



**T.R.**  
**KAHRAMANMARAŞ SÜTÇÜ İMAM UNIVERSITY**  
**GRADUATE SCHOOL OF NATURAL AND APPLIED SCIENCE**

**FACTORS AFFECTING JOB SATISFACTION AND  
MOTIVATION OF EMPLOYEES IN PUBLIC SECTOR:  
A CASE STUDY IN ERBIL, IRAQ**

**AMIR KHALEEL HASSOO**

**MASTER THESIS**  
**DEPARTMENT OF BIOENGINEERING AND SCIENCES**

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**Thesis submitted in candidature for  
The degree of Master in  
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## DECLARATION

I hereby declare that all information in the thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.



AMIR KHALEEL HASSOO

Note: The original and other sources used in this thesis, the declaration, tables, figures and photographs showing the use of resources, subject to the provisions of Law No. 5846 on Intellectual and Artistic Works.

**KAMU SEKTÖRÜNDE ÇALIŞANLARIN İŞ TATMİNİ VE MOTİVASYONUNU  
EKTİLEYEN FAKTÖRLER: ERBİL/ KUZEY IRAK ÖRNEĞİ**

**(YÜKSEK LİSANS TEZİ)**

**AMIR KHALEEL HASSOO**

**ÖZET**

Motivasyon, bireyin ihtiyaçlarına, taleplerine, arzularına ve içgüdülerine karşılık gelen genel bir terimdir. Bu çalışmanın amacı, Erbil şehrinde kamu alanında çalışanları motive eden etkili faktörleri araştırmaktır. Bu amaca ulaşmak için farklı kurumlarda çalışan bireylerle anket çalışması yapılmıştır. Çalışmanın örneklemini tesadüfî olarak seçilen 250 çalışan oluşturmaktadır. Çalışmada elde edilen veriler tanımlayıcı istatistikler ki-kare testleri ve lojistik regresyon metoduyla analiz edilmiştir. Elde edilen bulgular, gelirin iş motivasyonunu artıran tek faktör olmadığını göstermiştir. Bunun yanında; yönetici ve çalışan iletişiminin, uzmanlık kurslarına katılma tekliflerinin, eğitim fırsatlarının ve daha yüksek yönetim otoritesine ulaşmanın çalışanların yüksek iş motivasyonuna sahip olmalarında etkili faktörler olduğu tespit edilmiştir.

**Anahtar Kelimeler:** İş Motivasyonu, İş tatmini, Kamu sektörü, Lojistik regresyon, Erbil, Irak

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**FACTORS AFFECTING JOB SATISFACTION AND MOTIVATION OF EMPLOYEES  
IN PUBLIC SECTOR: A CASE STUDY IN ERBIL, IRAQ**

**(M.Sc. THESIS)**

**AMIR KHALEEL HASSOO**

**ABSTRACT**

Motivation is a general term that refers to the needs, demands, desires, or individual's internal forces. The main objective of this study is to investigate the effective factors that motivate employees in the public sector in Erbil, Iraq. In order to achieve this purpose, the researcher was required to get the questionnaire filled from employees working at different organizations. The targeted population size for the study is 250 employees who selected randomly. The obtained data were analyzed by using methods containing descriptive statistics, Chi-square and Logistic regression. The results indicated that money is not the only factor to raising the level of employee motivation. Beside it, some factors such as good communication between managers and employees, offering organizational and professional development courses with a variety of skills, providing educational opportunities to progress degree and achieve higher administrative authority increase employees' job satisfaction and motivation.

**Keywords:** Employee motivation, Job satisfaction, Public Sector, Logistic Regression, Erbil, Iraq

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## LIST OF ABBREVIATIONS

|               |  |
|---------------|--|
| <b>IQD</b>    | : Iraqi Dinar  |
| <b>UNESCO</b> | : United Nations Educational, Scientific and Cultural Organization |
| <b>ANOVA</b>  | : Analysis of variance   |
| <b>HR</b>     | : Human Resources  |
| <b>KFC</b>    | : Kentucky Fried Chicken   |
| <b>SEM</b>    | : Structural Equation Modeling                                     |

# **1. INTRODUCTION**

## **1.1. Preface**

After employees are hired and trained, it is important to motivate them to get the desired efforts from them to achieve organizational objectives. While designing their compensation package, their expectations at the outset, suitably identifying their extrinsic and intrinsic needs, within the given policies and procedures of the organization should be met.

However, this is restricted only in those cases, where one can afford to become flexible to attract and retain talents in key positions without contributing to the general dissatisfaction of other employees (Tyler, 2010). But major problems on employee motivation become evident when employees of an organization start perceiving that there is a wide mismatch between their expectations and organizational commitments. At times, such perceived expectations of the employees far exceed the organizational commitments, resulting in a significant drop in their perception (Poon, 2004).

The concept of motivation and its parts, which stimulate us, are the most sophisticated parts of psychology in today's management. This requires a lot of efforts and research to be done. Humanitarian issues widen every day, despite the rapid advancement of technology (Egan et al., 2004). Motivation for work has occupied experts' minds widely. Research with regard to the motivation's phenomenon and its role in the person's behavior undoubtedly refers to psychological research (Bakay and Huang, 2010).

Human resource is the most important and valuable asset of any organization. The organization objectives can be reached by making a good use of the resources with others in the organization (Noe et al., 2006). These resources consist of effective capabilities and abilities which they turn into the workforce in the workplace. To reach these purposes, it is vital to have a good understanding and acquaintance among members within the organization (Guest, 2002). It is also important to make all requirements available in order to have the job done. One of the things that need to receive a wide attention is employing the right person for the right job. The experience and capabilities of those who work in the organization should also be thoroughly considered (Ugboro and Obeng, 2000).

There is no doubt that motivation plays a huge role in activating the outcomes and achieving goals. Therefore, managers always face the question how to motivate employees and themselves. In every business, there are usually three partners that you deal with. These partners are known as shareholders, employees and customers. The main partner that you face every day is that of your staff and nobody elsewhere (Cherry, 2015).

Several years ago, attempts made to understand the main roots of managing mental change. This was for answering the puzzle of high quality with low price. One of the interesting and new points was that the evolved industrial and management of Japan is rooted in the solving of quality problem (Wright, 2007). The basic problem solving and quality control, the human factors are considered. From this point of view, attention should be paid to human, and they should be handled appropriately in the workplace and industrial site. More importantly, their diversity and different views must be taken into consideration (Lewin et al., 2003). There is a theory which believes quality products and services could achieve quality human. Thus, organizations and manager's efforts should initially focus on building quality human. No attempt is going to be successful unless humanity in the workplace takes into account. It is surprising that Japanese experts are highly experienced and qualified, still when they ponder solving quality issues and an organization management framework, their research and academic work does not overlook human behavior (Garg and Rastogi, 2006). Human has not only influence on industrial and commercial organizations, but also considered as the main factor in developing the purposes of the organization (Licht, 2010).

In order to increase both productivity and efficiency, factors of motivation should be known. Later on, for meeting the needs, more efficient steps must be taken. All management experts believe that motivation is the most complex aspect of nature (Danish and Usman, 2010). That's why is multidimensional. From this sense, understanding the factors requires research and the way that is managed. It is crucial for every manager to collect information about the employee's motivation factors which results in changing the way that employees behave and react (Arnett et al., 2002).

There are two job's motivating factors which were seen by some researchers. These two variables are separate as an intrinsic variable and extrinsic variable (Vandenabeele, 2009). The intrinsic variables contains, interesting work, promotion, feelings of involvement and career

development; also, the extrinsic variables are respectable salary, job security, good working conditions and thoughtful discipline (Curtis and Riva, 2009). Extrinsic according to motivation tools of extrinsic motivation is incorporates such factors which are job security, promotions, pay, the social climate and private office space (Mahaney and Lederer, 2006). Besides they include merit bonuses, pay raises competitive salaries and such devious forms of payment as compensatory time off and vacation and external to the job itself. The motivation's meaning for employees is comprehensible (Berman et al., 2010). That is the only factor in which employees attaining the objectives and goals of their organization. Employee motivation raises the satisfaction of the employees and involves them in their jobs, by that the employees become creative and they can improve the performance of their organization (Kamery, 2004).

Motivation is defined as the basic tools of financial rewards, incentives and psychosocial management and organization employee motivation is one of the policies of managers to increase effectual job management amongst employees in an organization (Riana et al., 2015).

The managers are responsible for creating an environment that is conducive to improved performance, so as to induce the right behavior from employees in the organization. For employees to be highly motivated, the manager must ensure that working conditions are adequate and welfare package is attractive to the employees (Akanbi and Togun, 2002).

As of today, it is widely recognized that employees' motivation and engagement depend on the perceived feeling of being fairly rewarded for one's skills, knowledge and contribution. Companies have diverse objectives and since the reward systems are reflecting the organizational culture of company, they need to be tailored to their objective of particular business (Brickley and Van, 2002).

Despite the effectiveness of the motivational needs, some factors are known as barriers to job satisfaction. Amongst these are hostility, fright, aggressions, misfortune, lack of confidence and anxiety, which brings intensive pressure in workers and unfavorably lead to low performance (Klein, 2002).

General instructions on how to work with people, influence them and get along with them feel very often. Different factors and approaches that motivate employees can affect them in different ways. If we want to achieve excellent results when managing negotiating among

people or predicting the reactions of people, we should think about differences among people and respect them (Stachova and Stacho, 2013).

In order to do this, nowadays, both public and private organizations need to maximize the usage of their employees' skills. It is clear that, a motivated employee is a valuable asset which delivers immeasurable value to the organization (Rajhans, 2012).

Additionally, motivation is a progression of moving and supporting goal-directed behavior. It is an internal strength that drives individuals to pull off personal and organizational goals (Chowdhury, 2007).

Internal factors can briefly be defined as providing employee satisfaction over business responsibility. Moreover, internal factors, not only providing employee satisfaction, but also its ensuring opportunities for career show that it has important effects on employee motivation (Karatepe and Uludag, 2007). Employee commitment and loyalty are the cornerstone to success of any organization (Shahid and Azhar, 2013).

The interest in the motivation of individual beings has existed and will continue to exist as long as the humans themselves do. The first indications of motivation dates back to the times of ancient, where the most pure and simple form of human motivation, to avoid pain and seek pleasure that was guiding human behavior (Porter et al., 2009).

Motivation results from the interaction of both unconscious and conscious factors such as incentive or reward value of the goal, the intensity of need or desire and the individual's expectations of his or her peers (Ganta et al., 2014).

## **1.2. Statement of the Problem**

Motivation is a general term that refers to the needs, demands, desires, or individual's internal forces. Also it refers to the factors behind the individual's behavior, in another word; an individual does not do or behave without motivation. Human motivation, whether conscious or unconscious, is due to his needs (Cole et al., 2009). The effectiveness of management actions depends heavily on the willingness of individuals within an organization. At the same time all human behavior is purposeful. Staff satisfaction and their interest in their jobs, which result in achieving the objectives of the organization is very important. When the causes of their dissatisfaction diagnosed, the steps to improve their job situation will be more effective. When

employees feel satisfaction, unconsciously, they will perform their tasks and responsibilities more carefully (Isaac et al., 2001). One of the remarkable matters is involving people in making decisions of the organization in order to achieve the goals. Participating in making decisions, will increase their sense of creativity and satisfaction, such senses cannot compare or compensate with any kind of material benefits (Wallace et al., 2014). In fact, there are two factors that form behavior, one of them is motivation and the other one is goal, so motivated staff and the alignment of individual goals and organization goals has a critical role in organizational success. In another word, motivation is a chain challenges which starts with a sense of need or a feeling of lack and exclusion, then it follows by demand, which cause tension and stretch toward the goal which is the achievement (Longworth, 2010). This process may cause to satisfaction. So the incentives lead to encourage and stimulate an individual to perform a task or behavior. At the same time motivation reflects overall demands. Reward and punishments play a great role in almost all the motivational research, where the money used as a mean of rewarding, however is not only motivating factor. Mostly, the quality of communication that the staffs have with their manager is based on the relation that both sides have for a long time (Ito et al., 2001).

The result of blooming life standards, a salient rise of wages and governmental supports in different levels, such as welfare, social security, medical assistance and unemployment assurance lead to physiological and safety needs satisfaction. In such countries, when the people gained their physiological and safety needs satisfaction, they will pay more attention to social motivation, respect, and self-discovery (Dewett, 2007). Nowadays, the managers should be aware of these facts and they should realize that the staff priorities have been changed, so they should prepare a workplace environment where the motives are beyond the safety and physiology needs (Campbell, 2000).

### **1.3. The Importance of Research**

The success of an organization depends on decisions that their employees make and the behaviors that they are encouraged to perform. In such situation, a vital source of competitive superiority, depends not only on the smartest design of the products or services, the best marketing strategy, updated technology or financial management, but on the appropriate systems to attract, motivate and administrate the human resources within an organization (Hartmann, 2006). The role of human resources in nowadays era, the importance of human resources

management and resource management, increased the attitude of the managers to employ experts and experienced forces (Lorincova and Jana, 2016). Obviously, there are several elements that involved in the establishment of any organization, human resources is one of the important element which has a decisive role in order to achieve the goals and demands of the organization and if any organization removes this element, the result will be useless, also the motivation is the only factor that empowers human resources (Chowdhury, 2007). The traditional management model where the manager controls and observes and staffs are being observed is inefficient. The role of management in order to make a powerful workplace environment must converse from the ability to control the mind frame, command, control the environment into a sense of responsibility and mutual respect to the staff (Haslam et al., 2000). One of the major tasks of the managers in organizations is to identify the staff talents and paving the way for growth and prosperity which leads to provide a sketch to achieve the ultimate goal and enhanced efficiency and productivity (McKenzie-Mohr and Schultz, 2014).

#### **1.4. Hypotheses**

Hypothesis 1: Reward has a positive and significant influence on employee motivation.

Hypothesis 2: Recognition has a positive and significant effect on employee motivation.

Hypothesis 3: Promotion has a positive and significant influence on employee motivation.

Hypothesis 4: Salary has a positive and significant effect on employee motivation.

Hypothesis 5: Security has a positive and significant influence on employee motivation.

