

# **The effects of work motivation in quality of work life and A study on banking sector**

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## **Abstract**

In terms of Sustainable development, in countries, the success and effectiveness of institutions is quite important. One of the most important elements of providing success and effectiveness of institutions that have the human resources is working effectively and efficiently. In this respect, “motivation” is one of the most important factors in raising the quality of work life in the institutions, employee productivity, the contribution of the institution, and the sense of belonging in the institution. Motivation plays an important role in business life. Motivation by definition means that the individual actuating motive. In the business life, motivation, increase the concern of the employee's job, and as a result of raising the quality of work life is an important factor that increase business efficiency. The higher motivation increases the contribution of the institution by raising the productivity of the employee. High rate of success of the organization by increasing employee motivation provided by the institution will contribute to the country's economy. This aspects, in order to take advantage of the present institutions active human sources, making efforts to enhance the motivation of employees in achieving organizational effectiveness and efficiency and provide the employees' job satisfaction. Happy and productive working lives of employees in having a sense of belonging in the institution can be used effectively in improving the motivation factor is the result. This study measured the effect of bank employees, the care component of motivation in raising the quality of work life survey was applied on the bank employees. In this study, a survey was applied on bank employee in terms of assessment of the effect of motivation in the raising the quality of work life of bank employee. Importance of motivation arises in this sector. The higher motivation increases the productivity of employee,

institutional effectiveness and quality of working life. Motivating factors should be applied by institutions.

## 1. INTRODUCTION

Motivation is a motive that the people take to move. The word for English that means of move was derived from the root of "mot" in Latin. In the psychology motivation is used for as purposeful behaviors that direct towards a specific goal with innate driving forces. (Keser, 2009; 88).

Work motivation is a motive that is a person who works in an organization directed to do his/her job. The occurrence of this motive is due to some factors. These factors are researched in the studies regarding psychology in literature. In the results of researches, significant results regarding motivational means are observed. Herzberg said that, in his studies in 1959 and 1966, the intrinsic factors that the employee motive to work and hygiene or external factors that led to de-motivation and dissatisfaction in the absence of them. According to theory, intrinsic factors are related to the nature of the work itself, achievement, recognition, responsibility and advancement. The dissatisfaction factors are associated with the individual's relationship to the environment in which he/she does his/her work. The most important of these is company policy and administration that promotes ineffectiveness within the organization. The other factors are supervision, working conditions, interpersonal relationship, salary. (Eren, 2010: 511-512, Landy and Conte, 2010: 370-371).

The work motivation is the important concept in the Industrial or organizational psychology. For organizations to succeed, increasing the productivity of employees is very important. Increasing the productivity of employees relates to employees' quality of work life and employees' happiness in the workplace.

Quality of work life, to provide the best working conditions for employees in a workplace. More expressly, all factors related to the workplace from the physical characteristics of the workplace to the politics of the organization's management and all factors related to the workplace and employees to allow for loving his/her job, the job characteristics and intrinsic factors related to the provision of business-compliance refers to the individual. (Barutçugil, 2004; 394, 395, 396).

As shown in these conceptual explanations, the employee's job motivation factors that, in fact, elements that make up the quality of work life. Therefore, with the rise of the working individual's work motivation, positive impact on quality of work life will increase. Intrinsic motivation factors in improving the quality of work life, organizational policies to increase the individual's motivation to work by raising the quality of life, increase business efficiency, increase the performance. As a result of all these positive developments, the organization will show a good performance as soon as possible and it will succeed. The presence of successful organizations in a country and its economy has a positive impact on the welfare of the country and will be taken on important roles.

Motivation concerns the conditions responsible for variations in intensity, persistence, quality, and direction of ongoing behavior (Vinacke, 1962). The term “instinct” was gradually replaced with terms such as “need”, “motive”, and “drive” (Viteless, 1953). Latham and his colleagues (Latham & Budworth, 2007; Latham & Pinder, 2005) have reviewed the 100 year history of motivation research in I-O psychology. Vroom (1964), proposed that VIE theory. VIE consist of valence, instrumentality, expectancy. Vroom reasoned that psychological objects in an environment also have attracting forces.

Between 1940 and 1960, the struggle for preeminence in motivation theory was between the behaviorists and the need theorists. By 1960, the emergence of cognitive psychology resulted in a radical shift in the battle for “motivational superiority”. New motivational theories emerged that emphasized the thought and decision processes of the individual. Today’s theories of motivation are largely cognitive and emotional at their foundation. The differences among them are more a matter of what people think about and how they think about choosing courses of action, rather than any dispute regarding whether thought enters into motivation. (Landy and Conte, 2010: 362).

