the management, who use them as machines to reach organizational goals.

On the other hand, in my readings of organizational management literature I have realized that there is a lot of information focused on the importance of motivation and how the implementation of motivation techniques leads to higher employee morale and motivation. These motivated employees will accomplish more tasks, they will excel at their work, their productivity will increase and consequently the organization’s revenues will increase. Moreover, the satisfied and motivated employees will not exhibit counter productive behaviors, there will be less absenteeism. Also, the organization will surely be able to retain its employees, it will have lower employee turnover, and hence will decrease the expenses related to training new employees. All of this leads to higher productivity. Knowing this, managers should find ways to motivate and satisfy employees to maximize the firm’s value.

There is an old saying: “you can take a horse to the water but you cannot force it to drink; it will drink only if it is thirsty”-so is with people. They will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the “ivory tower” they must be motivated or driven to it, either by themselves or by

external stimulus. Therefore, what is motivation? According to Dwight D. Eisenhower, “Motivation is the art of getting people to do what you want them to do because they want to do it”.

This definition of motivation recognizes that in order to achieve goals, individuals must be sufficiently stimulated and energetic, must have a clear focus or end in mind and must be willing and able to commit their energy for a long enough period of time to realize their aim. Motivation is described as the force that energizes behavior, gives direction to behavior, and underlies the tendency to persist.

The literature review that follows will give us more insight into the complex process of motivation.

2 LITERATURE REVIEW

2.1 EARLY THEORIES OF MOTIVATION

The 1950s were a fruitful period in the development of motivation concepts. Three specific theories were formulated during this period, which give important insight into employee motivation. These are the hierarchy of needs theory, theories X and Y, and the two-factor theory.

2.1.1 Maslow’s Hierarchy of Needs

This theory suggests that people rank their needs into five general categories. Once they achieve a given category of needs, they become motivated to reach the next category.

Physiological needs are the basic requirements for survival, such as food and shelter. Next come the *safety needs*, such as job security and safe working conditions. Then come the *social needs*, or the need to be part of a group. People may also become motivated to achieve *esteem needs*, such as respect, prestige, and recognition. The final category of needs is *self-actualization*, which represents the need to fully reach one's potential.

The hierarchy of needs theory can be useful for motivating employees because it suggests that different employees may be at different places in the hierarchy. Therefore, their most immediate needs may differ. If managers recognize employees' needs, they will be better able to offer rewards that motivate employees.

2.1.2 *Herzberg's Job Satisfaction Study*

Frederick Herzberg surveyed 200 accountants and engineers about job satisfaction. Herzberg attempted to identify the factors that made them feel dissatisfied with their jobs at a given point of time. He also attempted to identify the factors that made them feel satisfied with their job. His study found the following: employees become dissatisfied when they perceive work related factors such as working conditions, supervision, salary, job security and status called "hygiene factors", as inadequate. Employees are commonly satisfied when the work-related factors such as achievement, responsibility, recognition, advancement, and growth called "motivational factors" are offered.

Herzberg's results suggest that factors such as working conditions and salary must be adequate to prevent workers from being dissatisfied. Yet better-than-adequate working conditions and salary will not necessarily lead to a high degree of satisfaction.

Instead a high degree of worker satisfaction is most easily achieved by offering additional benefits, such as responsibility. Thus, if managers assign workers more responsibility, they may increase worker satisfaction and motivate the workers to be more productive.

2.1.3 *Mc Gregor's Theory X and Theory Y*

Douglas McGregor proposed two distinct views of human beings: one basically negative, where employees dislike work and job responsibilities and will avoid work if possible, labeled Theory X. the other basically positive, where employees are willing to work and prefer more responsibility labeled Theory Y.

The way supervisors view employees can influence the way they treat the employees. Supervisors who believe in theory X will use tight control over employees, with little or no delegation of authority. However, supervisors who believe in Theory Y will delegate more authority because they perceive employees as responsible. These supervisors will also allow employees more opportunities to use their creativity.

2.2 CONTEMPORARY THEORIES OF MOTIVATION

2.2.1 *ERG theory*

Clayton Alderfer of Yale University has reworked Maslow's need hierarchy. He labeled it ERG theory. According to him, people have three core needs: existence, relatedness, and growth. The "existence" group refers to the physiological and safety needs of Maslow. The second group of needs is those of "relatedness", the desire for maintaining important interpersonal relationships. They align with Maslow's social need and the external component of Maslow's self esteem classification. Finally,

Alderfer isolates “growth” needs, an intrinsic desire for personal development. It relates to Maslow’s self- actualization needs.

In contrast to the Maslow’s hierarchy of needs theory, the ERG demonstrated that more than one need may be operative at the same time, and that if the gratification of a higher level need is stifled, the desire to satisfy a lower-level need increases.

2.2.2 *Theory Z*

In the 1980’s, a new theory on job satisfaction was developed. This theory called Theory Z was partially based on the Japanese style of allowing all employees to participate in decision making. Participation can increase job satisfaction because it gives employees responsibility. Job descriptions tend to be less specialized, so employees develop varied skills and have a more flexible career path. To increase job satisfaction many U.S. firms have begun to allow employees more responsibility.

2.2.3 *Expectancy Theory*

Currently, one of the most accepted explanations of motivation is Victor Vroom’s Expectancy Theory. Expectancy Theory suggests that an employee’s efforts are influenced by the expected outcome (i.e. reward) for those efforts. Therefore, employees will be more motivated to achieve goals if they are achievable and offer desirable reward.

The key to expectancy Theory is the understanding of an individual’s goals and the linkage between effort and performance, between performance and rewards, and finally, between the rewards and individual goal satisfaction.

As an example, consider a firm that offers the salesperson who achieves the highest volume of annual sales a one-week vacation in Paris. This type of reward will motivate employees only if two requirements are fulfilled. First, the reward must be desirable to employees. Second, employees must believe they have a chance to earn the reward. If the firm employs 1,000 salespeople, and only one reward is offered, employees may not be motivated because they may perceive that they have little chance of being the top salesperson.

2.2.4 *Job Design Theory*

Recent research in job design provides stronger evidence that the way the elements in a job are organized can lead to an increase or decrease in effort. These elements are:

Skill variety: it is the degree to which a job requires the exercise of a number of different skills, abilities, or talents. Such activities must not merely be different, but they must be distinct enough to require different skills.

Task identity: it is the extent to which a job requires completion of a whole and identifiable piece of work.

Task significance: it refers to the importance of the job; the degree to which the job has an impact on the lives of other people, the immediate organization or the external environment.

Autonomy: it is the degree to which the employee is free to schedule his or her work and determine the procedures to be used.

Feedback: it is the degree to which the individual doing a job obtains information about the effectiveness of the performance. Feedback does not only refer to supervisory feedback, but also the ability to observe the results of their work.

The theory states that the employees who have jobs with the above-mentioned characteristics are more motivated and productive than others whose jobs lack these characteristics.

2.2.5 *Reinforcement Theory*

One of the most crucial concepts in behavior modeling and, in turn, motivation is reinforcement. For anyone who manages people, the bottom line is, knowing how to encourage desirable behavior and discourage undesirable behavior. People are more likely to repeat an action if its consequences are pleasant, just as they are more likely not to repeat if the consequences are unpleasant. The various consequences of an action reduce to four: positive reinforcement, negative reinforcement, punishment, and extinction. All four dictate strategies that a supervisor can use to change or strengthen employee performance.

2.2.6 *Equity Theory*

According to the equity theory, compensation should be fair and unbiased, or in proportion to each employee's contribution. When employees feel they are underpaid, they will request higher compensation. If their pay is not increased, employees may decrease their contribution. Equity theory emphasizes that employees can become dissatisfied with their jobs, therefore demotivated, if they believe that they are not equitably compensated.

2.2.7 *McClelland's theory of needs*

David McClelland developed a theory focused on three needs: Need for achievement, need for power, and need for affiliation.

According to him, some people strive for "*personal achievement*". They differentiate themselves from others by their desire to do things better. They always look for challenging jobs, and ones that provide them the opportunity to take responsibility for finding solutions to problems, and impatiently wait to receive a feedback on their performance in order to see whether they are making progress or not. The next point focused by Mc Clelland is the need for "*power*". According to them, these people strive for influence over others. They prefer to be placed in competitive situations. As for the third need "*affiliation*", individuals with a high affiliation motive strive for friendship, prefer cooperative situation rather than competitive ones, and desire relationships that involve a high degree of mutual understanding.

2.2.8 *Goal setting theory*

Edwin Locke proposed that people are motivated when they work towards a goal. Goals tell people what needs to be done. Moreover, specific goals increase performance; difficult goals, when accepted result in higher performance than do easy goals; and feedback leads to higher performance than does lack of feedback. The specificity of a goal itself acts as an internal stimulus. Also, people will do much better when they get feedback on how well they are progressing toward their goals because feedback helps to identify discrepancies between what they have done and what they want to do. If the employees have the opportunity to participate in the setting of their own goals, they will perform better. A major advantage of participation may be in

increasing acceptance of the goal itself as a desirable one toward which to work. The reason is that individuals are more committed to choices in which they have a part.

These factors suggest that of all the resources available to organization-money, materials, equipment, and people--the people are the organization's most important asset, and that people's performance is a function of not only their ability but also their motivation. Further readings in contemporary organizational management and leadership literature make us understand that managers should recognize that the technologies, products and structures can be copied by competitors, but no one can match an organization's highly charged and motivated people who care to excel in their performance. Therefore it is true that to recruit the able and rightly qualified people for the job is important but to further develop and motivate them to excel on their job is essential for the organization's competitive advantage.

In the paragraphs below we will continue the discussion of factors of motivation, since motivating employees is the focus of my research.

2.3 FACTORS OF MOTIVATION IMPACTING EMPLOYEE PERFORMANCE

Motivation, as we see, is a complex process. As a manager, you cannot just go around using any motivational factor that you have found in a managerial book, in order to motivate your employees. As Ken Blanchard explains (2004), there are "*different strokes for different folks*". You cannot treat all your employees the same way. They each work from a unique set of motivators, responding to some with excited action and others with boredom or even anger. Therefore, it is very important that managers have

this understanding when dealing with their subordinates, if they really want to succeed in motivating their employees.

Employees are usually willing to work for an organization for different reasons. They would join the ones that most satisfy their wants. These wants include: salary or pay, security in employment, affiliation or pride in the organization, a quality and meaningful work, career and employee development opportunities, recognition and feedback, social working environment etc. Not acknowledging that managers get things done through other people, and that without the willingness of those people, the organization will never be able to perform at its full potential, organizational objectives will never be attained, and goals may remain just words on a paper.

In my research paper, I will focus on the factors that most people are sensitive to, and that can have an impact on the output of the business, both its quantity and quality.

2.3.1 *Feedback*

One of the most important factors that affect employee's performance is feedback the employee receives about his or her performance.

"Feedback", as interpreted by David Sirota, Louis A. Mischkind, Michael Irwin Meltzer (1995), is "the external source of satisfaction enables us to improve how we do our work, and so we obtain an even greater sense of achievement". Blanchard and Johnson (1983) point out that "feedback is the Breakfast of Champions".

Employees want to know how they have done their required job, or else they would take the idea that they are not important to their organization. When a manager is

orienting an employee to a new task for which he or she needs help and practice, it is very essential that the manager watches over his or her subordinate and tell him or her when he or she has done the work well or poorly. Through feedback, employees will have enough information that will lead them to improve their performance.

“It is easier to accept the need for improvement-in fact, many employees welcome it- when they believe that management basically like what they do and is helping them to do it even better.”(*David Sirota, Louis A. Mischkind, Michael Irwin Meltzer, 1995*)

In most organizations, employees get criticized much more quickly for poor performance than praised for good performance. When they do a mistake, the manager is always present to reprimand, and when they don't hear from them, then, it's good news. Continuous negative feedback makes people uneasy and insecure about how the management feels about their work. They will be demotivated, and hence, their contribution towards the company will deteriorate. Managers should know that feedback should not only be given to employees when they do something wrong. “When their overall performance is satisfactory and appreciated by the organization, they need to be made aware of.” (*David Sirota, Louis A. Mischkind, Michael Irwin Meltzer, 1995*)

When the supervisor recognizes good performance, employee morale will increase, he will want to hear more praise from his boss, so he will try to improve himself, his relationship with his manager will become stronger, he'll ask his guidance, will want to learn more to achieve more and will want to go to work and not have to go to work, like most of the employees these days feel. Ken Blanchard adds (*1983*),

“People who feel good about themselves produce good results”. He emphasizes (2002) that managers should work on themselves continuously, in order to “catch people doing things right”, he calls it the “Whale done Response” and not to catch them doing things wrong which he refers to as the Gotcha Response. Positive responses motivate people to continue doing positive things. However, it does not mean that bad behavior should go unrecognized. “When someone does something that has a negative impact, instead of focusing energy, as most of the managers do, on what went wrong, you have to redirect that energy toward a positive outcome”, explains Blanchard.

Feedback can be given in many forms: through material rewards such as bonus, travel ticket, or through public or written recognitions, or through a very simple thank you for a job well done which may sometimes be worth more than money.

Whatever the choice falls onto, managers should pay attention to make it timely and accurate. *Bernard L. Rosenbaum (1982)* explains: “the manager should react to the first sign of desirable and undesirable behavior rather than wait for behavior to be repeated and become pronounced”. This will help the employee to have a factual example of why for instance his performance review was worse than he thought it would be. Moreover, as emphasize *Rosenbaum (1982)* and *Ken Blanchard (1998, 2002)*, feedback has to be “focused on behavior and not personality”. In other words, when employees do something wrong, managers should tell them what was it that they did wrong, tell them how they feel about what they did wrong, at the same time reminding them how much they value them as a person. So, they should show them that they are unhappy with their behavior but do not question their worth as a person. The whole purpose is, “to eliminate the behavior and keep the person, and show them that

their behavior is Not Ok, however, They are Ok” (*Blanchard and Johnson, 1983*).

Consequently, employees will easily accept such a reprimand and will not be defensive about it because they see it fair, and consistent, and hence, they will take it as a learning opportunity for them to avoid similar mistakes in the future.

Also, it is important to note that the needs for both money and non-financial rewards are important. Psychological rewards are not a substitute for money, but managers should not make the opposite error, which is believing that money can be a substitute for psychological recognition. Both are important. So, adding words of appreciation to the bonus would increase the value of the reward, and adding money to an award conveys to an employee that the organization really means it because it is putting its money where its mouth is. (*David Sirota, Louis A. Mischkind, Michael Irwin Meltzer, 1995*)

2.3.2 *Employee Empowerment*

Another subject that is highly accentuated in all managerial books is employee empowerment. Even though, it is one of the most important strategic methods that can be used to motivate employees, it is rarely implemented in organizations. One would question why it is not applied so often? One reason might be when managers begin to think about empowering their people they start asking themselves questions like: does empowering others mean giving up one's own power? does it mean that they will no longer have the authority over their staff? These questions suggest that managers unfortunately, managers do not really understand all the implications of empowerment.

Employee empowerment is the process of enabling or authorizing an individual to think, behave, and control work and decision-making in autonomous ways. It is, in a

way, about being in control of making decisions without being controlled yourself.

“Empowerment seeks to eliminate all unnecessary rules, procedures, standing orders, which actually stand between the organization and its goals.” (*Aileen Mitchell Stewart, 1994*). Today’s fast changing environment is forcing the adoption of worker responsibility. However, as explains Mitchell Stewart, “empowerment is not about loss of control. In fact, it is about gain: gain of time, quality, commitment, ideas etc. most of all it is about gaining access to the fullest possible range of staff skills and knowledge.” The empowered employee has increased self- confidence; he or she feels good about himself /herself and his or her achievement, the outcome of which is enhanced efficiency. However, if workers only follow orders, their unique skills, natural talent and discovery of capabilities are lost to the company and its employees.

Through empowerment, employees are given the responsibility and autonomy to control their own work, to give opinions out loud and be able to take decisions on their own, without referring to their supervisor. This helps the employees feel that what they do is vital for the organization’s success. People have the freedom but within specific guidelines. According to Alexander Hiam (2003), “employees don’t want their supervisors to look over their shoulders all the time”. This process will help the organization satisfy its customer needs quickly. Control is not ceased; it is being also exercised by other people in the organization.

Nothing is more encouraging to the employee than being able to say to a customer, “I can do that right now for you”, or if a problem occurs he’d say “No problem, I will deal with it in a second” and do so, without referring to his boss, and at the same time keep the customer happy. Empowered staff will be doing work they love,

and will be doing it in such a way that meets their deepest needs as well as the needs of the organization. Stephen Covey calls this “blending voices”. He also believes that empowerment releases passion and talent. (2004)

Thus, on one hand empowerment provides the employee with a greater sense of achievement, followed by higher morale and outstanding performance; on the other hand, it gives the manager more time to focus on more strategic issues instead of controlling his subordinates. Therefore, the implementation of empowerment is in the best interest of everyone.

2.3.3 Leadership

Another question that is highlighted in literature is whether people are born with self motivation or drive. The answer to it, seems to be yes and no. however, if the answer is no, people can be motivated because motivation itself is a skill which can and must be learned, this is where the leader steps in and helps the motivation process to take place.

Stephen Covey (2004) defines “leadership” as “communicating to people their worth and potential so clearly that they come to see it in themselves”. Leadership he says is the enabling art.

Walt Disney has said, "Of all the things I have done, the most vital was coordinating the talents of those who work for me and pointing them at certain goals."

Leaders have most effect in shaping the motivation of employees in their provision and improvement of products and services. That is why companies all around the world should recognize that the role of the leader is essential not just for success, but

for survival. Unfortunately, most of the problems of today's organizations are lack of leadership not talents.

To begin with, it is important to mention that leadership starts with trust. Trust and trustworthiness modulate the leader's access to knowledge and cooperation, and allows people to work together more effectively. Stephen Covey says, (2004), "Trust is not only the fruit of trustworthiness; it is also the root of motivation. It is the highest form of motivation." When there is high trust, communication is easy, effortless, fast, instantaneous, and when mistakes are made they hardly matter, because people know what kind a person their leader is. They trust and believe in him or her.

Leaders must encounter three types of trust: competence trust, contractual trust, and communication trust.

"Competence trust" exists when managers acknowledge their employees' skills and abilities and let them make decisions. In other words, it is about empowering employees, a factor discussed in details previously. The second type is "contractual trust" where leaders delegate appropriately, keep agreements, and be consistent and finally there is "communication trust" where managers share information, tell the truth, and admit mistakes. Feelings of unfairness and concerns about unjust treatment always arise when there are secrets. Letting employees know what is going on and how the business is doing, showing the company's financial situation and business plans, fosters a sense of mutual partnership. It indirectly reflects the idea that they are "all in this together". Employees will feel more involved, they will demonstrate more commitment, loyalty and trust towards their organization. They will be more productive; they will even try to find solutions because they will feel concerned as much as the management

about the future of “their” organization. “So the simplest way to avoid the contaminating effects of unfairness is to open the books as much as possible to employees. Let them know what the major issues and problems are”. (*Alexander Hiam, 2003*)

When trust is broken, it can have serious bad effects on a group’s performance. When followers trust a leader they are willing to be vulnerable to the leadership’s actions- confident that their rights and interests will not be abused. But, when they feel that the person will take advantage of them, they would not look up to or follow him/her.