Hypothesis 6: Training and development has a positive and significant effect on employee

Hypothesis 7: Interesting work has a positive and significant influence on employee motivation.

Hypothesis 8: Working environment has a positive and significant effect on employee motivation

## **1.5. Objective of the Research**

The overall goal of this study is to determine sociological factors influencing employee motivation. The success of an organization by the decisions of its employee's details of the research objectives can be stated as follows:

- The effect of social variables (self-actualization, social security, supervisor, physiology, organizational goals, expectations, knowing people) on motivation
- The effect of economic variables (salaries, bonuses, achieve goals, job promotion) on motivation
- The effect of psychological variables (respect, your expectation, dependency, waiting for someone from work, satisfaction of needs, organization climate, discipline) on motivation
- The effect of demographic variables (age, sex, education, enterprise-class) on motivation
- The effect of political variables (power, comparing self and others, job security, negative reinforcement) on motivation.

## **2. LITERATURE REVIEW**

Ozturen (2013) investigated the motivation factors of hospital employee in North Cyprus. The research used questionnaire to collect the data. Questionnaires have been divided into four sections such as hygiene factors, motivator factors, job satisfaction, and socio-demographic factors followed by it the hierarchical multiple regression was applied. Also, this study used analysis of variance (ANOVA), T -tests and pearson product moment correlation coefficient. The results indicated that hygiene factors and Herzberg's the (motivator) are not suitable predictors of job contentment, except for connectedness to the organization. Otherwise, the demographics are not also effective contributors to job satisfaction too. Therefore, plan a motivating environment for employees becomes more substantial in the health-care system in our world today.

Singh and Tiwari (2012) investigated the relationship between motivation and job Satisfaction in India. The data have been collected from 45 employees of the public sector giants, and follow by it the regression analysis was handled to analyze the data. The results are indicated that, motivation remains unaffected of both age as well as the length of the service of the employees. In addition, stated that it may be because of the fact that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization. The paper as well as finds the relative importance of different factors that contribute for the satisfaction of employees; Compensation Package emerged as the most important factor, whereas the Self Actualization appears to be the least important factor.

Saquib et al. (2012) researched factors affecting motivation of employees working at KFC /UK. The study was transported out based on both primary and secondary data, with a view to collect primary data, a structured questionnaire, often closed styled, was provided to 70 employees of three KFC's food shop located at London. The primary data was collected from field survey schedule using Microsoft Office Excel, and all data was recorded using numerical codes. The results, based on the restricted sample size of the employees working at the operational level suggest that 65% of undertaking are highly motivated, 31% are moderately, 4% are least motivated, while nobody is found to be not motivated at all. It can, therefore, be evolve that the employees working at KFC in UK ltd are adequately motivated.

Khuong et al. (2015) applied quantitative method with a sample size of 320 respondents - auditors working to find the effects of leadership styles on employee motivation in auditing companies in Vietnam. The result implied a strong influence of leadership styles in retaining and developing employee motivation. In addition, the research indicated that charismatic leadership, relation-oriented leadership, and ethic-based contingent reward leadership were positively associated with employee motivation.

Ang et al. (2015) evaluated to identify factors affecting the performance of professional nurses in Namibia. A quantitative, descriptive survey was used to collect data by means of a questionnaire. A random sample of 180 occupational nurses was selected from six hospitals in three different regions. In the results some factors were identified that having a negative effect on the performance of nurses, such as: lack of recognition of employees who are performing well, quality performance outcomes and an absence of a formal performance appraisal system and poor working conditions.

Klein (2002) analyzed factors affecting motivation employee in Northern Cyprus. As a result of the study, the most important factors motivating employees are respectively, “extended health benefit, “working environment”, “other facilities of social”. Another crucial output of the study is the fact that “equitable wage and promotion” having the most noteworthy capability of motivating employees do not differentiate pursuant to demographic characteristics. It can be argued that findings of the study can be explained mainly by Maslow’s Hierarchy of Needs Theory as well as to expectancy of reward and its equity, theory Vroom’s expectancy and theory equity. In addition, when compared with a similar study in Finland, it is found out that the most important factor motivating employees in both countries is wage.

In a study, Safiullah (2015) collected some data from 81 employees of different private telecommunication companies and analyzed by applying mean values and frequency percentage tables to examine the ranked importance of some motivational factors and to accredit how the telecommunication sector of Bangladesh is performing in motivating its workforce. The results conclude that disbursement is not the only factor for motivating employees; rather there are some other pivotal factors like- opportunities for growth and development, job security, interesting work are the key which have significant contribution in propelling employee motivation in the

workplace. Carefully designed employee candidacy programs and reward systems should be considered.

Hennevelt (2012) in a research interviewed with managers at Liseberg and Gröna Lund to examine the influence of leadership and the presence of a developed corporate culture on the motivation of young temporary employees. The results show that young employees' motivation is more influenced by the corporate culture and leadership style than expected. They are mostly motivated by factors as co-worker relations, company policies and leadership behavior as well as the factors that Herzberg names hygiene factors. The corporate culture helps to create a team spirit, a connection to the company, and a feeling of fellowship which is of great importance for young employees. The leadership motivates the young employees by being present, acknowledging and listening. For inexperienced young employees, support and understanding is vital to feel comfortable at work and to develop in their work role.

Falola et al. (2014) investigated the relationship between motivation (salary, promotion, incentives, award, relationships, and benefits); employees' retention; and job satisfaction in the Nigerian banking industry. The primary data was obtained through the self-administered questionnaire. The valid (376) respondents were analyzed. Structural equation model (SEM) analysis results shows that promotion and salary have strong positive implications for employee retention. Similarly, incentives and benefits as well as have positive effects on job satisfaction. While unexpectedly, award and relationships have negative effects on job satisfaction.

Hee et al. (2016) analyzed the moderating effects of job satisfaction on the relationship between personality traits and customer-oriented behavior in the Malaysian health tourism industry. A quantitative cross sectional survey method was adopted, coupled with factor analysis and hierarchical regression analysis to analyze the collected data. The findings of this study revealed that agreeableness and extraversion were positively and significantly related to customer-oriented behavior. Further, job satisfaction was found to be a quasi-moderator that interacted with extraversion to predict customer-oriented behavior.

Cherry (2015) researched to evaluate employee's motivation and satisfaction in light of economic recession: evidence of Grevena prefecture Greece. The study was conducted through a structured questionnaire. The sample included of 85 employees of Local Authority. The survey revealed that the most important motivating factors for Local Authority (Regional Unity of

Greene) employees were interesting work, equal and fair treatment, good working relationships with supervisors and colleagues, objective assessment and good salary.

Top (2012) investigated factors affecting motivation employee by using logistic regression model. First the factors that affecting in-house knowledge sharing has been identified, then these factors have been ranked pursuant to their risk levels. The highest risk in knowledge sharing in-house has been found the role of top management ranked pursuant to the level of risk. The second highest risk in knowledge has been seen on the technological infrastructure and information systems of knowledge sharing. Third place risk in knowledge has been seen on trust and relationships between managers and employees. Fourth degree of risk in knowledge sharing in-house has been found the nature of knowledge and comprehension of the strategic importance of knowledge. The lowest risk in knowledge has been found on intrinsic motivation.

Arayesh (2015) explained regression analysis of effective factors on increasing factors on trainer's motivation of the Red Crescent Society in Iran. The sample included of 50 employees of trainers to help census sampling. The processing of data was performed applying SPSS statistical software, as well as descriptive statistics (central and inferential indexes) and analytical statistics (correlation coefficients, multi- regression analysis). The correlation coefficient results show that there is significant relationship between the variables contextual, environmental, managerial, personality, comparison, occupational, and motivational factors with increasing motivation of trainer's teacher of Red Crescent Society of Ilam Province. Multiple regression analysis results in the 6 stage showed that variables like managerial, environmental, personality, occupational, comparison, and motivational factors have positive impact on the dependent variable of Increasing Motivation of Trainer's Teacher of Red Crescent Society of Ilam province, describing 98% of the changes of the mentioned dependent variable.

In a research, Ciobanu and Androniceanu (2015) to investigate civil servants motivation and work performance in Romanian public institutions and designed a questionnaire contained six identification questions and ten items to be rated on a scale from 1 to 9 regarding the factors that influence civil servants' work performance. 120 civil servants filled in our questionnaire. The data has been analyzed and processed using SPSS. The results show that civil servants' workplace motivation is influenced by factors mainly related to day to day activity such as superior's leadership style, the content of the performed activity or the level of independence

they enjoy in performing their attributions and to a lesser extent by factors related to professional development such as participating to professional training activities or career development opportunities.

Hitka and Balazova (2015) compared the motivation level of service sector employees in two neighboring countries in the Central Europe (Slovakia and Austria). A questionnaire with closed questions was used to analyse the motivation level. Socio-demographic and qualification characteristics of employees were explored in the first part of the questionnaire. Individual motivation factors were included in the second part. Respondents evaluated individual motivation factors by one of the five levels of importance. On the basis of sample sizes and their independence a two sample t- test was applied to evaluate the significance and F-test was applied to test the variances. Significant differences were determined in the motivation factors, i.e. the opportunity to use one's own ability, information about achieved performance results, self-actualization, education, social benefits, mission of the company, moving up the corporate prestige and personal growth, relation to the environment, basic salary and recognition. The result of the paper is the finding that despite the economic differences between countries the level of employee motivation of the studied subjects in Slovakia and in Austria is very similar. So, the arrangement proposal for improvement in the area of employee motivation can be the same in both regions.

Ito et al. (2001) investigated factors affecting motivation employee' satisfaction. This study empirically examines the relationship between rewards and employee's motivation in the non-profit three organizations (PERRA, World Vision and SUNGI Development Foundation) in Pakistan. Self-designed questionnaire was used for data collection. 125 questionnaires were distributed. The data was analyzed applying the techniques of rank correlation coefficient and multiple regression analysis. All the findings were tested at 0.01 and 0.05 level of meaningful. The result concludes that there is a direct relationship between the employee's motivation and extrinsic rewards. As regards, intrinsic rewards found an insignificant impact on employee motivation.

Omolo (2015) centralized the study on the impacts of motivation employee . The study employed the use of self-administered questionnaire to collect the required primary data. Descriptive statistical examination procedure was utilized to obtain useful summary of

responses. SPSS was used to generate data. The outcome discovered, chiefs ought to realize that employees are motivated by monetary rewards. It is recommended that there is need for managers to have a comprehensive motivation scheme in all aspects of an organization as this is directly proportional to the output of the employees.

Dobre (2013) evaluated the drivers of employee motivation to high levels of organizational performance. The output shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their inspiration to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, representative dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. So, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives.

Suliman and Al-Sabri (2009) researched to determine factors affecting motivation employee. His paper examines demographic variables, work motivation, job satisfaction and work execution in a government healthcare sector in the Middle East. A self-administered poll was developed to randomly survey 300 workers so as to inspect the significance, strength and nature of the relationship between the above mentioned factors. Results revealed that demographic variables play significant role in explaining the variance in motivation, satisfaction and performance. in addition both work environment and reward play important role in predicting work performance.

Sajjad et al. (2013) studied to investigate the impact of motivation on employee turnover in Telecom sector of Pakistan. One hundred and six questionnaires were used for analyses. Regression what's more, relationship examinations were proposed to investigate the effect of inspiration on representative's expectation to stop. Reward, job security promotion, training and development was found to be significant predictors of decrease employee's intention to quit.

Further, Manzoor (2012) investigated impact of employees' motivation on organizational effectiveness in Bahawalpur, Pakistan. A questionnaire was distributed to 80 employees of Unilever to obtaining data. The data was analyzed through SPSS by applying correlation confection. The result found that empowerment and recognition have positive effect on

employee motivation. More the empowerment what's more, acknowledgment of representatives in an association is expanded, more will their inspiration to work will improve. And in addition there exists a positive relationship between worker motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success. The study focuses on the observance and practice of the two central factors, empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness. The associations ought to plan their standards, strategies and hierarchical structures that offer space to the worker to function admirably and welcome them on their undertaking satisfaction and accomplishments. This will surely lead to organizational growth.

### **3. MATERIAL AND METHOD**

#### **3.1. Government Employees**

Being employed in public sector is formed on the law and necessities. This sector provides people required services in the whole country. Both, salary and management positions are based on the experience and qualifications in workplace. The duties of the employees within the sector are assigned initially. Working hours differs from one ministry to another one. Each government employee in the sector can have three paid days off monthly. There is also one calendar year maternity leave for pregnant women. Moreover, employees who are creative and working extra hours are usually rewarded. The rewards include promotion, appreciation letter and financial rewards. The legal workweek in all sectors excluding Ministry of Education, Ministry of Higher Education, and Ministry of Health is Sunday to Thursday. There are also night workers among the ministries. Those employees who have been working for 15 years are entitled to asking for retirement. The legal retirement age is 63 here in the country. Some sectors require the employees to wear uniforms and others don't. An extra amount of payment is given to those employees who work in those sectors that feature risky jobs, which is known as danger money. More importantly, employees can apply for a loan from government to get married and make new homes. This loan should be paid back by employees as long term installments loans. Every employee has right, and duties. Law plays a huge role in treating those who run the country. Being absent in work will lead to penalties. For example, one day absence in workplace will cut the salary of one day. Being absent for 30 days without permission will lead to dismissal. If employees do an unacceptable behavior during working hours, their promotion will stop for 3-6 months in Iraq.

