



Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan

Rizwan Qaiser Danish

Chairman, Department of Business Administration
University of the Punjab, Gujranwala Campus, Pakistan
E-mail: rdanish2000@yahoo.co.uk

Ali Usman

University of the Punjab, Gujranwala Campus, Pakistan
E-mail: usamaz_07@hotmail.com

Abstract

Human resources are the most important among all the resources an organization owns. To retain efficient and experienced workforce in an organization is very crucial in overall performance of an organization. Motivated employees can help make an organization competitively more value added and profitable. The present study is an attempt to find out the major factors that motivate employees and it tells what is the relationship among reward, recognition and motivation while working within an organization. The data were collected from employees of diverse type of organizations to gain wide representation of sectoral composition. In all, 250 self administered questionnaires were distributed among the employees of different sectors and they returned 220 completed useable questionnaires for response rate of 88%. The participation in survey was voluntary and confidentiality of responses was ensured. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on motivation of the employees. Implications of the study for managers and policy makers in the context of human resource practices have been discussed. Limitations and guidelines for future research are also provided.

Keywords: Work motivation, Job satisfaction, Reward, Recognition

1. Introduction

Motivation is such a factor that exerts a driving force on our actions and work. According to Baron (1983, p. 123), motivation is an accumulation of different processes which influence and direct our behavior to achieve some specific goal. It is such a dynamic in today's environment that explicitly creates and encompasses a positive impact on job. Within an organization, the best performance is feasible with most committed employees that can only be achieved through employee motivation. Kreitner and Kinicki (2004) assume that motivation contains "those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed." Motivation depends on certain intrinsic, as well as, extrinsic factors which in collaboration results in fully committed employees. According to Broad (2007), tangible incentives are effective in increasing performance for task not done before, to encourage "thinking smarter" and to support both quality and quantity to achieve goals. Incentives, rewards and recognitions are the prime factors that impact on employee motivation. As the employees engage in their working activities purposely for own's sake then they will feel intrinsic motivation in their behaviours as their activities will essentially be enjoyable and satisfactory (Vansteenkiste, 2005, p. 22). The factors like incentives and rewards are the most preferred factors for employee motivation programs. This paper is an attempt that focuses on how incentives, rewards and recognitions impact employee motivation.

2. Literature Review

Organizations in today's environment seek to determine the reasonable balance between employee commitment and performance of the organization. The reward and recognition programs serve as the most contingent factor in keeping employees' self esteem high and passionate. Oosthuizen (2001) stated that it is among the function of managers to motivate the employees successfully and influence their behavior to achieve greater organizational efficiency. La Motta (1995) is of the view that performance at job is the result of ability and motivation. Ability formulated through education, equipment, training, experience, ease in task and two types of capacities *i.e.* mental and physical. The performance evaluation and rewards are the factors that proved to be the bonding agents of the performance evaluation

programs. According to Wilson (1994), the process of performance management is one among the key elements of total reward system.

Entwistle (1987) is of the view that if an employee performs successfully, it leads to organizational rewards and as a result motivational factor of employees lies in their performance. Majority of the organizations require their employees to work according to the rules and regulations, as well as, job requirements that comply with full standards. The investigations that have been conducted to find the relationship between compensation and individuals were focused to increase the performance of employees (Ciscel, 1974). The highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well accomplishment of its goals. Among financial, economical and human resources, human resources are more vital that can provide a company competitive edge as compared to others. According to Andrew (2004), commitment of all employees is based on rewards and recognition. Lawler (2003) argued that prosperity and survival of the organizations is determined through the human resources how they are treated. Most of organizations have gained the immense progress by fully complying with their business strategy through a well balanced reward and recognition programs for employee. Deeprose (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation. Managing the performance of employees forms an integral part of any organizational strategy and how they deal with their human capital (Drucker as cited in Meyer & Kirsten, 2005). Today where every organization has to meet its obligations; the performance of employees has a very crucial impact on overall organizational achievement. In a demotivated environment, low or courageless employees can not practice their skills, abilities, innovation and full commitment to the extent an organization needs. Freedman (1978) is of the view that when effective rewards and recognition are implemented within an organization, favorable working environment is produced which motivates employees to excel in their performance. Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organizations. Csikszentmihalyi (1990) posits a view that the state of satisfaction and happiness is achieved by the employees only when they maximally put their abilities in performing the activities and functions at work. In this way motivated employees are retained with the organizations thus reducing extra costs of hiring.