Also, managers must have the skill to listen, and by listening we mean effective listening. Stephen Covey (*2004*) stresses on “empathic listening”. He believes that to truly listen means to “transcend your own autobiography, to get out of your frame of reference, out of your own value system, out of your own judging tendencies, and to get deeply into the frame of reference or viewpoint of another point”. When managers listen, they make their employees feel important and valued, they build confidence among their employees because the employees feel heard, they show good communication skills, and they make their employees feel worthy and respected. All this enhance the relationship between the supervisor and the employee. This motivates employees and this is good for business.

Once the leader has become an example, and a model, it is important that he or she affirms the worth of the people so clearly that they come to see it in themselves not just through words but also through reinforcing systems and incentives (i.e. feedback): a topic that I have already elaborated in the first factor of motivation.

It is important to also note that leaders must have the understanding of the philosophy: “Different strokes for different folks” (Blanchard, 1985). Employees want to be treated differently because each has a different need than the other; and in order to motivate the employees into becoming more productive, the true and effective leader must learn to be a situational leader.

First of all, leaders must diagnose the needs of the people they work with. They have to remember never to assume what their employees want. Next, they have to learn to use a variety of leadership styles with flexibility, whether directing, coaching, supporting or delegating. And finally they have to learn to reach to an agreement about the leadership style they need from their followers, this is called partnering.

However, the leader’s task does not stop at this point. The same employee, whose morale was high at the beginning of his working career, because his manager excelled at directing him or her, may after quite some time lose motivation and become less productive, if the same leadership style as before is being applied. Blanchard (1985) proposes “leaders must use the philosophy of different strokes for same people too”. This means they should change their leadership style as a person’s competence and commitment grows.

2.3.4 *Quality and meaningful work*

A surprising number of employees leave their jobs or simply stop doing a good job because the jobs are not exciting and they get bored. They no longer feel satisfied with a job that simply pays their bills. They want meaningful work, a more enriched job, and special assignment of tasks, the ones that challenge their intelligences, abilities and skills, and that provide them learning opportunities. That is, they want to feel part

of something larger than themselves, and to be challenged, to sharpen their skills, and to give their dedication to an organization that they believe is doing great things.

Alexander Hiam (2003) agrees that variety of assignments, opportunities to travel or work with different people, and cross-training all appeal to these employees and help scratch their itch for excitement.

To find meaning in their work, “people at every organizational level- from the front lines all the way to the corner office suite- must believe that their efforts matter and must have continual opportunities to learn.” (*Harvard business school press, Charles Wardel et al., 2005*)

Blanchard and Bowles (1998) refer to the concept of the “Spirit of the Squirrel”, when talking about “worthwhile work”. In order to work hard and be productive, employees have to be motivated; they must have a goal. They are motivated because first of all they understand that the work they do is important and worthwhile. They recognize the reason why they are needed and how their work makes the world a better place.

Blanchard and Bowles (1998) give the example of the dishwasher in a school cafeteria, whose job may seem insignificant; however, if you think of how having unclean, bacteria-infected dishes could wipe out a whole class of future doctors, engineers, researchers etc. you would see how a dishwasher’s job is crucial to the society.

People whose work is more meaningful become more productive, even in tough times. “People who feel good about themselves produce good results”, says Ken

Blanchard (1983). When managers help their people feel good about themselves, they become more productive in terms of quantity and quality.

Moreover, while managers are helping their employees to find meaning in their work, and boost their productivity too, they must be careful in identifying the following eight career anchors and communicating with them in a way that taps what's most important to them. These anchors are: Technical/ functional competence, general managerial competence, autonomy and independence, security and stability, entrepreneurial creativity, sense of service, pure challenge and balance between work and private lives. (*Harvard business school press, Charles Wardel et al., 2005*)

2.3.5 *Goal setting*

In his Goal Setting Theory, as mentioned previously, Edwin Locke said that people are motivated when they work towards a goal. Goals get people going.

Many authors (Bernard Rosenbaum, Anne Bruce, Stephen Covey, Aileen Mitchell Stewart, and Ken Blanchard) discuss the importance of goals that tell people what needs to be done. They also emphasize that in order to work at their best, goals should be specific, clearly stated, prioritized, challenging but attainable, clearly measurable, and inside a compelling scoreboard. Blanchard, Patricia Zigarmi, and Drea Zigarmi (1986) believe that "each goal should be written so it is SMART: Specific and measurable, Motivating, Attainable, Relevant and Trackable."

Using the command phrase "do your best" is useless in motivating people. For example it is not helpful when the manager says to his employee, "I want you to get your work done soon" instead it would be advisable to say, "The goal is to increase the

production in your work by 10% by 30th of May” (assuming that this deadline is realistic, and not difficult to attain). Or, the manager should not say, “Why don’t we get together soon, and discuss this again”. Rather, he or she should say, “Let’s get together on June 5th at 3 o’clock to review the progress made.”

Moreover, managers should encourage employees to actively participate in the setting of their own goals, because they will increase their acceptance of the goals themselves and achieve higher results than if they feel they are just being told what to do.

2.3.6 *Manager’s Level of Expectations*

In George Bernard Shaw’s *Pygmalion*, Eliza Doolittle explains: “I shall always be a flower girl to Professor Higgins because he always treats me as a flower girl and always will; but I know I can be a lady to you because you always treat me as a lady and always will” (*J. Sterling Livingston, HBR January 2003*). Some managers always treat their subordinates in a way that leads to superior performance. But most managers, like Professor Higgins, unintentionally treat their employees in a way that leads to lower performance than they are capable of achieving. Thus, the way managers treat their subordinates is subtly influenced by what they expect of them. Livingston came to a conclusion that “if a manager is convinced that the people in his/her group are first-rate, they’ll reliably outperform a group whose manager believes the reverse—even if the innate talent of the two groups is similar.” Bernard L. Rosenbaum (1982) also agrees that the individual who feels adequate to perform a task will perform, or certainly be highly motivated to perform, in a manner consistent with that feeling. On the other hand, an individual who is programmed to feel mediocre or incompetent in performing

a task will probably live up to those low expectations by producing shoddy work. That is why if managers' expectations are high and if they encourage feelings of competency in their subordinates, the subordinates will be highly motivated to perform competently, and productively, because the more confident people feel, the better they perform.

2.3.7 *Employee and career development*

Career growth is the urge to develop one's career to the fullest, and employees who value growth are motivated by stretch assignments, learning opportunities, exposure to mentors, training, and anything else that contributes to their career path. Their desire to grow is valuable to you as a manager, because you can harness this urge by giving them tasks that they see as advancing their career path, *says Alexander Hiam (2003)*. Of particular helpfulness are:

* Promotion from within: one of the most powerful rewards for employees is the opportunity to be promoted to a higher-level position within the organization. It delivers a number of rewards simultaneously: more money, more status, often a more challenging, interesting, and influential job, and public recognition.

The impact of promotion from within is very high on the employees, because it proves to them that the organization is aware and is recognizing its quality people first, before searching outside. They are very excited, their morale is boosted, and as a result they demonstrate higher commitment and loyalty toward their organization, because they feel they are "growing" with the growth of the organization.

However, if organizations do not use the promote-from-within philosophy they lose out in a number of ways: they send a message that they don't have much respect for

their own employees' competence and so they loose out on the employees' commitment and enthusiasm and their ambition, because the employees know they will never be promoted to a higher position since outside employees will be recruited instead. They will not give to the organization the fruits of the experience they have. They will hardly try to meet any organizational goals. And all this affects negatively on the employees' morale and in turn on their productivity. (*Sirota, Mischkind, and Meltzer, 1995*)

* Training: "Organizations should prepare their employees at all levels for advancement with continuous cross-training programs. Training is not something extra that companies may provide to their staff, it is crucial to be considered as a necessity." (*Anne Bruce, 2003*). There are many good reasons to invest in training. First, it builds confidence and esteem in employees. Also, by training employees, managers are saying that their people are worth the investment. Next, it gives people the skills they need to succeed and develop, which helps employees and companies to keep pace with ongoing change. It also, attracts talent and retains talent. And as a result, it contributes directly to customer satisfaction and ultimately company profits.

Therefore training is very important to improve and boost workplace morale, and increase employees' motivation and productivity.

2.3.8 *Organizational design*

Managers should support employee motivation by using fitting organizational systems, structures, and policies and procedures. They must use reliable and comprehensive systems in the workplace to help motivate employees. For example, the use of employee compensation systems, employee performance systems, and other equitable treatment systems, to support employee motivation.

As they try to structure their organization to meet their goals, managers confront a number of challenges: The managers' responses to those design challenges affect the way employees behave and interact and how they respond to the organization.

The first challenge is to choose the right balance between vertical and horizontal differentiation and the use of appropriate integrating mechanisms. Another challenge is to find the appropriate balance between the centralization and decentralization of the decision-making authority. Yet another one is to find the appropriate balance between standardization and mutual adjustment by using the right amounts of formalization and socialization. These different organizational structures cause employees to behave in different ways; and organizations should design their structure to match the dynamism and uncertainty of their environment.

In mechanistic structures, people behave in predictable ways, the decision-making authority is centralized, subordinates are closely supervised, and information flows in a vertical direction in a clearly defined hierarchy. In addition, the tasks associated with a role are clearly defined. Each person is individually specialized and knows exactly what he or she is responsible for, and behavior inappropriate to the role is prohibited. Formal written rules and procedures specify role responsibilities and standardization is the main means of organizational control. In such a structure, promotion is very slow and steady. One's progress in the organization can be charted for years to come. A mechanistic structure is best suited to organizations that face stable, unchanging environments.

Organic structures promote flexibility, so that people can initiate change and can adapt quickly to changing conditions. In addition, the decision-making authority is distributed throughout the hierarchy; people perform various tasks and continually develop skills in new activities. The result of people performing several tasks at the same time is joint specialization and increased productivity. Employees from different functions work together, to solve problems and become involved in each others' activities. Coordination is achieved through mutual adjustment as people and functions work out role definitions and responsibilities. Also, in an organic structure, informal norms and values develop that emphasize personal competence, expertise, and the ability to act in innovative ways.

Tom Burns and G.M.Stalker found that companies with an organic structure were more effective in unstable, changing environments than were companies with a mechanistic structure. So, when the environment is rapidly changing and on-the-spot decisions have to be made, lower level employees need to have the authority to make important decisions, thus, they need to be empowered. Moreover, rapid communication and information sharing are often necessary to respond to customer needs and develop new products.

Choosing the right number of managers and hierarchical levels is important because this decision directly influences organizational effectiveness. The choice affects communication, motivation, and bottom-line profitability.

Having too many hierarchical levels may hinder communication. As the chain of command lengthens, communication between managers at the top and bottom of the hierarchy takes longer.

Also, as the number of levels in the hierarchy increases, the relative difference in the authority possessed by managers at each level decreases, as does their level of responsibility. A flat organization has fewer managers and hierarchical levels than a tall organization, so a flat organization's managers possess relatively more authority and responsibility than a tall organization's managers. Many studies have shown that the more authority and responsibility a person has, the more motivating is the person's organizational role, other things being equal.

2.3.9 *Organization's culture*

“Organizational culture is the set of shared values and norms that control organizational members' interactions with each other and with suppliers, customers, and other people outside the organization. An organization's culture is shaped by the people inside the organization, its ethics, by the employment rights given to employees, and by the type of structure used by the organization. (*Gareth R. Jones, 2004*)

“Organizational cultures moved from the traditional stages- authoritative, custodial, and supervisory- to today's evolving models of participative leadership, collegial, self management, and most advanced, of a community of leaders” (*Adolf Haasen and Gordon F. Shea, 2003*). This culture makes full use of its employees' potential, promotes autonomy at work, gives more freedom and the opportunity to be an equal partner at one's job, and encourages authority sharing and making job related decisions. Another aspect of the new corporate cultures is mutual respect, a culture where people value each other's individuality, appreciate and recognize each other's unique talents, and enjoy sharing their daily routines and experiences. It's fun to be part of the family and to enjoy camaraderie of a close-knit group. Furthermore, this culture

that promotes making job-related decisions and the recognition of other's unique talents stimulates personal learning and development efforts, leading to improved skills and greater personal mastery. Such an organizational culture increases people's commitment and motivates in a way that the result is almost unlimited productivity, and work effort, making a huge difference in providing the competitive edge in today's increasing global economy.

In these cultures, employees take pride in their organizations' accomplishments. They feel proud to work for them, because of the purpose they serve, the quality and the impact of their products on customers and society; its business successes; its business ethics for example how they treat their customers, their employees, their investors, and the community; and the quality of its leadership. (*David Sirota, Louis A. Mischkind, Michael Irwin Meltzer, 1995*).

In these cultures, spontaneity and creativity are encouraged. Employees find their paths, because they listen to their needs, feelings, dreams, and act upon them. Employees are supported even when they make errors on their path of creative activity.

3 STATISTICAL ANALYSIS

The precedent part of this study highlighted the early as well as the contemporary theories of motivation, and then, it focused on selected factors of human motivation which are assumed to impact employee performance. However, to what extent, are these theories applicable and motivational techniques used in the companies in Lebanon.

In the following part, we will write about the survey that was conducted in two companies from the computer industry regarding the use of motivational techniques and their impact on employee performance.

3.1 Methodology

The methodology used to obtain the information and data needed was through questionnaires. In the interview with the Human Resource Manager of Company 2, as well as with the General Manager of Company 1, it was made clear about the main topic and purpose of this study, and how their involvement in answering to this questionnaire would make a valuable contribution not only to this research paper but also to their company.

Furthermore, it was made clear to them, that these questionnaires were anonymous, so they were required to answer as honestly and frankly as possible. And in order to assure them strict confidentiality, employees were asked to print out the questionnaires after filling them on the computer and put them in a sealed envelope that would be delivered to me directly. (Appendix A and Appendix B)

The questionnaire is composed of two sets: one for managers (i.e. team leaders and executives) and another for employees. The questionnaire addressed to the employees contained 40 questions, out of which 27 aimed at finding out whether or not the company was using the variety of motivational techniques and methods that was found in the managerial books, such as feedback, empowerment, leadership, quality and meaningful work, career and employee development etc, and 11 questions that would provide us information about the level of the employees' motivation. In addition, the questionnaire contained 3 general description questions. (Appendix A and Appendix B)

The answers to choose from were "1" being strongly agree with the statement, "2" agreeing, "3" being neutral, "4" being disagree and "5" being strongly disagree with the statement.

On the other hand, another questionnaire was distributed to the managers in these two companies containing 50 questions. The essence of the first 40 questions was to identify any differences between the answers of the employees, and the perception of the managers, and hopefully to try and create awareness in them. Nevertheless, since the managers are also part of the company staff and since their level of motivation is also important, 10 more questions were added that addressed directly to them in order to get an idea about their level of motivation too in their organization.

You may find a blank sample of the questionnaire distributed to the employees, in addition to another blank sample of the questionnaire distributed to managers in the appendix.

The first Company 1 was established in 1985, and since then it has been developing and delivering financial management systems for small and medium

enterprises. Its headquarters is located in Lebanon, and till this date it has set up offices in the United Arab Emirates and Saudi Arabia out of which it supports UAE, Bahrain, Oman, Kuwait and KSA clients. Company 1 team is composed of around 150 individuals with a mix of financial/business background.

On the other hand, with more than 200 employees between Lebanon and abroad, Company 2 is established in 1992. With its headquarters in Kuwait and offices in Bahrain, Lebanon, United Kingdom, Malaysia, Company 2 is looking forward to expand further more. It provides integrated solutions and services to the financial market place that includes: Investment banking and funds managers, Consumer financing companies, Islamic commercial banking, Islamic investment banking and fund management, and Islamic retail consumer finance companies.

With a minimum of 2 years experience requirement, 104 (15 managers and 89 employees) from Company 1 and 157 (22 managers and 135 employees) from Company 2 were obtained. From this, we selected randomly 40% of the staff for each company to fill out the questionnaires, however only 23 employees and 7 managers from Company 1 returned them, and 28 employees and 6 managers from Company 2.

The questionnaires were filled by 23 employees (i.e. 13 males and 10 females) and 7 managers (i.e. 2 males and 5 females) from Company 1, and 28 employees (i.e. 13 males and 15 females) and 6 managers (i.e. 5 males and 1 female) from Company 2.

The following statistical techniques will be applied to analyze the results obtained from the questionnaires.

First, we will perform some descriptive analysis where we construct different charts and graphs to illustrate the results.

Next, we will conduct comparative analysis to determine if there are differences in the answers between managers and employees in the same company, and between the whole staff of the two companies, in particular, goodness of fit test.

Then, hypothesis testing regarding the proportions of favorable answers will be conducted for all questions.

Finally, correlation and regression analysis will be performed to determine the interdependencies among the variables and determine the significant factors.

3.2 Descriptive Analysis

3.2.1 Cross tabulations

We ran several cross tabulations to determine the various relationships. The following results were obtained.

Table 1: Gender/Position (Company 1)

Gender	Position				
			Employee	Manager	Total
	Male	Observed	13	2	15
		% of total	43.3%	6.7%	50.0%
	Female	Observed	10	5	15
		% of total	33.3%	16.7%	50.0%
	Total	Observed	23	7	30
		% of total	76.7%	23.3%	100.0%
			1.68	chi-square	
			1	df	
			.1953	P value	

From the calculated chi square value and the corresponding p-value, we don't have evidence that there is a relationship between gender and position.

Table 2: Gender/Position (Company 2)

Gender	Position				
			Employee	Manager	Total
	Male	Observed	13	5	18
		% of total	38.2%	14.7%	52.9%
	Female	Observed	15	1	16
		% of total	44.1%	2.9%	47.1%
	Total	Observed	28	6	34
		% of total	82.4%	17.6%	100.0%
			2.70	chi-square	
			1	df	
		.1003	p-value		

From the calculated chi square value and the corresponding p-value, we have some evidence that there is a relationship between gender and position.

Table 3: Gender/ Range of experience (Company 1)

Gender	Range of experience					
			2 to 5	6 to 10	10 to 25	Total
	Male	Observed	10	2	3	15
		% of total	33.3%	6.7%	9.9%	50.0%
	Female	Observed	7	5	3	15
		% of total	23.3%	16.7%	9.9%	50.0%
	Total	Observed	17	7	6	30
		% of total	56.7%	23.3%	20.0%	100.0%
			3.15	chi-square		
			4	df		
		.5333	p-value			

The table shows that the highest concentration of male employees/managers is in the first category, i.e. 2 to 5 years of experience, while the concentration of females in this category is somewhat smaller.