#### **3.2. Study Area**

The city of Erbil, also known as Hawler, is situated in the northern region of Iraq and it is the second capital of Federal Iraq after Bagdad. Erbil borders Turkey to the north and Iran to the east. Erbil combines with Dahuk and Sulaymaniyah to form the area. The security situation remains generally calm. UNESCO has financed a project to renovate and revitalize the Citadel in Erbil city, one of the world's oldest inhabited settlements, aged between 3,000 and 6,000 years old. As of 2013, it has a permanent population of approximately 1.5 million. Human settlement

in Erbil can possibly be dated back to 5000 BC, and it is one of the oldest continuously inhabited areas in the world (Anonym, 2012). Erbil contains 10 districts: Choman, Xabat, Rawandz, Soran, Shaqlawa, Koya, Maxmwr, Hawler Centre and Mergasor

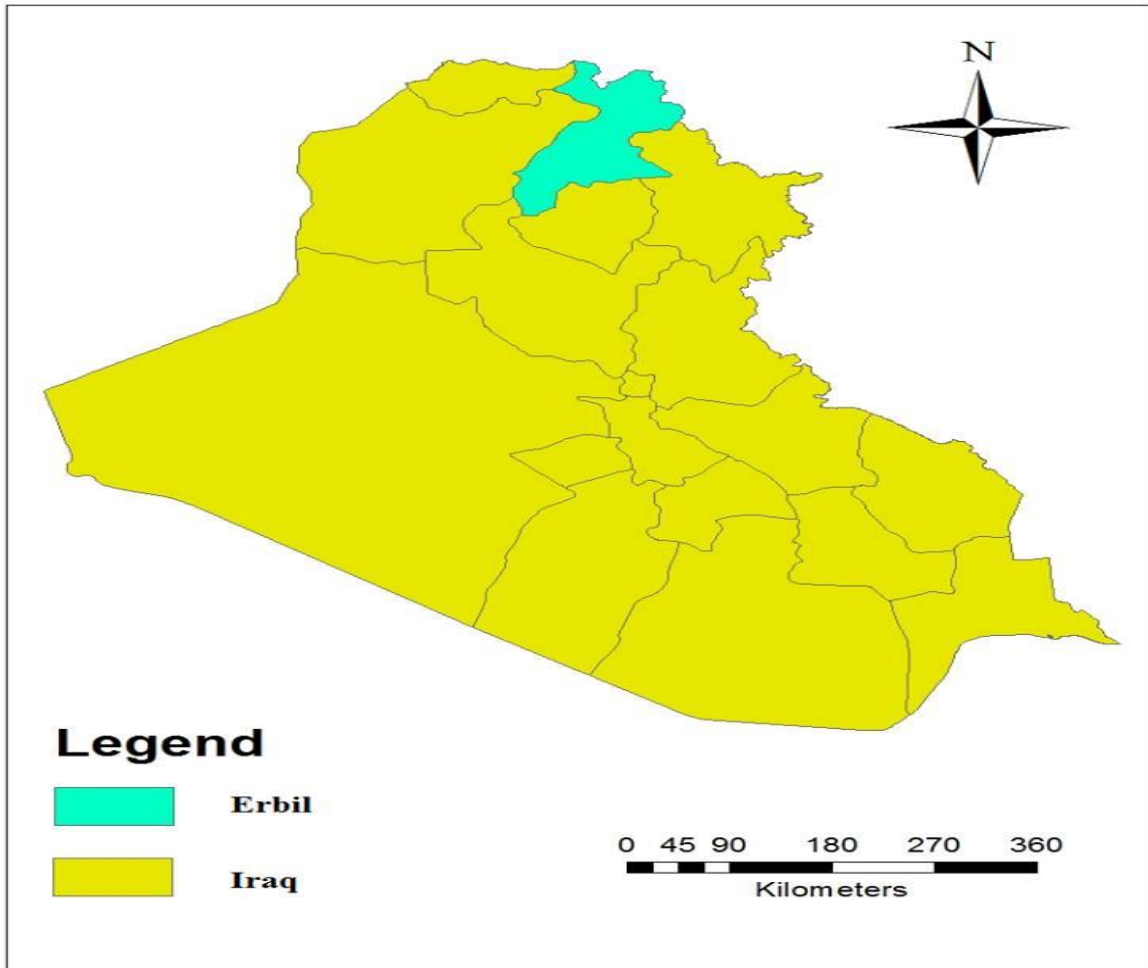


Figure 3.1. Map of Erbil provinces and Iraq governorate

### 3.3. Survey Sampling

This study used simple random sampling that is section from probability sampling techniques. The provenance of data for the study was the primary data collected by use of questionnaires, in the public employee sector. Survey was done in 2016. Questionnaire used in this study is show in Appendix 1.

The sample size was determined by using the ungrouped one stage random likelihood sampling method based on household. Important factors motivate public employees to further their progress is evaluated. Data were randomly taken from government officials in Erbil-Iraq province. The design of the study was based on a quantitative analysis approach using a survey methodology to determine factors that employees see important to their job satisfaction. There are three key parts which was utilized as independent variables for this study: demographics (e.g., gender, age, marital status, education, job status), relationship (e.g., leadership, supervision, payment, benefits, relationship with coworkers) and motivator factors (e.g., achievement, recognition, growth, work itself, connectedness to organization), and the dependent variable is job satisfaction and motivation. This survey was used to gather data relating to the intrinsic and extrinsic features of all the staff in public sector. These features are important if job satisfaction is relevant to fulfillment for them at work and in life. 40 statements in the questionnaire is used to gather data relating to the motivational attributes, employees take important to getting them satisfied with their work. Participants attend to the questioned asked by using a 3-point Liker scale (1 = disagree, 2 =somewhat agree, 3 = agree).

The sample size was determined by using the ungrouped one stage random likelihood sampling method based on household (Aydin and Kilic, 2013):

$$n = ((Z\alpha/2)/d)^2 * p*q$$

Were:

n= the sample size

Z /2 = the significant level (assumed to be 95%)

p = the probability of examined situation occurring (the absence of preliminary information concerning job satisfaction and motivation effect factors)

q= Probability of the situation not occurring (q=1- p)

d= the margin of error (assumed to be 95%)

According to the method used, the sample size was calculated as 250. Questionnaires were distributed randomly.

### **3.4. Data Analysis**

In this study, logistic regression model has been used. The logistic regression model presents the link between a set of independent variables and categorical response variable.

Therefore, in the statistical part of the research the logistic regression model has been used because it can be used to calculate the relation likelihood of the severity of the motivation employee. The study particularity focused on a logistic regression model with a Wald test to analyze the social- demographic variables of (gender, education, job status, marital status, number of member in family and salary) and employee characters such as (top management, the mission, results are expect, chance to practice).

There is a relationship between involved motivation employee and socio-demographic variables. In this survey, it has been focused on to show the connections of variables of gender, age, education, marital status, job status, number of member in family and salary. There should be a test to analysis the links between both of them. Here, Chi-square test that is used as criteria to include or remove independent variables in the model is employed.

### **3.5. Logistic regression analysis**

In order to analyze the data, the study used logistic regression that is a statistical method which is used to analyze data. At the same time, logistic regression is very helpful in showing binary dependent variable. Meanwhile, it is also useful in describing the association between a binary dependent variable and independent or explanatory variable. Parameters attained for the independent variables can be used to evaluate odds ratios for each of the independent variables in the model (Long and Freese, 2006).

The only difference between logistic regression and a linear regression model is in results of variables. In the former the result is binary or dichotomous. The variance between logistic and linear regression is reflected both in the opt of a parametric model and in the expectations. This variance used to say in analysis of logistic regression follow the same rules of linear regression analysis. For any types of regression analysis, the significant measure is the mean values of the result variable, given the values of the independent variable as:

$$E(Y/ x) = \beta_0 + \beta_1 x$$

Where Y signifies the result variable, X represents a value of the independent variable, and the  $\beta_i$ 's symbolize the model parameters. Many distribution functions have been proposed for use in the analysis of a dichotomous outcome variable. The specific form of the logistic regression model is (Hosmer and Lemeshow, 2000):

$$\pi(X) = \frac{e^{\beta X}}{1+e^{\beta X}} = \frac{1}{\frac{1}{1+e^{\beta X}}} = e^{\beta X}$$

For simplifying notes, we let  $\pi(X) = E(Y/X)$ . The transformation of  $\pi(X)$  logistic function is identified as the logistic transformation:

$$g(x) = \beta_0 + \beta_1 x$$

The significance of this transformation is that  $g(X)$  has many of the needed properties of a linear regression model. The logit,  $g(X)$  is linear in its parameters, may be continuous, and may range from minus infinity to positive infinity, dependent on the range of  $X$ . In short, the key features in a regression analysis when the result variable is dichotomous as follows:

1. The conditional mean of the regression equation should be formulated to be confined between 0 and 1 (equation satisfies this constraint).
2. The binomial distribution defines the distribution of the errors and will be the statistical distribution upon which the analysis is based.
3. The principles that monitor an analysis using linear regression will also gain for logistic regression.

Method of linear regression is mostly used to estimate unknown parameters that called least squares. The values of parameters in this method select to diminish the sum of squared deviations of the experimental values of  $Y$  from the modeled values. In linear regression the method of least squares produces evaluators with a number of desirable statistical properties. When the method of least squares is used to a model with a dichotomous result the estimators no longer have these same properties. The public method which leads to the squares function under the linear regression model (when the error is normally distributed) is named the maximum likelihood. This method offers the basis for assessing the parameters of a logistic regression model. A brief review of fitting the logistic regression model is given below (Hosmer and Lemeshow, 2000). It is invalid to originate the mathematical appearance of the statistic  $G$ . Instead, it should be supposed that below the null hypothesis that is  $\beta_1$  equal to zero,  $G$  will follow a chi-square distribution with 1 d.f. Another test statistic, similar to  $G$  for the purpose,

used in this study is known as Wald Statistic (W) which follows a standard normal distribution under the null hypothesis that  $\beta_1 = 0$ . This statistic is computed by distributing the assessed value of the parameter by its standard error as:

$$W = \frac{\hat{\beta}_1}{\text{Se}(\hat{\beta}_1)}$$

The likelihood ratio test is should be used in doubtful cases, it especially when Wald test fail to reject at the time when coefficient was significant. A ratio of being used for two odds is called the odds ratio (OR). The odds ratio is used to give us an idea of in what way powerfully a given variable may be linked with the result of attention compared to other variables. For a possibility of success  $p$ , the odds (likelihood) of success (in our case with cause of motivation, i.e., involved) are defined.

$$\text{odds} = \frac{\pi}{1-\pi}$$

Basically, odds are nonnegative values. While the odds are less than one, the possibility of achievement is less than that of failure; when the odds equivalent one, the probabilities of success and failure are equally likely; and when the odds are greater than one, the probability of success is greater than that of failure (Hosmer and Lemeshow, 2000).

## 4. RESULTS AND DISCUSSION

The aim of this chapter is to analyze the data that was collected through the questionnaire in order to investigate the impact of job enlargement as a technique of job design on motivation and job satisfaction of employees working in the Erbil-Iraq. This chapter includes four main sections. The first one is about the descriptive analysis (the organizational and personal characteristics). The second section will handle the hypothesis testing. The Chi-square test was applied in the third part and followed by the binary logistic regression was handled in the section fourth.

### 4.1. Socio Demographic Characteristics of Respondents

#### 4.1.1. Gender of respondents

The finding of classification of respondent by gender represented that, 59% of the respondents are male, while the remained 41% were female. This means that the percentage of male employees is higher than female (Figure 4.2).

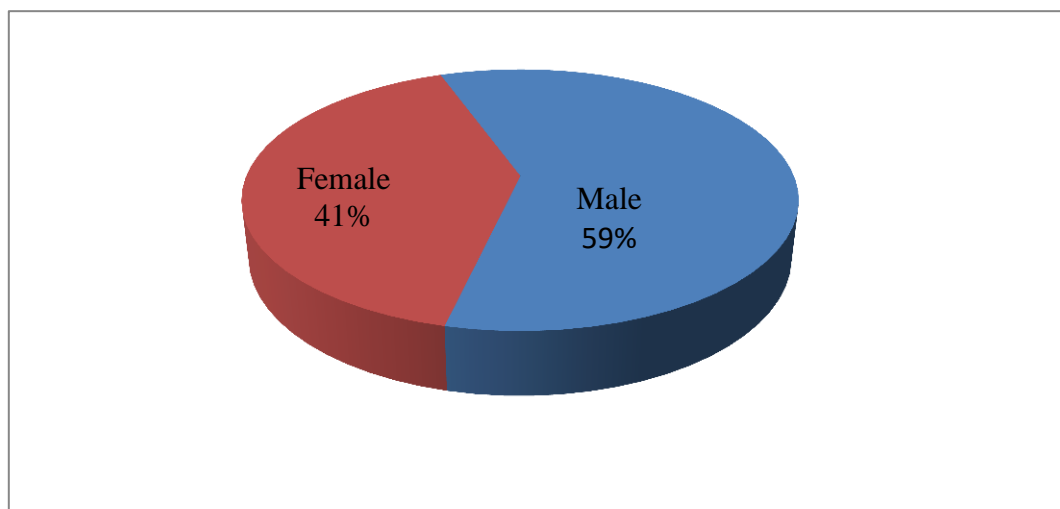


Figure 4.1. Gender of respondents

#### 4.1.2. Marital status of respondents

The result of marital status portrayed that, nearly 55% of the employees are married, and 45% are single. Married employees have more salary and benefits than single employees (Figure 4.2).

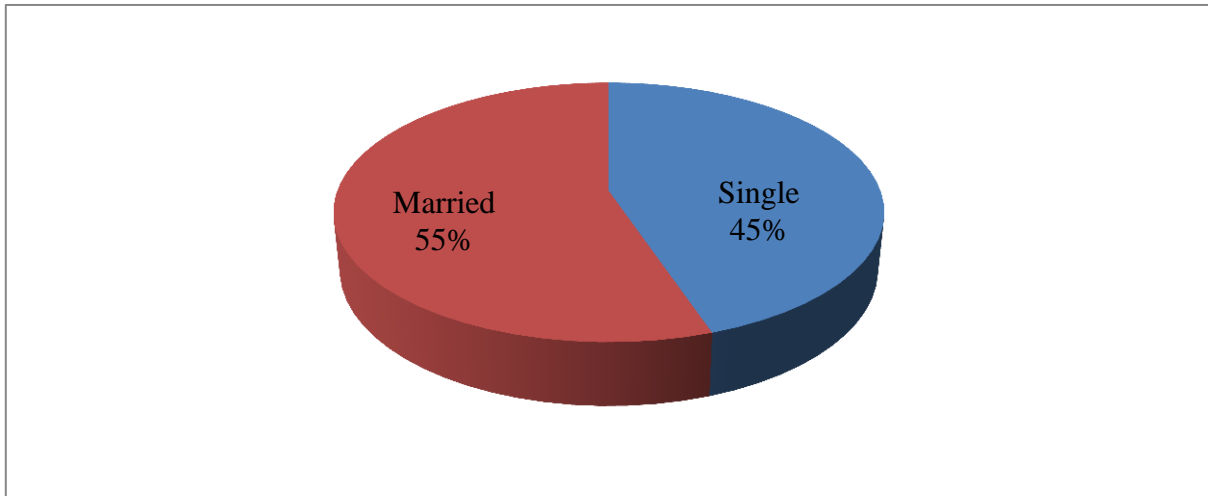


Figure 4.2. Marital status of respondents

#### 4.1.3. Education level of respondents

According to the result, 33% of the respondents have degrees less than diploma, while the remained 67% is occupied by the employees that have a degree of diploma; bachelor or masters. This can be explained due to the posting requirements of education, as some posts require a diploma degree, other higher posts require a bachelors degree, while most top management posts require a postgraduate certificate. In addition, this result improves the sincerity of data since most employees are educated and they were extremely aware of the statements in the questionnaire (Figure 4.3).

