



## To examine employees' motivation levels in an organization

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### Abstract

Employees who are motivated are essential in today's fast-paced workplaces because they contribute to the survival of an organization in a highly competitive environment. The researchers carried out a research study to determine the level of motivation among employees in a company. Using a simple random sampling method and a questionnaire, 150 employees participated in this study, which resulted in data collection. The author analyzed the data using statistical tools such as the mean, standard deviation, cluster analysis, and the Chi-square test, among other things. SPSS 16.0 is used to analyze the data collected. According to the study's findings, employees are delighted with their work environment and working conditions. There is no correlation between the cluster variables for motivation level and the study participants' demographic characteristics.

**Keywords:** Employees, Motivation, Organization, and Work Environment

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### Introduction

Motivation is inspiring people to take action to accomplish their goals. When people work together toward a common goal, their behavior can be motivated by various psychological factors, including job satisfaction, achievement, teamwork, a desire for financial gain, and respect. Natural's capsule Limited is the focus of this investigation, and the motivational process is considered. It was thus determined that the motivation of this company's workers could be better understood through a questionnaire and extensive interviews. Rewarding work environments produce better results. Understanding what motivates employees in their roles is critical to managers' success. Managing employees' motivation is one of the most challenging tasks a manager faces. This is partly because what motivates employees changes regularly. According to research, increasing employee income, for example, may become a less motivating factor over time (Mohammed, 2019; Kadir *et al.*, 2019) <sup>[13, 12]</sup>. Additionally, as employee's age, meaningful work becomes a stronger motivator.

The Human Resources department is the most valuable asset of the business. By evaluating the performance of executives, it is possible to improve the overall quality of work. Management will gain a better understanding of the needs and benefits of employee motivation due to the findings of this study. Pay is the most crucial incentive for employees, as it has the most significant influence on their motivations (Sara *et al.*, 2004) <sup>[21]</sup>. Workers in manufacturing, in particular, benefit from financial incentives because they can use the money to cover their basic needs. As a result, pay is an essential motivator for employees, helping to establish their diligence and commitment. Research has shown that pay does not have a long-term effect on productivity, and money does not significantly improve performance (Whitley, 2002) <sup>[23]</sup>. Focusing solely on this aspect may decrease employee morale because they may only be concerned with financial gain. Non-monetary rewards, social recognition, and performance feedback, for example, can increase employee motivation at work. Rewarding employees results in more productive employees who are also happier. In numerous studies, this is the case.

Employee's pay, promotion, bonuses, and other forms of compensation are widely used by businesses to entice and reward their workers. As a result, rewards are a powerful means of motivating individuals and teams while also increasing the efficiency of organizations (Hassan & Ahmed 2020) <sup>[10]</sup>.

In the study of organizational behavior, the most emphasis has been placed on motivation (Darbandi, 2017; Ahmed & Hassan, 2019) [7, 2]. The study's primary objective, which was accomplished through a survey, was to ascertain the level of motivation in the organization. This enables management to verify each employee's level of motivation and, if necessary, improve their performance. Additionally, it will aid management in identifying the various factors that influence employee motivation within the organization.

### Review of Literature

This paper aims to shed light on what motivates employees in Malaysian businesses of all sizes. In two sections of the survey questionnaire, respondents were asked to rank the ten most effective motivating factors in terms of their effectiveness: Part A requested personal information, and Part B asked their opinions on the motivating factors' effectiveness. An expert team of human resources consultants helped refine the motivating factors before they were published. Goal-directed volunteer activities can be described as motivated because participants are energized, focused, and persistent to achieve their goals (Zada, 2021) [24]. Motivating forces are defined by Bartol and Martin (1998) [5] as forces that drive behavior, direct behavior, and support a tendency to stick with something. Improved customer service, information technology, decentralization, and process reengineering alone won't cut it when increasing productivity. As Shahzad (2019) [22] points out, methods for motivating workers are constantly changing. An organization's employees' working conditions should be considered when developing a management development program.

According to Bartol and Martin (1998) [5], motivation is a powerful tool for reinforcing the behavior and triggering the desire to keep going. Motivating oneself refers to a desire to meet a previously unmet need or progress toward a specific goal. An objective-driven procedure is also a procedure that is initiated by a physiological or psychological condition. As opposed to financial resources, human resources can provide an edge to organizations. Since employee motivation has been shown to impact organizational performance significantly, this paper examines this topic. One of the characteristics of an engaged employee is that their personal goals are in line with the company's, as described by Rezaei *et al.* (2019) [19]. They are also more successful due to their staff's constant search for ways to enhance their work. A difficult task that can be met by instilling a sense of purpose in employees working in high-stress environments. Both the goal model and the system resource model define organizational effectiveness in terms of the extent to which an organization achieves its goals and its ability to take advantage of the environment when acquiring valuable resources. According to Mohammed (2021) [15], an organization's effectiveness is measured by how well it achieves its goals while utilizing available resources and doing so without putting its members at risk of burnout.

More specifically, this paper will examine the relationship

between internal employee motivation and corporate social responsibility (CSR). Correlation and regression analyses were used to test the research hypotheses derived from principal component factor analysis factor scores (Mohammed, 2020; Sadq *et al.*, 2020) [16, 20]. There is an apparent link between a company's social responsibility initiatives (CSR), employee satisfaction, self-esteem and teamwork; loyalty; retention; trust; the psychological need for belongingness, employee morale, and commitment to the company (Ismael *et al.*, 2021) [11]. To avoid misunderstandings, we must be cautious when using and defining the concept of socially responsible corporate behavior to avoid causing misunderstandings (Hamad *et al.*, 2021) [9].