This shows that the company has low employee retention rate.

Table 4: Gender/ Range of experience (Company 2)

Gender	Range of experience					
			2 to 5	6 to 10	10 to 20	Total
	Male	Observed	10	5	3	18
		% of total	29.4%	14.7%	8.8%	52.9%
	Female	Observed	12	4		16
		% of total	35.3%	11.8%	0.0%	47.1%
	Total	Observed	22	9	3	34
		% of total	64.7%	26.5%	8.8%	100.0%
			3.19	chi-square		
			3	df		
			.3638	p-value		

P-value > 0.05; The table shows that the highest concentration of male as well as female employees and managers is in the first category, i.e. 2 to 5 years of experience, with a 64.7% of the sample. In comparison with Company 1, this company has a much lower employee retention rate.

Table 5: Position/ Range of experience (Company 1)

Position	Range of experience					
			2 to 5	6 to 10	11 to 25	Total
	Employee	Observed	16	5	2	23
		% of total	53.3%	16.7%	6.6%	76.7%
	Manager	Observed	1	2	4	7
		% of total	3.3%	6.7%	13.3%	23.3%
	Total	Observed	17	7	5	30
		% of total	56.7%	23.3%	20.0%	100.0%
			10.23	chi-square		
			4	df		
			.0367	p-value		

From the calculated chi-square value and the corresponding p-value, it clearly shows that there is a strong relationship between years of experience and position.

For example only 3.3% of the managers are in the first category, while there are 53.3% of employees in that same category.

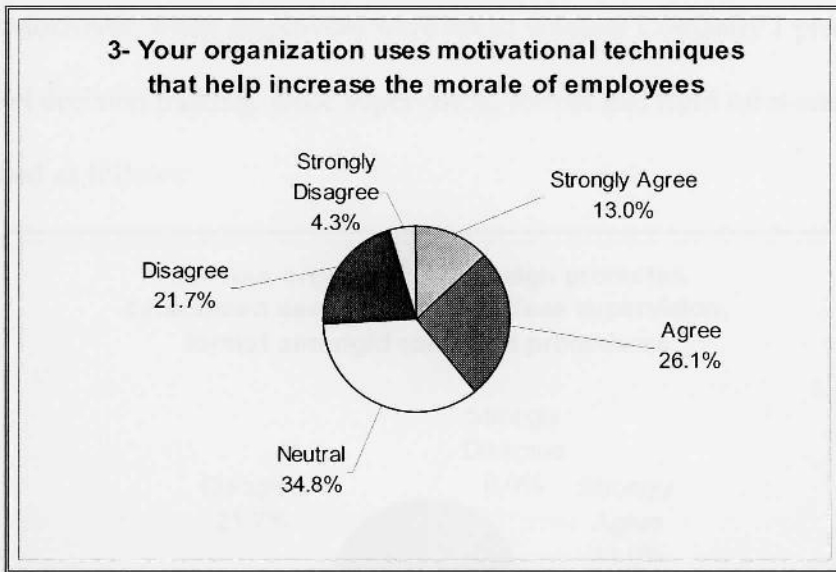
Table 6: Position/ Range of experience (Company 2)

Position	Range of experience					
			2 to 5	6 to 10	11 to 20	Total
	Employee	Observed	22	6		28
		% of total	64.7%	17.6%	0.0%	82.4%
	Manager	Observed		3	3	6
		% of total	0.0%	8.8%	8.8%	17.6%
	Total	Observed	22	9	3	34
		% of total	64.7%	26.5%	8.8%	100.0%
			20.24	chi-square		
			3	df		
			.0002	p-value		

P-value= 0.0002 <0.05. As expected there is a very strong relationship between years of experience and role. And this is normal, the more a person has experience the higher his or her position will be. So, for example, if we take a look at category 3, we notice that there are no employees, in that range only 3 managers.

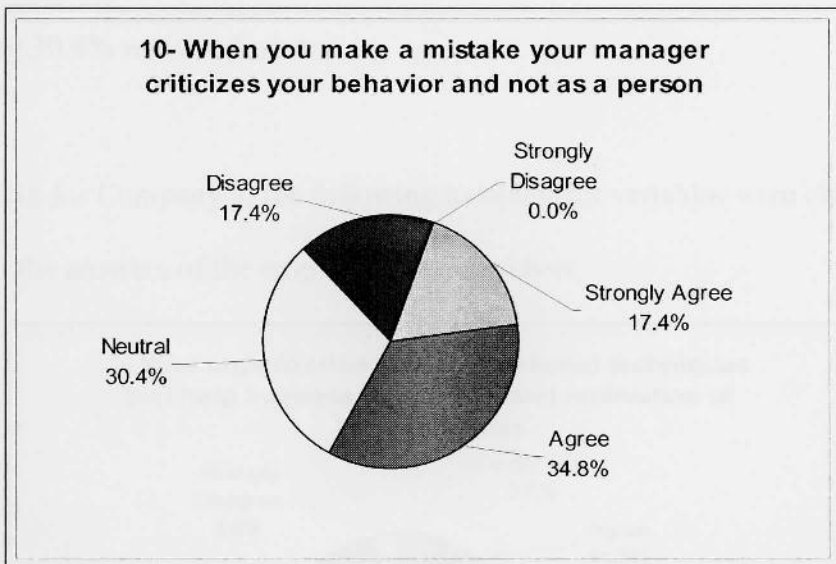
Next, for each of the two companies we will consider some independent variables, for reasons that will be explained later on in this research, and we will represent the answers of the employees in a pie chart, in order to display the contribution of each value to the total.

To start with, employees at Company 1, when asked if the company uses motivational techniques to help increase employee morale, 13% strongly agreed, 26.1% agreed, 34.8% were neutral, 21.7% disagreed, and the remaining 4.3% strongly disagreed.



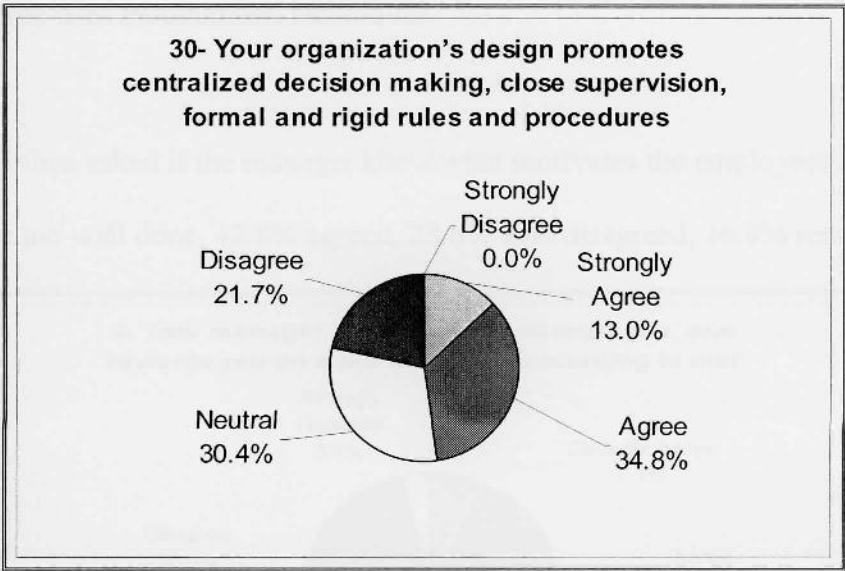
A total of 39.1% agree that the organization uses motivational techniques to increase employee morale.

Then, when asked if the manager criticizes the employee's behavior and not the person, the following answers were given.



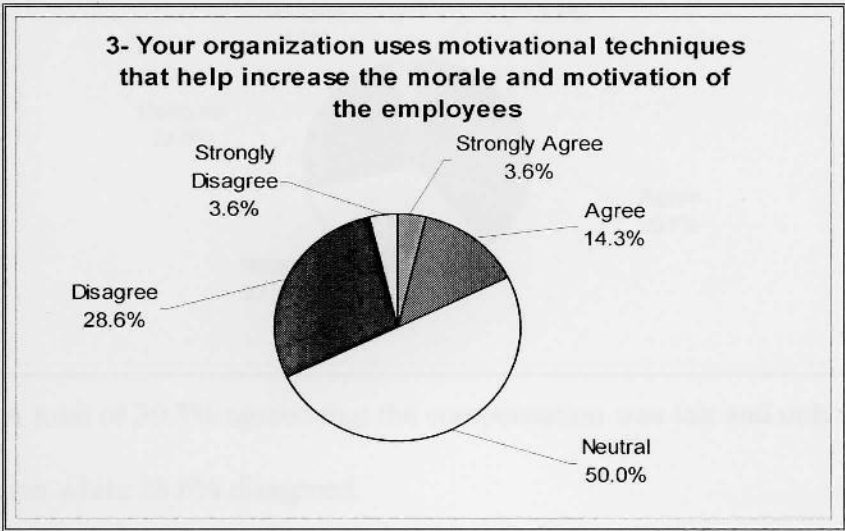
A total of 52.2% of the employees agreed that when they make a mistake their manager criticizes their behavior and not them as a person, and only 17.4% disagreed while 30.4% remained neutral in their answer.

Moreover, when employees were asked whether Company 1 promotes centralized decision making, close supervision, formal and rigid rules and procedures, they replied as follows:



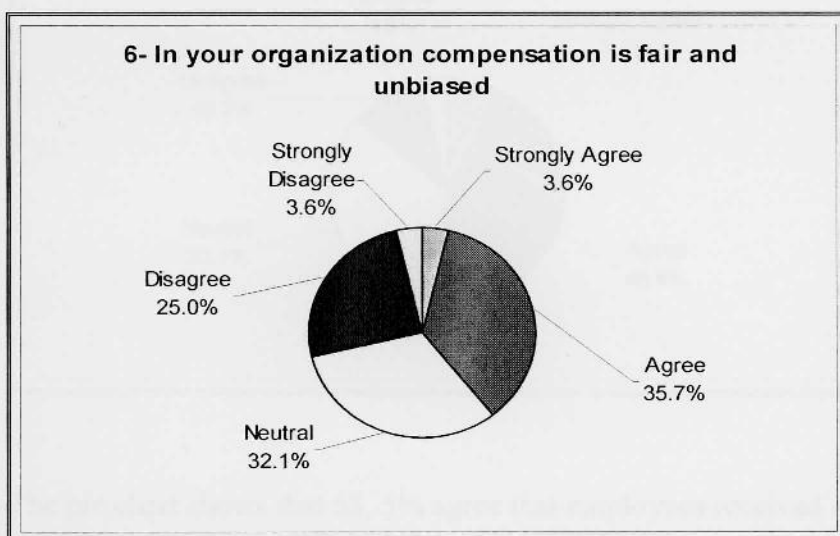
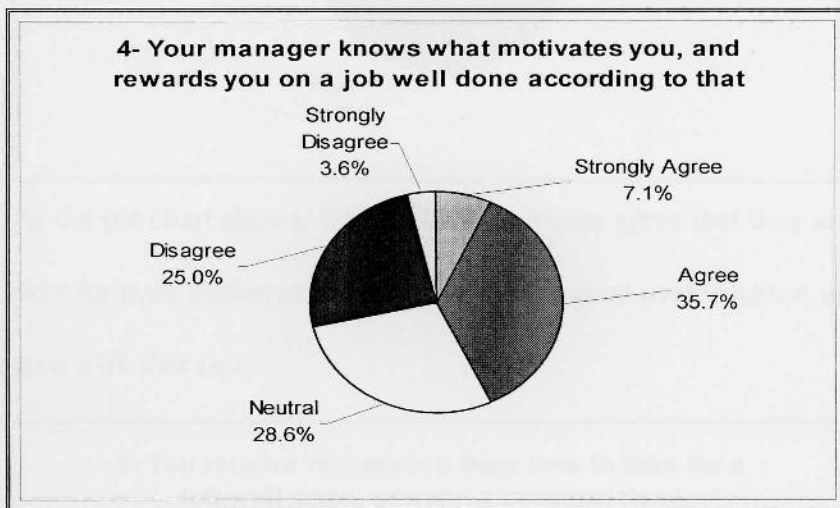
A total of 47.8% agree that their organization promotes centralized decision making, close supervision, formal and rigid rules against only 21.7% who disagreed. the remaining 30.4% remained neutral.

As for Company 2, the following independent variables were chosen to represent the answers of the employees in a pie chart.



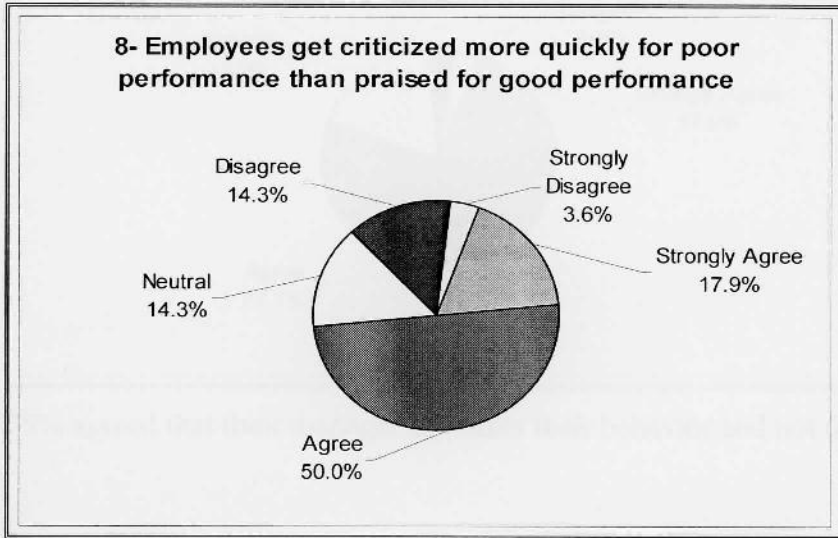
The pie chart shows that only 17.9% of the employees agreed that the organization uses motivational techniques. Not only is this a very low percentage, yet another 50% were neutral, as if the employees did not know whether or not their organization uses motivational techniques.

When asked if the manager knew what motivates the employees and rewards them on a job well done, 42.8% agreed, 28.6% who disagreed, 26.8% remained neutral.

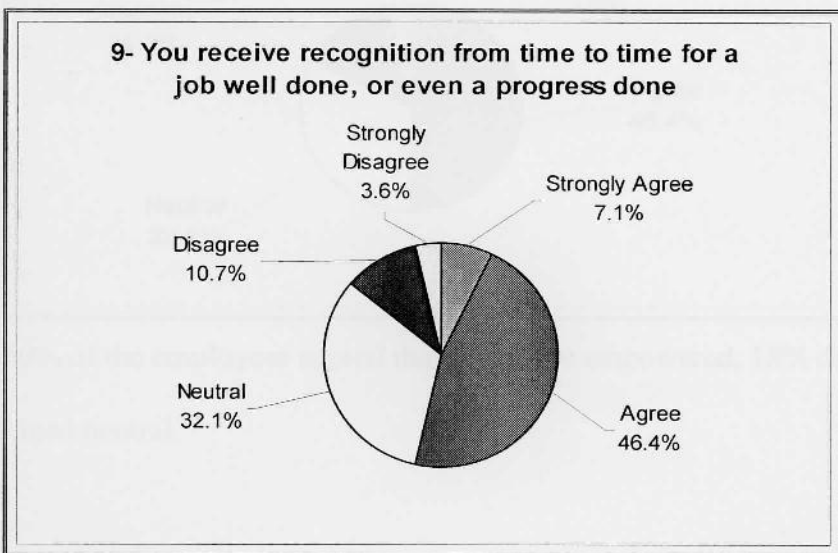


A total of 39.3% agreed that the compensation was fair and unbiased in the organization while 28.6% disagreed.

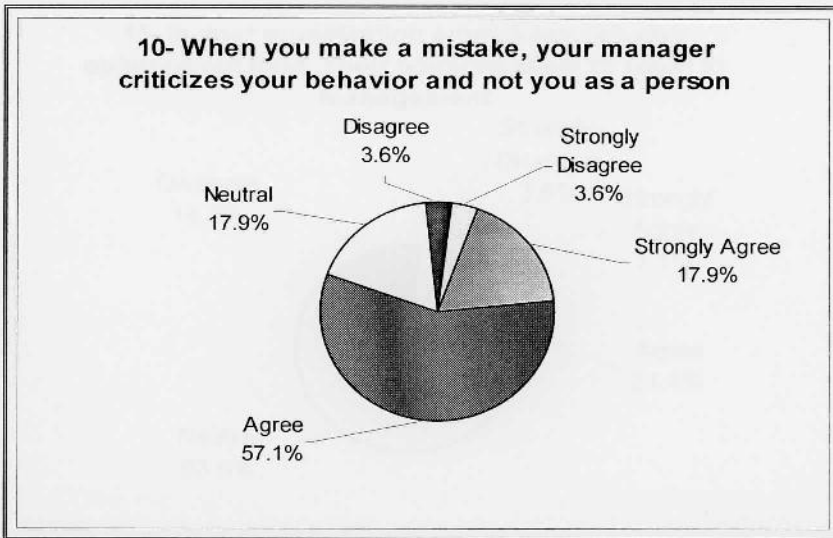
The questionnaire also included a question regarding whether the employees get criticized more quickly for poor performance than praised for good performance.



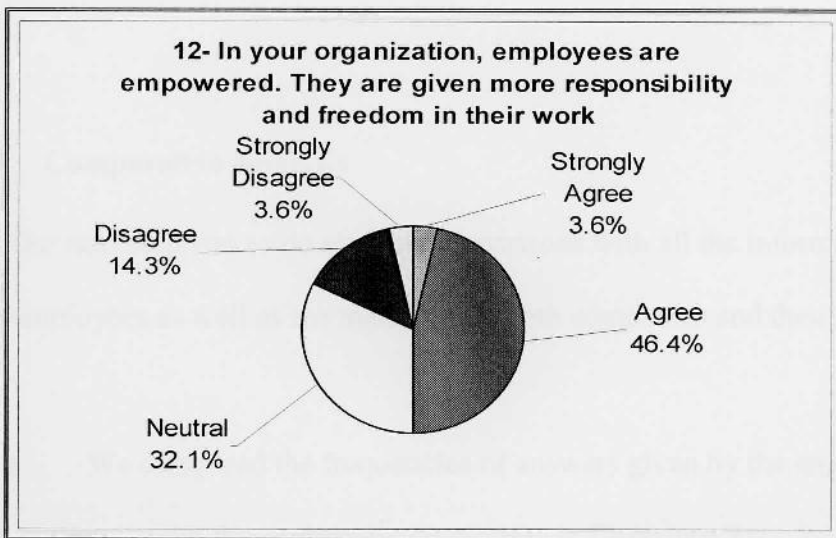
As the pie chart shows, 70% of the employees agree that they are criticized more quickly for poor performance than praised for good performance, against 17.9% who disagree with that fact.



