

Work Motivation: A Study on Regular and Part-time Employees of Bangladesh

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ABSTRACT:

Nowadays both part-time as well as regular employees are working in many organizations of Bangladesh. Though many studies have been conducted to know the motivation status of regular employees but no study is found that addressed motivations status of both regular and part-time employees of Bangladesh. Thus, this study is conducted on 300 regular and part-time employees of Bangladesh to know the most motivating factors of both regular and part-time employees. Respondents were asked to identify and rank ten motivation factors in the order of their magnitude. The findings reveal that good salary, job security, good working condition and interesting work are the most important motivating factors for the regular employees, whereas; flexibility of work, interesting work, good salary and good work environment are the most important motivating factor for part-time employees, because most of the part-time employees working in different organizations are either students or regular employees of other organizations. The findings of the study can be useful for managers and human resource (HR) professionals for motivating regular employees as well as part-time employees and thereby achieving the goals of organization more effectively and efficiently.

Keywords: *Remuneration, Flexibility, Rewards, Recognition, Job security*

INTRODUCTION

The success of organizations greatly depends on the effectiveness of the human capital (Hashim, 2009; Khan and Taher, 2009). It is widely recognized that motivation is a very important factor which ensures the best effort from the human resources (Ather et al., 2011). Therefore, work motivation is one of the key concerns of today's managers. However, because of a complexity in the nature of human behavior, motivation is not easy to understand and to use. Despite many studies on that topic manager today are no closer to understand employees' motivation than their counterparts more than a half of century ago. Although, some of research suggested that money is not as important as it seemed to be, many companies

tried to implement monetary incentives as their main tool to motivate their employees. Performance related pay became the new mantra that was used undeniably by plenty of companies (Frey and Osterloch, 2002). Recently, as a result of a financial crisis, many large and small companies had to cut costs through reduction of employees' salaries and bonuses. The question that has now arisen is whether there are any other options to reduce the cost of the organization. Even, many organizations are using the part-time employees as a cost reduction strategy. Thus, the motivation of part-time employee has become an issue for many organizations in Bangladesh.

The literature on a subject of motivation

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shows that there are several ways to motivate employees. The most recognized and often cited theories can be divided into two categories: content theories and process theories. The first group is focused on what motivate people. It is represented by authors such as Maslow, McClelland and Herzberg who are known by almost everyone whoever read anything about motivation. The second category – process theories, try to find out how motivation occurs. Vroom, Adams, Locke and Latham created the most influential process theories. The points of view presented by authors of those theories in some aspects are harmonizing but in others are totally opposite. That possibly was the reason for other researchers' inspiration to conduct own studies on motivation. It resulted in a number of possible suggestions about motivators that could play a crucial role in an effective performance from employees. According to Oldham and Hackman (2010), job design plays important role in shaping employees behavior while Mayfield et al. (1998) suggested that leadership styles and freedom given to employees are crucial in motivating employees. Another group of researchers (Luthans and Stajkovic, 2000; Armstrong and Murlis, 2004) try to prove that recognition can be used to motivate people to perform well. In fact, there are many more examples of possible motivators in the literature on a subject of motivation.

It is very confusing to answer the question “what in fact motivates employees?” in this multitude of possible options. The easiest way to find out the answer is simply to ask employees. There is a long history of researches which ask employees to rank the importance of motivational factors. Some spent a great part of their lives studying employees' responses. In their studies they compared answers from employees coming from different cultures, age groups, levels of organizations and even from different points of time in a history. Their results explained that importance of motivating factors might vary among particular groups of people. However, there are numerous motivating factors that are very often ranked high positions such as Interesting work, Full appreciation of work done, Feeling of being well informed and involved and Good wages are factors that received high rates in many research (Harpaz, 1990; Kovach, 1995; Fischer and Yuan 1998;

Kinnear and Sutherland, 2000; Sonawane, 2008).