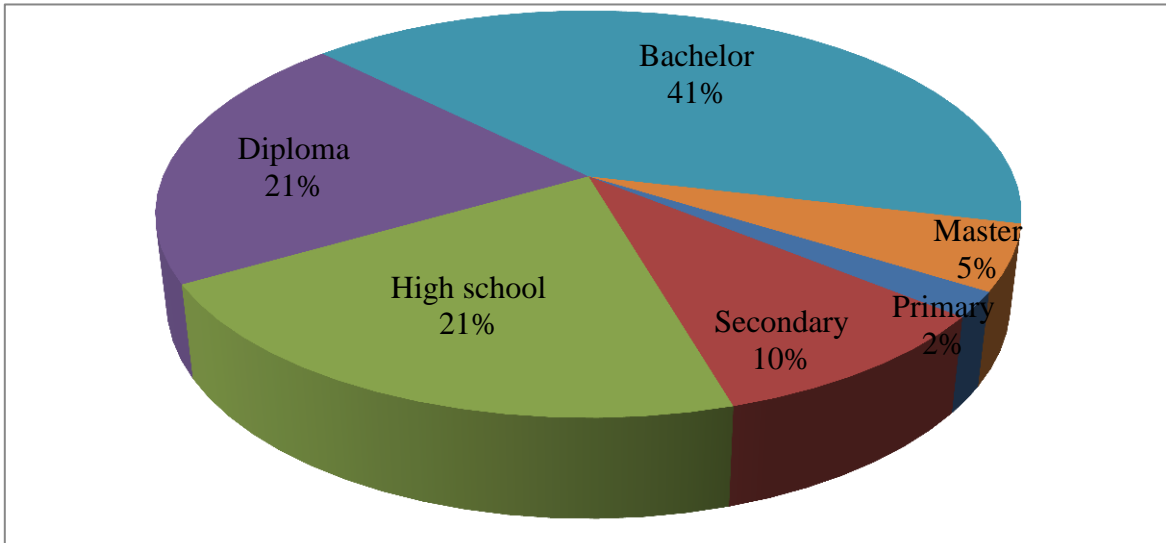


Figure 4.3. Education of respondents

#### 4.1.4. Working status of respondents

The output of job status represented that 20% of the staffs are known as department managers. Also, 80% of respondents are working as staff employees. In addition, many of staff employees are continuing education to getting a higher degree and participate in educational programs to have higher authority in their job (Figure 4.4).

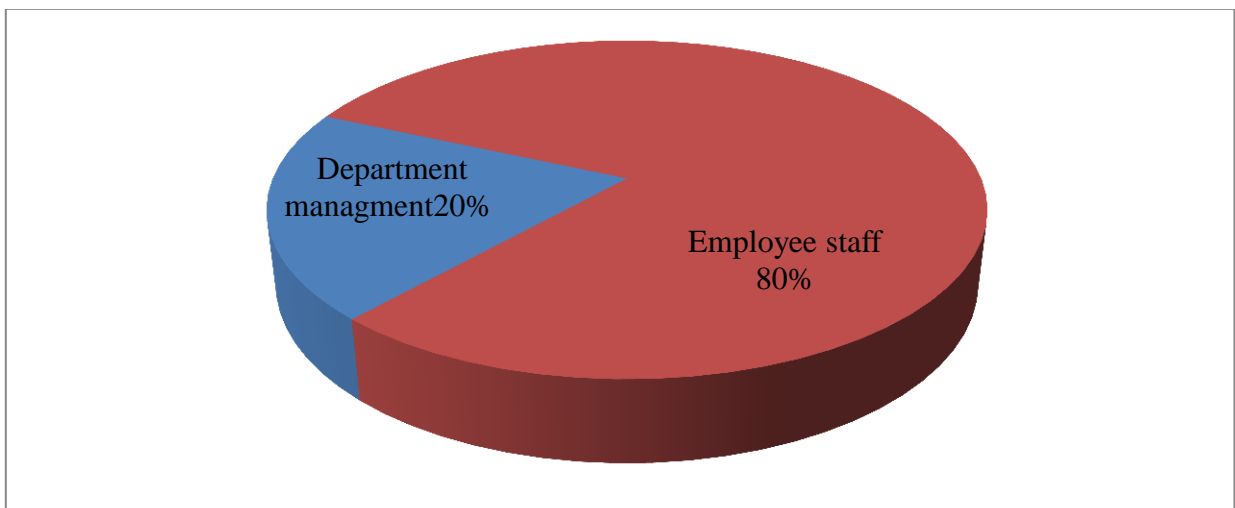


Figure 4.4. Working status of respondents

#### 4.1.5. Age of respondents

Table 4.1 indicated that 60.8% of the respondent's ages are less than 30 years old and 39.2% are more than 30 years old. This variety of the sample age serves the objectives of the study. In addition, it shows the long history of the organization and the continual process of hiring new employees for certain posts. Also, the table shows that the majority of employees are between 25 to 30 years old which indicates that the youth have a very good opportunity to work employee organization in Erbil which has positive results on performance since youth are more lively, technologically educated, multi-skilled and less resistant to change (Thomas, 2011). Moreover, the average age of respondents portrayed 30.66.

Table 4.1. Age of respondents

| Age group | Frequency | Percentage (%) |
|-----------|-----------|----------------|
| < 25      | 43        | 17.2           |
| 25-30     | 109       | 43.6           |
| > 30      | 98        | 39.2           |
| Total     | 250       | 100.0          |
| Mean      | 30.66     |                |

#### 4.1.6. Salary of respondents

According to Table 4.2, 46% of employees have a salary less than 500000 dinars, also 37.2% of respondents earned between 500000 to 800000 dinars, while the remained 16.8% of employees have a salary more than 800000 dinars. In addition, many of employees earn a low salary, because it's not a long time they became employed. Also a small percentage of respondents because of long-time employees obtain a high salary. Further the result accounted 576024 IQD for the average of salary group.

Table 4.2. Salary group of respondents

| Salary Group (1000 IQD) | Frequency  | Percentage (%) |
|-------------------------|------------|----------------|
| < 500                   | 115        | 46.0           |
| 500– 800                | 93         | 37.2           |
| > 800                   | 42         | 16.8           |
| Total                   | 250        | 100.0          |
| Mean                    | 576024 IQD |                |

#### 4.1.7. Household size of respondents

The output is clearly demonstrating that 23.6% of employees are living in a family that has less than 4 members, 65.2% of the respondents' family is comprised between 4 to 6 individuals. Moreover the families who have more than 6 to 10 members occupy 11.2% of the employee's family. Beside 4.68 was found for the average number of member in family (Figure 4.5).

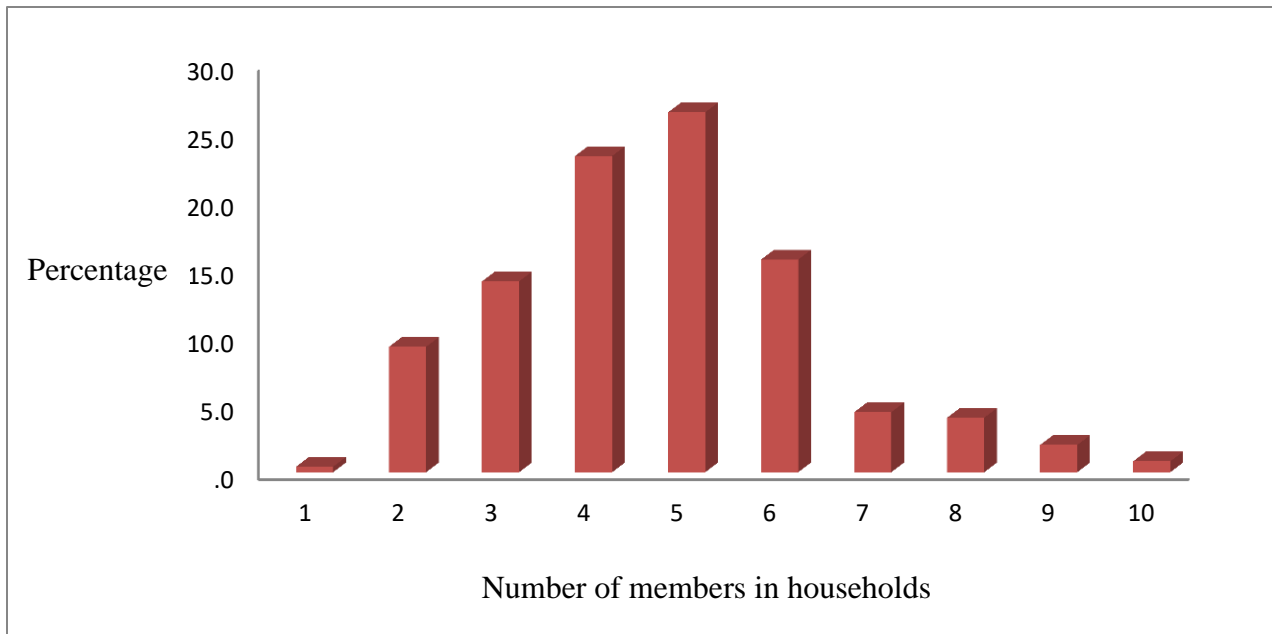


Figure 4.5. Number of members in households

According to the result, about 28.4% of the employees had less than 3 children. In addition, 11.2% of the respondents are having 3 or 4 children, while between 4 to 7 children were found in the remained 3.6% of the employee’s family (Figure 4.6).

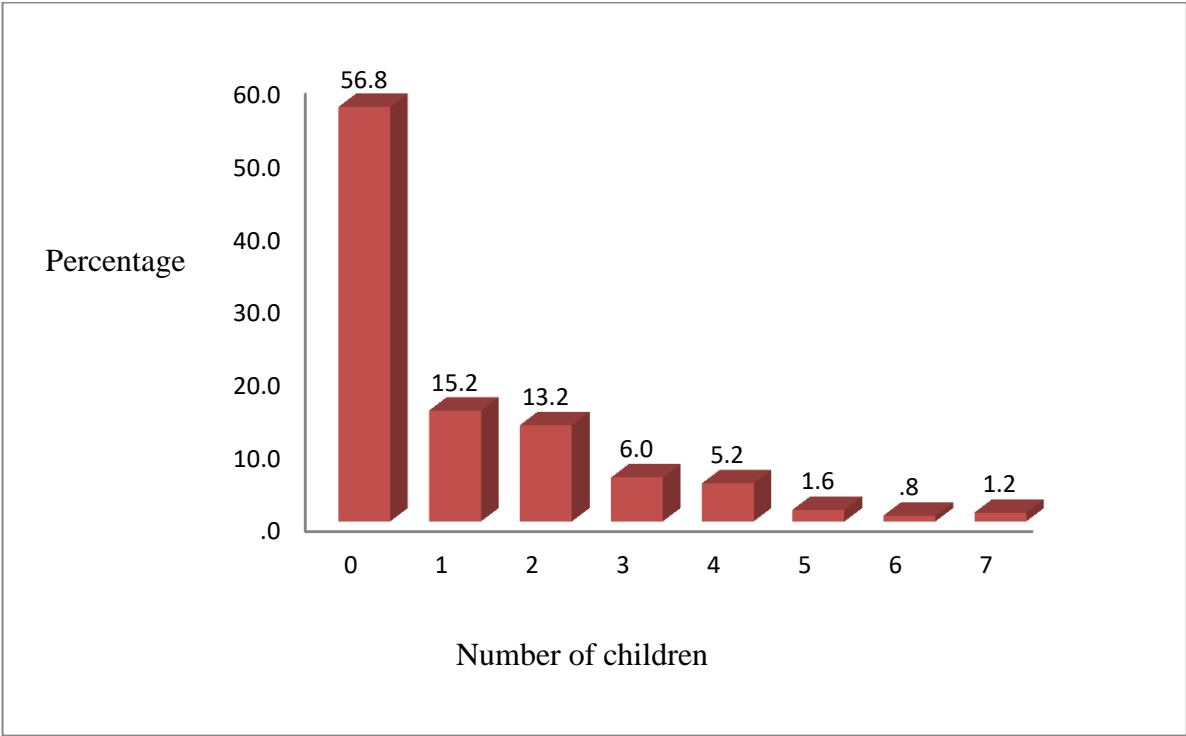


Figure 4.6. Number of children in the household

**4.2. Factors Affecting Job Satisfaction and Motivation**

**4.2.1. Need factors motivation employees in an organization**

To demonstrate respondents' job satisfaction and motivation factors, descriptive statistics were used to gather and collect the mean and standard deviation for each variable. As shown in the Table 4.3, 6.8% of employees disagree, 12.0% somewhat agree and 81.2% agree about ‘salary has a positive and significant effect on employee motivation’. By looking at the results of ‘financial incentives motivates me more than non-financial incentives’ it was found that 7.2% of respondents disagree, 37.6% somewhat agree, while 55.2% agree. Therefore, finance motivation is more effective than spiritual motivation. The result also reflects the opinion of employees about ‘satisfied with the salary they draw at present. According to the results, 56.8% of

respondents disagree, 29.6% somewhat agree and 13.6% agree. So, employees are not happy with their salaries, because they think that the salaries are not capable of covering their expenses. In addition, 23.2% of respondents disagree, 43.2% somewhat agree and 33.6 % agree about ‘their satisfied with the lunch break, rest breaks and leaves given in the organization.