The pie chart shows that 53, 5% agree that employees received recognition from time to time for a job well done or even a progress done



75% agreed that their manager criticizes their behavior and not them as a person.



50% of the employees agreed that they were empowered, 18% disagreed and 32% remained neutral.



Only 28.5% agreed that they could give their opinions out loud. In addition to that more than 50% of the employees were neutral and only 18% agreed.

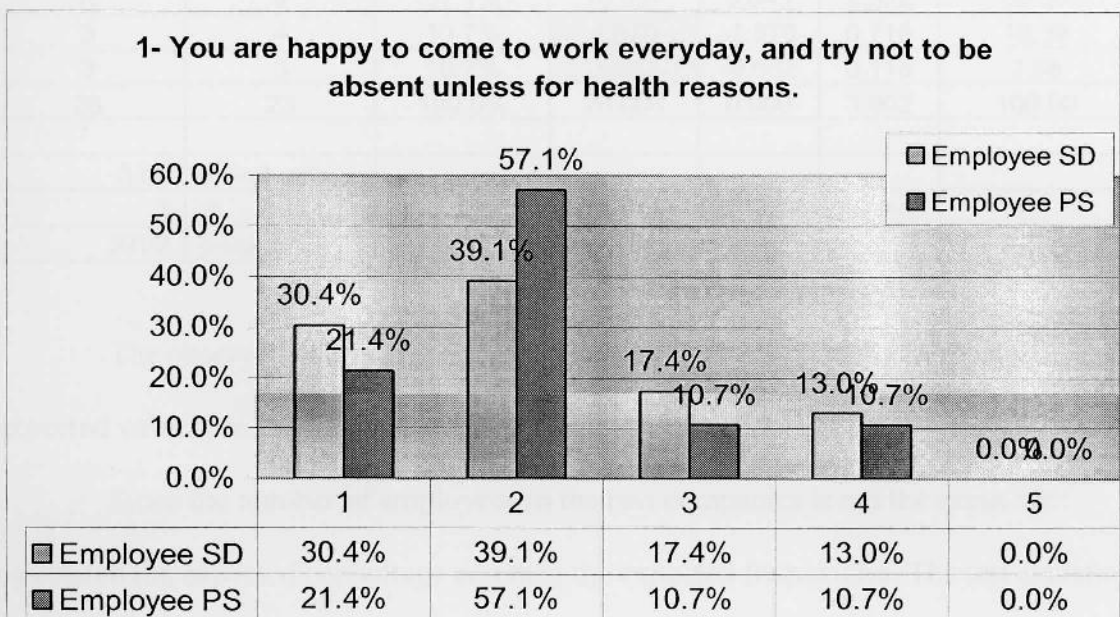
3.3 Comparative Analysis

Our next step was to do several comparisons with all the information gathered from the employees as well as the managers in both companies and then analyze the results.

- 1) We compared the frequencies of answers given by the employees in Company 1 with those given by employees in Company 2.
 - 2) We compared the frequencies of answers given by the employees in Company 1 with those given by the managers of Company 1.
 - 3) We compared the frequencies of answers given by the employees in Company 2 with those given by the managers in Company 2.
 - 4) We compared the frequencies of answers given by the Company 1 staff (i.e. including managers) with those given by the staff of Company 2.
-

Comparison 1: Frequencies of answers given by the employees in Company 1 and those given by employees in Company 2.

Below are a few illustrated bar charts showing the comparison between the frequencies of answers of employees of Company 1 with that of the frequencies of answers of employees of Company 2.



On the x-axis you may find the five answer levels of employees: 1 being Strongly agree, 2 being Agree, 3 being neutral, 4 being disagree and 5 being strongly disagree. While the y-axis shows the percentage of cases. For example, in the first statement, we cannot actually say if there is a difference between the answers of both company's employees regarding happiness to come to work. That is why we ran the Chi-square goodness of fit test, for all the questions (independent and dependent ones) in order to test this hypothesis. The null and alternative hypotheses are:

Ho: There is no difference between the frequencies of answers given by the employees in Company 1 with those given by employees in Company 2

H1: There is a difference between the frequencies of answers given by the employees in Company 1 with those given by employees in Company 2.

The computer output showed the following:

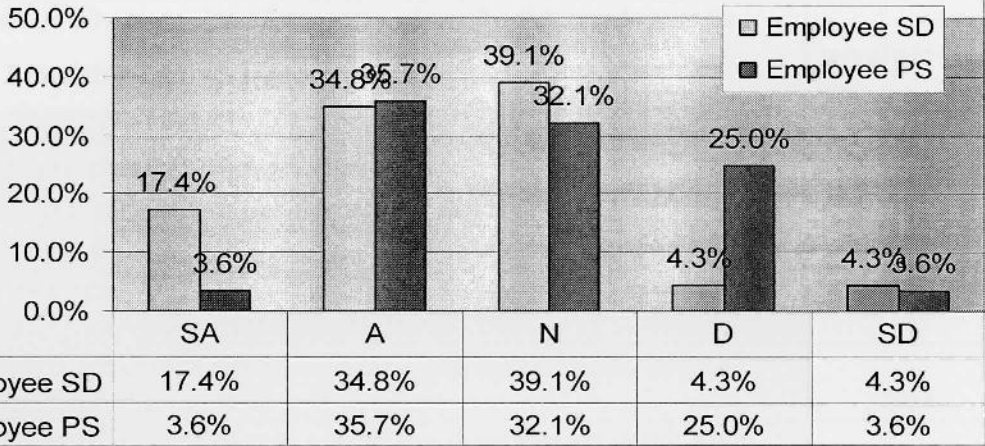
observed(C2)	expected(C1)	Expected%	Expected frequency	O - E	(O - E) ² / E	% of chisq
6	7	21.4%	8.522	-2.522	0.746	19.12
16	9	57.1%	10.957	5.043	2.322	59.50
3	4	10.7%	4.870	-1.870	0.718	18.39
3	3	10.7%	3.652	-0.652	0.116	2.98
28	23	100.0%	28.000	0.000	3.902	100.00
3.90	chi-square					
3	df					
.2722	p-value					

The observed values are the frequencies of answers given by Company 2. The expected values are the frequencies of answers given by Company 1.

Since the number of employees in the two companies is not the same, we calculated the expected percentage and then the expected frequencies. The test statistic X^2 (Chi-square) was equal to 3.90

Since the P-value is >0.05 , then, the test is not significant, and the hypothesis H_0 is not rejected. In other words, this result shows that there is no difference between the frequencies of answers given by the employees in Company 1 for this question with those given by employees in Company 2.

Next, when we compared the answers given for the question, "*In your organization compensation is fair and unbiased*", the result was

6- In your organization compensation is fair and unbiased.

Goodness of Fit Test							
Q6	In your organization compensation is fair and unbiased						
	Observed (C2)	Expected(C1)	Expected %	Expected frequency	O - E	(O - E) ² / E	% of chisq
	1	4	17.4%	5	-3.000	2.250	5.81
	10	8	34.8%	10	2.000	0.500	1.29
	9	9	39.1%	11	0.000	0.000	0.00
	7	1	4.3%	1	6.000	36.000	92.90
	1	1	4.3%	1	0.000	0.000	0.00
	28	23				38.750	100.00
	38.75	chi-square					
	4	df					
	7.85E-08	p-value					

P-value equals to $7.85E-08 < 0.05$. This means that the test is highly significant, and the hypothesis H_0 is rejected. In other words, this result shows that there is a difference between the frequencies of answers given by the employees in Company 1 regarding this question with those given by employees in Company 2 regarding the compensation in the organization.

We performed the same test to all 37 questions and the following results were received:

<i>Comparison 1: Frequencies of answers given by the employees in Company 1 and those given by employees in Company 2.</i>	p-value:
Q1- You are happy to come to work everyday and try not be absent unless for health reasons.	.2722
Q2-You feel you are considered as an important asset for your organization	.0153
Q3- Your organization uses motivational techniques that help increase the morale and motivation of the employees.	.0812
Q4- Your manager knows what motivates you, and rewards you on a job well done according to that.	.0863
Q5- Your manager knows how to encourage desirable behavior and discourage undesirable behavior.	.0566
Q6- In your organization compensation is fair and unbiased	3.15E-06
Q8- In your organization, employees get criticized more quickly for poor performance than praised for good performance.	.0021
Q9- You receive recognition from time to time for a job well done, or even a progress done.	.0027
Q10- When you make a mistake, your manager criticizes your behavior and not you as a person.	.0113
Q11- When you make a mistake your manager gives you support and guidance to do the task correctly the next time.	3.11E-08
Q12- In your organization, employees are empowered. They are given more responsibility and freedom in their work, and they are in control of making decisions about their work without being controlled themselves.	.1047
Q13- Your self-esteem and self-confidence are high.	.0054
Q14- You feel you are enabled to use your unique talents in favor of your organization's success.	.0001
Q15- In your organization employees can give opinions out loud. Their opinions seem to count to management.	.0005
Q16- In your organization communication is open.	1.27E-05
Q17- In your organization important information is shared with everyone concerned.	1.21E-05
Q18- You feel part of the whole picture, and feel involved and willing to provide your help when there is a need.	.0903
Q 19- In your organization employees' professional and personal concerns are heard.	3.06E-06
Q 20- In your organization the manager or supervisor knows how to deal with each employee according to his or her potential and development level.	5.79E-06
Q 21- Your manager is trustworthy, caring, appreciative.	.0018

Q22- You feel more comfortable and willing to partner with your manager and give your maximum potential to reach the goals assigned to you or to your department.	.6041
Q23- Your work is exciting, worthwhile, and one that makes full use of your skills, abilities, and intelligence.	.0012
Q24- In your organization job requirements and instructions are spelled out in detail so employees know what they are expected to do.	.0003
Q25- In your organization employees are given specific, clearly stated, prioritized, challenging, clearly measurable, attainable goals.	.0002
Q26- In your organization employees participate in setting goals that they will work on.	.0386
Q27- Your manager believes in your abilities, and gives you the opportunity to develop your talent, skills, and abilities, and your creativity.	.2946
Q28- Your organization encourages the “promotion from within” philosophy, rather than hire from outside.	.0075
Q29- As a result of your organization’s design you witness in it, the following: flexibility, decision-making authority distributed throughout the hierarchy, people performing a variety of tasks and continually developing skills, & high coordination	.0007
Q30- Your organization’s design promotes centralized decision making, close supervision, formal and rigid rules and procedures.	.2676
Q31- The culture of your organization emphasizes the idea that employees are its most important assets, and not tools and machines to reach organizational goals.	3.40E-05
Q32- The culture of your organization, encourages leadership and self-management, brings out the spontaneity and the creativity of its employees and helps them find their paths.	.0023
Q33- The culture of your organization stimulates personal learning, continuous training and development effort and opportunities.	.0258
Q34- In your organization employees are supported when they make mistakes on their path of creative activity.	.2547
Q35- In your organization employee morale is high.	.3091
Q36- In your organization the employee turnover rate is low.	.0003
Q37- You are proud to work for your organization.	.0028
Q38- You would never want to leave your organization.	1.19E-08

It turned out that questions number 3,4,5, 6, 8, 9, 11,12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 28, 29, 31, 32, 36, 37, and 38 showed a significant difference between the answers given by the employees in Company 1 and the answers given by the employees in Company 2. Questions 2, 10, 26, and 33 showed a slight difference between the two answers.

It turned out that there is no difference with regards to:

- 1) Happiness
- 2) Empowerment
- 3) Feeling comfortable and willing to partner with the manager
- 4) The manager believing in the employees' abilities
- 5) The organization's design promotes centralized decision making
- 6) Employees are supported when they make mistakes

Comparison 2: Frequencies of answers given by the employees in Company 1 and those given by the managers in Company 1.

We previously mentioned that 2 types of questionnaires were distributed in each of the two companies: one to be filled by employees and another to be filled by managers. The purpose of this is to look at the difference of perceptions between the employees and the managers regarding the implementation of motivational techniques in the organization and the employees' well-being, in terms of happiness, comfort, welfare etc.

In this case, the null and alternative hypotheses are:

Ho: There is no difference between the frequencies of answers given by the employees in Company 1 with those given by the managers in Company 1.

H1: There is a difference between the frequencies of answers given by the employees in Company 1 with those given by the managers in Company 1.

We performed the same test for all the other 37 questions and the following results were revealed:

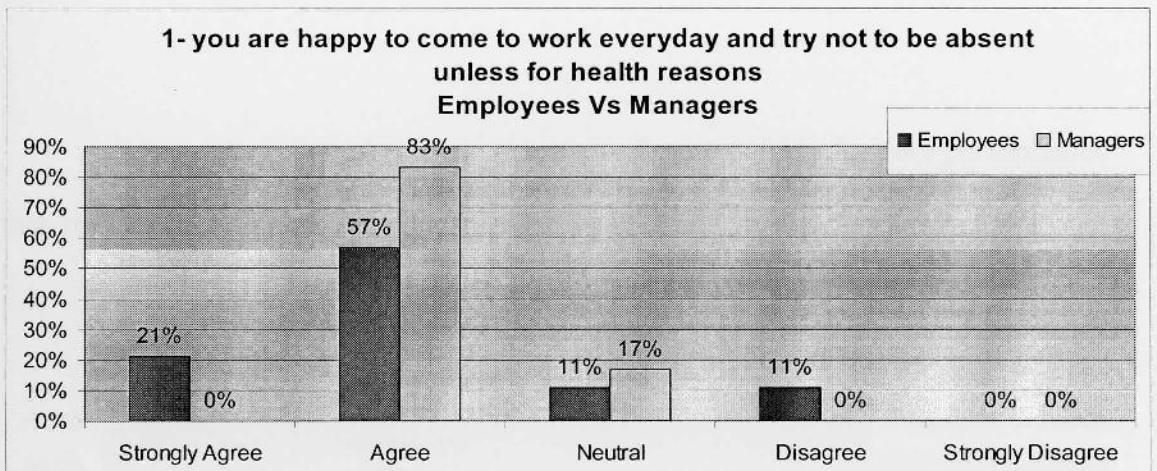
<i>Comparison 2: Frequencies of answers given by the employees in Company 1 and those given by the managers in Company 1.</i>	p-value:
Q1- You are happy to come to work everyday and try not be absent unless for health reasons.	.0101
Q2-You feel you are considered as an important asset for your organization	.0048
Q3- Your organization uses motivational techniques that help increase the morale and motivation of the employees.	.0278
Q4- Your manager knows what motivates you, and rewards you on a job well done according to that.	.0116
Q5- Your manager knows how to encourage desirable behavior and discourage undesirable behavior.	.0037
Q6- In your organization compensation is fair and unbiased	.1449
Q8- In your organization, employees get criticized more quickly for poor performance than praised for good performance.	.0015
Q9- You receive recognition from time to time for a job well done, or even a progress done.	.0247
Q10- When you make a mistake, your manager criticizes your behavior and not you as a person.	.0833
Q11- When you make a mistake your manager gives you support and guidance to do the task correctly the next time.	.0035
Q12- In your organization, employees are empowered. They are given more responsibility and freedom in their work, and they are in control of making decisions about their work without being controlled themselves.	.0049
Q13- Your self-esteem and self-confidence are high.	.0101
Q14- You feel you are enabled to use your unique talents in favor of your organization's success.	.0089
Q15- In your organization employees can give opinions out loud. Their opinions seem to count to management.	.0047
Q16- In your organization communication is open.	.0036
Q17- In your organization important information is shared with everyone concerned.	.0159
Q18- You feel part of the whole picture, and feel involved and willing to provide your help when there is a need.	.0050
Q 19- In your organization employees' professional and personal concerns are heard.	.0023
Q 20- In your organization the manager or supervisor knows how to deal with each employee according to his or her potential and development level.	.0151
Q 21- Your manager is trustworthy, caring, appreciative, and supportive in time of need.	.0032

Q22- You feel more comfortable and willing to partner with your manager and give your maximum potential to reach the goals assigned to you or to your department.	.0052
Q23- Your work is exciting, worthwhile, and one that makes full use of your skills, abilities, and intelligence.	.0024
Q24- In your organization job requirements and instructions are spelled out in detail so employees know what they are expected to do.	.0153
Q25- In your organization employees are given specific, clearly stated, prioritized, challenging, clearly measurable, attainable goals.	.0020
Q26- In your organization employees participate in setting goals that they will work on.	.0065
Q27- Your manager believes in your abilities, and gives you the opportunity to develop your talent, skills, and abilities, and your creativity.	.0033
Q28- Your organization encourages the “promotion from within” philosophy, rather than hire from outside.	.0023
Q29- As a result of your organization’s design you witness in it, the following: flexibility, decision-making authority distributed throughout the hierarchy, people performing a variety of tasks and continually developing skills, & high coordination	.0065
Q30- Your organization’s design promotes centralized decision making, close supervision, formal and rigid rules and procedures.	.1487
Q31- The culture of your organization emphasizes the idea that employees are its most important assets, and not tools and machines to reach organizational goals.	.0031
Q32- The culture of your organization, encourages leadership and self-management, brings out the spontaneity and the creativity of its employees and helps them find their paths.	.0244
Q33- The culture of your organization stimulates personal learning, continuous training and development effort and opportunities.	.0069
Q34- In your organization employees are supported when they make mistakes on their path of creative activity.	.0034
Q35- In your organization employee morale is high.	.0071
Q36- In your organization the employee turnover rate is low.	.0073
Q37- You are proud to work for your organization.	.0035
Q38- You would never want to leave your organization.	.0130

Comparison 3: Frequencies of answers given by the employees in Company 2 with those given by the managers in Company 2.

When we inserted the information gathered from both questionnaires into a bar chart the following results could be seen. Here are some of the examples.