The majority of studies analyzed the importance of motivating factors of regular employees. There are not many researches that investigated factors that motivate the students who not only work as part-time employees but also will join workforce in the future and people who work as part-time. In this regard, Lim et al. (2008) found that pre-existing work attitudes developed before entering workforce may assist as basis for individuals' attitudes in their future work. Furthermore, In Bangladesh, many organizations are using part-time employees along with regular employees as part of their cost reduction strategy. Interestingly, most of the part-time employees are either students or they are the regular job holders of any other organization. Therefore, it has become problem for many organization to motivate the employees having both regular as well as part-time. Thus, this study is an attempt to investigate motivation factors of both regular and part-time employees working in the different organizations of Bangladesh.

Literature Review

The term motivation usually is explained as desires, needs, emotions or impulses that make someone to do something. Indeed, motivation is the state of being incited to action. When work environment is taken into consideration, it becomes clear that work motivation refers to motivation within a work setting. Employee motivation is essential to perform, stay and commit in a company, cooperate, lead or support a leader, help customers and so forth. Some authors define what motivation is by explaining where it comes from. In this approach work motivation has been defined as “a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence (Latham and Ernst, 2006). In other definitions work motivation is associated with the goal attainment. People are motivated to do something if they believe it is likely that it will bring desired result. People who are well motivated take action that they expect will achieve their clearly defined goals (Armstrong, 2007). According to Kanfer (1990) motivation is a phenomenon which cannot be directly

observed. The only way to infer motivational processes is to analyze streams of behavior caused by environmental or inherited factors which can be observed through their effects on abilities, beliefs, knowledge and personality. There are probably as many definitions of motivation as researchers working on this topic. However, there are some features of motivation that are common for most definitions. It can be observed from the examples presented above that when authors describe motivation they mention an action or behavior that is directed and sustained as a result of motivation. In other words motivation is usually described as an invisible force that pushes people to behave in a certain way. In this study the concept of Pinder (1998) is used as it seems to define motivation both in a comprehensive and explicit way. Pinder used work of Locke et al. (1981), Vroom (1964) and states that "Work motivation is a set of energetic forces that originate both within as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration" (1998). The motivation concept of Pinder (1998) has some features that make it better than others. Firstly, it is not general as many other definitions, it presents motivation in a close relation to work and careers. His definition is intended to apply behavior such as joining or leaving company, being punctual, respecting or not supervisor's orders, inventing better ways to performing a job and accepting relocation to another place. According to Pinder one of the key elements that are important in defining motivation is a concept of force. It not only makes the definition consistent with other authors work but also allows motivation level to be weak or strong depending on circumstances. The idea of force suggests that motivation is related to an effort. Pinder believes that effort is a consequence and indicator of motivation rather than the same phenomena. He points out that his definition does not present hedonism as a primary force in work motivation. However, it does not exclude it either. There are three more important elements of Pinder's work motivation definition: intensity, direction and duration. Author describes the intensity dimension using two terms created by Brehm and Self (1989) – potential motivation and potential arousal. The first of those two terms is created by expectations that

performance of behavior will affect final outcome. The second term is dependent on magnitude of potential motivation and occurs only to the extent that particular behavior is difficult. As per Pinder's opinion intensity is not affected by the potential available and is defined as the transient size of motivational arousal in a particular point of time. The direction can be understood by considering towards which goals the energy of motivation is directed. Finally, the duration suggests that goal achieving might be a possible outcome of on job behavior. As the last but also very important feature of the definition Pinder mentions the fact that motivation is presented as a hypothetical construct which cannot be measured or seen directly but is treated as an existing psychological process.

Indeed, after going through the most of the motivational theories and researches it is found that most of them do not differentiate between the levels of experience employees possess. They do not take into account the fact that whether employees have been working for many years or just entered the job market. The literature review reveal that there is a group of authors who decided to focus on young people who have not in the job. The question which is often asked is how far students' pre-existing attitudes towards motivating factors are predictors of their future work motivation. Through research, Lim et al. (2008) found that work attitudes developed before entering workforce may serve as basis for individuals' attitudes in their future work. Another support for this approach comes from Ajzen's (1991) theory of planned behavior. It states that intentions to perform behaviors can be predicted from attitudes toward those behaviors. Also anthropological studies (Leibow, 1967; McCall and Lawler, 1976) show that work attitudes are developed before entering the workforce.

