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# MEASURES ADOPTED IN NEPALESE ORGANIZATION TO MOTIVATE EMPLOYEES

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## ***Abstract***

*There is a growing concern for motivation these days because every organization feels needs to use its human resource at optimum level. There have always been issues to identify what factors motivate the employee? Is it financial or non-financial? What should be the proportion of financial and non-financial? What do people prefer in the organization while they work? These have been the major issues this article discusses and tries to answer. The sources of data are primary and secondary. The literature is critically analyzed.*

**Keywords:** *motivation, motivational measures*

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## **Introduction**

No people work unless he/she wants to work. This was realized in mid-20<sup>th</sup>, so many scholars strive to develop theories and principles to motivate the people at work. For instance, Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959), and Vroom's expectancy theory (1964) came out as the emerging theories of that time. It is Herzberg (1959), who defined employee motivation "as performing a work-related action because you want to". Several theories have come out now; the examples are goal-setting theory, recognition, etc.

The need for this study related to motivational issues is felt for various reasons. The investments to the organizations are billions in rupees and dollars. There are several thousand organizations in the country and millions work there. Billions of dollars are spent in human resource management. So any study made to these areas is not worthless from the perspectives of the country, society, and individuals. Such studies have been essential for time to help the people, society, and nation.

## **Statement of the problem**

These days 'no performance' or 'under performance' of the organization has been the topic of the talks of the town. What is the role of the HR department in motivating employees, what motivates the employees, what are the reinforces to reinforce the people working in the organizations, how such reinforcement should be provided, when such reinforces should be provided, which department of the organization should take responsibilities, etc. as these are the burning issues in the area of motivating the employees? Some literature is available on the issues but they address the situation elsewhere rather than of Nepal and if some are available, they are the literature prepared long ago. This is exemplified in the literature review part of this article in brief. Whatever literature is available mostly addresses the issues outside the country; therefore the researcher has felt the need of carrying such research. Basically, in the country Nepal,

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indifferent sectors, this type of researches addressing motivational issues has not been done earlier. So this study is forwarded.

## Objectives

The objective of this research is to investigate what is the status of different motivating factors in motivating the human resources involved in Nepalese organizations.

## Research questions

The researcher wants to know how Nepalese organizations are making efforts to motivate employees. What is the status of salary, employee participation, promotion, leave, motivational talks, and recognition in the organizations?

## Review of literature

A review of some of the recent literature was done for this study.

Razi and Maulabakhsh (2015) have found the working environment as an important factor to maximize the level of employee job satisfaction.

Bista (2016) finds that pay, promotion, job safety and security, relationship with coworkers and supervisors are the top most influencing factors.

Hoque and Raihan (n.d.) revealed job autonomy, promotional opportunities, job security; salary fringe benefits have a positive relationship with overall job satisfaction.

Ramesh and Malika. (2010) revealed the positive relationships among organization commitment, job involvement, and quality of work-life, organization climate, income, and job satisfaction.

Yasir and Fawad (2009) found a pay system, reward, promotion opportunities, and relation with coworkers and boss as motivating factors.

Hunjra, Chani, Aslam, Azam, and Rehman (2010) found the effect of the HRM practices like teamwork environment, leadership behavior, and job autonomy in job satisfaction.

Agbozo, Owusu, Hoedoafia, and Atakorah (2017) investigated that good communication and relationship has a positive relationship with the employee satisfaction.

## Research gap

The literature review suggested as these researches were carried out in different sectors abroad, however not conducted in the country, But we need the knowledge of Nepal.