For the first question, “you are happy to come to work everyday and try not to be absent unless for health reasons”:

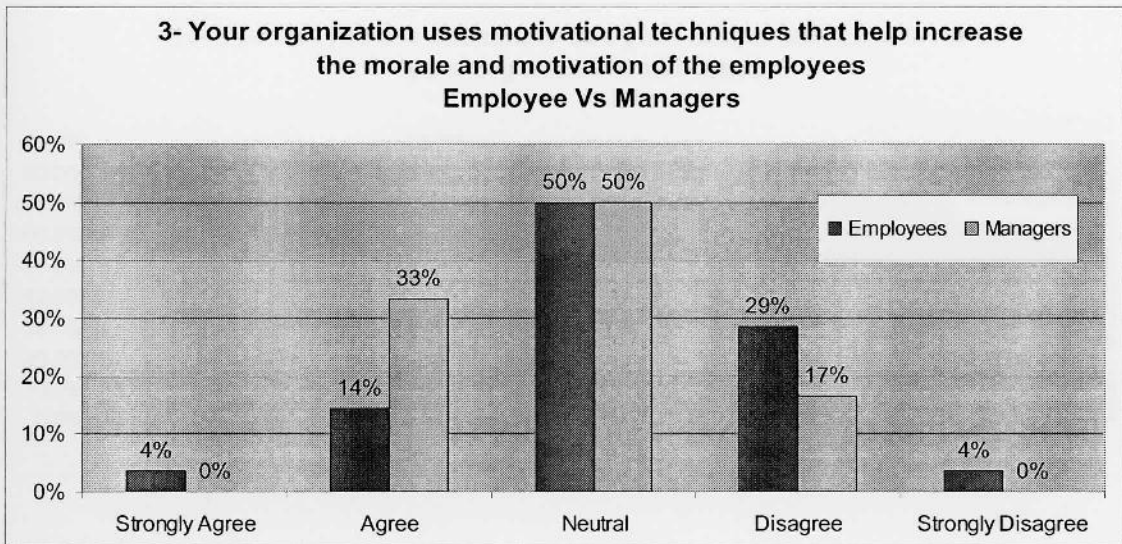


In this case, the null and alternative hypotheses are:

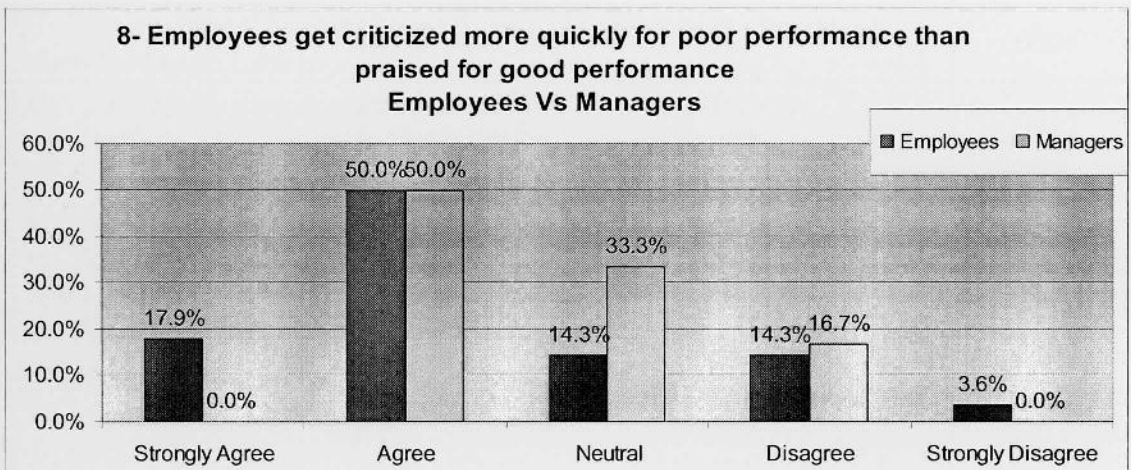
Ho: There is no difference between the frequencies of answers given by the employees in Company 2 with those given by the managers in Company 2.

H1: There is a difference between the frequencies of answers given by the employees in Company 2 with those given by the managers in Company 2

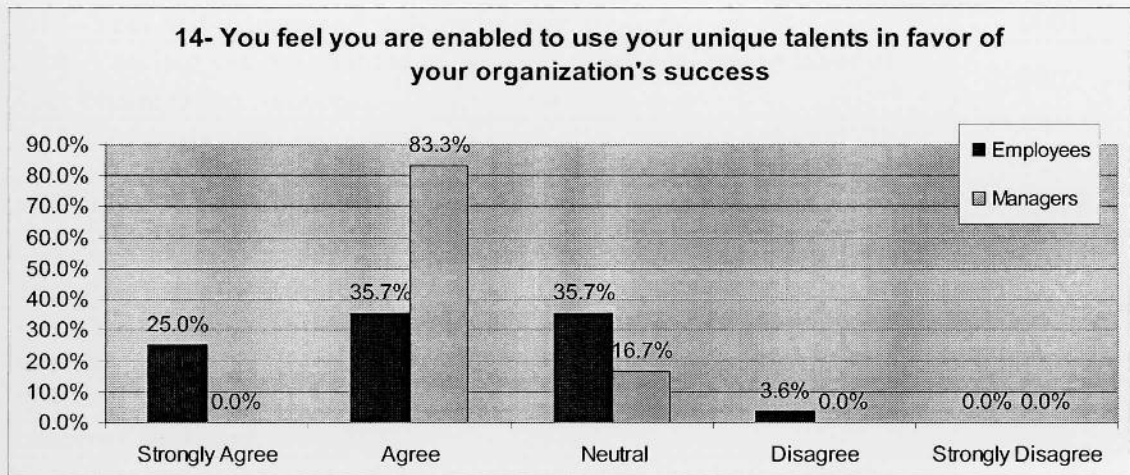
Regarding whether the organization was using motivational techniques to increase employee morale the result was the following:



When asked if employees were criticized more quickly for poor performance than praised for good performance the result was:



Another question was about whether the employees felt enabled to use their unique talents for the organization's success:



The goodness of fit test was run for the all the other questions, the summary of the results are shown in the table below:

<i>Comparison 3: Frequencies of answers given by the employees in Company 2 and those given by the managers in Company 2.</i>	p-value:
Q1- You are happy to come to work everyday and try not be absent unless for health reasons.	.0006
Q2-You feel you are considered as an important asset for your organization	.0015
Q3- Your organization uses motivational techniques that help increase the morale and motivation of the employees.	.0008
Q4- Your manager knows what motivates you, and rewards you on a job well done according to that.	.0049
Q5- Your manager knows how to encourage desirable behavior and discourage undesirable behavior.	.0704
Q6- In your organization compensation is fair and unbiased	0.0047
Q8- In your organization, employees get criticized more quickly for poor performance than praised for good performance.	0.0007
Q9- You receive recognition from time to time for a job well done, or even a progress done.	.0042
Q10- When you make a mistake, your manager criticizes your behavior and not you as a person.	0.0010
Q11- When you make a mistake your manager gives you support and guidance to do the task correctly the next time.	.0077
Q12- In your organization, employees are empowered. They are given more responsibility and freedom in their work, and they are in control of making decisions about their work without being controlled themselves.	.0009

Q13- Your self-esteem and self-confidence are high.	.0001
Q14- You feel you are enabled to use your unique talents in favor of your organization's success.	.0002
Q15- In your organization employees can give opinions out loud. Their opinions seem to count to management.	.0006
Q16- In your organization communication is open.	.0003
Q17- In your organization important information is shared with everyone concerned.	.0011
Q18- You feel part of the whole picture, and feel involved and willing to provide your help when there is a need.	.0034
Q 19- In your organization employees' professional and personal concerns are heard.	.0007
Q 20- In your organization the manager or supervisor knows how to deal with each employee according to his or her potential and development level.	.0170
Q 21- Your manager is trustworthy, caring, appreciative, and supportive in time of need.	.0044
Q22- You feel more comfortable and willing to partner with your manager and give your maximum potential to reach the goals assigned to you or to your department.	.0003
Q23- Your work is exciting, worthwhile, and one that makes full use of your skills, abilities, and intelligence.	.0003
Q24- In your organization job requirements and instructions are spelled out in detail so employees know what they are expected to do.	.0007
Q25- In your organization employees are given specific, clearly stated, prioritized, challenging, clearly measurable, attainable goals.	.0008
Q26- In your organization employees participate in setting goals that they will work on.	.0008
Q27- Your manager believes in your abilities, and gives you the opportunity to develop your talent, skills, and abilities, and your creativity.	.0029
Q28- Your organization encourages the "promotion from within" philosophy, rather than hire from outside.	.0005
Q29- As a result of your organization's design you witness in it, the following: flexibility, decision-making authority distributed throughout the hierarchy, people performing a variety of tasks and continually developing skills, & high coordination	.0003
Q30- Your organization's design promotes centralized decision making, close supervision, formal and rigid rules and procedures.	.0019
Q31- The culture of your organization emphasizes the idea that employees are its most important assets, and not tools and machines to reach organizational goals.	.0017
Q32- The culture of your organization, encourages leadership and self-management, brings out the spontaneity and the creativity of its employees and helps them find their paths.	.0008
Q33- The culture of your organization stimulates personal learning, continuous training and development effort and opportunities.	.0004

Q34- In your organization employees are supported when they make mistakes on their path of creative activity.	.0004
Q35- In your organization employee morale is high.	.0022
Q36- In your organization the employee turnover rate is low.	.0084
Q37- You are proud to work for your organization.	.0001
Q38- You would never want to leave your organization.	.0002

If we take a look at the table summary above, we can see that almost all questions except question number 5 confirm that there is a difference between the frequencies of answers of the employees with that of the managers' perceptions.

In the next step we tried to look at the differences in the p-values of Company 1 and Company 2.

	Q1	Q2	Q3	Q4	Q5	Q6	Q8
C2 p-values	.0006	.0015	.0008	.0049	.0704	.0047	.0007
C1 p-values	.0101	.0048	.0278	.0116	.0037	.1449	.0015
Difference in p-values	.0095	.0033	.0270	.0067	-.0667	.1402	.0008

	Q9	Q10	Q11	Q12	Q13	Q14	Q15
C2 p-values	.0042	.0010	.0077	.0009	.0001	.0002	.0006
C1 p-values	.0247	.0833	.0035	.0049	.0101	.0089	.0047
Difference in p-values	.0205	.0823	-	.0040	.0100	.0087	.0041

	Q16	Q17	Q18	Q19	Q20	Q21	Q22
C2 p-values	.0003	.0011	.0034	.0007	.0170	.0044	.0003
C1 p-values	.0036	.0159	.0050	.0023	.0151	.0032	.0052
Difference in p-values	.0033	.0148	.0016	.0016	-.0019	-.0012	.0049

	Q23	Q24	Q25	Q26	Q27	Q28	Q29
C2 p-values	.0003	.0007	.0008	.0008	.0029	.0005	.0003
C1 p-values	.0024	.0153	.0020	.0065	.0033	.0023	.0065
Difference in p-values	.0021	.0146	.0012	.0057	.0004	.0018	.0062

	Q30	Q31	Q32	Q33	Q34	Q35	Q36
C2 p-values	.0019	.0017	.0008	.0004	.0004	.0022	.0084
C1 p-values	.1487	.0031	.0244	.0069	.0034	.0071	.0073
Difference in p-values	.1468	.0014	.0236	.0065	.0030	.0049	-.0011

	Q37	Q38
C2 p-values	.0001	.0002
C1 p-values	.0035	.0130
Difference in p-values	.0034	.0128

From the comparison summary tables we can see that there is a difference in the perception between managers and employees for both companies. However, this difference is significantly less in the case of Company 1. This can be verified by comparing the p-values of each question.

For instance, the p-value for Q1 in Company 2 is 0.0006 which shows extremely strong evidence that there is a difference in the perception between managers and employees regarding “being happy to come to work everyday”. On the other hand, the corresponding p-value for Company 1 is 0.01 which is significantly smaller.

Another observation would be that some of the differences in the p-values are negative. For example: Q11, Q12, Q21, and Q36, yet they are too small. So we can conclude that there is no difference between the two companies regarding these questions.

There is a large p-value difference in Q6 (the compensation), Q9 (recognition), Q10 (criticism), Q13 (self-esteem), Q17 (information sharing), Q24 (clear job instructions), Q30 (Organization’s design), Q32 (culture of the organization), and Q38 (not wanting to leave the organization). However, the extreme difference between the p-values of the two companies occurred in Q6 (fair and unbiased compensation) with

0.1402 and Q30 (You organization's design promotes centralized decision making) with 0.1468.

Comparison 4: Frequencies of answers given by the staff of Company 1 (employees and managers) and those given by the staff of Company 2.

For the first three parts, we compared all the questions, independent as well as the dependent variables. However, in the this part, we took into consideration the dependent variables alone, and included the managers too because after all they are part of the company staff too, and whether they are happy to come to work, or questions related to their self-esteem, high morale, their feeling of loyalty or commitment to their organization, their pride to work and their will to provide additional help for their organization concerns them too, and should be given full attention by the higher management.

The Chi Square Goodness of fit test was done for all eleven dependent variable questions and the final result is in summarized in the table hereafter.

<i>Comparison 4: Frequencies of answers given by the staff of Company 1 (employees and managers) and those given by the staff of Company 2.</i>	P-value
Q1- You are happy to come to work everyday, and try not to be absent unless for health reasons.	.3420
Q2- You feel that you are considered as an important asset for your organization.	1.73E-17
Q13- Your self-esteem and self-confidence are high.	.0762
Q14- You feel you are enabled to use your unique talents in favor of your organization's success	.0012

Q18- You feel part of the whole picture, and more involved and willing to provide your help when there is a need.	.1981
Q22- You feel more comfortable and willing partner with your manager,& give your maximum potential to reach the goals assigned to you or your dept.	.8870
Q23- In your organization, your work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence	.0010
Q35- In your organization employee morale is high.	.2166
Q36- In your organization the employee turnover rate is low.	.0089
Q37- You are proud to work for your organization.	.0037
Q38- You would never want to leave your organization.	6.23E-11

From the table above we can conclude that there is a difference between the answers of the staff in Company 1 and the answers of the staff in Company 2 as regards to the questions 2 (feeling considered as an important asset for the organization), 13 (self-esteem and self-confidence are high), 14 (feeling enabled to use unique talents in favor of the organization's success), 23 (work being exciting, worthwhile, and one that makes use of all the skills, abilities, and intelligence), 36 (employee turnover rate being low), 37 (being proud to work for the organization), and 38 (never wanting to leave the organization). However, no difference existed between the answers of these two companies concerning the dependent variable questions 1 (happiness), 18 (feeling part of the whole picture), 22 (feeling more comfortable and willing partner with the manager), and 35 (employee morale being high).

3.4 Testing proportions

In the next step, we tested the following hypotheses for each of the dependent variable questions and taking into consideration the answers of both employees and the managers.

Test 1: The proportion of the staff in the Company 1 answering “Agree” or “Strongly Agree” (i.e.1 or 2) is higher than 67% that is: The null and alternative hypotheses are:

$$H_0: \pi_1 \leq 0.67$$

$$H_1: \pi_1 > 0.67$$

Running the hypothesis test for the first dependent question “You are happy to come to work everyday and try not to be absent unless for health reasons”, gave us the following result:

Hypothesis test for proportion vs. hypothesized value			
Q1	<i>You are happy to come to work everyday and try not to be absent unless for health reasons</i>		
	<i>Observed</i>	<i>Hypothesized</i>	
	0.767	0.67	p (as decimal)
	23/30	20/30	p (as fraction)
	23.01	20.1	X
	30	30	n
		0.0858	std. error
		1.13	z
		.1293	p-value (one-tailed, upper)

The observed value is the proportion of the staff that answered strongly agree and agree to the question. The hypothesized value is 0.67 (We considered that if more than two third of the employees answered favorably to the question, then the result would be reliable). N is the number of employees and managers. Here it is 30.

From the table, we can see that more than 75% of the staff is happy to come to work everyday which is higher than the hypothesized value 0.67; but we should not stop here. We take a look at the p-value 0.1293; since it is higher than 0.05, then, the test is not significant, and the null hypothesis is not rejected. Therefore, is no strong evidence that the great majority of the staff in Company 1 are happy to come to work everyday.

Now, if we run the same hypothesis test to the next dependent variable question, “you feel you are considered as an important asset for your organization” we find the following:

Hypothesis test for proportion vs. hypothesized value			
Q2	You feel you are considered an important asset		
	Observed	Hypothesized	
	0.833	0.67	p (as decimal)
	25/30	20/30	p (as fraction)
	24.99	20.1	X
	30	30	n
		0.0858	std. error
		1.90	z
		.0288	p-value (one-tailed, upper)

In this case, the p-value 0.0288 is less than 0.05; the test is significant. The null hypothesis is rejected and it provides us strong evidence that more than 67% would answer favorably to this question. In other words, we can say that more than 67% of the company staff would agree or strongly agree that they are considered as an important asset to their organization.

Hypothesis test for proportion vs hypothesized value				
Q23	<i>In your organization your work is exciting, worthwhile and one that makes use of all your skills and abilities</i>			
	<i>Observed</i>	<i>Hypothesized</i>		
	0.633	0.67	p (as decimal)	
	19/30	20/30	p (as fraction)	
	18.99	20.1	X	
	30	30	n	
		0.0858	std. error	
		-0.43	z	
		.6668	p-value (one-tailed, upper)	

The p-value for 0.6668 is >0.05 ; therefore, the test is not significant, and the null hypothesis is not rejected. Therefore, we don't have enough evidence that the great majority of the staff agrees that their job is exciting, worthwhile, and one that makes use of all their skills and abilities.

The following table shows a summary of the p-values for all the eleven dependent variable questions.

Test 1: The proportion of the staff in the Company 1 answering "Agree" or "Strongly Agree" (i.e.1 or 2) is higher than 67% H0: $\pi_1 \leq 0.67$ H1: $\pi_1 > 0.67$	P-value
Q1- You are happy to come to work everyday, and try not to be absent unless for health reasons.	0.1293
Q2- You feel that you are considered as an important asset for your organization.	0.0288
Q13- Your self-esteem and self-confidence are high.	0.2315
Q14- You feel you are enabled to use your unique talents in favor of your organization's success	0.3634
Q18- You feel part of the whole picture, and more involved and willing to provide your help when there is a need.	0.2315

Q22- You feel more comfortable and willing partner with your manager,& give your maximum potential to reach the goals assigned to you or your dept.	0.0288
Q23- In your organization, your work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence	0.6668
Q35- In your organization employee morale is high.	0.9971
Q36- In your organization the employee turnover rate is low.	0.9992
Q37- You are proud to work for your organization.	0.0288
Q38- You would never want to leave your organization.	0.6668

In summary, the table shows that with reference to question 2, 22, and 37 provide us with significant evidence that more than 67% of Company 1 staff would answer favorably to these questions. In other words, more than 67% of the staff considers themselves as an important asset for their organization. More than 67% feel comfortable and are willing to partner with their manager and give their maximum potential to reach the goals assigned to them and to their department. And, also more than 67% would never leave their organization.

On the other hand, the same situation will not take place with the questions 1, 13, 14, 18, 23, 35, 36, and 38.

Test 2: The proportion of the staff in the Company 2 answering “Agree” or “Strongly Agree” (i.e.1 or 2) is higher than 67% that is:

The null and alternative hypotheses are:

$$H_0: \pi_2 \leq 0.67$$

$$H_1: \pi_2 > 0.67$$

If we look at the same first independent question regarding “You are happy to come to work everyday and try not to be absent unless for health reasons” we encountered the following result.

Hypothesis test for proportion vs. hypothesized value			
Q1	<i>You are happy to come to work everyday and try no to be absent unless for health reasons</i>		
	<i>Observed</i>	<i>Hypothesized</i>	
	0.824	0.67	p (as decimal)
	28/34	23/34	p (as fraction)
	28.016	22.78	X
	34	34	n
		0.0806	std. error
		1.91	z
		.0281	p-value (one-tailed, upper)

The test done over the happiness of the staff to come to work everyday gives us a p-value equal to 0.0281 <0.05. This means that the test is significant, that the null hypothesis $H_0: \pi_2 \leq 0.67$ is rejected. It gives us evidence that more than 67% of the company staff would strongly agree or even agree that they are happy to come to work everyday.