Flynn (1998) argued that rewards and recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees. The basic purpose of recognition and reward program is to define a system to pay and communicate it to the employees so that they can link their reward to their performance which ultimately leads to employee's job satisfaction. Where job satisfaction, as defined by Lock (cited in Gruneberg, 1979, p. 3), is a pleasurable positive emotional state as a result of work appraisal from one's job experiences. The rewards include the financial rewards, pay and benefits, promotions and incentives that satisfy employees to some extent but for committed employees, recognition must be given to keep them motivated, appreciated and committed. Baron (1983) argued that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Recognition today is highest need according to most of the experts whereas a reward which includes all the monetary and compensative benefits cannot be the sole motivator for employees' motivation program. Employees are motivated fully when their needs are met. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay (La Motta, 1995). In today's dynamic environment the highly motivated employees serve as a synergy for accomplishment of company's goals, business plans, high efficiency, growth and performance. Motivation is also required when the organizational workforce has not a good relationship pattern. Employees' relation with employees and with supervisor is a key ingredient of the inner strength of the organization. The ability of supervisors to provide strong leadership has an effect on job satisfaction of employees (Morris, 2004). The study relates how the impact of incentives, rewards and recognition programs drives employee motivation.

Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. Lawler (2003) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weightage an individual gives to a certain reward. Deeprose (1994, p. 3) is of the view that "Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible." Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Bull (2005) posits a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Incentives, rewards and recognition are the key parameters of today's motivation programs according to most of the organizations as these bind the success factor with the employees' performance. Robbins (2001) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing. Similarly, the recognition which is a central point towards employee motivation adores an employee through appreciation and assigns

a status at individual level in addition to being an employee of the organization. Barton (2002) argued that the factor in Fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system. Wilson (1994) stated that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result. Employees are definitely closer to their organization as their job can become the major satisfaction in their life after having a proper rewards and recognition at their job. Rewards enhance the level of productivity and performance at job whether it's a first time performance or repeated activity at the job in a progressive way. Research by Eastman (2009) consistently found that intrinsic motivation is conducive to producing creative work, while extrinsic motivation is unfavorable to producing creative work. Gagne (2009) suggested a new model of knowledge-sharing motivation which provides suggestion for designing five important human resource management (HRM) practices including staffing, job design, performance and compensation systems, managerial styles and training. Ali and Ahmed (2009) confirmed that there is a statistically significant relationship between reward and recognition respectively, also motivation and satisfaction. The study revealed that if rewards or recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction.

From the above literature following hypotheses emerge;

H1: *The promotional opportunities are correlated positively and significantly with work motivation and satisfaction.*

H2: *The work itself is correlated positively and significantly with work motivation and satisfaction.*

H3: *The operating procedures are correlated positively and significantly with work motivation and satisfaction.*

H4: *The sense of achievement is correlated positively and significantly with work motivation and satisfaction.*

H5: *The recognition is correlated positively and significantly with work motivation and satisfaction.*

H6: *The different facets of satisfaction (compensation, relationship with coworker, security, supervision and growth) are correlated positively and significantly with work motivation.*

3. Methodology

The present research aims to determine the impact of incentives, rewards and recognition on employees of financial services, telecommunication, education, health manufacturing and other industries of both government and private sectors. Population of the study comprises of employees from all of these sectors in both private and public divisions in a major industrial city of Pakistan. The reason of including all these sectors is their positive and prominent growth in recent years in Pakistan. These sectors are favorable for this study because they contain a) line and middle level employees; b) the employees from each sector shares common characteristics. Thus the selection of these employees from large city of Gujranwala, Pakistan can be used as the sample representing the employees belonging to all these sectors in the whole country. For this purpose a non probability sampling, i.e. convenience sampling technique is used for recording the responses of 220 respondents. The convenience sampling is used because the information gathered from those employees who were accessed quite easily and conveniently.