Around the world, students are working in many companies as part-time employees. Furthermore, the employees of one organization work in another organization on part-time basis. Thus, many researchers are focusing on the motivation of part-time employees along with regular employees of organization. In this regard, Lim et al. (2008) conducted a survey on college students in Singapore to find relation between money and motivation to work. They suggest that people who want to earn money to

provide life security for their families and to measure their work achievements are more likely to perform well in organizations. People who are high on other motives might be distracted by their reasons to work (spending money on things, comparisons) and in result they perform less because working itself is not gratifying for them.

Also, McCall and Lawler (1976) investigated work reward expectations and generalized work attitudes of high school students. He found a relation between pre-employment work attitudes and demographic variables such as race, sex, social class and parental reward values. He suggests that pre-employment work attitudes, together with other factors such as a characteristic of work situation and a reality of a labor market, influence future job choices and job attitudes.

The effects of culture and gender on work goals among business students in Canada and China were analyzed by Bu and McKeen (2001). Significant differences were found between those two groups. Chinese students showed weaker concern for a balanced life and stronger interest in intrinsic rewards, simplicity/routine and moral congruence. Their attention to extrinsic rewards and organizational influence were equal comparing to Canadian students attention. Another comparison of students from different countries has been made by Sagan, Tomkiewicz et al. (2008) who focused on students from Poland and Russia. They found that students from Poland had a greater preference for intrinsic factors while Russian students had greater preference for extrinsic factors. Russians were much more interested in possessing high position in a company than Poles. Good wages were also more important for Russians. Students from Poland were more interested in work that requires creativeness, variety of duties, intellectual stimulation, developing own methods of work and duties concerning problems of central importance to the company. In fact, organizational culture plays key roles in employee motivation (Hoque et al., 2013).

Finally, there are many researches that focused exclusively on students because students are playing important roles as part-time employees of many organizations and in Bangladesh the tendency of using part-time

employees is gradually increasing. Furthermore, the tendency of using part-time employee is also increasing gradually. But no research is conducted on the motivation of both regular as well as part-time employees of Bangladesh. Therefore, the study is conducted on the work motivation of regular and part-time employees in the light of Bangladesh.

Objectives of the Study

The main objective of this article is to investigate the motivation factors for regular and part-time employees of Bangladesh. The specific objectives of the study are as follows:

1. To identify the factors that motivate regular employees
2. To identify the motivating factors of those part-time employees who are the regular employees of other organizations
3. To identify the motivating factors of those part-time employees who are the students of different undergraduate and graduate programs of universities and colleges
4. To identify the most motivating factors for male and female employees
5. To provide suggestions to the policy makers and managers to improve the motivation scenario of Bangladesh

RESEARCH METHOD

Both primary and secondary data have been used in this study. Through literature review and pilot study thirteen variables of work motivation have been identified as most motivating factors. Thus, the questionnaire is prepared with the help of those thirteen variables to collect the primary data regarding work motivation interviewing total 300 respondents of which 200 are regular employees and 100 are part-time employees (50 students and 50 employees from other organization). But out of those thirteen variables only ten variables are ranked according to their magnitude. The respondents have been selected mainly from Chittagong as per convenience and accessibility through direct personal interview by the researchers themselves. There were no restrictions about the level of education, the program of studies or the age of participants or industry. The data were collected from November 2013 to January 2014. For ensuring the accuracy of data the researchers made every question clear to the respondents. Chittagong is

selected as a sample area for study because it is not only ancient and historic gateway to Bengal but also the commercial capital as well as second largest city of Bangladesh having over 6.5 million people. The secondary data and information were obtained from text books and related available published articles on work motivation. The data thus collected were tabulated and ranked on the basis of the magnitude of different variable by employing statistical techniques like percentage.

Survey Result and Analysis

Results have been discussed under different heading like common motivating factors for both regular and part-time employees, results of regular employees, part-time employees who are from other organization, the part-time employees who are still students and the comparison between male and female employees.