Table 4.3. Basic needs of respondents

| Variable   |                | Frequency | %    | Mean | SD    |
|--|----------------|-----------|------|------|-------|
| Salary has a positive and significant effect on employee motivation                  | Disagree       | 17        | 6.8  | 1.26 | 0.573 |
|  | Somewhat agree | 30        | 12.0 |      |       |
|  | Agree          | 203       | 81.2 |      |       |
| Financial incentives motivates me more than non-financial incentives                 | Disagree       | 18        | 7.2  | 1.52 | 0.629 |
|  | Somewhat agree | 94        | 37.6 |      |       |
|  | Agree          | 138       | 55.2 |      |       |
| I am satisfied with the salary I draw at present                                     | Disagree       | 142       | 56.8 | 2.43 | 0.721 |
|  | Somewhat agree | 74        | 29.6 |      |       |
|  | Agree          | 34        | 13.6 |      |       |
| I'm satisfied with the lunch break, rest breaks and leaves given in the organization | Disagree       | 58        | 23.2 | 1.90 | 0.748 |
|  | Somewhat agree | 108       | 43.2 |      |       |
|  | Agree          | 84        | 33.6 |      |       |

#### 4.2.2. Physical aspects of working conditions

According to the result of the Table 4.4, 8.4% of the employees selected disagree and increased to 56.4% agree about ‘good physical working conditions are provided in the organization’. So, employees are satisfied with their jobs, both mentally and physically, the output also indicates that the salary is not the only factor of employee motivation. Besides that 44.4% of the employees chosen disagree and decreased to 18.0% agree on the term of ‘The retirement benefits available are sufficient’. Government employees are consensus on retirement laws and rights. Further, 52.8% of the employees selected disagree and decreased to 19.2% agree about ‘the medical benefit provided in the organization are satisfactory’. Therefore the

employees have criticized health services and the workplace. In addition the result reflected that 12.8% of employees disagree, 31.2% somewhat agree and 56.0 % agree about ‘the employees in the organization feel secure in their job’.

Table 4.4. Safety of respondents

| Variable  |                | Frequency | %    | Mean | SD    |
|---|----------------|-----------|------|------|-------|
| Good physical working conditions are provided in the organization | Disagree       | 21        | 8.4  | 1.52 | 0.648 |
|   | Somewhat agree | 88        | 35.2 |      |       |
|   | Agree          | 141       | 56.4 |      |       |
| The retirement benefits available are sufficient                  | Disagree       | 111       | 44.4 | 2.26 | 0.746 |
|   | Somewhat agree | 94        | 37.6 |      |       |
|   | Agree          | 45        | 18.0 |      |       |
| The medical benefit provided in the organization are satisfactory | Disagree       | 132       | 52.8 | 2.34 | 0.781 |
|   | Somewhat agree | 70        | 28.0 |      |       |
|   | Agree          | 48        | 19.2 |      |       |
| The employees in the organization feel secured in their job       | Disagree       | 32        | 12.8 | 1.57 | 0.709 |
|   | Somewhat agree | 78        | 31.2 |      |       |
|   | Agree          | 140       | 56.0 |      |       |

#### 4.2.3. Factors affecting self-esteem in organization

In the term of ‘visibility with top management is important to me’, about 2.4% of the respondents chosen disagree and increased to 66.8% agree (Table 4.5). The results indicate that employees attempt and want to build good and direct relationships with their managers. Moreover, the result illustrated that 13.6% of the employees selected disagree and increased to 50.8% agree about ‘I feel that my superior always recognizes the work done by me’. Employees always want their managers to officially identify their jobs. In the survey, 14.4% of the respondents chosen disagree and increased to 48.4% agree on the term of ‘the mission or purpose of my organization makes me feel my job is important’. Both, purpose and objectives of

workplace encourage employees more. Further the result reflected that 6.8% of the employees selected disagree and increased to 60.8 % agree about ‘I am satisfied with the responsibility and role that I have in my work’. These outcomes demonstrate that the employees are completely agreed with their roles and responsibilities.

Table 4.5. Esteem of respondents

| Variable  |                | Frequency | %    | Mean | SD    |
|---|----------------|-----------|------|------|-------|
| Visibility with top management is important to me                           | Disagree       | 6         | 2.4  | 1.36 | 0.528 |
|   | Somewhat agree | 77        | 30.8 |      |       |
|   | Agree          | 167       | 66.8 |      |       |
| I feel that my superior always recognizes the work done by me               | Disagree       | 34        | 13.6 | 1.63 | 0.712 |
|   | Somewhat agree | 89        | 35.6 |      |       |
|   | Agree          | 127       | 50.8 |      |       |
| The mission or purpose of my organization makes me feel my job is important | Disagree       | 36        | 14.4 | 1.66 | 0.717 |
|   | Somewhat agree | 93        | 37.2 |      |       |
|   | Agree          | 121       | 48.4 |      |       |
| I am satisfied with the responsibility and role that i have in my work      | Disagree       | 17        | 6.8  | 1.46 | 0.621 |
|   | Somewhat agree | 81        | 32.4 |      |       |
|   | Agree          | 152       | 60.8 |      |       |

#### 4.2.4. The self-love factors affecting job satisfaction employee

Table 4.6 showed that 20.8% of the employees chosen somewhat agree and increased to 72.0% agree about ‘the quality of the relationships in the informal workgroup is quite important to me’. So it can be realized that the employee’s love group working and they believe that it’s vital. In addition, 17.2% of the employees selected disagree and increased to 43.2% somewhat agree about ‘security has a positive and significant influence on employee motivation’. That represents good workplace security has an impact on employees and they totally

agree with it. Also, 9.2% of the respondents chosen disagree and 60.0% increased to agree about ‘putting information in the hands of employees’. The output shows that having information about workplace is extremely important for employees. Moreover the result reflected that 20.0% of the employees selected disagree and increased to 44.0% agree about ‘I feel more motivated while participating in activities done here like a, sports week’. So, the employees agree with opening sport activity courses in the workplace.

Table 4.6 Love of respondents

| Variable   |                | Frequency | %    | Mean | SD    |
|--|----------------|-----------|------|------|-------|
| The quality of the relationships in the informal workgroup is quite important to me    | Disagree       | 18        | 7.2  | 1.35 | 0.611 |
|  | Somewhat agree | 52        | 20.8 |      |       |
|  | Agree          | 180       | 72.0 |      |       |
| Security has a positive and significant influence on employee motivation.              | Disagree       | 43        | 17.2 | 1.78 | 0.721 |
|  | Somewhat agree | 108       | 43.2 |      |       |
|  | Agree          | 99        | 39.6 |      |       |
| Putting information in the hands of employees  | Disagree       | 23        | 9.2  | 1.49 | 0.660 |
|  | Somewhat agree | 77        | 30.8 |      |       |
|  | Agree          | 150       | 60.0 |      |       |
| I feel more motivated while participating in activities done here like a, sports week. | Disagree       | 50        | 20.0 | 1.76 | 0.765 |
|  | Somewhat agree | 90        | 36.0 |      |       |
|  | Agree          | 110       | 44.0 |      |       |

#### 4.2.5. Empowerment and participation of employees

In the term of ‘appreciate and encourage employees’ 6.8% of employees disagree, 20.8% somewhat agree and 72.4% agree (Table 4.7). According to this output, it can be realized that showing respect and appreciating employees is key factor to yield better quality job. Moreover, 6.0% of the employees chosen disagree and increased to 66.0% agree about ‘I generally like to schedule my own work and to make job-related decisions with a minimum of supervision’. The result represents that most of the employees have a good understanding of their jobs with the last

revision. In addition, 14.4% of the employees selected disagree and increased to 52.8% agree about ‘I find opportunities for advancement in this organization’. It shows that the majority of the employees look for chances of promotion. Further the result reflected that 14.4% of employees disagree, 47.6% somewhat agree and 38.0% agree, ‘do you feel challenged in your work’.

Table 4.7. Empowerment and participation of respondents

| Variable  |                | Frequency | %    | Mean | SD    |
|---|----------------|-----------|------|------|-------|
| Appreciate and encourage employees  | Disagree       | 17        | 6.8  | 1.34 | 0.603 |
|   | Somewhat agree | 52        | 20.8 |      |       |
|   | Agree          | 181       | 72.4 |      |       |
| I generally like to schedule my own work and to make job-related decisions with a minimum of supervision. | Disagree       | 15        | 6.0  | 1.40 | 0.601 |
|   | Somewhat agree | 70        | 28.0 |      |       |
|   | Agree          | 165       | 66.0 |      |       |
| I find opportunities for advancement in this organization   | Disagree       | 36        | 14.4 | 1.62 | 0.726 |
|   | Somewhat agree | 82        | 32.8 |      |       |
|   | Agree          | 132       | 52.8 |      |       |
| Do you feel challenged in your work   | Disagree       | 36        | 14.4 | 1.76 | 0.686 |
|   | Somewhat agree | 119       | 47.6 |      |       |
|   | Agree          | 95        | 38.0 |      |       |

#### 4.2.6. Training and development motivation employee

According to Table 4.8, 10.8% of the employees chosen disagree and increased to 44.8% agree about ‘training and development has a positive and significant effect on employee’. Follow by it can find that both, learning and making progress help employees to do their jobs better. Also, 10.0% of the employees chosen disagree and increased to 44.0% agree on the term of ‘I know what results are expected of me’. So, can realize that employees know what their managers expect from them for fulfilling tasks. Moreover, 18.0% of the respondents selected disagree and

increased to 46.8% agree about ‘the quantity of my work is enough to keep me busy but not too much to over-burden me’. It indicates that to some extent, employees are able to work extra hours. The result also reflected a 46.0% % of the employees chosen somewhat agree and decreased to 44.0% agree about ‘there is sufficient variety of work to maintain my interest’, that represent employees are happy with their jobs and admire them.

Table 4.8. Training and interest of respondents

| Variable   |                | Frequency | %    | Mean | SD    |
|--|----------------|-----------|------|------|-------|
| Training and development has a positive and significant effect on employee           | Disagree       | 27        | 10.8 | 1.66 | 0.665 |
|  | Somewhat agree | 111       | 44.4 |      |       |
|  | Agree          | 112       | 44.8 |      |       |
| I know what results are expected of me   | Disagree       | 25        | 10.0 | 1.66 | 0.653 |
|  | Somewhat agree | 115       | 46.0 |      |       |
|  | Agree          | 110       | 44.0 |      |       |
| The quantity of my work is enough to keep me busy but not too much to over-burden me | Disagree       | 45        | 18.0 | 1.71 | 0.753 |
|  | Somewhat agree | 88        | 35.2 |      |       |
|  | Agree          | 117       | 46.8 |      |       |
| There is sufficient variety at work to maintain my interest                          | Disagree       | 25        | 10.0 | 1.66 | 0.653 |
|  | Somewhat agree | 115       | 46.0 |      |       |
|  | Agree          | 110       | 44.0 |      |       |

#### 4.2.7. Motivation and job satisfaction employee

In the term of ‘reward has a positive and significant influence on employee motivation’ 17.6% of employees disagree, 48.4% somewhat agree and 34.0% agree (Table 4.9). According to results reward has a positive and significant influence on employee motivation. In addition, 11.2% of the employees chosen disagree and increased to 48.4% agree about ‘working environment has a positive and significant effect on employee motivation’. Than can discover employees feel satisfied with services and environment in the workplace. Moreover, 21.6% of the respondents selected disagree and increased to 34.8% agree about ‘does your workplace

inspire motivation and job satisfaction’. Then, one can concluded that employees agree with the jobs in the workplace. Further, the result of ‘have the opportunity to learn and progress’ is possible reflected 27.2% of the employees chosen disagree 42.8% and decreased to 30.0% agree. Follow by it can perceive that employees feel satisfied with chances of motivation in the workplace.

Table 4.9. Working environment and reward of respondents

| Variable   |                | Frequency | %    | Mean | SD    |
|--|----------------|-----------|------|------|-------|
| Reward has a positive and significant influence on employee motivation.          | Disagree       | 44        | 17.6 | 1.84 | 0.701 |
|  | Somewhat agree | 121       | 48.4 |      |       |
|  | Agree          | 85        | 34.0 |      |       |
| Working environment has a positive and significant effect on employee motivation | Disagree       | 28        | 11.2 | 1.63 | 0.678 |
|  | Somewhat agree | 101       | 40.4 |      |       |
|  | Agree          | 121       | 48.4 |      |       |
| Does your workplace inspire motivation and job satisfaction                      | Disagree       | 54        | 21.6 | 1.87 | 0.741 |
|  | Somewhat agree | 109       | 43.6 |      |       |
|  | Agree          | 87        | 34.8 |      |       |
| Have the opportunity to learn and progress is possible?                          | Disagree       | 68        | 27.2 | 1.97 | 0.757 |
|  | Somewhat agree | 107       | 42.8 |      |       |
|  | Agree          | 75        | 30.0 |      |       |

#### 4.2.8. Selfish interests and individual development

The results in the Table 4.10 showed that 19.6% of the employees chosen disagree and increased to 44.4% agree about ‘is the fear and stress in staff are due to lack of motivation’. So, can understand employees don’t feel stressed and panic in the workplace. In addition, 17.6% of the employees selected disagree and increased to 41.2% agree on the term of ‘interesting work has a positive and significant influence on employee retention’. Than can realize employees love their jobs and agree with them. Also, 27.2% employees disagree, 44.0% somewhat agree and

28.8% agree about ‘promotion has a positive and significant influence on employee motivation’. Thus output shows employees’ promotion is essential for employee motivation. Further, 16.0% of the employees chosen disagree, and increased to 40.4 % agree about ‘Is the job stability would be motivation’. Follow by it can find employees continue working and holding their positions according to their wailing.