3.1 Demographics Characteristics

The demographic section of the questionnaire shows the information about the age, gender, marital status, sector, industrial composition, establishment size, job tenure and position of employees to have a better understanding of their responses and resulting conclusion for the research. In the current sample, the number of male respondents are more than female respondents, as there are $N=177$, (81%) males and (19%), $N= 43$ are females. The majority of the respondents are of age between 25-30 years (43.2%), $N= 95$ whereas the lowest majority of the respondents fall in the age of 20 or less (.9%), $N=2$. The demographics showed that majority of the respondents in the sample are married (55%), $N=121$ where as unmarried respondents are (45%), $N=99$. Most of the respondents in the sample are the employees in private sectors, $N=165$, (71%) whereas rest belongs to public sectors $N=65$, (29%). Among the industrial compositions, the number of respondents in the sample from financial services is $N=72$, (33%) and the least respondents are from manufacturing industries, $N=11$ (5%). Majority of the respondents belongs to the organizations having an establishment size of more than 500 employees, $N=74$ (34%) whereas the least respondents are from organizations with 100 to 199 employees, $N=24$ (11%). Most of the respondents have a job tenure between 2 to 3 years, $N=64$ (29%) while least respondents having job tenure of less than one year are $N=12$ (6%). Most of the respondents in the sample having a non-managerial position in the job, $N=161$ (73%). While $N=59$, (28%) have a managerial position in their respective organizations.

3.2 Defining variables

3.2.1 Promotional Opportunities

Robbins (2001) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing. It is infact an extent that an organization provides to its employees for organizational

growth and job satisfaction. It is a part of performance evaluation process where an employee is provided an opportunity for growth and development according to his or her abilities, skills and work. It was measured through promotion satisfaction items of Job Satisfaction Survey which was developed by Spector (1985). Responses were recorded ranging from the strongly disagree (1) to strongly agree (2). Reverse coding was done where required. Sample item contains "people get ahead as fast here as they do in other places".

3.2.2 Work itself

Work itself means the employees liking and disliking of his or her job. It explains whether the job of employee is enjoyable or not. It was measured through work itself satisfaction items of Job Satisfaction Survey which was developed by Spector (1985). Responses were recorded on a 5 point Likert scale ranging from the strongly disagree to strongly agree. Reverse coding was done where required. Sample item contains "I feel a sense of pride in doing my job".

3.2.3 Operating Procedures

Operating procedures include all those rules, regulations, procedures and requirements of the job that have to be performed during the job. It also includes the nature of job and values of an organization that one has to be bound of while performing the job. Operating procedures in fact provide the information about how an employee does his or her job in that organization. It was measured through operating procedure satisfaction items of Job Satisfaction Survey which was developed by Spector (1985). Responses were recorded on a 5 point Likert scale ranging from the strongly disagree to strongly agree. Reverse coding was done where required. Sample item contains "I have too much paper work".

3.2.4 Recognition

The recognition is a process of giving an employee a certain status within an organization. This is a very crucial factor towards an employee motivation. Recognition describes how the work of an employee is evaluated and how much the appreciation he receives in return from the organization. It also specifies the way an organization gives its employee the reward and status for his work and activities. It was measured through recognition satisfaction item of Job Satisfaction Survey which was developed by Spector (1985). Responses were recorded on a 5 point Likert scale ranging from the strongly disagree to strongly agree. Reverse coding was done where required. Sample item contains "When I do a good job, I receive the recognition for it that I should receive."

3.2.5 Relationship with Co-workers

The relation ship among co workers indicates the environment of an organization i.e. how a employee works with this or her coo workers. This explains whether an employee likes his or her co worker employees in doing job or he has good relationships with his coworkers. It was measured through coworkers' satisfaction items of Job Satisfaction Survey which was developed by Spector (1985). Responses were obtained on a 5 point Likert scale ranging from strongly disagree to strongly agree. Reverse coding was done where required. Sample item contains "I like the people I work with".