Weiner (1991, 1992) suggested that the best way to gain an understanding of the wide variation in motivational theories, as well as of the evolution of motivational thinking, is through the use of metaphors. A metaphor is intended to illuminate an obscure or difficult concept by example. Weiner suggests that all motivational theories can be described by one of two metaphors: the person as a machine, and the person as scientist. Person as machine: Automatic response by individual, Responds to needs and drives, Responds to external stimuli and reinforcement. Person as scientist: Voluntary response by individual: analyzes internal and external information. Hypothesizes about the foundation for events and actions of others. Develops goal and action plans.

Abraham Maslow (1943), suggested that the hierarchy of needs theory. Herzberg (1966), revealed that two-factor theory. Locke (1980), motivation theory, behaviorism has addressed a critical look at the strengths and shortcomings. Georgopoulos, Mahoney and Jones (1957), have proposed the path-goal theory.

Adams (1965), proposed the theory of popular scientist. Festinger (1957), proposed the theory of dissonance. Adams (1965), proposed by Festinger's ideas and improving the well-known theory of "equality" has become a theory. Latham and Pinder (2005), examined, and had proposed the theory of equality. Conner (2003), Bolino and Turnley (2008), studied the theory of equality. Locke and Latham (2002), researched goal-setting theory. Baldamu (1951), Locke, Shaw, Saari, and Latham (1981), Ryan, (1970), goal-setting theory, Austin and Vancouver (1996), goal-setting theory, Locke (1968), goal-setting theory, Locke and Latham (1990), goal-setting theory, Locke and Latham (1996), goal-setting theory, Wiese and Freund (2005), said that goal difficulty is a critical ingredient to both performance and satisfaction. Mitchell, Thompson, George, Falvy, (2000), goal-setting theory, concept of commitment. Locke and colleagues (1981), proposed that goal-setting theory, direction, effort, persistence, strategy, feedback loop. Atkins, Wood, Rutges, (2002), goal-setting theory, cognitive tasks., Youngcourt, Beaubien (2007) proposed that goal orientation prediction person’s achieve

work. Porath and Bateman (2006) proposed that specific self-regulatory tactics. Gollwitzer (1990) supposed that focus on internal or external cues. Kuhl (1992) supposed that focus on internal or external signs. Austin and Klein (1996) proposed that cognitive abilities roles. Kanfer (1992) supposed that individuals need to depend on cognitive abilities (memory, reasoning, comprehension).

## 2.METHOD

Questionnaire was administered to employees of the Bank. Data were analyzed using SPSS 11 statistical package. Questionnaires were adapted by inspired from Erol Eren's motivational tools to encourage the scale of the survey, job satisfaction, job involvement and an Minnesota job satisfaction Questionnaire. All bank employees contained in Isparta city asked to be reached in the analysis, reached 140 people. 120 people were taken back. 102 form of these forms in the questionnaire that is appropriate for analysis have been analyzed. Surveys have been done of face to face method by the forms giving people exactly.

Analyses of demographic characteristics, frequency and percentage were analyzed. The factor analysis has done for questions that measure work motivation and the quality . Questions are grouped under four factors by factor analysis. By regression analysis Factor groups between satisfaction with the quality of work life, the effects of these factors on satisfaction with the quality of work life were measured. Difference tests were conducted for all demographic characteristics to measure whether differences exist in terms of the quality of work life satisfaction according to demographic characteristics And the results are described.

## 3.RESULTS AND DISCUSSION

Analysis were researched as shown below. Firstly, frequencies tables are observed. The statistical analysis sources are used in the analyses. (Sipahi e.a., 2006, Albayrak, 2006).

### 3.1.Frequencies Tables

According the statement of gender, frequency column, 50 people of respondents are male, and 52 people are female and to the percent column, 49 percent of respondents is male and 51 percent is female.

#### Male/Female

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	50	49,0	49,0	49,0
Female	52	51,0	51,0	100,0

Total	102	100,0	100,0	
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Likewise, according the statement of age, frequency and percent are observed.

### Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-25 age	18	17,6	17,6	17,6
2,00	40	39,2	39,2	56,9
3,00	28	27,5	27,5	84,3
4,00	10	9,8	9,8	94,1
5,00	6	5,9	5,9	100,0
Total	102	100,0	100,0	

And the frequency and percent results are observed in the following frequency tables such as Level Of Education, Job Title, Marital Statu, Salary, Working Time At The Bank, Sectoral Working Time and Bank Status.