Hypothesis test for proportion vs. hypothesized value			
Q13	<i>Your self-esteem and self-confidence are high</i>		
	<i>Observed</i>	<i>Hypothesized</i>	
	0.912	0.67	p (as decimal)
	31/34	23/34	p (as fraction)
	31.008	22.78	X
	34	34	n
		0.0806	std. error
		3.00	z
		.0013	p-value (one-tailed, upper)

The test done over the self-esteem and self-confidence of the staff gives us a p-value= 0.013 <0.05. This means that the test is significant, that the null hypothesis $H_0: \pi_2 \leq 0.67$ is rejected. It gives us strong evidence that more than 67% of the company staff strongly agree or even agree that their self-esteem and self-confidence are high.

Hypothesis test for proportion vs. hypothesized value			
Q22	<i>You feel more comfortable and willing to partner with your manager and give your maximum potential to reach the goals assigned to you or department.</i>		
	<i>Observed</i>	<i>Hypothesized</i>	
	0.824	0.67	p (as decimal)
	28/34	23/34	p (as fraction)
	28.016	22.78	X
	34	34	n
		0.0806	std. error
		1.91	z
		.0281	p-value (one-tailed, upper)

P-value is <0,05; The test is significant and $H_0: \pi_2 \leq 0.67$ is rejected. It gives us strong evidence that more than 67% of the company staff strongly agree or even agree that they feel more comfortable and willing to partner with their manager and give their maximum potential to reach the goals assigned to them or their department.

The summary of test 2 effected for all eleven dependent variable questions is shown in the table below:

Test 2: The proportion of the staff in the Company 2 answering “Agree” or “Strongly Agree” is higher than 67% H0: $\pi_2 \leq 0.67$ H1: $\pi_2 > 0.67$	p-value:
Q1- You are happy to come to work everyday and try not be absent unless for health reasons.	0.0281
Q2-You feel you are considered as an important asset for your organization	0.4703
Q13- Your self-esteem and self-confidence are high.	0.0013

Q14- You feel you are enabled to use your unique talents in favor of your organization's success.	0.6123
Q18- You feel part of the whole picture, and feel involved and willing to provide your help when there is a need.	0.4703
Q22- You feel more comfortable and willing to partner with your manager and give your maximum potential to reach the goals assigned to you or to your department.	0.0281
Q23- Your work is exciting, worthwhile, and one that makes full use of your skills, abilities, and intelligence.	0.6123
Q35- In your organization employee morale is high.	1
Q36- In your organization the employee turnover rate is low.	1
Q37- You are proud to work for your organization.	0.4703
Q38- You would never want to leave your organization.	0.9825

The table summary shows that questions 1, 13, and 22 provide us with significant evidence that more than 67% of the staff in Company 2 would answer favorably to these questions. In other words, there is strong evidence that more than 67% of the staff feel happy when they come to work everyday. There is strong evidence that more than 67% have high self-esteem and high self-confidence. And more than 67% feel comfortable and would partner with their manager.

However, it is not the same with regards to questions 2, 14, 18, 23, 35, 36, 37 and 38.

The table shows that the tests were significant for only 3 questions for each of the two companies. The reason for this result is that the sample proportions were

slightly higher than 0.67. Therefore, we redid the tests using 0.5 as the hypothesized value.

Dependent variables	Test 1	Test 2
Q1- You are happy to come to work everyday, and try not to be absent unless for health reasons.	.0017	.0001
Q2- You feel that you are considered as an important asset for your organization.	.0001	.0198
Q13- Your self-esteem and self-confidence are high.	.0053	7.86E-07
Q14- You feel you are enabled to use your unique talents in favor of your organization's success	.0142	.0432
Q18- You feel part of the whole picture, and more involved and willing to provide your help when there is a need.	0.0053	0.0198
Q22- You feel more comfortable and willing partner with your manager,& give your maximum potential to reach the goals assigned to you or your dept.	0.0001	8.1E-05
Q23- In your organization, your work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence	.0721	.0432
Q35- In your organization employee morale is high.	.7674	.9568
Q36- In your organization the employee turnover rate is low.	.8633	.9999
Q37- You are proud to work for your organization.	.0001	.0198
Q38- You would never want to leave your organization.	.0721	.5000

As we can see, the tests were significant for most of the questions in company 1, and to a lesser degree in company 2. This is an indicator that company 1 is using the motivational techniques. In fact, we already had some prior information on this.

Note that no favorable answers were given for questions numbers 35 and 36. An explanation for this may be the nature of the computer industry.

Test 3: The proportion of the staff in the Company 1 answering “Agree” or “Strongly Agree” (i.e.1 or 2) is higher than that of the Company 2.

The null and alternative hypotheses are:

$$H_0: \pi_1 \leq \pi_2$$

$$H_1: \pi_1 > \pi_2$$

Hypothesis test for two independent proportions				
Q1	<i>You are happy to come to work everyday and try no to be absent unless for health reasons</i>			
	<i>p1</i>	<i>p2</i>	<i>p_c</i>	
	0.767	0.824	0.7973	p (as decimal)
	23/30	28/34	51/64	p (as fraction)
	23.01	28.016	51.026	X
	30	34	64	N
		-0.057	Difference	
		0.	hypothesized difference	
		0.1007	std. error	
		-0.57	Z	
		.7143	p-value (one-tailed, upper)	

P1 is the proportion of the sum of the frequencies answered strongly agree or agree to the above- statement related to Company 1

P2 is the proportion of the sum of the frequencies answered strongly agree or agree to the above- statement related to Company 2.

P-value 0.7143 is greater than 0.05. This means that the test is not significant. The null hypothesis is not rejected. We can conclude that this question is not a good indicator of the impact of motivational factors on employee performance. Regardless whether the company uses motivational techniques or not, the employees come to work happy and try not to be absent unless for health reasons.

Hypothesis test for two independent proportions				
Q2	<i>You feel you are considered as an important asset for your organization</i>			
	<i>p1</i>	<i>p2</i>	<i>p_c</i>	
	0.833	0.676	0.7496	p (as decimal)
	25/30	23/34	48/64	p (as fraction)
	24.99	22.984	47.974	X
	30	34	64	N
		0.157	Difference	
		0.	hypothesized difference	
		0.1085	std. error	
		1.45	Z	
		.0740	p-value (one-tailed, upper)	

We can conclude the same for this above-mentioned statement. P-value 0.074 is greater than 0.05, thus, this test is not significant, and the null hypothesis $\pi_1 \leq \pi_2$ is not rejected. This means even though 83.3% of the sample taken from Company 1 Company for this survey “strongly agree” or “agree” that they feel they are considered as an important asset for their organization, however, the Hypothesis test for two independent proportions shows that this is not enough evidence to consider the same for the whole company.

Hypothesis test for two independent proportions				
Q36	<i>In your organization employee turnover rate is low</i>			
	<i>p1</i>	<i>p2</i>	<i>p_c</i>	
	0.4	0.176	0.281	p (as decimal)
	12/30	6/34	18/64	p (as fraction)
	12.	5.984	17.984	X
	30	34	64	N
		0.224	Difference	
		0.	hypothesized difference	
		0.1126	std. error	
		1.99	Z	
		.0233	p-value (one-tailed, upper)	

P-value 0.0233 is < 0.05. This means that the test is significant. The null hypothesis $\pi_1 \leq \pi_2$ is rejected. We can conclude that there is strong evidence that the

proportion of the staff in the Company 1 answering “Agree” or “Strongly Agree” (i.e. 1 or 2) is higher than that of the Company 2.

The following table summarizes the results of the 3rd test done for the two companies together, as regards to the eleven dependent variable questions.

<i>Test 3: The proportion of the staff in Company 1 answering “Agree” or “Strongly Agree” is higher than that of Company 2.</i> H0: $\pi_1 \leq \pi_2$ H1: $\pi_1 > \pi_2$		P-value
Q1- You are happy to come to work everyday, and try not to be absent unless for health reasons.		0.7143
Q2- You feel that you are considered as an important asset for your organization.		0.074
Q13- Your self-esteem and self-confidence are high.		0.9709
Q14- You feel you are enabled to use your unique talents in favor of your organization’s success.		0.3261
Q18- You feel part of the whole picture, and more involved and willing to provide your help when there is a need.		0.3093
Q22- You feel more comfortable and willing partner with your manager, and give your maximum potential to reach the goals assigned to you or your dept.		0.4621
Q23- In your organization, your work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence		0.5464
Q35- In your organization employee morale is high.		0.2563
Q36- In your organization the employee turnover rate is low.		0.0233
Q37- You are proud to work for your organization.		0.074
Q38- You would never want to leave your organization.		0.1422

The most significant differences were spotted in being considered as an important asset, turnover rate being low, and feeling proud to work for the organization. We also note that no favorable answers were given regarding employee morale and employee turnover rate being low, however test #3 showed that company 1 is better in that regard.

3.5 Correlation Matrix

Our next step is to see whether the dependent variables are actually dependent and whether the independent variables are actually independent.

3.5.1 Correlation between the independent variables for company 1

Taking the Company 1 data, we first begin gathering all the independent variables on a separate sheet, excluding the dependent ones. Then, we use the correlation matrix in order to make sure that not one independent variable is correlated with another independent variable.

We notice that the questions of #7 are not correlated with any other independent variable, so we will continue our analysis to search if any other variable is correlated with other independent variables.

The correlation matrix output disclosed the following:

To begin with, it turned out that question 3, is highly correlated with questions number 4, 5 and 6. This shows that it is not necessary to use all four questions together when we go ahead with the regression analysis later on. Therefore, Q3, "Your

organization uses motivational techniques that help increase the morale and the motivation of the employees” alone is enough.

Then, when look even further, we perceive that question 3 is also highly correlated with questions 9, 12, 15, 17, 19, 26, 29, and 33. Therefore all these will not be encountered in the regression analysis model.

It is also important to note that these previously mentioned questions are positively correlated with each other, which means that, the occurrence of one of them leads consequently to the occurrence of the other.

Conversely question number 4 is also highly correlated with another independent variable: Q8, but this time it is a negative correlation. The interpretation of this is, the more the manager knows what motivates you and rewards you on a job well done, the least he or she will criticize the employee more quickly for poor performance.

Now, if we look at Q10, we realize that it is not correlated with any other independent variable; however, Q11 is highly correlated with Q9 and Q10. So we chose Q10, “When you make a mistake, your manager criticizes your behavior and not you as a person” is our next independent variable to be considered in the regression model.

Q12 is highly correlated with 1, 2, 3, 8, and 9. Q15 is correlated with Q3, 4, 5, 6, 9, and 12. Q16 is correlated with Q6, and Q31, 32, 33, and 34 are correlated with other independent variables.

So, our third and final independent variable is Q30, “your organization’s design promotes centralized decision-making, close supervision, formal and rigid rules and procedures.

	Independent variables “Company 1”
Q3	Your organization uses motivational techniques that help increase the morale and motivation of the employees.
Q10	When you make a mistake, your manager criticizes your behavior and not you as a person.
Q30	Your organization’s design promotes centralized decision making, close supervision, formal and rigid rules and procedures.

The selection of the set of independent variables is needed to avoid having a singular matrix when running the regression model using all the independent variables. In this case no output was obtained.

3.5.2 *Correlation between the independent variables and the dependent variables for Company 1*

The correlation matrix output of this assessment demonstrated the following:
For example if we take a look at the dependent variable Q13, we observe a high and positive correlation with the independent variables Q3, Q4, Q5, Q6, Q9, and Q12 and a high but negative correlation with the independent variable Q8.

In other words, if the organization uses motivational techniques that help increase the morale and motivation of the employees, or if the manager knows what motivates them and rewards them on a job well done according to that, or if the manager knows how to encourage desirable behavior and discourage undesirable

behavior, or if the compensation in the company is fair and unbiased, or if or if the employees received recognition from time to time for a job well done or even a progress, or if employees are empowered and are given more responsibility and freedom in their work, yet, the manager does not criticize more quickly for poor performance, then, the employees' self esteem and self-confidence is high.

Next, if we take a look at the dependent variable Q14 we notice that there is a high and positive correlation with the independent variables Q3, Q4, Q5, and Q9, and a high but negative correlation with the independent variable Q8. In other words, it showed that if the organization uses motivational techniques that help increase the morale and motivation of the employees, or if the manager knows what motivates them and rewards them on a job well done according to that, or if the manager knows how to encourage desirable behavior and discourage undesirable behavior, or if the employees received recognition from time to time for a job well done or even a progress, yet, the manager does not criticize more quickly for poor performance, then, the employees feel enabled to use their unique talents in favor of the organization's success.

Further, the correlation matrix output shows us a high correlation between the dependent variable Q22, and the independent variables, Q3, Q5, Q9, Q17, Q19 and Q20. So, if important information is shared with everyone in the organization, or if the employees' professional and personal concerns are heard, or if the manager knows how to deal with each employee according to his or her potential and development level, then, the employees feel comfortable and willing to partner with their manager and give their maximum potential to reach the goals assigned to them and to their department.

- There is also a high correlation between the dependent variable Q1 and the independent variables Q3, Q4, Q5, Q6, Q8, Q9, Q11, Q12, Q15, Q19, Q21, Q22, Q23, Q24, Q28, Q29, Q31, Q32, and Q33.
- As well, there is a high correlation between the dependent variable Q2 and the independent variables Q3, Q4, Q5, Q6, Q8, Q9, Q12, Q15, Q19, Q21, Q22, Q28, and Q29.
- There is a high correlation between the dependent variable Q18 and the independent variables Q3, Q4, Q5, Q6, Q8, Q9, and Q15.
- There is a high correlation between the dependent variable Q23 and the independent variables Q3, Q5, Q17, and Q19.
- There is a high correlation between the dependent variable Q35 and the independent variables Q3, Q4, Q5, Q8, Q9, Q12, Q20, Q24, Q25, and Q33.
- There is a high correlation between the dependent variable Q36 and the independent variables Q4, Q8, Q12, and Q33.
- There is a high correlation between the dependent variable Q37 and the independent variable Q5.
- There is a high correlation between the dependent variable Q38 and the independent variables Q3, Q4, Q5, Q9, Q17, Q19, Q26, Q29, and Q32.

3.5.3 Correlation between the independent variables for Company 2

The same process was executed with the data obtained from Company 2, and the following outcome was realized: we detected 9 independent variables. As for the remaining, Q5 is highly correlated with Q4, Q11 with Q10, Q17 with Q12, Q19 with

Q15, Q20 with Q5 and Q6, Q21 with Q6 and Q19 and Q24, 25, 26, 27, 28, 29, 30, 31, 32, 33 and are highly correlated with other independent variables. (See appendix)

	Independent variables “Company 2”
Q3	Your organization uses motivational techniques that help increase the morale and motivation of the employees.
Q4	Your manager knows what motivates you, and rewards you on a job well done according to that.
Q6	In your organization compensation is fair and unbiased.
Q8	In your organization, employees get criticized more quickly for poor performance than praised for good performance.
Q9	You receive recognition from time to time for a job well done, or even a progress done.
Q10	When you make a mistake, your manager criticizes your behavior and not you as a person.
Q12	In your organization, employees are empowered. They are given more responsibility and freedom in their work, and they are in control of making decisions about their work without being controlled themselves.
Q15	In your organization employees can give opinions out loud. Their opinions seem to count to management.
Q16	In your organization communication is open.

3.5.4 Correlation between the independent variables and the dependent variables for Company 2

Regarding the correlation between the independent variables and the dependent variables, the output correlation matrix showed us the following:

For example the dependent variable Q1, is highly correlated with Q5, Q6, Q19, Q21, Q25, and Q26. In other words, if the manager knows how to encourage desirable behavior and discourage undesirable behavior, or if the compensation in the organization is fair and unbiased, or if the employees’ personal and professional

concerns are heard, or if the manager is trustworthy, caring, appreciative, and supportive in time of need, or if employees are given specific, clearly stated, prioritized, challenging, clearly measurable and attainable goals, or if employees participate in setting goals that they will work on, then, employees are happy to come to work everyday, and try not to be absent until for health reasons.

The correlation matrix table is found in the appendix.

3.6 Regression Analysis

Our next step was to perform a regression analysis. It is a statistical technique that is used to analyze the relationship between the dependent variable, and the set of independent variables.

R^2 is the coefficient of determination. It measures the proportion of the variation of the dependent variable about its mean that is explained by the independent variables. The coefficient varies between 0 and 1. If the regression is properly applied and estimated, the analyst can assume that the higher the value of R^2 , the greater the explanatory power of the regression equation, and therefore the greater the prediction of the criterion variable.

3.6.1 Regression analysis for Company 1

We first selected the three independent variables which resulted from the correlation matrix together and the average as the dependent variable. The regression output showed the following results.

Regression Analysis of the independent variables Q3, Q10, and Q30 and the average dependent variable						
	R²	0.603				
	Adjusted R ²	0.558	n	30		
	R	0.777	k	3		
	Std. Error	0.506	Dep. Var.	Average		
ANOVA table						
Source	SS	df	MS	F	p-value	
Regression	10.1289	3	3.3763	13.19	1.99E-05	
Residual	6.6560	26	0.2560			
Total	16.7848	29				
Regression output						
					confidence interval	
variables	coefficients	std. error	t (df=26)	p-value	95% lower	95% upper
Intercept	0.6435	0.4261	1.510	.1431	-0.2324	1.5193
Q3	0.5442	0.0957	5.685	5.57E-06	0.3474	0.7409
Q10	-0.0095	0.0983	-0.096	.9241	-0.2116	0.1926
Q30	0.0381	0.0997	0.382	.7053	-0.1669	0.2432

The result obtained was significant with p-value equals to 1.99E-05. The coefficient of determination R² is equal to 0.603. This means that 60% of the variation in the values of the average dependent variable has been explained by the regression equation. However, the only significant variable is Q3, the organization uses motivational techniques to increase employee motivation with a p-value 5.57E-06, while Q10 and Q30 were not significant as shown by their p- values.

As for the coefficient value of Q3, 0.5442, since it is a positive value, this means that the more the organization uses motivational techniques to increase the morale and motivation of the employees, the higher the dependent variable, i.e. their performance.