## Conceptual framework

The conceptual framework made on this study is given in figure 1

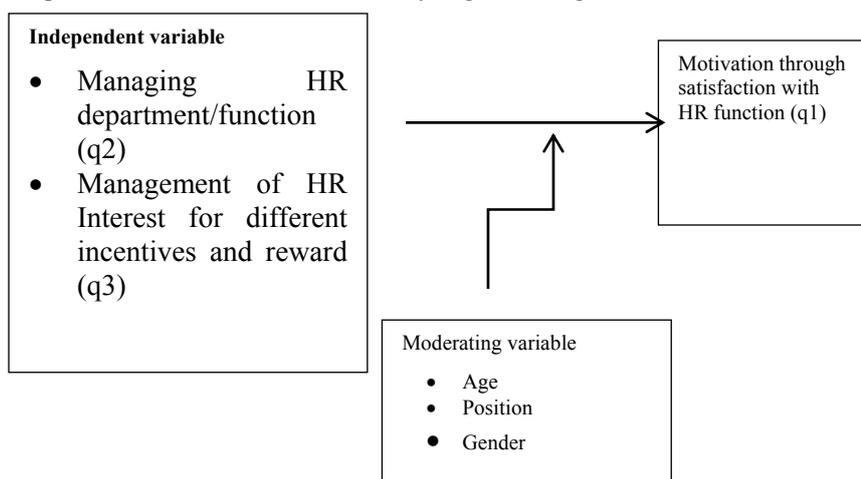


Figure 1: Conceptual framework

## Hypothesis

The following hypothesis was generated in this study

H0= there is no role of the HR department in the motivation of employees

H0=there is no relation of management interest to employee motivation

H0=there is no role of age to the motivation of employee

H0=there is no role of position to the motivation of employee

H0=There is no role of gender in the motivation of employee

## Methodology

1. The research design is quantitative, both primary and secondary data were used as sources of information.
2. Participants constitute 100 respondents selected from a different organization. All are key personnel.
3. A senior member of the organization as far as possible, if not available then junior member were taken for collecting information it is because junior members have not socialized and understood the organization and little knowledge regarding what the organization is doing.
4. The instruments used were semi-structured questionnaires.
5. The questionnaire constitutes 9 questions with sub-questions related to what are the practices of motivating, and what they prefer.

6. Data were described and analyzed with the help of a respondent table, descriptive statistics. Respective tests were carried out as per necessity to test the hypothesis.
7. Research ethics were maintained by following due procedures of research.
8. Reliability is maintained with Cronbach's alpha.

## Limitation

This study is based on 100 respondents sampled from different organizations. Valid generalization is possible only after extensive research with very large samples. It is well established in sampling theory that the larger the sample size the lesser the errors in estimates, which lead to approximate estimates parameter from the statistics.

## Results and discussion

The profile of the respondents is displayed in Table 1.

### Descriptive analysis

**Table 1:**

*Descriptive statistics of age, gender, and position*

| <b>Age</b>      |                   |                |                           |
|-----------------|-------------------|----------------|---------------------------|
| <b>Values</b>   | <b>Respondent</b> | <b>Percent</b> | <b>Cumulative Percent</b> |
| 15-20           | 3                 | 3.0            | 3.0                       |
| 20-25           | 21                | 21.0           | 24.0                      |
| 25-30           | 15                | 15.0           | 39.0                      |
| 30-35           | 15                | 15.0           | 54.0                      |
| 35-40           | 13                | 13.0           | 67.0                      |
| 40-above        | 33                | 33.0           | 100.0                     |
| Total           | 100               | 100.0          |                           |
| <b>Gender</b>   |                   |                |                           |
| Male            | 85                | 85.0           | 85.0                      |
| Female          | 15                | 15.0           | 100.0                     |
| Total           | 100               | 100.0          |                           |
| <b>Position</b> |                   |                |                           |
| Non-officer     | 25                | 25.0           | 25.0                      |
| officer         | 75                | 75.0           | 100.0                     |
| Total           | 100               | 100.0          |                           |

**Table 2**  
*Descriptive statistics of respondents*

|          |                                  | Statistic   | Std. Error |  |
|----------|----------------------------------|-------------|------------|--|
| Age      | Mean                             | 4.1300      | .16493     |  |
|          | 95% Confidence Interval for Mean | Lower Bound | 3.8027     |  |
|          |                                  | Upper Bound | 4.4573     |  |
|          | 5% Trimmed Mean                  | 4.1778      |            |  |
|          | Median                           | 4.0000      |            |  |
|          | Variance                         | 2.720       |            |  |
|          | Std. Deviation                   | 1.64933     |            |  |
|          | Minimum                          | 1.00        |            |  |
|          | Maximum                          | 6.00        |            |  |
|          | Range                            | 5.00        |            |  |
|          | Inter quartile Range             | 3.00        |            |  |
|          | Skewness                         | -.212       | .241       |  |
| Position | Mean                             | 1.7500      | .04352     |  |
|          | 95% Confidence Interval for Mean | Lower Bound | 1.6636     |  |
|          |                                  | Upper Bound | 1.8364     |  |
|          | 5% Trimmed Mean                  | 1.7778      |            |  |
|          | Median                           | 2.0000      |            |  |
|          | Variance                         | .189        |            |  |
|          | Std. Deviation                   | .43519      |            |  |
|          | Minimum                          | 1.00        |            |  |
|          | Maximum                          | 2.00        |            |  |
|          | Range                            | 1.00        |            |  |
|          | Inter quartile Range             | .75         |            |  |
|          | Skewness                         | -1.172      | .241       |  |
| Kurtosis | -.639                            | .478        |            |  |

