Evaluation of Motivation Factors: A Research in Ankara

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Introduction

Like manufacturing firms, health firms in service industry have to take into account some implications in today’s intensive competitive conditions and changes in expectations of consumers. Companies by that way, continues their existence and meets their social partners’ expectations. An important factor in providing the productive and effective working crew is to supply work motivation for employees, especially in front of the house departments. Health firms in the service industry also try to pay attention to employee motivation levels in the context of the alternative solutions stated above.

Motivation is one of the most important factors which influencing social dynamics in or out of the companies in every industry. All firms, no matter what their area of operations as mentioned above share the common goal of positively influencing employees’ efforts in order to achieve their targets and/or purposes. For any task to be achieved, a person (employee) must have an essential desire that will allow himself or herself to self-relate to the purpose of the given task. The source of such a need depends on a person’s level of motivation.

Motivation generally is defined as the arousal, direction, and persistence of behavior. Motivation can also be thought of as the set of forces that energize, sustain, and direct the behavior. These forces can come from the person, so-called “push” of internal forces, or they can come from the environment that surrounds the person, the so-called “pull” of external forces. It is therefore essential for managers to recognize the importance of both sets of factors when they are analyzing the motivational causes of behavior. The study of motivation concerns what prompts people to initiate action, what influences their choice of action, and why they persist in doing it over time? A manager’s assumptions about employee motivation and use of rewards depend on his or her perspective on motivation.

Characteristics of the individual, characteristics of the job, and characteristics of the work situation are three basic categories of variables that determine motivation in the work setting. These variables can be called as key variables which influence motivation. Taken together, the three major categories of variables can serve as a useful framework for analyzing the sources of motivation. Focusing on them also forms a good
basis for considering the major theories (which is not the main purpose of this study) of motivation relevant to managing in organizational settings.

The immediate workgroup affects many aspects of a person’s behavior, but one of the strongest effects is on motivation. This is particularly true for organizations operating in cultures and countries that have strong collectivistic tendencies and traditions like Turkey. In such cultures, the individual is likely to be heavily influenced by others who are not members of the in-group. The direction of social influence on motivation will likely depend on the group’s norms.

Supervisors, managers and subordinates, not just workgroup peers, are also part of the immediate social environment that can influence motivation. The impact of managers or leaders on the motivation of their employees is linked to their control of powerful rewards and potential major punishments. The same supervisor can be source of increased motivation for some employees and a source of dampened motivation for others. Not to be overlooked is the impact that the culture of the organizational context can have on employees’ motivation. From a management perspective, corporate culture in the form of shared expectations may be thought of as a social control system.

Motivation is a topic that interests employers, practicing managers, and organizational scholars alike. For companies and other employers, having a highly motivated workforce is often viewed as essential for guaranteeing high levels of organizational success. For managers, a good understanding of the topic provides potentially great leverage in positively influencing the work behavior and performance of those who work with and for them. Knowing what the individual brings to the work situation, what the individual does in the situation, and what happens to the individual provides basic clues for using motivation factors by managers. These motivation factors in literature are divided into three categories:

1. Economical factors,
2. Psychological and social factors, and
3. Managerial and organizational factors.

The main objective of this study is to examine which motivation factors are meaningful for employees who work in chosen health firm in Ankara. In this study, interaction of these factors with employees’ demographic characteristics will be also investigated by using relevant data. Thinking that theoretical and practical study would be useful; by making a short literature search over motivation topic primarily theoretical part of the study was finished. After that empirical investigation is conducted in this field.

In the light of the abovementioned information, this study aims to identify types of motivation factors by using Evaluation of Motivation Factors Survey. This survey is conducted on 123 employees who work in a health company in Ankara. By using the survey, this study aims to identify which factors may be more affective on employees according to their evaluation. The results of the exploratory factor analysis indicate that, there are three types of motivation factors. These are economical factors, psychological and social factors, and managerial and organizational factors.

The reliability and validity dimensions of the scale were taken into consideration so as to be capable of obtaining reasonable results and making contribution to the
related literature. Frequency tests and means were employed, and independent t-test was used to investigate differences among types of motivation factors in terms of respondents’ demographic variables. The results demonstrated several significant differences among types of motivation factors in terms of gender and education. According to the result, it is also important to provide the necessary managerial applications and individual characteristics at the required level in raising the motivation. For managers, it is crucial in attempting to become effective motivators, not to assume that everyone else is like us and will react the same way that we would. But, it is also to be kept in mind that the employees might have had social desirability effect on the scale.