Now, if we run the test again and include the questions of number 7, we obtain the following output:

Regression Analysis including the questions of number 7						
	R²	0.761				
	Adjusted R ²	0.592	n	30		
	R	0.872	k	12		
	Std. Error	0.486	Dep. Var.	Average		
ANOVA table						
Source	SS	df	MS	F	p-value	
Regression	12.7751	12	1.0646	4.51	.0025	
Residual	4.0098	17	0.2359			
Total	16.7848	29				
Regression output						
					confidence interval	
variables	coefficients	std. error	t (df=17)	p-value	95% lower	95% upper
Intercept	0.7968	0.7597	1.049	.3089	-0.8060	2.3996
Q3	0.6588	0.1268	5.196	.0001	0.3913	0.9263
Q10	-0.0250	0.1121	-0.223	.8265	-0.2615	0.2115
Q30	0.0005	0.1311	0.004	.9968	-0.2761	0.2772
Q7a	-0.0961	0.0544	-1.766	.0953	-0.2108	0.0187
Q7b	-0.0168	0.0555	-0.303	.7658	-0.1338	0.1002
Q7c	-0.0299	0.0426	-0.701	.4927	-0.1198	0.0600
Q7d	0.0118	0.0484	0.244	.8101	-0.0903	0.1140
Q7e	0.1212	0.0573	2.113	.0496	0.0002	0.2422
Q7f	-0.0529	0.0583	-0.907	.3769	-0.1760	0.0701
Q7g	0.0426	0.0507	0.841	.4120	-0.0643	0.1495
Q7h	-0.0940	0.0474	-1.984	.0637	-0.1941	0.0060
Q7i	0.0186	0.0355	0.522	.6084	-0.0564	0.0935

When we included 12 independent variables with the average dependent variable, we again, obtained a significant result with a p-value 0.0025, however, this time the coefficient of determination R² has improved to 0.761 or 76.1%. So now, 76.1% of the variation in the values of the average dependent variable has been explained by the regression equation.

Q3 is highly significant with $p\text{-value } 0.0001 < 0.05$. However, we see three other significant variables: Q7a (high salary and bonus), Q7e (quality and meaningful work), and Q7h (opportunities to learn new things).

If we take a look at the coefficients, Q7e has a positive coefficient, so the more the employee is given “quality and meaningful job”, the higher the impact on the average dependent variable, “employee performance”. But for Q7a and Q7h the coefficient is negative; we have a reverse impact. The more the person feels that the salary is of high importance, the less favorable the answer of that person will be regarding the dependent variable, “employee performance”, and this is ok.

The same thing can be said about the independent variable Q7h, with a coefficient equals to -0.0940. The more the person feels that learning new things are of high importance to him, he will answer less favorably to the dependent variable, i.e. employee performance.

Next, we continued the regression analysis, but this time we took each one of the nine dependent variables with the three independent variables resulted from the correlation matrix Q3, Q10, and Q30 in addition to the questions of number 7. We summarize the results in the following table.

	R ²	Regression P-value	Significant variables	P- value	Coefficients
Q1	0.675	.0210	Q3	.0006	0.7836
			Q7e	.0155	0.2280
Q2	0.754	0.0032	Q3	0.0001	1.0207
			Q7i	0.507	0.1214

Q13	0.656	0.0303	Q3	0.0046	0.6517
Q14	0.664	0.0259	Q3	0.0004	0.9247
Q18	0.549	0.1472	Q7h	0.0942	-0.1407
Q22	0.634	0.0445	Q3	0.0076	0.5750
Q23	0.682	.0181	Q3	0.0083	0.4962
Q35	0.615	.0609	Q7e	0.0488	0.1594
Q36	0.500	0.2493	Q3	.0059	0.6861
Q37	0.593	0.0841	Q7e	.0231	0.2463
Q38	0.610	0.0656	Q7h	.0368	-0.1849
			Q3	.0037	0.8002
			Q10	.0489	-0.4465
			Q7g	.1007	0.1651
			No significant variable	x	x
			No significant variable	x	x
			Q3	.0036	0.7890
			Q7e	.0114	0.3001
			Q7h	.0204	-0.2237

We noticed that with every trial, Q3, “the organization uses motivational techniques to increase employee morale”, was always the highest significant independent variable of all. It was overshadowing the rest. This result was understandable. Question 3 was more of a general question that includes all of the other independent variable questions.

We decided to run another regression analysis, however, this time we would exclude Q3, and instead replace it with 3 other independent variable, Q9, Q12, and Q19, where each represent a different topic. Q9, representing recognition, Q12, representing employee empowerment, and Q19, were representing employee professional and personal concerns being heard. We could surely see how these independent variables had an impact on the average dependent variable too.

Regression Analysis replacing Q3 with Q9, Q12, and Q19						
	R²	0.814				
	Adjusted R ²	0.640	n	30		
	R	0.902	k	14		
	Std. Error	0.456	Dep. Var.	Average		
ANOVA table						
<i>Source</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p-value</i>	
Regression	13.6626	14	0.9759	4.69	.0026	
Residual	3.1222	15	0.2081			
Total	16.7848	29				
Regression output						
<i>variables</i>	<i>coefficients</i>	<i>std. error</i>	<i>t (df=15)</i>	<i>p-value</i>	<i>confidence interval</i>	
					<i>95% lower</i>	<i>95% upper</i>
Intercept	0.6488	0.7402	0.877	.3946	-0.9289	2.2265
Q9	0.3476	0.1433	2.425	.0284	0.0421	0.6531
Q12	0.1838	0.1054	1.744	.1017	-0.0409	0.4086
Q19	0.4782	0.2118	2.258	.0393	0.0268	0.9295
Q10	-0.0200	0.1150	-0.174	.8645	-0.2651	0.2252
Q30	-0.0165	0.1253	-0.132	.8971	-0.2835	0.2506
Q7a	-0.0142	0.0518	-0.274	.7879	-0.1245	0.0962
Q7b	-0.0236	0.0556	-0.424	.6773	-0.1422	0.0949
Q7c	0.0077	0.0372	0.208	.8381	-0.0716	0.0871
Q7d	-0.0277	0.0480	-0.577	.5723	-0.1300	0.0746
Q7e	0.0458	0.0530	0.864	.4012	-0.0671	0.1587
Q7f	0.0035	0.0513	0.068	.9471	-0.1060	0.1129
Q7g	-0.0196	0.0471	-0.416	.6831	-0.1199	0.0807
Q7h	-0.0391	0.0443	-0.882	.3919	-0.1336	0.0554
Q7i	-0.0374	0.0355	-1.053	.3089	-0.1131	0.0383

As soon as we excluded the Q3 and added three other independent variables instead, the coefficient of determination R² increased to 0.814. This means 81.4% of the variation in the values of the average dependent variable has been explained by this regression equation.

The exclusion of Q3 from the equation demonstrated that other independent variables are also, significant. As the output above shows, Q9 is highly significant with a p-value = 0.0284 and Q19 is also highly significant with a p-value = 0.0393.

As for their corresponding coefficients, they are respectively, 0.3476, and 0.4782. The positive coefficients mean that the more the employees are given recognition for a job well done or for a progress made, and the more their personal and personal concerns are heard, the higher the impact on the average dependent variable, i.e. on the performance of the employee.

After receiving this result, we continued the regression analysis, however, this time, excluding the average dependent variable, and taking each dependent variable alone, with the previously considered independent variables, in order to see their impact on each of these dependent variables. The results were the following:

Regression analysis excluding Q3, adding Q9,Q12, and Q19 with the Dependent variable Q1						
	R²	0.864				
	Adjusted R ²	0.736	n	30		
	R	0.929	k	14		
	Std. Error	0.495	Dep. Var.	Q1		
ANOVA table						
<i>Source</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p-value</i>	
Regression	23.2895	14	1.6635	6.79	.0003	
Residual	3.6771	15	0.2451			
Total	26.9667	29				
Regression output						
<i>variables</i>	<i>coefficients</i>	<i>std. error</i>	<i>t (df=15)</i>	<i>p-value</i>	<i>confidence interval</i>	
					<i>95% lower</i>	<i>95% upper</i>

Intercept	-0.7464	0.8033	-0.929	.3675	-2.4586	0.9658
Q9	0.5533	0.1556	3.557	.0029	0.2217	0.8849
Q12	0.3475	0.1144	3.037	.0083	0.1036	0.5914
Q19	0.2110	0.2298	0.918	.3731	-0.2788	0.7008
Q10	0.1727	0.1248	1.384	.1867	-0.0933	0.4388
Q30	0.0221	0.1360	0.163	.8729	-0.2677	0.3119
Q7a	0.0633	0.0562	1.127	.2775	-0.0564	0.1830
Q7b	-0.0873	0.0604	-1.446	.1688	-0.2159	0.0414
Q7c	-0.0649	0.0404	-1.608	.1287	-0.1510	0.0211
Q7d	-0.0591	0.0521	-1.135	.2741	-0.1701	0.0519
Q7e	0.1026	0.0575	1.784	.0946	-0.0200	0.2251
Q7f	0.0080	0.0557	0.143	.8878	-0.1108	0.1267
Q7g	-0.0053	0.0511	-0.103	.9192	-0.1141	0.1036
Q7h	0.0116	0.0481	0.240	.8133	-0.0910	0.1141
Q7i	0.0012	0.0386	0.031	.9755	-0.0810	0.0834

The coefficient of determination $R^2 = 0.864$, this is a high percentage. It shows that 86.4% of the variation in the values of the dependent variable Q1 has been explained by this regression equation.

Regarding “happiness”, the three significant independent variables are Q9, “you receive recognition from time to time; Q12, “In your organization, employees are empowered” and Q7c “Quality and meaningful work” are highly significant with respective p-values 0.0029, 0.0083, and 0.0946

The coefficients of Q9 (0.5533) and Q12 (0.3475) are positive; so the more the employee receives recognition from time to time for a job well done or even a progress, and the more employees are empowered and given responsibility and freedom in their work, the happier they will be to come to work everyday and try not to be absent unless for health reasons.

Q7c with a positive coefficient of 0.1026 also has a positive correlation with the dependent variable Q1, so, if the employee is given more quality and meaningful job, the happier the employees will be to come to work everyday.

Regression analysis excluding Q3, adding Q9,Q12, and Q19 with the Dependent variable Q2						
	R ²	0.773				
	Adjusted R ²	0.562	n	30		
	R	0.879	k	14		
	Std. Error	0.806	Dep. Var.	Q2		
ANOVA table						
Source	SS	df	MS	F	p-value	
Regression	33.2250	14	2.3732	3.65	.0089	
Residual	9.7416	15	0.6494			
Total	42.9667	29				
Regression output						
variables	coefficients	std. error	t (df=15)	p-value	confidence interval	
Intercept	-0.0831	1.3075	-0.064	.9502	-2.8699	2.7038
Q9	0.5736	0.2532	2.265	.0387	0.0339	1.1133
Q12	0.4141	0.1862	2.223	.0420	0.0171	0.8110
Q19	0.1079	0.3740	0.289	.7769	-0.6893	0.9052
Q10	0.2157	0.2032	1.061	.3053	-0.2174	0.6487
Q30	-0.1270	0.2213	-0.574	.5747	-0.5987	0.3447
Q7a	-0.0032	0.0914	-0.035	.9726	-0.1981	0.1917
Q7b	0.0188	0.0982	0.192	.8507	-0.1906	0.2282
Q7c	0.0174	0.0657	0.264	.7950	-0.1227	0.1575
Q7d	-0.0226	0.0848	-0.266	.7937	-0.2032	0.1581
Q7e	-0.0198	0.0936	-0.212	.8352	-0.2192	0.1796
Q7f	0.0062	0.0907	0.068	.9467	-0.1871	0.1995
Q7g	-0.1301	0.0831	-1.565	.1385	-0.3073	0.0471
Q7h	-				-	
Q7h	0.00044731	0.0783	-0.006	.9955	0.16735249	0.16645786
Q7i	0.0664	0.0628	1.058	.3067	-0.0674	0.2002

$R^2 = 0.773$ this means that 77.3% of the variations in the dependent variable Q2 has been explained by this equation. We have a significant result with the p-value of the regression 0.0089.

Q9 and Q12 are highly significant and their positive coefficients tell us that the more the employees receive recognition from time to time for a job well done or even a

progress, or if the employees are empowered and given the responsibility and freedom in their work, the higher they will feel that they are considered as an important asset for their organization.

The following is a summary table containing the coefficient of determination, for each dependent variable, the regression p-values, the significant variables and their corresponding p-values and coefficients.

	R²	Regression P-value	Significant variables	P-value	Coefficients
Q1	0.864	.0003	Q9	.0029	0.5533
			Q12	.0083	0.3475
			Q7e	.0946	0.1026
Q2	0.773	.0089	Q9	.0387	0.5736
			Q12	.0420	0.4141
Q13	0.771	.0094	Q9	.0315	0.4951
			Q19	.0828	0.5733
			Q7f	.0674	0.1474
Q14	0.641	.1125	Q9	.1435	0.4340
			Q12	.1733	0.5938
Q18	0.703	.0420	Q9	.0109	0.5740
Q22	0.615	.1562	Q9	.1416	0.3385
Q23	0.643	.1089	Q19	.0603	0.8890
			Q7e	.0764	0.2082
Q35	0.716	.0330	Q12	.0312	0.4578
			Q7b	.0807	-0.1903
			Q7e	.1397	-0.1509
Q36	0.644	.1085	Q19	.0918	0.7889
			Q7i	.0810	-0.1374
Q37	0.662	.0839	Q30	.0525	-0.3546
			Q7g	.0678	-0.1245
Q38	0.553	.2967	Q7e	.0690	0.2321
			Q7h	.1142	-0.1664

We note that for question number 35, “employee morale is high” the significant variables are Q12, Q7b, and Q7e.

Q12, “in your organization employees are empowered” has a positive coefficient, so if the company gives more empowerment and responsibility to the employee, the higher the morale.

Q7b, on the other hand, has a negative coefficient. So, the more the employee feels that salary and bonus are of high importance to them, the less likely they will feel that employee morale is high in his or her organization. An explanation for this is that an employee who thinks that salary is of high importance, he is more likely not satisfied with his salary. In consequence, he thinks that the morale in his company is low.

Q7c, “Quality and meaningful work” also has a negative coefficient. The more the employee feels that quality and meaningful work are of high importance to him or her, the less likely he or she will feel that employee morale is high.

The table summary shown above contains the most significant independent variables that affect the dependent variables. The results confirmed what we had read in the managerial books, concerning the motivational techniques, and how their implementation lead to higher employee morale, and hence, to higher employee performance.

For instance we can see how if employees received feedback and recognition for a job well done or even a progress:

- Employees will feel more happy to come to work everyday and try not to be absent unless for health reasons. (p-value: 0.0029, and a positive coefficient)
- They will feel as an important asset for their organization. (p-value: 0.0387, and a positive coefficient)

- Their self-esteem and self-confidence will be high(p-value: 0.0315, and a positive coefficient)
- They will feel part of the organization and feel involved and willing to provide their help whenever there is a need. (p-value: 0.0109, and a positive coefficient)

We can also note from the table, that when employees are empowered, when they are given more responsibility and freedom to do their work, and they are in control of making decisions about their work without being controlled themselves, in addition to being happy to come to work, and feeling as an important asset for the organization, their morale is high. (P-value: 0.0312, and a positive coefficient)

A further finding is that if the employees' professional and personal concerns are heard:

- Their self-esteem and self confidence is high
- They will feel that their work is worthwhile, and one that makes use of their skills, abilities, and intelligence.
- Employee turnover rate would be low.

It can also be pointed out how quality and meaningful work has a big impact on employee morale:

- Employees would be happy to come to work
 - They will feel that their work is worthwhile, one that uses their skills, abilities and intelligence.
-

- And will not want to leave the organization

The result of the regression analysis also showed that having a good leader leads to higher self-esteem and self-confidence confirming what was found in the managerial books: “A good leader knows how to communicate to people their worth and potential s clearly that they become to see it in themselves”. (Covey, 2004)

In addition, the table shows that managers should take into consideration the balance between work and life, if they want to have a low turnover rate. The negative coefficient explains that the employee who thinks that the balance between work and life is of high importance to him or her, the, the less likely he feels that the turnover rate is low in the organization.

3.6.2 Regression analysis for Company 2

We first calculated the average dependent variable. Then, excluding the questions of number 7, we ran the regression test, with the remaining 9 independent variables and we received the following result:

Regression Analysis excluding the questions of #7						
	R ²	0.532				
	Adjusted R ²	0.357	n	34		
	R	0.730	k	9		
	Std. Error	0.454	Dep. Var.	Average		
ANOVA table						
<i>Source</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p-value</i>	
Regression	5.6231	9	0.6248	3.04	.0143	
Residual	4.9379	24	0.2057			

Total	10.5610	33				
Regression output					confidence interval	
variables	coefficients	std. error	t (df=24)	p-value	95% lower	95% upper
Intercept	-0.3062	0.6743	-0.454	.6538	-1.6978	1.0854
Q3	0.1701	0.1350	1.260	.2199	-0.1086	0.4487
Q4	0.1365	0.0918	1.487	.1500	-0.0529	0.3259
Q6	0.2452	0.0954	2.571	.0167	0.0484	0.4421
Q8	0.0758	0.0995	0.762	.4532	-0.1294	0.2811
Q9	0.0236	0.0922	0.256	.8005	-0.1668	0.2139
Q10	0.0671	0.1151	0.583	.5654	-0.1704	0.3046
Q12	0.0808	0.1014	0.797	.4334	-0.1285	0.2900
Q15	-0.0256	0.1260	-0.203	.8408	-0.2857	0.2345
Q16	0.2166	0.1237	1.751	.0927	-0.0387	0.4719

Regression Analysis including all the independent variables						
	R²	0.658				
	Adjusted R ²	0.337	n	34		
	R	0.811	k	16		
	Std. Error	0.461	Dep. Var.	Average		
ANOVA table						
Source	SS	df	MS	F	p-value	
Regression	6.9527	16	0.4345	2.05	.0766	
Residual	3.6083	17	0.2123			
Total	10.5610	33				
Regression output					confidence interval	
variables	Coefficients	std. error	t (df=17)	p-value	95% lower	95% upper
Intercept	-0.9969	0.9864	-1.011	.3263	-3.0779	1.0842
Q3	0.3041	0.1618	1.880	.0774	-0.0372	0.6454
Q4	0.1081	0.1102	0.981	.3402	-0.1243	0.3405
Q6	0.2398	0.1055	2.274	.0362	0.0173	0.4623
Q8	0.1815	0.1262	1.438	.1686	-0.0848	0.4478
Q9	-0.0030	0.0985	-0.031	.9760	-0.2109	0.2049
Q10	0.0708	0.1505	0.470	.6440	-0.2467	0.3883
Q12	0.0753	0.1258	0.598	.5575	-0.1901	0.3406

Q15	-0.0593	0.1530	-0.388	.7030	-0.3822	0.2635
Q16	0.3505	0.1563	2.242	.0386	0.0207	0.6803
Q7a	0.0454	0.0609	0.746	.4657	-0.0830	0.1738
Q7b	-0.0043	0.1058	-0.041	.9679	-0.2275	0.2188
Q7c	0.0633	0.0491	1.290	.2143	-0.0403	0.1669
Q7d	-0.0062	0.0467	-0.134	.8953	-0.1047	0.0923
Q7e	-0.1162	0.0564	-2.062	.0549	-0.2351	0.0027
Q7f	-0.0067	0.0416	-0.162	.8734	-0.0946	0.0811
Q7h	0.0550	0.0486	1.133	.2730	-0.0474	0.1575

The coefficient of determination R^2 is equal to 0.658 this means that 66% of the variations in the average dependent variable have been explained by this equation. We have a significant result with the p-value of the regression 0.0766

The regression analysis conducted with the average dependent variable revealed that Q3, Q6, Q16, and Q7e are highly significant variables. So, if the organization uses motivational techniques, if the compensation in the organization is fair and unbiased, if the communication in the organization is open, and if employees are given a quality and meaningful work, their motivation increases and thus their performance also increases. This is an indication that the organization should pay more attention on these four independent variables, if it wants to increase its employees' level of motivation.