Table 4.10. Job satisfaction and motivation of respondents

| Variable   |                | Frequency | %    | Mean | SD    |
|--|----------------|-----------|------|------|-------|
| Is the fear and stress in staff are due to lack of motivation                    | Disagree       | 49        | 19.6 | 1.75 | 0.762 |
|  | Somewhat agree | 90        | 36.0 |      |       |
|  | Agree          | 111       | 44.4 |      |       |
| Interesting work has a positive and significant influence on employee retention. | Disagree       | 44        | 17.6 | 1.76 | 0.731 |
|  | Somewhat agree | 103       | 41.2 |      |       |
|  | Agree          | 103       | 41.2 |      |       |
| Promotion has a positive and significant influence on employee motivation.       | Disagree       | 68        | 27.2 | 1.98 | 0.750 |
|  | Somewhat agree | 110       | 44.0 |      |       |
|  | Agree          | 72        | 28.8 |      |       |
| Is the job stability would be motivation   | Disagree       | 40        | 16.0 | 1.76 | 0.712 |
|  | Somewhat agree | 109       | 43.6 |      |       |
|  | Agree          | 101       | 40.4 |      |       |

#### 4.2.9. Incentives and organizational culture

Result showed that 15.2% of the employees chosen disagree and increased to 45.6% agree about ‘is the reward would be motivation’ (Table 4.11). So, it can be realized giving rewards to employees for their efforts increase motivation. Also, 9.2% of the respondents selected disagree and increased to 45.6% agree about ‘would you like to have a flexible workplace’, which these finds represent employees like flexible work and approachable

managers. In addition, 20.4% employees disagree, 45.2% somewhat agree and 34.4% agree on the term of ‘do you independence and freedom for creative work’. Beside it can realize that to a great extent, employees want freedom in their jobs. Moreover, 32.4% of the employees chose disagree and decreased to 30.0% agree about ‘is there a chance to practice and learn at work’. Hence the output represented that having employees engaged in learning and progress courses please them.

Table 4.11. Reward and independent of respondents

| Variable   | Frequency      | %   | Mean | SD   |       |
|--|----------------|-----|------|------|-------|
| Is the reward would be motivation                  | Disagree       | 38  | 15.2 | 1.70 | 0.719 |
|  | Somewhat agree | 98  | 39.2 |      |       |
|  | Agree          | 114 | 45.6 |      |       |
| Would you like to have a flexible workplace?       | Disagree       | 23  | 9.2  | 1.64 | 0.646 |
|  | Somewhat agree | 113 | 45.2 |      |       |
|  | Agree          | 114 | 45.6 |      |       |
| Do you independence and freedom for creative work? | Disagree       | 51  | 20.4 | 1.86 | 0.728 |
|  | Somewhat agree | 113 | 45.2 |      |       |
|  | Agree          | 86  | 34.4 |      |       |
| Is there a chance to practice and learn at work?   | Disagree       | 81  | 32.4 | 2.02 | 0.791 |
|  | Somewhat agree | 94  | 37.6 |      |       |
|  | Agree          | 75  | 30.0 |      |       |

#### 4.2.10. Procedural justice, social identity and behavioral motivating employees

According to Table 4.12, 15.2% of the employees chosen disagree and increased to 45.6% agree about ‘do you feel justice at work’. According to this output can realize that equality and justice from the managers to employees is indispensable. Moreover, 9.2% of the employees selected disagree and increased to 45.6% agree about ‘is your organization in important decisions’. Therefore, getting employees involved in making decision for institutional policy should be taken into consideration. Besides that 20.4% of the employees chose disagree and increased to 34.4% agree about ‘is it possible to change the working

environment of the employees are motivated’. The result represents that to some degree, changing employees’ workplace increases employee motivation. In addition, the result reflected 32.4% of the employees disagree and decreased to 30.0 % agree about ‘recognition has a positive and significant effect on employee motivation’.

Table 4.12. Recognition and justice of respondents

| Variable   |                | Frequency | %    | Mean | SD    |
|--|----------------|-----------|------|------|-------|
| Do you feel justice at work  | Disagree       | 38        | 15.2 | 1.70 | 0.719 |
|  | Somewhat agree | 98        | 39.2 |      |       |
|  | Agree          | 114       | 45.6 |      |       |
| Is your organization in important decisions?                                     | Disagree       | 23        | 9.2  | 1.64 | 0.646 |
|  | Somewhat agree | 113       | 45.2 |      |       |
|  | Agree          | 114       | 45.6 |      |       |
| Is it possible to change the working environment of the employees are motivated? | Disagree       | 51        | 20.4 | 1.86 | 0.728 |
|  | Somewhat agree | 113       | 45.2 |      |       |
|  | Agree          | 86        | 34.4 |      |       |
| Recognition has a positive and significant effect on employee motivation.        | Disagree       | 81        | 32.4 | 2.02 | 0.791 |
|  | Somewhat agree | 94        | 37.6 |      |       |
|  | Agree          | 75        | 30.0 |      |       |

### 4.3. Relationship Between Socio-Demographic Characteristics and the Job Satisfaction and Motivation

The relationship between socio-demographic factor and job satisfaction and motivation of employee is specified by using Chi-square test in the Table 4.13. Pearson’s Chi-square used to find the relationship between the categorical variables. The study indicated that there is a significant relationship between the socio-demographic factor and motivation employee.

Table 4.13 indicates a statistically significant relationship between ‘does your workplace inspire motivation and job satisfaction’ and socio-demographic factor such as education and job status.

The relationship between ‘education’ and ‘does your workplace inspire motivation and job satisfaction’ is statistically significant ( $\chi^2= 31.57$ ; p: 0.000). According to the result 22.6% of employment in the row of diploma, bachelor and master about education and increased to 39.0% satisfied on the term of motivation and job satisfaction.

There is a significant relationship between ‘job status’ and ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2= 40.58$ ; p: 0.000). On the other hand, the results represent that a combined of 19.50% of respondents chosen department managers about job status and increased to 38.0% satisfied about motivation and job satisfaction.

While did not reveal significant relationship between ‘does your workplace inspire motivation and job satisfaction’ and other independent variables such as gender ( $\chi^2= 0.99$ ; p: 0.318), marital status ( $\chi^2= 2.23$ ; p: 0.129), age group ( $\chi^2= 0.38$ ; p: 0.828) and salary group ( $\chi^2= 0.02$ ; p: 0.992). According to the research, Omolo (2015) stated that managers should know that employees are motivated by monetary rewards. It is recommended that there is need for managers to have a comprehensive motivation scheme in all aspects of an organization as this is directly proportional to the output of the employees. In the deferent research, Abu-Musa (2008) found that job enlargement is not connected with monetary incentives and rarely is it followed by non-monetary incentives. In addition, job enlargement sometime makes employees feel work-loaded when repeatedly practiced. Moreover, employees claimed that job enlargement does not support the opportunities of promotion

Table 4.13. Relationship between demographic characteristics and the job satisfaction and motivation

| Variables      |                                 | Does your workplace inspire motivation and job satisfaction |                    |           |           | $\chi^2$ | P-value |
|----------------|---------------------------------|---|--------------------|-----------|-----------|----------|---------|
|                |                                 | Not satisfied   | Somewhat satisfied | Satisfied | Total (%) |          |         |
| Education      | Primary, Secondary, High school | 19.5  | 41.5               | 32.7      | 100.0     | 31.571   | 0.000** |
|                | Diploma, bachelor, master       | 22.6  | 44.6               | 39.0      | 100.0     |          |         |
| Gender         | Male                            | 22.3  | 44.6               | 33.1      | 100.0     | 0.998    | 0.318   |
|                | Female                          | 20.6  | 42.2               | 37.3      | 100.0     |          |         |
| Marital status | Single                          | 20.5  | 47.3               | 32.1      | 100.0     | 2.299    | 0.129   |
|                | Married                         | 22.5  | 40.6               | 37.0      | 100.0     |          |         |
| Job status     | Staff employee                  | 30.0  | 48.0               | 22.0      | 100.0     | 40.580   | 0.000** |
|                | Department managers             | 19.5  | 42.5               | 38.0      | 100.0     |          |         |
| Age group      | Less than 25                    | 25.0  | 41.7               | 33.3      | 100.0     | 0.378    | 0.828   |
|                | 25-30                           | 22.7  | 46.1               | 31.3      | 100.0     |          |         |
|                | More than 30                    | 19.4  | 40.8               | 39.8      | 100.0     |          |         |
| Salary group   | <500000                         | 21.7  | 40.0               | 38.3      | 100.0     | 0.016    | 0.992   |
|                | 500000-800000                   | 22.9  | 45.8               | 31.3      | 100.0     |          |         |
|                | >800000                         | 17.9  | 48.7               | 33.3      | 100.0     |          |         |

Note: \*\*\*, \*\*and\* indicate significance levels at 1%, 5% and 10% respectively.

#### 4.4. Relationship Between Employee Characteristics and the Job Satisfaction and Motivation

Relationship between employee characteristics is given in Table 4.14. indicates a statistically significant relationship between ‘does your workplace inspire motivation and job satisfaction’ and (salary, the mission, responsibility, Workgroup, job security, training and development, results expected, reward, working environment, opportunity, interesting work, promotion, independence and freedom, chance of practice , justice, recognition).

The results reveal that there is a statistically significant relationship between ‘salary has a positive and significant effect on employee motivation’ and ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2= 15.400$ ,  $p: 0.004$ ). According to result 15.6% of the respondents chose agree about salary and increased to 51.1% satisfied on the term of motivation and job satisfaction.

The relationship between ‘the mission and purpose of my organization makes me feel my job is important and’ ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2= 27.695$ ;  $p: 0.000$ ) is significant. The majority of respondents (49.5%) selected somewhat agree on the term of the mission and decreased to 28.0% satisfied about motivation and job satisfaction.

A significant was observed in the relation between ‘I am satisfied with the responsibility and role that I have in my quality of the relationships and ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2= 18.575$ ;  $p: 0.001$ ). The highest percentage of respondents (58.8%) disagrees about responsibility and decreased to 17.5% satisfied about motivation and job satisfaction.

There is a significant relationship between ‘the quality of the relationships in the informal Workgroup is quite important to me’ and ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2= 12.460$ ;  $p: 0.014$ ). On the other hand, the results represent that a combined of 50.0% of respondents chose somewhat agree in the row of work group and decreased to 17.5% satisfied about motivation and job satisfaction.

Further, the results represented that the relationship between ‘job security has a positive and significant influence on employee motivation’ and ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2=14.634$ ;  $p=0.006$ ) is significant. Moreover, nearly 55.6% of the employees selected somewhat agree about job security and decreased to 29.1% satisfied on the term motivation and job satisfaction.

Also, the relationship is significant between ‘training and development has a positive and significant effect on employee’ and ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2= 16.645$ ;  $p: 0.002$ ). The results indicate that 24.0% of respondents chose somewhat agree about training and development and increased to 38.6% satisfied on the term of motivation and job satisfaction.

Table 4.14. Relationship between employee characteristics and the job satisfaction and motivation

| Variables                |                | Does your workplace inspire motivation and job satisfaction |                    |           |           | $\chi^2$ | P-value |
|--------------------------|----------------|---|--------------------|-----------|-----------|----------|---------|
|                          |                | Not satisfied   | Somewhat Satisfied | Satisfied | Total (%) |          |         |
| Salary                   | Disagree       | 30.6  | 39.6               | 29.7      | 100.0     | 15.400   | 0.004** |
|                          | Somewhat agree | 13.8  | 53.2               | 33.0      | 100.0     |          |         |
|                          | Agree          | 15.6  | 33.3               | 51.1      | 100.0     |          |         |
| The mission              | Disagree       | 50.0  | 16.7               | 33.3      | 100.0     | 27.695   | 0.000** |
|                          | Somewhat agree | 22.6  | 49.5               | 28.0      | 100.0     |          |         |
|                          | Agree          | 12.4  | 47.1               | 40.5      | 100.0     |          |         |
| Responsibility           | Disagree       | 58.8  | 23.5               | 17.6      | 100.0     | 18.575   | 0.001** |
|                          | Somewhat agree | 25.9  | 40.7               | 33.3      | 100.0     |          |         |
|                          | Agree          | 15.1  | 47.4               | 37.5      | 100.0     |          |         |
| Work group               | Disagree       | 50.0  | 11.1               | 38.9      | 100.0     | 12.460   | 0.014** |
|                          | Somewhat agree | 17.3  | 50.0               | 32.7      | 100.0     |          |         |
|                          | Agree          | 20.0  | 45.0               | 35.0      | 100.0     |          |         |
| Job security             | Disagree       | 32.6  | 23.2               | 44.2      | 100.0     | 14.634   | 0.006** |
|                          | Somewhat agree | 16.7  | 55.6               | 27.8      | 100.0     |          |         |
|                          | Agree          | 22.2  | 39.4               | 38.4      | 100.0     |          |         |
| Training and development | Disagree       | 51.9  | 25.9               | 22.2      | 100.0     | 16.645   | 0.002** |
|                          | Somewhat agree | 18.0  | 44.1               | 37.8      | 100.0     |          |         |
|                          | Agree          | 17.9  | 47.3               | 34.8      | 100.0     |          |         |
| Results are expected     | Disagree       | 44.0  | 28.0               | 28.0      | 100.0     | 12.633   | 0.013** |
|                          | Somewhat agree | 24.3  | 44.3               | 31.3      | 100.0     |          |         |
|                          | Agree          | 13.6  | 46.4               | 40.0      | 100.0     |          |         |
| Reward                   | Disagree       | 40.9  | 34.1               | 25.0      | 100.0     | 15.909   | 0.003** |
|                          | Somewhat agree | 14.0-   | 51.2               | 34.7      | 100.0     |          |         |
|                          | Agree          | 22.4  | 37.6               | 40.0      | 100.0     |          |         |
| Working environment      | Disagree       | 39.3  | 46.4               | 14.3      | 100.0     | 14.938   | 0.005** |
|                          | Somewhat agree | 26.7  | 41.6               | 31.7      | 100.0     |          |         |
|                          | Agree          | 13.2  | 44.6               | 42.1      | 100.0     |          |         |
| Opportunity to learn     | Disagree       | 30.9  | 47.1               | 22.1      | 100.0     | 11.706   | 0.020** |
|                          | Somewhat agree | 21.5  | 43.9               | 34.6      | 100.0     |          |         |
|                          | Agree          | 13.3  | 40.0               | 46.7      | 100.0     |          |         |
| Interesting work         | Disagree       | 38.6  | 45.5               | 15.9      | 100.0     | 16.405   | 0.003** |
|                          | Somewhat agree | 23.3  | 41.7               | 35.0      | 100.0     |          |         |
|                          | Agree          | 12.6  | 44.7               | 42.7      | 100.0     |          |         |