*Source: Researcher*

Based on the statistical analysis it is concluded that age and positions of the sampled data are not normal based on the commonly held belief of skewness. For instance, if the coefficient of skewness is less than -1 or greater than 1, the data are highly skewed. It is agreed that skewness. To be symmetrical f the skewness should be between -0.5 and 0.5, the data are fairly symmetrical.

### Satisfaction with HR Department (department looking after human resource issues primarily)

To the question are you satisfied with the support from the HR department? The respondent's answer is displayed in Table 2. The majority of the employees seem satisfied. 65 stated satisfied and 6 stated strongly satisfied. Therefore, altogether 71% answered satisfied.

**Table 3**

*Satisfaction with HR Department*

| Statement             | Frequency | Percent | Cumulative Percent |
|-----------------------|-----------|---------|--------------------|
| Strongly dissatisfied | 1         | 1.0     | 1.0                |
| Dissatisfied          | 6         | 6.0     | 7.0                |
| Neutral               | 22        | 22.0    | 29.0               |
| Satisfied             | 65        | 65.0    | 94.0               |
| Strongly satisfied    | 6         | 6.0     | 100.0              |
| Total                 | 100       | 100.0   |                    |

Source: Researcher

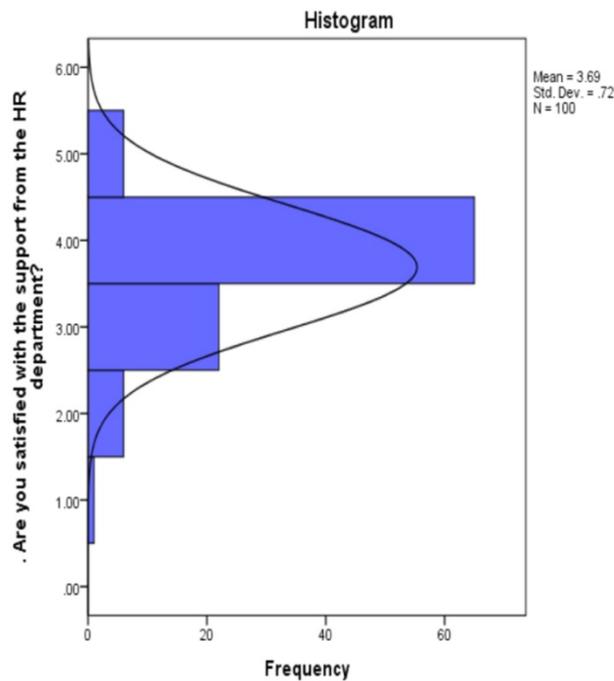


Figure 2: Satisfaction from the support of the HR Department

To the question is management interested in motivating the employees? The answers are displayed in Table 3.

### Management interest towards satisfying employees

Majorities seem agreed by 44 % and 27 % stating agree and strongly agree respectively.