3.2.6 Satisfaction with compensation

It was measured with the help of two items from Job Diagnostic Survey by Hackman and Oldham (1974) which were on Likert scale ranged from 1 (extremely dissatisfied) to 5 (extremely satisfied). The items were "The amount of pay and fringe benefits I receive" and "The degree to which I am fairly paid for what I contribute to this company".

3.2.7 Satisfaction with security

It was measured with the help of two items from Job Diagnostic Survey by Hackman and Oldham (1974) which were on Likert scale ranged from 1 (extremely dissatisfied) to 5 (extremely satisfied). The items were "The amount of job security I have" and "How secure things look for me in the future in this company".

3.2.8 Satisfaction with supervision

It was measured with the help of three items from Job Diagnostic Survey by Hackman and Oldham (1974) which were on Likert scale ranged from 1 (extremely dissatisfied) to 5 (extremely satisfied). The items consist of "The amount of support and guidance I receive from my manager".

3.2.9 Satisfaction with growth

It was measured with the help of three items from Job Diagnostic Survey by Hackman and Oldham (1974) which were on Likert scale ranged from 1 (extremely dissatisfied) to 5 (extremely satisfied). The items consist of "The amount of personal growth and development I get in doing my job".

3.2.10 Sense of achievement

Sense of achievement was measured with a single item "The sense of achievement I get from doing my job". It was also developed by Hackman and Oldham (1974) in Job Diagnostic Survey and was measured on Likert scale ranged from 1 (extremely dissatisfied) to 5 (extremely satisfied).

4. Results

Descriptive statistics in the form of arithmetic means and standard deviations for the respondents were computed for the multiple dimensions that have been assessed through the questionnaire are presented in Table 4.1. With respect to the dimensions of work motivation assessed by the questionnaire, Table 4.1 indicates that the means for the, promotional opportunities, work itself, operating procedures, recognition, relationship with coworkers, satisfaction with security, satisfaction with supervision, satisfaction with growth, satisfaction with compensation and sense of achievement ranged from a low of 3.01 to a high of 3.66.

It therefore appears that respondents in the given sample are relatively motivated; however, the mean values for recognition, work itself and operating procedure are the lowest. The following mean values indicating those areas where employees were most likely to be demotivated and dissatisfied. Table 4.1 thus showing that staff in the current sample is most likely to be motivated with their working conditions, personal and general dimensions. But they are least motivated by their recognition.

The Pearson's Product Moment Correlation Coefficient was computed for the purposes of determining the relationships a) The relationship between the different dimensions of the work motivation and satisfaction and b) The relationship between rewards, recognition motivation and work satisfaction. In order to delineate the relationship between the various facets of the work environment on work motivation and satisfaction, the sub-dimensions of the questionnaire were correlated and are presented in Table 4.2.

The Table 4.2 shows that there is statistically strong positive relationship between all the variables of work satisfaction and motivation, except highlighted ones. The relationship between recognition and sense of achievement and all the four components of satisfaction is insignificant. The recognition is only significantly related with relationship with coworker ($r = 0.14, p < 0.05$). In the same way work itself and recognition is not significantly correlated. The values of correlation coefficient in case of significant relationship vary from lowest 0.140 to highest 0.658. The lowest value corresponds with operating procedure and recognition relationship while highest value is between the relationship of promotional opportunities and operating procedures. Procedural justice is important while recognition in Pakistani firms is meaningless where the matter of bread and butter is more important. The habit of bosses is also important to consider because good performance is not appreciated well.

The results presented in Table 4.3 indicate that promotional opportunities correlates significantly with work motivation and satisfaction ($r = 0.31, p < 0.01$). This supports the hypothesis that there is a significant relationship between promotional opportunities and work motivation and satisfaction.

A significant correlation is shown to exist between work itself and work motivation and satisfaction ($r = 0.34, p < 0.01$), supporting the hypothesis that there is a significant relationship between work itself and work motivation and satisfaction.

There was also a significant relationship between operating procedure and work motivation and satisfaction ($r = 0.37, p < 0.01$). Hence, this supports the hypothesis that operating procedures are significantly related to work motivation and satisfaction. A significant correlation also exists between sense of achievement and work motivation and satisfaction ($r = 0.33, p < 0.01$), supporting that recognition is significant in explaining the variance in work motivation and satisfaction.