Note: \*\*\*, \*\*and\* indicate significance levels at 1%, 5% and 10% respectively

Table 4.15. Relationship between employee characteristics and the job satisfaction and motivation (continues)

| Variables                |                | Does your workplace inspire motivation and job satisfaction |                    |           |           | $\chi^2$ | P-value |
|--------------------------|----------------|---|--------------------|-----------|-----------|----------|---------|
|                          |                | Not satisfied   | Somewhat Satisfied | Satisfied | Total (%) |          |         |
| Promotion                | Disagree       | 324   | 33.8               | 33.8      | 100.0     | 12.632   | 0.013** |
|                          | Somewhat agree | 17.3  | 53.6               | 29.1      | 100.0     |          |         |
|                          | Agree          | 18.1  | 37.5               | 44.4      | 100.0     |          |         |
| Independence and freedom | Disagree       | 41.2  | 41.2               | 17.6      | 100.0     | 17.120   | 0.002** |
|                          | Somewhat agree | 17.7  | 44.2               | 38.1      | 100.0     |          |         |
|                          | Agree          | 15.1  | 44.2               | 40.7      | 100.0     |          |         |
| Chance to practice       | Disagree       | 37.0  | 37.0               | 25.9      | 100.0     | 19.460   | 0.001** |
|                          | Somewhat agree | 16.0  | 50.0               | 34.0      | 100.0     |          |         |
|                          | Agree          | 12.0  | 42.7               | 45.3      | 100.0     |          |         |
| Justice                  | Disagree       | 32.4  | 33.8               | 33.8      | 100.0     | 12.808   | 0.012** |
|                          | Somewhat agree | 19.0  | 53.0               | 28.0      | 100.0     |          |         |
|                          | Agree          | 15.2  | 40.5               | 44.3      | 100.0     |          |         |
| Recognition              | Disagree       | 27.8  | 44.4               | 27.8      | 100.0     | 9.620    | 0.047** |
|                          | Somewhat agree | 22.4  | 53.9               | 23.7      | 100.0     |          |         |
|                          | Agree          | 19.6  | 37.7               | 42.8      | 100.0     |          |         |

Note: \*\*\*, \*\*and\* indicate significance levels at 1%, 5% and 10% respectively.

The table reflected that the relationship between ‘I know what results are expected of me and ‘does your workplace inspire motivation and job satisfaction’ is significant ( $\chi^2= 12.633$ ; p: 0.013). Also, it is observed that nearly 13.6% of the employees selected agree about the “results are expected”, while an increased percentage which was 46.4% can be seen in the column of somewhat satisfied with the term of motivation and job satisfaction.

The results appeared that there is a significant relationship between ‘reward has a positive and significant influence on employee motivation’ and ‘does your workplace inspire motivation and job satisfaction’ ( $\chi^2= 15.909$ , p: 0.003). The result indicated that nearly 22.4% of the employees chose agree about reward and increased to 40.0% satisfied on the term of satisfied in subject of motivation and job satisfaction.

By looking at the result, a significant relationship can be seen between 'working environment has a positive and significant effect on employee retention' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2= 14.938$ ; p: 0.005). The highest percentage of respondents which were 41.6% chose somewhat agree in the term of working environment and increased to 31.7% of them satisfied about motivation and job satisfaction.

The result of Table 4.14 portrayed that the relation between 'have the opportunity to learn and progress is possible' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2= 11.706$ ; p: 0.020) is significant. Going through the raw percentage, can observe that nearly 13.3% of the employees chose agree with term of opportunity to learn and increased to 46.7% of respondents were satisfied about motivation and job satisfaction.

Moreover, the output illustrated a significant relationship between 'interesting work has a positive and significant influence on employee retention Promotion' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2= 16.405$ ; p: 0.003). According to the row percentage, nearly 18.1% of the employees selected agree in the raw of interesting work and increased to 44.4% satisfied about motivation and job satisfaction.

Also, the founding represented that the relationship between 'promotion has a positive and significant influence on employee motivation' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2= 12.632$ ; p: 0.013) is significant. Moreover, nearly 53.6% of the employees selected somewhat agree about promotion and decreased to 29.1% satisfied on the term motivation and job satisfaction.

There is a significant relation between 'do you independence and freedom for creative work' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2= 17.120$ ; p: 0.002). The highest percentage of respondents (44.2%) chose somewhat agree on the term of independence and freedom and decreased to 38.1% of them satisfied about motivation and job satisfaction.

According to the result, a significant relationship can be observed between 'is there a chance to practice and learn at work' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2= 19.460$ ; p: 0.001). Going through the raw percentage, we see that nearly 16.0% of the employees chose somewhat agree about chance to practice and increased to 34.0% of them were satisfied about motivation and job satisfaction.

Furthermore, output indicated that there is a significant relationship between 'do you feel justice at work' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2= 12.808$ ; p: 0.012). Also the result showed that nearly 15.2% of the employees selected agree in the row of justice and increased to 44.3% satisfied about motivation and job satisfaction.

As found in the results, the relationship between 'recognition has a positive and significant effect on employee motivation' and 'does your workplace inspire motivation and job satisfaction' ( $\chi^2=9.620$ ; p: 0.047) is significant. On the other hand, the results represent that a combined of 63.9% of respondents chose somewhat agree in the row of recognition and decreased to 23.7% of them satisfied in the subject of motivation and job satisfaction.

According to Matsson and Dahlqvist (2013), organizations should attempt to set the extrinsic rewards on an accepted level and then shift their attention to intrinsic rewards. On the other hand, Ololube (2006) revealed that teacher related sources of job satisfaction seem to have a greater impact on teaching performance, as teachers are also dissatisfied with the educational policies and administration, pay and fringe benefits, material rewards and advancement.

As represented in the results of Holm and Hennevelt (2012), the corporate culture helps to create a team spirit, a feeling of fellowship and a connection to the company, which is of great importance for young employees. The leadership motivates the young employees by being present, listening and acknowledging. For inexperienced young employees, support and understanding is vital to feel comfortable at work and to develop in their work role.

On the other hands, Adeniji (2011) reveals that there exist a strong positive relationship and significant effect of incentives, remuneration and recognition, on job performances, and that incentive motivational factor has the highest contribution to boost the job performance of an employee in Babcock University.

Osibanjo et al. (2014) shows that salary and promotion have strong positive implications on employee retention. Similarly, incentives and benefits also have positive effects on job satisfaction. While unexpectedly, award and relationships have negative effects on job satisfaction. This study tends to assist managers and decision makers in selecting the appropriate motivating factors in order to retain and satisfy their employees.

#### 4.4. Binary Logit Model for Social Demographic Characteristics

Descriptions of the variables used in model are given in Table 4.15. Motivation employee as a dependent variable is determined by questionnaire as ‘Does your workplace inspires motivation and job satisfaction’. This is dependent variable documented as a binary variable as agree (1) and disagree (0)

Table 4.16. Descriptions of the variables used in model

| Variable                    | Definition of characters                                       | Definition of variable             | Mean   | Standard division |
|-----------------------------|--|------------------------------------|--------|-------------------|
| Motivation                  | “Does your workplace inspires motivation and job satisfaction” | 0: Disagree                        | 1.87   | 0.741             |
|                             |  | 1: Agree                           |        |                   |
| Gender                      | Gender of Respondents  | 0: Female                          | 0.41   | 0.492             |
|                             |  | 1: Male                            |        |                   |
| Marital Status              | Marital status of respondents                                  | 0: Married                         | 0.067  | 0.470             |
|                             |  | 1: Single                          |        |                   |
| Education                   | Education of respondents                                       | 0: Primary, secondary, high school | 0.55   | 0.498             |
|                             |  | 1: Diploma, bachelor, master       |        |                   |
| Job status                  | Job status of respondents                                      | 0: Department manager              | 0.80   | 0.401             |
|                             |  | 1: Employee staff                  |        |                   |
| Age                         | Years of respondents   | Years                              |        |                   |
| Income                      | Dinars of respondents  | Dinars                             | 30.66  | 5.973             |
| Number of members in family | Number of member in family respondents                         | Number                             | 576024 | 221652.011        |

The Nagelkerke  $R^2$  variation that does range from 0 to 1 is a more reliable measure of the relationship. In our case it is 0.305, indicating a rather strong relationship of 30.5% between the predictors and the prediction (Table 4.16). If the H-L goodness-of-fit test statistic is more prominent than 0.05, as we want for well-fitting models, we fail to reject the null hypothesis that there is no difference between observed and model-predicted values, implying that the model’s estimate fit the data at an acceptable level. Our H-L statistic has significance of 0.960 which

means that it is not statistically significant and therefore our model is quite a good fit. Rather than using a goodness-of-fit statistic, we regularly need to look at the proportion of cases we have managed to classify correctly. In this study, 91.3% were correctly classified for the take offer group and 44.2% for the decline offer group. Overall 76.8% were correctly classified. The analyst may well need to drop independents from the model when their impact is not significant by the Wald statistic. This is an impressive change on the 30.5% correct arrangement with the constant model so we realize that the model with indicators is a significantly better model.

Regarding to the results of logistic regression; there was a statistically significant relationship between motivation and job satisfaction of employees and ‘education’, ‘job status’, while did not reveal significant relation between other independent variables such as gender, age, marital status, salary and number of members in family.

Based on the statistically significant coefficient, the ‘education’ has a positive effect on the motivation and job satisfaction of employees. On the other hand, the results indicated that the odds ratio of education for motivation employee is 5.621. This implies that higher educated employees are 5.621 times more likely to involve motivation and job satisfaction.

According to the statistically significant coefficient, the ‘job status’ has a positive effect on the ‘does your workplace inspires motivation and job satisfaction’. On the other hand, the results indicated that the odds ratio of job satisfaction for motivation employee 4.694. This shows that job status has the 4.694 times more likely motivation and job satisfaction involvement.

Table 4.17. Binary logit model for social demographic characteristics of employee

| <b>Variables</b>           | <b>Coefficient</b> | <b>Standard Error</b> | <b>Wald Test</b> | <b>P-value</b> | <b>Odd Ratio</b> |
|----------------------------|--------------------|-----------------------|------------------|----------------|------------------|
| Gender                     | -0.152             | 0.336                 | 0.204            | 0.651          | 0.859            |
| Age                        | 0.018              | 0.031                 | 0.339            | 0.560          | 1.018            |
| Education                  | 1.727**            | 0.476                 | 13.162           | 0.000          | 5.621            |
| Marital status             | 0.360              | 0.380                 | 0.899            | 0.343          | 1.434            |
| Number of member in family | 0.174              | 0.110                 | 2.512            | 0.113          | 1.190            |
| Job status                 | 1.529**            | 0.375                 | 16.650           | 0.000          | 4.615            |
| Salary                     | 0.000              | 0.000                 | 0.004            | 0.950          | 1.000            |
| Constant                   | -3.976             | 1.219                 | 10.638           | 0.001          | 0.019            |
| -2 log likelihood          | 247.886            |                       |                  |                |                  |
| Nagelkerke R <sup>2</sup>  | 0.305              |                       |                  |                |                  |
| $\chi^2$ (p: value)        | 60.859 (0.000)     |                       |                  |                |                  |

Note: \*\*\*, \*\*and\* indicate significance levels at 1%, 5% and 10% respectively

According to the results Faisal et al. (2015) there is a correlation between education level and satisfaction of the work nature, and between hierarchy level and job earnings. Also, there results indicated that there is correlation between the gender, level of education and hierarchy level and promotion opportunities and between job security and gender.

Also, correspond to the finding of a study carried out by Rahimic (2013) which represented the ever-changing dynamics of the business environment, continuous staff education and senior staff mentoring is indispensable.

Filipe (2011) in their study reported that underscore need to conceptualize the mechanisms by which contextual factors influence creativity, and suggest how managers can promote creativity through the work environment.

Manzoor (2012) found that there is a positive relationship between the employee motivation and employee recognition and organizational as exhibited by the empirical studies conducted by Kalimullah (2012). Thus it is concluded that appreciation and recognition of employees and employees' tasks fulfillment stimulates them towards working with more energy and dedication to the organization.

On the other hand, the study of Srivastava et al. (2012) showed employee empowerment and employee motivation towards organizational tasks have also direct and positive relationship between them.

#### **4.5. Binary Logit Model for Employee Characteristics**

To analyze effect of employee characteristics on motivation and satisfaction of employees binary logit model was used. Table 4.17 showed descriptive statistics of variables in the model.

The Nagelkerke  $R^2$  variation that does range from 0 to 1 is a more reliable measure of the relationship. In our case it is 0.434, indicating a rather strong relationship of 43.4% between the predictors and the prediction (Table 4.18). If the H-L goodness-of-fit test statistic is more prominent than 0.05, as we want for well-fitting models, we fail to reject the null hypothesis that there is no difference between observed and model-predicted values, implying that the model's estimate fit the data at an acceptable level. Our H-L statistic has significance of 0.960 which means that it is not statistically significant and therefore our model is quite a good fit. Rather than using a goodness-of-fit statistic, we regularly need to look at the proportion of cases we have managed to classify correctly. In this study, 91.3% were correctly classified for the take offer group and 51.9% for the decline offer group .Overall 79.2% were correctly classified. The analyst may well need to drop independents from the model when their impact is not significant by the Wald statistic. This is an impressive change on the 43.4% correct arrangement with the constant model so we realize that the model with indicators is a significantly better model.