**Table 4:**

#### *Agreement towards management interest to motivating employees*

|                   | Frequency | Percent | Cumulative Percent |
|-------------------|-----------|---------|--------------------|
| Strongly disagree | 1         | 1.0     | 1.0                |
| Disagree          | 4         | 4.0     | 5.0                |
| Neutral           | 24        | 24.0    | 29.0               |
| Agree             | 44        | 44.0    | 73.0               |
| Strongly agree    | 27        | 27.0    | 100.0              |
| Total             | 100       | 100.0   |                    |

Source: Researcher

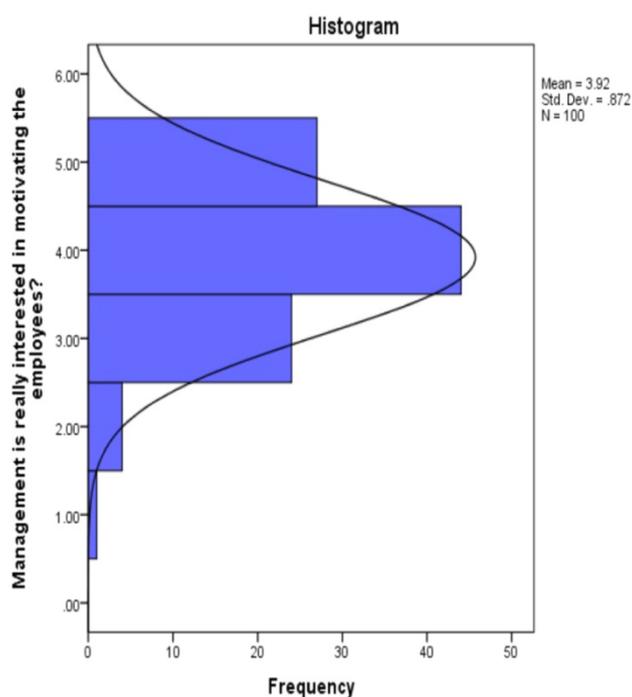


Figure 3: Management interest for motivating employees

## Types of employees' incentives motivated employees

To the inquiry which type of incentives motivates you more? The answer is displayed in Table 4

Their answer favored "both" (financial and non-financial) by 80%, however, the numbers of respondents who are motivated by financial incentives are nearly double that of the non-financial incentives.

**Table 5**  
*Types of incentive which has motivated employees*

|              | Frequency | Percent | Cumulative Percent |
|--------------|-----------|---------|--------------------|
| Financial    | 13        | 13.0    | 13.0               |
| Nonfinancial | 7         | 7.0     | 20.0               |
| Both         | 80        | 80.0    | 100.0              |
| Total        | 100       | 100.0   |                    |

*Source: Researcher*

## Level of satisfaction given by incentives

To the inquiry how far you are satisfied with the incentives provided by the organization? The answer is displayed in Table 5. The Table shows that 43% are satisfied and 10% strongly satisfied. 41% of respondents stated neutral in this connection. This means around half of the respondents are not satisfied with incentives, provided by the organizations.

**Table 6**  
*Level of satisfaction with the incentives*

|                    | Frequency | Percent | Cumulative Percent |
|--------------------|-----------|---------|--------------------|
| Dissatisfied       | 6         | 6.0     | 6.0                |
| Neutral            | 41        | 41.0    | 47.0               |
| Satisfied          | 43        | 43.0    | 90.0               |
| Strongly satisfied | 10        | 10.0    | 100.0              |
| Total              | 100       | 100.0   |                    |

*Source: Researcher*

## Status of different aspects of motivation

Opinion of respondents about different aspects of motivations

Table 7 displays the ratings of existing human resource management functions to be motivating. The statement that received highest is a good relation with coworkers, support from the co-worker, performance appraisal, respectively were ranked on top 3 by mean of 4.34, 4.24 and 4.29. These are followed by performance appraisal activities, job security, company reorganization to knowledge and performance employees do, like 4th, 5th, and 6th.