There was a significant relationship between recognition and work motivation and satisfaction ($r = 0.13, p < 0.05$) but at a low level. Hence, the hypothesis that there is a relationship between recognition and work motivation and satisfaction is supported.

There was also significant relationship between different facets of satisfaction and work motivation, supporting the hypothesis that compensation, relationship with coworker, security, supervision and growth are significant in explaining work motivation and satisfaction.

There is a statistically direct significant, and positive relationship between rewards and motivation ($r = 0.36, p < 0.01$). Hence, if rewards being offered to employees were to be altered, then there would be a corresponding change in satisfaction and work motivation. The results indicate that there is a statistically positive significant and direct existing relationship between recognition and work satisfaction and motivation ($r = 0.13, p < 0.05$) but this relationship is very low. This implies that if the change in recognition accorded to employees is experienced, then there would be a corresponding change in work motivation and satisfaction.

5. Discussion

The purpose of study was to investigate the relationship between incentives, rewards recognition on employee motivation and satisfaction. The results are quite according to our hypotheses. Although many dimensions of work and job motivation are related to motivation and satisfaction but recognition, work itself and operating procedures have many low mean values as compared to other dimensions. This shows that employees are less motivated with their work contents, difficulties of operating procedures and neglecting the aspects of recognition. On the other hand, when they have sufficient promotional opportunities their relationship with co-workers are friendly, they are paid for what they work, and they find their job secured, their supervisors are cooperative and they feel that they can grow living within the organizations, than their level of motivation is very high. The mean value of sense of achievement ($M=3.66$) is higher than the other values which shows that employees who feel pride in their work are more motivated. When Pearson Product Moment Coefficient Correlation was calculated purposely for determining the relationship between different dimensions of work motivation and satisfaction and along its relationship with reward and recognition we found very interesting results. Although the relationship is strong in case of promotional opportunities, work itself, operating procedures and relation ship between co-workers but the relation ship between recognition and satisfaction and all the four components of satisfaction is insignificant. The recognition is only significantly correlated with relationship between coworkers but work itself and recognition are not significantly correlated. This means that, if an employee does a certain good work at job then he will expects his co worker employees to admire his work, as he thinks the appreciation of work from the boss is out of question. In this way, his motivational question remains high.

The values of Correlation Coefficient in case of significant relationship vary from lowest 0.140 to highest 0.658. The lowest value corresponds with operating procedure and recognition relationship while highest value is between the relationship of promotional opportunities and operating procedures. The lowest value among operating procedures and recognition is due to the in appropriate performance evaluation system held in Pakistani business units, where employees do not receive the exact in return they deliver to organization. Procedural justice is important as recognition in Pakistani firms is meaningless where the matter of bread and butter is more important. This is due to the fact that informally regulated environment exists in the business units that hinders in the way of employees productive aspects of life and they feel difficulty in receiving what they do at work. The habit of bosses is also important to consider because good performance is not appreciated well. A very strong reason complimenting this statement is the unemployment rate which is quite high in Pakistan that's why the managers pay less attention towards employee's problems and consideration. We made posited 6 hypotheses, and all of these hypotheses were confirmed on the basis of our results. These hypotheses are made on factors in correlation with motivation. These factors are promotional opportunities, work itself, operating procedures, recognition, and different facets of satisfaction.

The results of this investigation are quite beneficial for managers and policy makers. The managers can provide recognition to employees by sitting with employees having informal talks, spending time with them in form of a combine dinner or else in other activities like asking about their families and other crucial aspects related to their personal life. Secondly operating procedures should be fairly implemented, as procedural justice is quite important for employee motivational programs. Thirdly the managers should let the employees to participate in decision making so that employees feel that their opinion is important for the organization development. Fourthly, increments in pay, allowances, compensations and fringe benefits both on periodic basis as well as on special occasions should be provided to the employees for keeping them motivated. Fifthly, HR managers should make work contents interesting, so that employees don't consider their job boring, meaningless and dull.