Common Motivating Factors Regarding Work

Here in this part of the results, it presents the overall results of motivating factors based on the responses from 300 respondents including 200 regular employees as well as 100 part-time employees. After analyzing the responses the findings are given in table 1.

The most important factor chosen by respondents was Good wage or salary. It was placed on the first position by 50.68% of the respondents. Job security was second important factor by 42.47% of the respondents. The third most important factor was interesting work. The three most important motivating factors: 1- Good

wage or salary 2- Job security 3- Interesting work were followed by other factors in following orders: 4- Good working condition 5- Promotion and growth in the organization and Full appreciation of work done, 6- An understanding attitudes from the management 7- Feeling of being well informed and involved 8- Freedom to plan and execute work independently and Participation in goal setting. As it can be seen from this ranking the three least important factors were related to supervisor and attitudes of management.

Factors that Motivate Regular Employees of Organization

One of the objectives of this paper is to get a clear picture about the factors that motivate people who are permanent in their job. Table 2 presents the results of ranking of motivating factors according to importance. According to regular employees Good wage or salary was the most important motivating factors as 50% of the Jobholders ranked it as most important factor of motivation and job security was the second important motivating factor for them. 66.67% of the employees ranked it as the second position. Good working conditions was the 3rd most important motivating factor for the regular employees and all other factors are in following order such as Interesting work (4) Promotion and growth in organization, (5) appreciation of work (6) incentive (7) flexibility in work (8) an understanding attitudes from management (9) and Participation in goal setting (10).

Table 1: General ranking of motivational factors by respondents

Motivational factors	Positions
Good wage or salary	(1)
Job security	(2)
Interesting work	(3)
Good working conditions	(4)
Promotion and growth opportunity in organization	(5)
Appreciation of work done	(5)
An understanding attitudes from management	(6)
Flexibility in work	(7)
Incentive	(8)
Participation in goal setting	(8)

Table 2: Ranking of motivational factors by regular employees

Motivational factors	Positions
Good wage or salary	(1)
Job security	(2)
Good working conditions	(3)
Interesting work	(4)
Promotion and growth opportunity in organization	(5)
Appreciation of work done	(6)
Incentive	(7)
Flexibility in work	(8)
An understanding attitudes from management	(9)
Participation in goal setting	(10)

Table 3: Ranking of motivational factors by part-time employees

Motivational factors	Positions
Flexibility in work	(1)
Interesting work	(2)
Good wage or salary	(3)
Good working conditions	(4)
Honor and respect	(5)
Appreciation of work done	(6)
Job security	7
Participation in goal setting	(8)
Recognition	(9)
Freedom to plan and execute work independently.	(10)

Factors that Motivate the Part-Time Employee (Who Are the Permanent Employee of Other Organizations)

The people having regular job in other organization but does job on part-time basis second target group of the paper. Table 3 presents the results of ranking of motivating factors according to importance by those types of employees.

According to this group of employees flexibility in working was ranked first position by the highest number of participant from this

group (43/50). Interesting work and Good salaries were respectively the second and third most important motivating factor. The fourth most important motivating factor for this group was Good working conditions while Freedom to plan and execute work independently was ranked as the least important factor. The remaining factors were ranked as follows: honor and respect (5) appreciation of work done (6) Job security (7) Participation in Goal setting, (8) recognition (9) Freedom to plan and execute work independently (10).

Factors that Motivate the Part-Time Employees (Who Are Still Students)

These part-time employees are the students and who are the students of both undergraduate and graduate programs of different universities and colleges. To have a clear picture about the factors that motivate them was also one of the objectives of the study. After analyzing responses from 50 students who are working on part-time basis in different organizations, the following results came out (table 4).

Flexibility in work was the most important motivating factor for students by (30/50) which were 63.16% of the group. Good salary was the second most important factors by 47.37% respondents and Good working conditions was ranked as the third most important motivating factor by 31.58%. All other factors were ranked in the following order by the students; job security (4) Promotion and growth in the organization (5) interesting work (6) honor and respect (7) appreciation of work done (8) recognition (9) and Freedom to plan and execute work independently (10).