Q7e has a negative coefficient, this can be explained that the more the person thinks that quality and meaningful work is of high importance, the less likely he feels that this aspect exists in the organization.

Next, we kept the same independent variables, however, this time, we conducted the regression analysis with each of the dependent variables alone, and the following results were obtained.

	R ²	Regression P-value	Significant variables	P-value	Coefficients
Q1- You are happy to come to work everyday, and try not to be absent unless for health reasons.	0.407	0.734	No significant variables	X	X
Q2- You feel that you are considered as an important asset for your organization.	0.558	0.276	Q7e	0.0304	-0.2275
			Q7a	0.0623	0.2076
			Q7b	0.1091	0.3057
Q13- Your self-esteem and self-confidence are high.	0.698	0.037	Q7e	0.0138	-0.1662
			Q16	0.0248	0.4131
			Q4	0.0297	0.2805
			Q7h	0.0655	0.1026
			Q7a	0.0714	0.1256
			Q3	0.1067	0.2957
Q14- You feel you are enabled to use your unique talents in favor of your organization's success	0.605	0.164	Q7h	0.0494	0.1765
			Q6	0.0809	0.3362
Q18- You feel part of the whole picture, and more involved and willing to provide your help when there is a need.	0.556	0.283	Q16	0.0145	0.828
			Q7e	0.0572	-0.2237
Q22- You feel more comfortable and willing partner with your manager, & give your maximum potential to reach the goals assigned to you or your dept.	0.606	0.163	Q4	0.0497	0.3523
			Q7c	0.0729	0.142
			Q16	0.074	0.4504
			Q7h	0.0802	0.1367
Q23- In your organization, your work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence	0.683	0.05	Q16	0.008	0.6373
			Q3	0.0091	0.6453
			Q7d	0.0155	-0.1703
			Q7a	0.0838	0.1516
			Q15	0.0993	-0.3619
Q35- In your organization employee morale is high.	0.475	0.528	No significant variables	X	X
Q36- In your organization the employee turnover rate is low.	0.678	0.055	Q7b	0.0487	-0.4372
Q37- You are proud to work for your organization.	0.508	0.424	Q6	0.0437	0.3782

Q38- You would never want to leave your organization.	0.684	0.049	Q12	0.0228	0.5126
			Q7c	0.0239	0.1982
			Q7e	0.0436	-0.2
			Q6	0.0627	0.3418

We noticed that for question number 2, “you feel you are considered as an important asset for your organization”, the significant variables are Q7a, q7b, and Q7e. The coefficients of Q7a and Q7b are positive. So the more employees are given high salaries, and the more they are respected, the more they will feel they are considered as an important asset for their organization. However, the coefficient of Q7e is negative (-0.0225). It states that the more employees feel that quality and meaningful work are of importance to them, the less likely they will feel that the employee is considered as an important asset in the organization.

Another notification is that for question number 13, “Your self-esteem and self-confidence is high” there are six significant variables where Q3, Q4, Q16, Q7a, Q7h have positive coefficients while Q7h has a negative coefficient. This shows that the more the organization uses motivational techniques to increase morale, the more the manager knows what motivates the employees and rewards them on a job well done according to that, the more the communication in the organization is open, the more they are given higher salaries, the higher their self-esteem and self-confidence will be. On the other hand, the more the quality and meaning of the job is of importance to the employee, the less likely he will feel that the self-esteem and self-confidence of employees is high.

4 CONCLUSIONS AND RECOMMENDATIONS

In this thesis, we considered the effect of motivation techniques on employee performance. This was done by studying two companies one of which is considered to well apply the various motivational techniques while the other one applies them in a lesser degree. Questionnaires were collected from both companies involving both managers and employees. The results were analyzed using various statistical techniques such as descriptive analysis, comparative analysis, hypothesis testing, and correlation and regression analysis. The major findings of this study were:

- * Comparing the answers of employees in Company 2 with those of employees in Company 1 there was a difference in the answers of most of the questions.

- * Comparing the perceptions, there is a misconception for both companies. However, the difference in perceptions in Company 2 is much higher than that of Company 1.

- * Comparing the level of staff motivation, i.e., the dependent variables which affect employee performance, between the two companies, we found that there were large differences regarding feeling as an important asset for the organization, feeling enabled to use the unique talents in favor of the organization's success, feeling that the work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence, employee turnover rate being low, feeling proud to work for the organization, and never wanting to leave the organization.

- * The majority of the staff in both companies agreed or strongly agreed that they are happy to come to work everyday and try not to be absent unless for health

reasons. They also agreed that they feel more comfortable and willing to partner with their manager, and give their maximum potential to reach the goals assigned to them or their department. Differences were noticed in questions, “you feel you are considered as an important asset for your organization”, “in the organization the employee morale is high”, and “you are proud to work for your organization”.

* As for the result of the regression analysis conducted for both companies, the summary table showed for example that Company 2 must use a larger variety of motivational techniques in order for their employees to have high self-esteem, whereas it was not the same for Company 1. The explanation of this is that this latter already uses some of the motivational techniques which lead to higher self- esteem and self confidence.

Therefore, we can say that we have found new evidence that using the motivational techniques leads to:

- Increase in the morale of the employees
- Employees feeling important for their organization.
- Feeling comfortable and willing to partner with the manager and give the maximum potential
- Low employee turnover rate
- Being proud to work for the organization
- Never wanting to leave their organization

Therefore managers cannot rely on financial incentives as they used to in the past in order to drive employee engagement. That is why we highly recommend that

Company 2 pay more attention to using various types of motivational factors if it wants to avoid performance problems in the future. And as our research demonstrated managers have to pay attention to several important practices such as giving continuous feedback and recognition on a job well done or even a progress, empowering their employees to feel that sense of achievement and release their talent, giving them a quality and meaningful work, one that makes use of their skills, abilities, and intelligence. Management should also focus on the importance of leadership in motivating employees, they should be careful not to have low levels of expectations of the employees, they need to define clear and attainable goals, provide opportunities to grow within the organization, support employee motivation by using fitting organizational systems, structures, and policies and procedures, and last but not least embrace a culture that promotes autonomy at work, gives more freedom and the opportunity to be an equal partner at one's job, where spontaneity and creativity are encouraged, where employees find their paths, because managers listen to their needs, feelings, dreams, and act upon them and where employees are supported even when they make errors on their path of creative activity.

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APPENDIX A

EMPLOYEE MOTIVATION

This survey is about “Employee Motivation and its Impact on Employee Performance”. This questionnaire is part of an MBA project for submission to Haigazian University. You are kindly requested to answer to all the questions and to answer as frankly and honestly as possible, because by doing so, you can make a valuable contribution to this study. It is important to note that your responses will be kept confidential, since their use is strictly for educational purposes.

We sincerely appreciate your collaboration without which it is very difficult to continue this research.

Name of the company:	
Male or Female:	
Years of experience (Minimum 2):	
Position name:	

Scale used in this survey:

STRONGLY AGREE	1
AGREE	2
NEUTRAL	3
DISAGREE	4
STRONGLY DISAGREE	5

IMPORTANT: For strict confidentiality, after answering to all the questions on the computer, kindly print out the questionnaire and put it in a sealed envelope. I will pass by to pick them up.

The following are statements about some practices in your organization. Read each one of them then, answer by clicking (with the mouse) in the box that expresses best your level of agreement. Note that you can only give one answer for each item.

	<u>Strongly</u> <u>Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly</u> <u>Disagree</u>
1- You are happy to come to work everyday, and try not to be absent unless for health reasons.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
2- You feel that you are considered as an important asset for your organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
3- Your organization uses motivational techniques that help increase the morale and motivation of the employees.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
4- Your manager knows what motivates you, and rewards you on a job well done according to that.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
5- Your manager knows how to encourage desirable behavior and discourage undesirable behavior.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
6- In your organization compensation is fair and unbiased.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

7- Kindly rate from 1 (extremely important) to 10 (least important) what, in your opinion, motivates you most.

a) High salaries and bonuses	_____
b) High respect,recognition & fair treatment from your supervisor	_____
c) Participation in decision making	_____
d) Social environment of the workplace	_____
e) Quality and meaningful work	_____
f) Having a good leader	_____
g) Managers' level of expectation of you	_____
h) Opportunities to learn new things from your work	_____
i) Balance between work and private life	_____
j) Other(Specify)	_____

Strongly
Agree

Agree

Neutral

Disagree

Strongly
Disagree

8- In your organization, employees get criticized more quickly for poor performance than praised for good performance.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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9- You receive recognition from time to time for a job well done, or even a progress done.

Five empty boxes, each containing a small square and a number from 1 to 5, intended for drawing the five basic tastes.

10- When you make a mistake, your manager criticizes your behavior and not you as a person.

 1	 2	 3	 4	 5
-------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

11- When you make a mistake your manager gives you support and guidance to do the task correctly the next time.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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12- In your organization, employees are empowered. They are given more responsibility and freedom in their work, and they are in control of making decisions about their work without being controlled themselves.

Figure 1 consists of five panels, each showing a line graph of the probability of a correct response as a function of the number of trials (from 1 to 10). The y-axis represents the probability, ranging from 0.0 to 1.0. The panels are labeled 1 through 5, corresponding to different values of the parameter a .

- Panel 1:** $a = 0.0$. The probability starts at 0.0 for 1 trial and increases to 1.0 for 10 trials.
- Panel 2:** $a = 0.1$. The probability starts at approximately 0.1 for 1 trial and increases to 1.0 for 10 trials.
- Panel 3:** $a = 0.2$. The probability starts at approximately 0.2 for 1 trial and increases to 1.0 for 10 trials.
- Panel 4:** $a = 0.3$. The probability starts at approximately 0.3 for 1 trial and increases to 1.0 for 10 trials.
- Panel 5:** $a = 0.4$. The probability starts at approximately 0.4 for 1 trial and increases to 1.0 for 10 trials.

The graphs show that as the number of trials increases, the probability of a correct response approaches 1.0 for all values of a . The initial probability for 1 trial is equal to the value of a .

13- Your self-esteem and self-confidence are high.

14- You feel you are enabled to use your unique talents in favor of your organization's success.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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15- In your organization employees can give opinions out loud. Their opinions seem to count to management.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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16- In your organization communication is open.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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Strongly Agree Neutral Disagree Strongly
Agree Disagree

17- In your organization important information is shared with everyone concerned.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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18- You feel part of the whole picture, and more involved and willing to provide your help when there is a need.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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19- In your organization employees' professional and personal concerns are heard.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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20- In your organization the manager or supervisor knows how to deal with each employee according to his or her potential and development level.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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21- Your manager is trustworthy, caring, appreciative, and supportive in time of need.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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22- You feel more comfortable and willing partner with your manager, and give your maximum potential to reach the goals assigned to you or your department.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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23- In your organization, your work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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24- In your organization job requirements and instructions are spelled out in detail so employees know what they are expected to do.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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25- In your organization employees are given specific, clearly stated, prioritized, challenging, clearly measurable, attainable goals.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
26- In your organization employees participate in setting goals that they will work on.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
27- Your manager believes in your abilities, and gives you the opportunity to develop your talent, skills, and abilities, and your	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
28- Your organization encourages the "promotion from within" philosophy, rather than hire from outside.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
29- As a result of your organization's design you witness in it, the following: flexibility, decision-making authority distributed throughout the hierarchy, people performing a variety of tasks and continually developing skills, high coordination between functions to solve the problems etc.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
30- Your organization's design promotes centralized decision making, close supervision, formal and rigid rules and procedures.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
31- The culture of your organization emphasizes the idea that employees are its most important assets, and not tools and machines to reach organizational goals.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
32- The culture of your organization, encourages leadership and self-management, brings out the spontaneity and the creativity of its employees and helps them find their paths.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
33- The culture of your organization stimulates personal learning, continuous training and development effort and opportunities.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Strongly Agree Neutral Disagree Strongly
Agree Disagree

34- In your organization employees are supported when they make mistakes on their path of creative activity.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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35- In your organization employee morale is high.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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36- In your organization the employee turnover rate is low.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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37- You are proud to work for your organization.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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38- You would never want to leave your organization.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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39- On a scale of 1 to 10 (10 being the maximum), how would you rate the level of your motivation in your work.

40- If that level is not very high, what do you think are the reasons? Give the top 3.

Thank you very much for your cooperation

APPENDIX B

EMPLOYEE MOTIVATION

Questionnaire to be filled by managers

This survey is about "Employee Motivation and its Impact on Employee Performance". This questionnaire is part of an MBA project for submission to Hraigazian University. You are kindly requested to answer to all the questions and to answer as frankly and honestly as possible, because by doing so, you can make a valuable contribution to this study. It is important to note that your responses will be kept confidential, since their use is strictly for educational purposes.

We sincerely appreciate your collaboration without which it is very difficult to continue this research.

Name of the company:	
Male or Female:	
Years of experience (Minimum 2):	
Position name:	
Position level:*	

*(Specify: First line manager, middle manager, or upper manager)

Scale used in this survey:

STRONGLY AGREE	1
AGREE	2
NEUTRAL	3
DISAGREE	4
STRONGLY DISAGREE	5

IMPORTANT: For strict confidentiality, after answering to all the questions on the computer, kindly print out the questionnaire and put it in a sealed envelope. I will pass by to pick them up.

The following are statements about some practices in your organization. Read each one of them then, answer by clicking (with the mouse) in the box that expresses best your level of agreement. Note that you can only give one answer for each item.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1- In your perception, your employees are happy to come to work everyday, and try not to be absent unless for health reasons.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

2- In your perception, your employees are considered as an important asset for your organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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3- Your organization uses motivational techniques that help increase the morale and motivation of the employees.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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4- You know what motivates your employees, and reward them on a job well done according to that.

<p>5- Your know how to encourage desirable behavior and discourage undesirable behavior.</p>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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6- In your organization compensation is fair and unbiased.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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7- Kindly rate from 1 (extremely important) to 10 (least important) what, in your opinion, motivates your employees the most.

- a) High salaries and bonuses
- b) High respect, recognition & fair treatment from your supervisor
- c) Participation in decision making
- d) Social environment of the workplace
- e) Quality and meaningful work
- f) Having a good leader
- g) Managers' level of expectation of you
- h) Opportunities to learn new things from your work
- i) Balance between work and private life
- j) Other(Specify)

[illegible]

Strongly
Agree

Agree

Neutral

Disagree

Strongly
Disagree

8- In your organization, employees get criticized more quickly for poor performance than praised for good performance.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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9- You give recognition from time to time for a job well done, or even a progress done.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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10- When an employee makes a mistake, you criticize his/her behavior and not him/her as a person.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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11- When your employees make a mistake you give him/her support and guidance to do the task correctly the next time.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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12- In your organization, employees are empowered. They are given more responsibility and freedom in their work, and they are in control of making decisions about their work without being controlled themselves.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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13- In your perception, most of your employees have high self-esteem and self-confidence.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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14- In your perception, your employees feel they are enabled to use their unique talents in favor of your organization's success.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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15- In your organization employees can give opinions out loud. Their opinions seem to count to management.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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16- In your organization communication is open.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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Strongly
Agree

Agree

Neutral

Disagree

Strongly
Disagree

17- In your organization important information is shared with everyone concerned.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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18- In your perception, your employees feel part of the whole picture, and more involved and willing to provide their help when there is a need.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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19- In your organization employees' professional and personal concerns are heard.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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20- As a manager/supervisor, you know how to deal with each employee according to his or her potential and development level.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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21- In your perception, your employees think you are trustworthy, caring, appreciative, and supportive in time of need.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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22- In your perception, your employees feel more comfortable and willing partner with you, and give their maximum potential to reach the goals assigned to them or your department.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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23- In your perception, employees in your organization, find their work to be exciting, worthwhile, and one that makes use of all their skills, abilities, and intelligence.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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24- In your organization job requirements and instructions are spelled out in detail so employees know what they are expected to do.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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25- In your organization employees are given specific, clearly stated, prioritized, challenging, clearly measurable, attainable goals.

<u>Strongly</u> <u>Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly</u> <u>Disagree</u>
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

26- In your organization employees participate in setting goals that they will work on.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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27- As a manager/supervisor you believe in your employees' abilities, and give them the opportunity to develop their talent, skills, and abilities, and their creativity.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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28- Your organization encourages the "promotion from within" philosophy, rather than hire from outside.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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29- As a result of your organization's design you witness in it, the following: flexibility, decision-making authority distributed throughout the hierarchy, people performing a variety of tasks and continually developing skills, high coordination between functions to solve the problems etc

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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30- Your organization's design promotes centralized decision making, close supervision, formal and rigid rules and procedures.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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31- The culture of your organization emphasizes the idea that employees are its most important assets, and not tools and machines to reach organizational goals.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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Strongly Agree Neutral Disagree Strongly
Agree Disagree

32- The culture of your organization, encourages leadership and self-management, brings out the spontaneity and the creativity of its employees and helps them find their paths.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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33- The culture of your organization stimulates personal learning, continuous training and development effort and opportunities.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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34- In your organization employees are supported when they make mistakes on their path of creative activity.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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35- In your organization employee morale is high.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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36- In your organization the employee turnover rate is low.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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37- In your perception, you believe your employees feel proud to work for your organization.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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38- In your perception, you believe your employees would never want to leave your organization.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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39- In your perception, on a scale of 1 to 10 (10 being the maximum), how would you rate the level of your employees' motivation.

40- If that level is not very high, what do you think are the reasons? Give the top 3.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
41- You are happy to come to work everyday, and try not to be absent unless for health reasons.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
42- You feel that you are considered as an important asset for your organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
43- Your self-esteem and self-confidence are high.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
44- You feel you are enabled to use your unique talents in favor of your organization's success.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
45- You feel part of the whole picture, and more involved and willing to provide your help when there is a need.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
46- You feel more comfortable and willing partner with your manager, and give your maximum potential to reach the goals assigned to you or your department.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

	<u>Strongly</u> <u>Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly</u> <u>Disagree</u>
47- In your organization, your work is exciting, worthwhile, and one that makes use of all your skills, abilities, and intelligence.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
48- You are proud to work for your organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
49- You would never want to leave your organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
50- Please state your additional observations and comments on the impact of employee motivation on the performance and productivity of the organization.					

Thank you very much for your cooperation