The limitations for this study must also be noted. The data has been collected on cross-sectional basis, longitudinal data may have produced different results as the level of motivation of employees may vary at certain period of time and with growing experience. The number of female respondents in our study is less; also the sample size selected for the study is not representative of whole of the country. The technique of research used is survey design if mix method could have been used with interviews and qualitative data gathering techniques the result could be more generalizable. Finally, our study setting comprised of only one division of Pakistan while other two such industrial division also need to be investigated so the results cannot be generalized widely.

Future guidelines for this study must also be noted. The future study must focus on collecting the data from different managerial level i.e. top, middle and low level of management so that a true picture may be depicted what motivates employees at different managerial levels. Needs and requirements at different managerial levels may differ significantly. Different professions demand different motivational levels, like teachers, persons at defense, employees at different financial institutions and employees of certain marketing professions vary at individual levels. May be, one person is motivated and ready to sacrifice his life only for recognition and other prefers to make money in his life and motivated only through fringe benefits and job compensation. Economic factor must also be considered while making generalization about the result of study, like inflation rate, unemployment level. The study must be replicated in different cultural contexts so that its wide generalization could be possible.

6. Conclusion

The aim of the study was to explore the impact of reward and recognition on motivation and job satisfaction. Analysis has shown a close relationship between several dimensions of work motivation and satisfaction but recognition along with work itself and operating procedures have shown low mean values and insignificant relationship. In Pakistani context the employees think that there is a minor chance of appreciation from the boss on doing a good job. These deficiencies can be worked out if the superiors motivate their juniors with proper recognition and appreciation even through minor things like asking their family problems. Employee's participation in the decision making process will made them more courageous and enthusiastic towards working in the organization. On the other side the periodically salary increments, allowances, bonuses, fringe benefits and other compensations on regular and specific periods keeps their morale high and makes them more motivated. There are certain limitations or constraints to the generalizability of the study, for example, consideration of inflation rate and unemployment rate. However the research is very important in building the relationship between employees and employer.

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Table 4.1. Descriptive statistics for the dimensions of work motivation and satisfaction

Variables		Mean	Std. Dev.
1.	Promotional Opportunities	3.30	.79
2.	Work Itself	3.25	.75
3.	Operating Procedures	3.30	.86
4.	Recognition	3.01	.71
5.	Relationship with Coworker	3.47	.72
6.	Satisfaction with Compensation	3.59	.98
7.	Satisfaction with Security	3.64	.93
8.	Satisfaction with Supervision	3.61	.87
9.	Satisfaction with Growth	3.61	.82
10.	Sense of Achievement	3.66	1.18

Table 4.2. Dimension Correlations with work motivation and satisfaction ($N=220$)

Variables	1	2	3	4	5	6	7	8	9
1. Promotional Opportunities									
2. Work Itself	.519**								
3. Operating Procedures	.658**	.382**							
4. Recognition	.156*	.129	.140*						
5. Relationship with Coworker	.594**	.385**	.649**	.144*					
6. Satisfaction with Compensation	.457**	.269**	.387**	.090	.499**				
7. Satisfaction with Security	.405**	.259**	.414**	.016	.415**	.512**			
8. Satisfaction with Supervision	.422**	.324**	.452**	.054	.466**	.485**	.431**		
9. Satisfaction with Growth	.482**	.390**	.459**	.102	.510**	.501**	.509**	.648**	
10. Sense of Achievement	.424**	.317**	.329**	.102	.292**	.306**	.397**	.410**	.478**

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

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

Table 4.3. The relationship between different dimensions of work and motivation

Variables	Pearson's correlation	p-values
1. Promotion Opportunities	.316**	.000
2. Work Itself	.343**	.000
3. Operating Procedure	.372**	.000
4. Recognition	.133*	.049
5. Relationship with Coworker	.373**	.000
6. Satisfaction with Compensation	.357**	.000
7. Satisfaction with Security	.321**	.000
8. Satisfaction with Supervision	.406**	.000
9. Satisfaction with Growth	.445**	.000
10. Sense of Achievement	.330**	.000

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

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

Table 4.4 The relationship between rewards, recognition and motivation

	Motivation	Significance
Recognition	.13*	.049
Reward	.36**	.000

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

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