**Table 7: Descriptive statistics**

|   | N         | Minimum   | Maximum   | Mean      | Std. Deviation | Skewness  |            | Kurtosis  |            |
|---|-----------|-----------|-----------|-----------|----------------|-----------|------------|-----------|------------|
|   | Statistic | Statistic | Statistic | Statistic | Statistic      | Statistic | Std. Error | Statistic | Std. Error |
| Reasonable periodical increase in salary                      | 100       | 1.00      | 5.00      | 3.6600    | .97670         | -.661     | .241       | .232      | .478       |
| Job security exist in the company                             | 100       | 1.00      | 5.00      | 3.9100    | 1.04538        | -.629     | .241       | -.338     | .478       |
| Good relationship with co-workers                             | 100       | 2.00      | 5.00      | 4.3400    | .60670         | -.605     | .241       | .963      | .478       |
| Effective performance appraisal system                        | 100       | 2.00      | 5.00      | 3.7100    | .87957         | -.120     | .241       | -.718     | .478       |
| Effective promotional opportunities in the organization       | 100       | 1.00      | 5.00      | 3.6000    | 1.05409        | -.507     | .241       | -.192     | .478       |
| Good safety measures adopted in the organization.             | 100       | 1.00      | 5.00      | 3.5200    | 1.03942        | -.522     | .241       | -.008     | .478       |
| Performance appraisal activities are helpful to get motivated | 100       | 1.00      | 5.00      | 4.2400    | .84232         | -1.103    | .241       | 1.358     | .478       |
| Support from the co-worker is helpful to get motivated        | 100       | 1.00      | 5.00      | 4.2900    | .75605         | -1.256    | .241       | 2.847     | .478       |
| Company recognize and acknowledge your work                   | 100       | 1.00      | 5.00      | 3.9100    | .94383         | -.700     | .241       | .047      | .478       |
| Valid N (listwise)  | 100       |           |           |           |                |           |            |           |            |

Employee ranking towards motivational measure is displayed in Table 7. This type of analysis was done by Herzberg in 1958. At that time motivational factors like Recognition got priority in ranking. But this is the opposite, these days hygiene factors become important to the employees. The Table displays the preferences as follows: leave, motivating talks, and recognition. This means employees do not want leave but salary.

**Table 8**

***Employee ranking towards motivational measures (the ranking based on 1 for first and so on)***

|                     | N   | Mean   | Std. Deviation |
|---------------------|-----|--------|----------------|
| Promotion           | 100 | 2.1500 | 1.13150        |
| Leave               | 100 | 4.2500 | 1.11351        |
| Motivational Talks  | 100 | 3.3300 | 1.30310        |
| Recognition         | 100 | 3.2600 | 1.08823        |
| Salary Increase     | 100 | 2.0100 | 1.10550        |
| Valid N (List wise) | 100 |        |                |

Source: Researcher

## Reliability and validity

The Cronbach's alpha reliability maintained in the instrument is a minimum of 647. For validity, the researcher met the respondents personally while distributing the questionnaire and expressed the objective of the study. Every difficult and ambiguous word was removed with the interaction in the preliminary visits.

## Effects of gender, age, and position on respondent's opinion

The Tables (annexes 1, 2, and 3) given in annexes resemble whether employees' opinions are affected by the intervening variables like age, gender, and positions or not.

### 1. Effects of position of responses (annex)

The hypothesis that there is no role of position to the motivation of employees is tested with Kruskal Wallis Test of 2 samples. The position seems to have affected the opinion that (1) Good safety measures were adopted in the organization. (2) Salary increase and (3) motivational talks.

### 2. Effects of the gender of responses (annex)

The hypothesis that there is no relation of gender with a good relationship with co-workers has been rejected. It is revealed by Kruskal Wallis Test of 2 samples.

### 3. Effects of age on responses

The hypothesis that the age of the respondent has no relation with the opinion is rejected for (1) Management is interested in motivating the employees and (2) Job security exists in the company. This is revealed in Kruskal Wallis Test of k samples.

## Dependent variable and independent variable

To test the hypothesis structural equation modeling was drawn and path analysis is shown.

Is there any relation of HR interest of management, and types of incentives that organization provides with the satisfaction of HR functions of HR Department of the organization? Table 8 displays its result. In both cases relation, there is no relationship is accepted. This means (1) HR interest of management has no relation with satisfaction with HR function and incentives provided has no relation with satisfaction with HR functions the modeling is given in figure 1.