Motivating employees to perform at their highest level is one of the most important tasks a manager must perform to get the best out of their employees (Abdullah & Othman, 2021; Braim, 2020; Ahmed *et al.*, 2021) [1, 6, 3]. Employees are motivated by internal and external factors that influence their work-related behaviors. A critical aspect of the definition is that it treats work motivation as an intangible, interior, hypothetical concept (Mohammed, 2019; AL-Shatnawi *et al.*, 2021) [14, 4]. It is critical for any organization's growth that its employees perform well, not only for its growth but also for the individual employees' growth (Nambirajan & Prabhu, 2010; Othman & Abdullah, 2016; Dixit & Sharif, 2020) [10, 18, 8]. At all employment levels, employees' on-the-job performance can be evaluated, including personnel decisions regarding promotion, job rotation, job enrichment, and other opportunities.

### Research Methodology

The researchers used a simple random sampling method to collect data from 150 organization employees via a well-defined questionnaire and survey. The questionnaire for this study was developed using a five-point liker scale. The questions were all closed-ended and in the form of statements. SPSS 16.0 is used to analyze the data gathered. The following tools are used to analyze data: descriptive analysis, cluster analysis, and Chi-square.

### Analysis

A scale of 1-5 was used to assess respondents' level of agreement or disagreement with a perceived employee motivational variable that was included in the study to learn more about employee adoption behavior.

**Table 1:** Reliability Test

Reliability Statistics	
Cronbach's Alpha	Number of Items
.832	6

The reliability test was conducted using SPSS version 16.00 statistical software. The result indicates that 0.832 was obtained, more significant than the recommended value of 0.6.

**Table 2:** Ranking for Motivation Level

Statements	Standard Deviation	Mean	Rank
I am content with my company's working environment.	0.578	4.13	2
I believe that the working environment in my company is favorable.	0.345	4.27	1
I am employed by a company that guarantees my job security.	0.894	3.15	3
I am pleased with the training I received.	0.876	1.96	6
I am content with my job.	0.784	3.13	4
I'm eager to begin my work.	0.958	3.11	5

Employee motivation is the factor with the highest mean score (4.27), indicating the most important factor. The variable has a standard deviation of 0.345 and the lowest possible mean score of 1.96. The variable in question has a

standard deviation of 0.876. Employee motivation can be classified into three categories based on these three factors. According to a K-means cluster analysis, employee motivation is organized into three categories.

**Table 3:** Segmentation of Employee Motivation Level

Statement	1	2	3
I believe that the working environment in my company is favorable.	4	3	3
I am content with my company's working environment.	5	2	4
I am employed by a company that guarantees my job security.	4	4	4
I am content with my job.	4	2	2
I'm eager to begin my work.	3	3	3
I am pleased with the training I received.	3	5	4
Mean	3.83	3.17	3.33
No. of cases in each cluster	54	51	45
Total percentage	35	34	31

The preceding table shows the mean value scores for three factors related to employee motivation, with the factors' ranks indicated in brackets. According to the table, approximately 35% of employees fall into cluster 1 categories, 34% fall into cluster 2 classes, and 31% fall into cluster 3. The three clusters are highly motivated, moderately motivated, and less

motivated. This demonstrates that the overwhelming majority of employee motivation occurs in cluster one. With a mean value of 3.81, Cluster 1 is the highest scoring cluster. Cluster 1 has the highest mean value of 3.83, followed by Cluster 3 at 3.33 and Cluster 2 at 3.17.

**Table 4:** Relationships between Motivation Level and Cluster Variable

	Cluster		Error		F	Sig.
	Mean square	df	Mean square	Df		
I believe that the working environment in my company is favorable.	36.845	2	.365	147	11.231	0.000
I am content with my company's working environment.	19.562	2	.465	147	28.546	0.000
I am employed by a company that guarantees my job security.	.987	2	.754	147	1.302	0.000
I am content with my job.	32.147	2	.658	147	29.645	0.000
I'm eager to begin my work.	1.325	2	.254	147	4.034	0.000
I am pleased with the training I received.	1.487	2	.354	147	5.231	0.000

The ANOVA table indicates that each of the three groups has a statistically significant difference. For all six factors, the most significant values are 0.000, which corresponds to a 95 percent confidence interval. All three factors contribute significantly to the classification of employees into three groups according to their level of motivation, implying that all three elements are critical.

**Table 5:** Association between Motivation Level and Demographic Factors

Demographic variables	Chi-square	Significance	Result
Age	14.264	0.043	Not Sig
Education Qualification	8.162	0.051	Not Sig
Marital Status	3.375	0.384	Not Sig
Gender	3.421	0.136	Not Sig
Salary	0.642	0.854	Not Sig

A chi-square test can test an association between employee motivation and demographic variables for causality. Age, gender, level of education, salary, and marital status have zero correlation with motivation level as measured by the

cluster variable's association value.

### Findings and Conclusion

It appears that employees are extremely pleased with their workplace and working conditions, based on a recent survey. Only a tiny percentage of the workforce seems unmotivated, and their motivation is significantly higher. The cluster variables for the participants' motivation level have no relationship to their demographics. The majority of respondents are highly pleased with their workplace environment and the motivation of their employees when it comes to motivating factors. According to employees, their hard work has been instrumental in its success. To summarize the study's findings, organizational motivation enables employees to succeed.

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