Work Motivation Related with Gender

Presentation of results based on the responses from gender will definitely add more values to the paper, so here is the comparison of the results of the results of the male respondents and female respondents regarding the factors that motivate people at their work.

Table 5 presents the results of the analysis of

motivation factors according to gender. For Male employees Good wage or salary was the most important motivating factor while female employees ranked both Good salary and Job security on the first place. The second important motivating factor for male employees was interesting work. Apart from Interesting job female employees have ranked Full appreciation of work done also as the second most important factor. Male employees have ranked Good working condition, Promotion and growth in the organization, Full appreciation of work done and An understanding attitudes from the management as the third most important motivating factor for them. However, female employees ranked only Good working conditions as the third motivating factors. The fourth most important motivational factors for male were Job security and Participation in the goal setting and female employees ranked an understanding attitude from the management as fourth most important factor. Feeling of being well informed and involved was ranked on the fifth place by the male employees, whereas; female employees ranked both Promotion and growth in the organization and freedom to plan and execute work independently as fifth motivating factors apart from Feeling of being well informed and involved. While freedom to plan and execute work independently was ranked as the sixth motivating factors by male employees but female employees ranked Participation in goal setting as sixth important motivating factors.

Table 4: Ranking of motivational factors by part-time employees (students)

Motivational factors	Positions
Flexibility in work	(1)
Good wage or salary	(2)
Good working conditions	(3)
Job security	(4)
Promotion and growth opportunity in the organization	(5)
Interesting work	(6)
Honor and respect	(7)
Appreciation of work done	(8)
Recognition	(9)
Freedom to plan and execute work independently.	(10)

Table 5: The ranking of motivation factors by gender

Factors	Male	Female
Job security	4	1
Good working conditions	3	3
Good wage or salary	1	1
Interesting work	2	2
Promotion and growth in organization	5	2
Appreciation of work done	3	2
An understanding attitudes from management	3	4
Feeling of being well informed and involved	5	5
Freedom to plan and execute work independently	6	5
Participation in goal setting	4	6

RESULTS AND DISCUSSION

The survey results reveal that good wages and salary, job security, interesting work, good working conditions were the four most important motivation factors for the regular employees. But the same factors do not motivate the part-time employees at the same degree. The study reveals that flexibility in work is the most motivating factors for the part-time employees followed by good salary, good working environment and job security. Indeed, Harpaz (1990) and Linder (1998) also found almost same factors as most work motivating factors, whereas, Kovach (1995) in his study found interesting work as the most work motivating factor. In his findings good salary & wages were not so important for his respondents when he analyzed the whole group. Interesting work seems to be the factor that is indicated as one of the most important motivator in many researches in various settings and environments. Good wages are seen as very important by some groups and not by many others. It can be assumed that there is something special about the groups that find monetary rewards as an important motivator.

It is found that, the most important factor chosen by regular employees was good wages and salary (remuneration). Interestingly, good wages and salary was not first motivating factor for those part-time employees who basically come from other organizations. Rather flexibility in work is the first motivating factor for them. This is due to the fact that they have a permanent

job in some good organizations like government organization, autonomous organization or private organization. Thus, they cannot work as per the schedule of employers. Rather, the employers need to provide them the flexibility. Without flexibility they cannot work. So flexibility is the first motivating factor to them.