**Table 9**

*Regression Weights: (Group number 1 - Default model)*

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|     |      |       | <b>Estimate</b> | <b>S.E.</b> | <b>C.R.</b> | <b>P</b> | <b>Label</b> |
|-----|------|-------|-----------------|-------------|-------------|----------|--------------|
| q1* | <--- | q2**  | .060            | .083        | .732        | .464     | par_1        |
| q1  | <--- | q3*** | .058            | .103        | .564        | .572     | par_2        |

\*Motivation through satisfaction with HR function (Q1)

\*\* Managing HR department/function (q2)

\*\*\*Management of HR Interest for different incentives and rewards (q3)

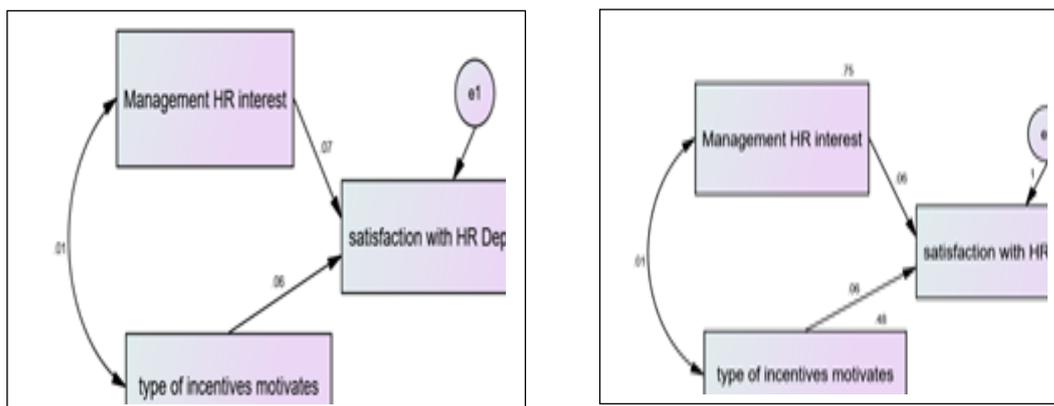


Figure 4: Measurement Model for Standardized and Unstandardized and estimates

## Conclusion

The research concludes that motivation is a very important process to move the person from one stage to another anywhere; the same applies to organizations too. It is very complex also so the knowledge regarding this is very important for optimum use of HR in the organization.

This study has been able to add some knowledge about the status of Nepalese organizations, however still realized the need for further research in this area.

Motivation is not only the function of the organization's effort but the employee himself/herself. Their age, position, and gender affect some motivational factors to some extent. This has been revealed in the result and discussion parts of the study.

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**Annex 1:**  
**Effects on opinions of respondent's Kruskal Wallis test of age**  
**Test Statistics<sup>b</sup>**

|  | Chi-Square | df | Asymp. Sig. |
|--|------------|----|-------------|
| Are you satisfied with the support from the HR department?                                 | 2.580      | 5  | .764        |
| Management is interested in motivating the employees?                                      | 12.556     | 5  | .028        |
| Which type of incentives motivates you more?   | 4.942      | 5  | .423        |
| How far you are satisfied with the incentives provided by the organization?                | 5.098      | 5  | .404        |
| Reasonable periodical increase in salary   | 1.534      | 5  | .909        |
| Job security exist in the company  | 16.783     | 5  | .005        |
| Good relationship with co-workers  | 2.117      | 5  | .833        |
| Effective performance appraisal system   | 3.080      | 5  | .688        |
| Effective promotional opportunities in the organization                                    | 6.953      | 5  | .224        |
| Good safety measures are adopted in the organization.                                      | 5.865      | 5  | .320        |
| Performance appraisal activities are helpful to get motivated                              | 3.987      | 5  | .551        |
| Support from the co-worker is helpful to get motivated                                     | 7.947      | 5  | .159        |
| The company recognize and acknowledge your work salary increase                            | 2.342      | 5  | .800        |
| promotion  | 7.978      | 5  | .157        |
| leave  | 6.066      | 5  | .300        |
| motivational talks   | 6.435      | 5  | .266        |
| recognition  | 4.067      | 5  | .540        |
| Do you think that the incentives and other benefits will influence your performance?       | 4.794      | 5  | .442        |
| Does the management involve you in decision making which are connected to your department? | 5.244      | 5  | .387        |
|  | 4.506      | 5  | .479        |