Table 4.18. Descriptive statistics of variables in the model

| Variable                                  | Definition of characters  | Definition of variable | Mean | Standard division |
|---|---|------------------------|------|-------------------|
| Top management                            | Visibility with top management is important me  | 0: Disagree            | 1.66 | 0.665             |
|   |   | 1: Agree               |      |                   |
| Recognize                                 | I fell that my superior always recognizes the work done by me                         | 0: Disagree            | 1.66 | 0.653             |
|   |   | 1: Agree               |      |                   |
| The mission                               | The mission or purpose of my organization makes me feel my job is important           | 0: Disagree            | 1.71 | 0.753             |
|   |   | 1: Agree               |      |                   |
| Responsibility                            | I am satisfied with the responsibility and  | 0: Disagree            | 1.66 | 0.653             |
|   |   | 1: Agree               |      |                   |
| Training and development                  | Training and development has a positive and significant effect on employee            | 0: Disagree            | 1.83 | 0.701             |
|   |   | 1: Agree               |      |                   |
| Working environment                       | Working environment has a positive and significant effect on employee                 | 0: Disagree            | 1.63 | 0.673             |
|   |   | 1: Agree               |      |                   |
| Results are expected                      | I know that results are expected of me  | 0: Disagree            | 1.75 | 0.762             |
|   |   | 1: Agree               |      |                   |
| The fear and stress                       | Is the fear and stress in staff are due to lack of motivation                         | 0: Disagree            | 1.76 | 0.731             |
|   |   | 1: Agree               |      |                   |
| The quantity of my work is enough to keep | The quantity of my work is enough to keep me busy but not too much to over-burdens me | 0: Disagree            | 1.86 | 0.728             |
|   |   | 1: Agree               |      |                   |
| Flexible workplace                        | Would you like to have flexible workplace   | 0: Disagree            | 2.02 | 0.791             |
|   |   | 1: Agree               |      |                   |
| Independence and freedom                  | Do you Independence and freedom for creative work                                     | 0: Disagree            | 1.70 | 0.719             |
|   |   | 1: Agree               |      |                   |
| Decisions                                 | Is your organization in important decisions   | 0: Disagree            | 1.64 | 0.640             |
|   |   | 1: Agree               |      |                   |
| Chance to practice                        | Is there a chance to practice and learn at work                                       | 0: Disagree            | 0.73 | 0.446             |
|   |   | 1: Agree               |      |                   |
| Justice                                   | Do you feel justice at work   | 0: Disagree            | 0.74 | 0.437             |
|   |   | 1: Agree               |      |                   |

According to the results of logistic regression; there were a statistically significant relationship between motivation and ‘Visibility with top management is important me’, ‘The mission or purpose of my organization makes me feel my job is important’, ‘I know what results are expected of me’ and ‘Is there a chance to practice and learn at work’.

According to the statistically significant coefficient, top management has a positive effect on the 'does your workplace inspire motivation and job satisfaction'. On the other hand, the results indicated that the odds ratio of visibility with top management is important to me for motivation employee (3.183) times more likely to involved motivation and job satisfaction.

The result of statistically significant coefficient showed that the mission or purpose has a positive affected on the does your workplace inspire motivation and job satisfaction. Moreover, the results indicated that the odds ratio of the mission or purpose for motivation employee (2.942) times more likely to involve in motivation and job satisfaction.

Based on the statistically significant coefficient, the expected results has a positive affected on the 'does your workplace inspires motivation and job satisfaction'. The results indicated that the odds ratio of the results for motivation employee (5.501) times more likely to involve in motivation and job satisfaction.

The output of the statistically significant coefficient represented that chance to practice and learn at work has a negative effect on the 'does your workplace inspire motivation and job satisfaction'. In addition, the results indicated that the odds ratio of chance to practice for motivation employee (0.251) times less likely to involve motivation and job satisfaction.

Table 4.19. Results of the logistic regression model for employee characteristics

| Variables                 | Coefficient    | Sta. Error | Wald Test | P-value | Odd Ratio |
|---------------------------|----------------|------------|-----------|---------|-----------|
| Top management            | 1.324**        | 0.611      | 4.692     | 0.030   | 3.760     |
| Recognizes                | -0.477         | 0.549      | 0.753     | 0.385   | 0.621     |
| The mission               | 1.001**        | 0.454      | 4.860     | 0.027   | 2.721     |
| Responsibility            | 0.037          | 0.144      | 0.066     | 0.798   | 1.037     |
| Training and development  | 0.211          | 0.488      | 0.186     | 0.666   | 1.235     |
| Results are expected      | 1.814**        | 0.447      | 16.489    | 0.000   | 6.136     |
| Stress in staff           | 0.293          | 0.234      | 1.567     | 0.211   | 1.341     |
| The quantity of work      | 0.230          | 0.480      | 0.230     | 0.631   | 1.259     |
| Flexible workplace        | -0.348         | 0.635      | 0.300     | 0.584   | 0.706     |
| independence and freedom  | -0.163         | 0.480      | 0.115     | 0.734   | 0.850     |
| Chance to practice        | -1.443**       | 0.455      | 10.049    | 0.002   | 0.236     |
| Justice                   | 0.171          | 0.421      | 0.164     | 0.686   | 1.186     |
| Constant                  | -1.296         | 1.041      | 1.552     | 0.213   | 0.274     |
| -2 log likelihood         | 216.700        |            |           |         |           |
| Nagelkerke R <sup>2</sup> | 0.434          |            |           |         |           |
| $\chi^2$ ( p:value)       | 92.046 (0.000) |            |           |         |           |

Note: \*\*\*, \*\*and\* indicate significance levels at 1%, 5% and 10% respectively

Top (2012) observed attitude of top management and the role of facilitator is understood to be a significant factor on effectiveness of sharing of knowledge ( $p < 0.05$ ), which these relationships were statistically significant and important, also stated the value of ( $p < 0.05$ ) is to be shown increasing the effectiveness of information sharing that is also statistically significant and impressive. Moreover showed that there is a link between top management perceptions and visions of knowledge and strategy.

On the other hand, Shrivastava and Purang (2009) stated that some factors including : feedback system, task derivative, pecuniary agreements, growth latitude, reward and recognition agreement, punitive agreement, innovation reinforcement, empowerment accepting culture have a significant effect on the employee motivation from appraisal. 0.473 implies the model fit at 47.3% level of significance.

Moreover, Taguchi (2009) found that a workplace with relatively high numbers of single fulltime workers in their twenties and thirties, development ability, salary, and bonus strongly influenced work motivation. Clarity of one's own role, work volume, working hours, evaluation by supervisor, evaluation by customers, interestingness of work, difficulty of work, amenity of the workplace, and relationship with supervisor also influenced work motivation by varying degrees. The promotion system and cooperation between departments had no apparent effects on work motivation.

## 5. CONCLUSION AND RECOMMENDATIONS

The concept of motivation and its parts, which stimulate us, are the most sophisticated parts of psychology and today's management. This requires a lot of efforts and research to be done. Humanitarian issues widen every day, despite the rapid advancement of technology. Motivation for work has occupied expert's mindset widely. Research with regard to the motivation's phenomenon and its role in the person's behavior undoubtedly refers to psychological research. Human resource is the most important and valuable asset of any organization. The organization objectives can be reached by making a good use of the resources with others in the organization. These resources consist of effective capabilities and abilities which they turn into the workforce in the workplace (Dewett, 2007).

This investigation aims to determine an identification of the reasons that cause job satisfaction and motivation employees in Erbil-Iraq. The statistical analysis had been used for categorical variables to indicate frequencies and percentages. Pearson's Chi-square used to find the association between the categorical variables. Based on the empirical results, education, job status, salary, the mission, responsibility, work group, job security, training and development results are as expected. Reward, working environment, opportunity, interesting work, promotion, independence and freedom, chance to practice and learn, justice, and recognition are the significant association with the involved motivation employees.

Six variables were included in the logit model, namely education, job status, top management, the mission, purpose and chance to practice and learn. The observed level of significance for regression coefficients was suggested that these six variables were statistically important effect on motivation and satisfaction of employee.

As it clear, that offering organizational and professional development courses with a variety of skills for employees cause that they having high motivation, therefore recommends that to providing education opportunities for employees to progress degree and achieve higher administrative authority in order to increase motivation employees. Meanwhile, the study recommends improving relationships between top managers and staff in the organization, followed by to understand their managers' expectations; employees need to know when they're performing well and when they're not. It needs to be discussed more frequently than an annual performance review.

On the other hand, The study revealed that money does not exert a stronger influence on workers than the nonmonetary factors., therefore it is recommended that the nonmonetary factors such as recognition, promotion, et cetera, should be utilized more frequently as this may even reduce the consideration of ‘money’ as a major motivational element.

The study suggests that intrinsic motivators, such as challenging positions and advancement opportunities are generally the ones to motivate the Erbil service employees most. Still, at the first career stage, the newly hired employees must be provided with good working environment first, and then other incentives come on science. The findings showed that the required tools that employees need to work with are not available in our public employee. As well as it is recommended that the government and the Service take initiative to provide all tools and materials employees need in the execution of their duties.

It is recommended that future research should combine other data collection instruments with the questionnaire in order to gain a deeper understanding into the subject of motivation and employee satisfaction. Also, since the sample size for the study was relatively small, future research can replicate this study by using a much larger sample.

Employee participation and empowerment do not only enhance efficiency, innovation and growth but they also increase employee motivation and trust in the organization. In that event, employees feel appreciated for their work and are involved in decision-making, their motivation and enhanced enthusiasm will lead to better loyalty and productivity.

Management should evaluate employee suggestion scheme and use the feedback from the workforce to improve the organizational environment and fulfill their skills and needs. People are different and they are motivated by diverse needs, such as physiological needs, safety requirements and self-actualization needs. So, focusing on employees at each level of the workforce and analyzing every department of the organization will supply detailed precise information regarding the needs of employees.

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13. I'm satisfied with the lunch break, rest breaks and leaves given in the organization  
(1)Disagree (2) Somewhat agree (3) Agree
14. Good physical working conditions are provided in the organization  
1) Disagree (2) Somewhat agree (3) Agree
15. Salary has a positive and significant effect on employee motivation  
(1)Disagree (2) Somewhat agree (3) Agree
16. The medical benefit provided in the organization are satisfactory  
(1) Disagree (2) Somewhat agree (3) Agree
17. The employees in the organization feel secured in their job  
(1)Disagree (2) Somewhat agree (3) Agree
18. Visibility with top management is important to me  
(1) Disagree (2) Somewhat agree (3) Agree
19. I feel that my superior always recognizes the work done by me  
(1) Disagree (2) Somewhat agree (3) Agree
20. The mission or purpose of my organization makes me feel my job is important  
(1) Disagree (2) Somewhat agree (3) Agree
21. I am satisfied with the responsibility and role that i have in my the quality of the relationships  
(1) Disagree (2) Somewhat agree (3) Agree
22. In the informal workgroup is quite important to me  
(1) Disagree (2) Somewhat agree (3) Agree
23. Security has a positive and significant influence on employee motivation.  
(1) Disagree (2) Somewhat agree (3) Agree

24. Putting information in the hands of employees

(1) Disagree (2) Somewhat agree (3) Agree

25. I feel more motivated while participating in activities done here like a, sports week.

(1) Disagree (2) Somewhat agree (3) Agree

26. Appreciate and encourage employees

(1) Disagree (2) Somewhat agree (3) Agree

27. I generally like to schedule my own work and to make job-related decisions with a minimum of supervision

(1) Disagree (2) Somewhat agree (3) Agree

28. I find opportunities for advancement in this organization

(1) Disagree (2) Somewhat agree (3) Agree

29. Do you feel challenged in your work?

(1) Disagree (2) Somewhat agree (3) Agree

30. Training and development has a positive and significant effect on employee

(1) Disagree (2) Somewhat agree (3) Agree

31. I know what results are expected of me

(1) Disagree (2) Somewhat agree (3) Agree.

32. The quantity of my work is enough to keep me busy but not too much to over-burden me

(1) Disagree (2) Somewhat agree (3) Agree

33. There is sufficient variety at work to maintain my interest

(1) Disagree (2) Somewhat agree (3) Agree

34. Reward has a positive and significant influence on employee motivation.

(1) Disagree (2) Somewhat agree (3) Agree

35. Working environment has a positive and significant effect on employee retention

(1) Disagree (2) Somewhat agree (3) Agree

36. Does your workplace inspire motivation and job satisfaction?

(1) Not satisfied (2) Somewhat satisfied (3) satisfied

37. Have the opportunity to learn and progress is possible?

(1) Disagree (2) Somewhat agree (3) Agree

38. Is the fear and stress in staff are due to lack of motivation

(1) Disagree (2) Somewhat agree (3) Agree

39. Interesting work has a positive and significant influence on employee retention Promotion

(1) Disagree (2) Somewhat agree (3) Agree

40. Promotion has a positive and significant influence on employee motivation

(1) Disagree (2) Somewhat agree (3) Agree

41. Is the job stability would be motivation?

(1) Disagree (2) Somewhat agree (3) Agree

42. Is the reward would be motivation?

(1) Disagree (2) Somewhat agree (3) Agree

43. Would you like to have a flexible workplace?

(1) Disagree (2) Somewhat agree (3) Agree

44. Do you independence and freedom for creative work

(1) Disagree (2) Somewhat agree (3) Agree

45. Is there a chance to practice and learn at work?

(1) Disagree (2) Somewhat agree (3) Agree

46. Do you feel justice at work?

(1) Disagree                      (2) Somewhat agree                      (3) Agree

47. Is your organization in important decisions?

(1) Disagree                      (2) Somewhat agree                      (3) Agree

48. Is it possible to change the working environment of the employees are motivated

(1) Disagree                      (2) Somewhat agree                      (3) Agree

49. Recognition has a positive and significant effect on employee motivation

(1) Disagree                      (2) Somewhat agree                      (3) Agree

## CURRICULUM VITAE

### Personal Identity

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### Educational Background

| Degree        | Place of Education                                       | Date of Graduate |
|---------------|--|------------------|
| High School   | Soran High School  | 2004-2005        |
| BSc           | College of Management & Economics, Statistics Department | 2005-2009        |
| Master Degree | Graduate School of Nature, Dep. of Bioengineering        | 2015-2017        |

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### Computer and Programs Skills

- Microsoft Office (MS Word, MS Excel, MS Access, MS PowerPoint, MS Publisher)
- SPSS Program
- Program Visual Basic
- Language Skills
- Turkey, English, Persian, Arabic