Furthermore, it is found that flexibility in work is also the first motivating factor for those part-time employees who are still students either in graduate program or in post graduate programs of different universities and colleges. It is also found that job security is the first motivating factor for female employees working in different organizations of Bangladesh; this is due to the fact that female employees are conservative towards taking risk. Indeed, the findings of the study is similar with the finding Abraham Maslow's need hierarchy theory. According to the Maslow's need hierarchy theory people are motivated according to their magnitude of needs. The difference might also be caused by some cultural issues or current situation of Bangladesh. In this regard, Fisher and Yuan (1998) also found that due to cultural differences employee motivating factors vary. Interesting work is related to self-actualizing need, good wages to physiological need, job security to safety need, feeling of being well informed and involved to social need and also promotion and growth in the organization and full appreciation of work done to self-esteem need. According to Maslow the higher needs occur when the lower needs are fulfilled. This

might explain why good wages was the most important factors for the regular but second most important factor for those part-time employees who are students and third most motivating factors for those who are part-time employees from other organizations. Since without flexibility both students and employees from other organizations cannot work it is first motivating factor for them but still and Money is a good motivator to them. Though in many organizations after a couple of years of work the wages and salary become less important for them but in Bangladesh for the regular employees it is also found that good salary is the first motivating factors for them. It is due to the fact that remuneration is not sufficient enough to fulfill the physiological needs of the employees of regular employees. So the policy makers must think over the matter seriously.

Furthermore, the finding can be analyzed in the light of another popular motivation like two-factor theory of motivation. According to two-factor theory of Herzberg (1968, 1974) motivating factors can be divided into two groups: Motivators and hygiene factors. The most important factors chosen by the participants come from both categories. Interesting work, achievement, Promotion and growth in the organization and good working conditions would be categorized as motivators. Good wages and job security as hygiene factors. According to Herzberg's two factor theory hygiene factors can eliminate dissatisfaction of employees but cannot motivate the employees. Therefore, for motivating employees the management should ensure good remuneration, job security as part of elimination of job dissatisfaction and after that should ensure motivators like promotion, achievement and incentives etc. Managers or HR professionals responsible for motivating employees should firstly focus on those factors that may lead to the feeling of inequity. In other words, from the most important factors chosen by participants' good wages, job security and Promotion and growth should be satisfied first to make sure that employees are not demotivated by the existing inequity.

Also, following Vroom's expectancy theory of motivation, attempt should begin by rewarding employees for the effort put in achieving organizational goals (Lindner, 1998).

When employees see a direct relation between their hard work to achieve company's objectives and rewards such as money or possibility to work on interesting tasks, they will be more motivated to perform well. The variety of possible options of motivating employees and a large number of theories that are in some points opposite might lead to confusion. Motivation is a very complex phenomenon which can be approached from various angles.

CONCLUSION

As mentioned earlier, the main aim of this paper is to find out the most important motivational factors for regular and part-time employees working in different organizations of Bangladesh. The results of this research demonstrate that both intrinsic and extrinsic motivators are in the top of the list. Those findings suggest that policy makers, managers and HR professionals who deal with both regular and part-time employees should not believe that same factor can motivate both types of employees. It is due to their background, experiences, socio-economic condition, and situational demand. It is also found that money is not first motivating factors for part-time employees, rather; non-monetary motivators are also very powerful. The results of this research suggest that companies can meet the challenge of attracting, motivating and retaining employees by being prepared for a variety of the expectations of employees. The information gained from this paper might be a good starting point for those who want to create motivation systems for both regular and part-time employees. Knowing what motivates employees and incorporating this knowledge into the company's policies and system will help to attract, recruit, train, and retain a productive workforce which ultimately will lead to organizational success.

RECOMMENDATION

Indeed, disregarding which theory is followed there are some clues for managers and human resource professionals that come from the results of this study. Since interesting work seems to be also very important for part-time as well as regular employees, so without any reservations this need should be satisfied as well. With the help of various job design techniques it

is possible to make jobs more interesting. Techniques like job enlargement, job rotation, and job enrichment a number and variety of task could be increased and a job itself might be seen as more interesting. As stated by (Lindner, 1998) increasing employees' responsibility not only could make a job more interesting but also might affect the employees' performance as much as pay does. Obviously, human resource departments that prepare campaigns to attract both part-time and regular employees should remember not only about wages, job security and interesting work but also about other important factors like flexibility in work, recognition and good working conditions. Therefore, organizations should create such environment that fulfills the needs of both part-time and regular employees with a view to deriving the best effort from them and thereby materializing the vision of organization. In fact, only motivated employees can take the organization to the height of excellence.

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