a. Kruskal Wallis Test

b. Grouping Variable: Age

**Annex 2****Mann-Whitney Test****Effects of gender****Test Statistics**

|  | Mann-Whitney U | Wilcoxon W | Z      | Asymp. Sig. (2-tailed) |
|--|----------------|------------|--------|------------------------|
| Are you satisfied with the support from the HR department?                                 | 611.500        | 4266.500   | -.297  | .767                   |
| Management is interested in motivating the employees?                                      | 562.500        | 4217.500   | -.771  | .441                   |
| Which type of incentives motivates you more?   | 594.500        | 4249.500   | -.596  | .551                   |
| How far you are satisfied with the incentives provided by the organization?                | 582.500        | 4237.500   | -.576  | .565                   |
| Reasonable periodical increase in salary   | 630.000        | 4285.000   | -.077  | .939                   |
| Job security exist in the company  | 596.000        | 716.000    | -.420  | .674                   |
| Good relationship with co-workers  | 458.500        | 578.500    | -1.970 | .049                   |
| Effective performance appraisal system   | 562.500        | 4217.500   | -.765  | .444                   |
| Effective promotional opportunities in the organization                                    | 628.000        | 4283.000   | -.096  | .924                   |
| Good safety measures are adopted in the organization.                                      | 633.500        | 4288.500   | -.040  | .968                   |
| Performance appraisal activities are helpful to get motivated                              | 509.500        | 4164.500   | -1.339 | .181                   |
| Support from the co-worker is helpful to get motivated                                     | 559.000        | 679.000    | -.836  | .403                   |
| Company recognize and acknowledge your work  | 636.500        | 756.500    | -.010  | .992                   |
| salary increase  | 561.000        | 4216.000   | -.781  | .435                   |
| promotion  | 611.000        | 731.000    | -.269  | .788                   |
| leave  | 629.500        | 4284.500   | -.088  | .930                   |
| motivational talks   | 574.000        | 694.000    | -.631  | .528                   |
| recognition  | 615.000        | 735.000    | -.227  | .821                   |
| Do you think that the incentives and other benefits will influence your performance?       | 597.000        | 4252.000   | -.650  | .516                   |
| Does the management involve you in decision making which are connected to your department? | 628.500        | 748.500    | -.096  | .923                   |

a. Grouping Variable: Gender

### Annex 3

#### Man Whitney test for an effect of position

##### Test Statistics

|  | Mann-Whitney U | Wilcoxon W | Z      | Asymp. Sig. (2-tailed) |
|--|----------------|------------|--------|------------------------|
| Are you satisfied with the support from the HR department?                                 | 753.000        | 3603.000   | -1.738 | .082                   |
| Management is interested in motivating the employees?                                      | 864.500        | 3714.500   | -.619  | .536                   |
| Which type of incentives motivates you more?   | 886.500        | 1211.500   | -.583  | .560                   |
| How far you are satisfied with the incentives provided by the organization?                | 818.000        | 1143.000   | -1.032 | .302                   |
| Reasonable periodical increase in salary   | 761.000        | 1086.000   | -1.492 | .136                   |
| Job security exist in the company  | 859.500        | 3709.500   | -.651  | .515                   |
| Good relationship with co-workers  | 832.500        | 1157.500   | -.953  | .341                   |
| Effective performance appraisal system   | 829.500        | 1154.500   | -.908  | .364                   |
| Effective promotional opportunities in the organization                                    | 836.500        | 1161.500   | -.839  | .402                   |
| Good safety measures are adopted in the organization.                                      | 695.000        | 3545.000   | -2.023 | .043                   |
| Performance appraisal activities are helpful to get motivated                              | 925.500        | 1250.500   | -.104  | .918                   |
| Support from the co-worker is helpful to get motivated                                     | 889.000        | 1214.000   | -.426  | .670                   |
| Company recognize and acknowledge your work  | 888.500        | 1213.500   | -.414  | .679                   |
| salary increase  | 617.000        | 3467.000   | -2.698 | .007                   |
| promotion  | 897.000        | 3747.000   | -.339  | .735                   |
| leave  | 905.000        | 3755.000   | -.296  | .767                   |
| motivational talks   | 683.000        | 1008.000   | -2.086 | .037                   |
| recognition  | 862.000        | 1187.000   | -.627  | .530                   |
| Do you think that the incentives and other benefits will influence your performance?       | 936.000        | 3786.000   | -.020  | .984                   |
| Does the management involve you in decision making which are connected to your department? | 880.000        | 1205.000   | -.507  | .612                   |

a. Grouping Variable: Position