### Level Of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High School	11	10,8	10,8	10,8
College (associate degree)	7	6,9	6,9	17,6
University (BA)	72	70,6	70,6	88,2
Master of Science	11	10,8	10,8	99,0
Doctorate	1	1,0	1,0	100,0
Total	102	100,0	100,0	

**Job Title**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Booth Personnel	55	53,9	53,9	53,9
Assistant Director	17	16,7	16,7	70,6
Director	12	11,8	11,8	82,4
Chief	13	12,7	12,7	95,1
Deputy Director	3	2,9	2,9	98,0
Manager	2	2,0	2,0	100,0
Total	102	100,0	100,0	

**Marital Statu**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	62	60,8	60,8	60,8
Single	40	39,2	39,2	100,0
Total	102	100,0	100,0	

**Salary**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 750-1000 TL	20	19,6	19,6	19,6
1001-1250 TL	21	20,6	20,6	40,2
1251-1500 TL	16	15,7	15,7	55,9
1501-1750 TL	15	14,7	14,7	70,6

1751-2000 TL	11	10,8	10,8	81,4
2001 TL and up	19	18,6	18,6	100,0
Total	102	100,0	100,0	

### Working Time At The Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1	13	12,7	12,7	12,7
1-5	39	38,2	38,2	51,0
5-10	26	25,5	25,5	76,5
10-15	14	13,7	13,7	90,2
15-20	3	2,9	2,9	93,1
20 and up	7	6,9	6,9	100,0
Total	102	100,0	100,0	

### Sectoral Working Time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1	10	9,8	9,8	9,8
1-5	42	41,2	41,2	51,0
5-10	23	22,5	22,5	73,5
10-15	16	15,7	15,7	89,2
15-20	4	3,9	3,9	93,1
20 and up	7	6,9	6,9	100,0
Total	102	100,0	100,0	

### Bank Status

	Frequency	Percent	Valid	Cumulative
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			Percent	Percent
Valid	Public	33	32,4	32,4
	Private-Turkish	53	52,0	84,3
	Private-Foreign	16	15,7	100,0
	Total	102	100,0	100,0

### 3.2.Factor Analysis

After reliability analysis, factor analysis was conducted. By the table checked, the factor analysis consists of just a question was removed for it will not be healthy for the analysis, factor analysis was again done. As a result, the load factor is still close to each other for two separate factor group analysis of the questions in the order removed, the analysis was repeated in the order. Four questions were removed. These four questions; incentives and awards, granting a job he/she dislike, status of equipment and in-kind donations are affecting the success of the workplace. Removing the effect level while the questions are considered by the study. The latest results have emerged, such as factor analysis in the the following table. Questions of recognition and appreciation and promoted close under the loads seen that the two factors, however, that important questions for the purpose of the study were eligible for the disconnection of. The factor analysis of the final table were seen that is significant and analysis is continued

#### Rotated Component Matrix(a)

	Component			
	1	2	3	4
Responsibility	<b>,701</b>	,392	-,018	,228
Participation in decision making	<b>,679</b>	,244	,018	,308
Work itself	<b>,674</b>	-,005	,315	,204
Possibility of growth and advancement	<b>,673</b>	,136	,435	,009

Achievement	<b>,662</b>	-,083	,489	,130
Promotion	<b>,613</b>	,506	,064	-,118
Appriciation and recognition	<b>,567</b>	,415	,203	,212
Distrubition of tasks between employee	,038	<b>,869</b>	,102	,156
The justice of achievement, appriciation, reward in organization	,236	<b>,773</b>	,230	,050
Salary	,248	<b>,696</b>	,012	,342
Interpersonal relations superior	,267	,197	<b>,741</b>	-,012
Healty benefits	-,007	-,001	<b>,732</b>	,334
Interpersonal relations peers	,250	,039	<b>,686</b>	,265
Working conditions	,152	,338	<b>,579</b>	,169
Possibility of holiday in workplace	,103	,214	,121	<b>,810</b>
Job security	,126	,075	,354	<b>,770</b>

Excessive working	,274	,143	,175	<b>,653</b>
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According to this table the motivational factors are grouped under the four factors. Looking at the questions in the first factor, these factors are internal factors that individual to be successful at work and providing motivate to work such as responsibility, participation in decision making, work itself, possibility of growth and advancement, Achievement, promotion, appreciation and recognition are seen.

The second factor group is related to task distribution between employee at the workplace, wage levels in the workplace the justice of achievement, appreciation, reward in organization. This factor group brings together for the questions that affect perceptions of justice is observed.

The third factor group is related to inter personal relations with superior or boss, inter personal relations with peers, physical conditions at the workplace and health services provided by the institution, indicate external factors with related to working conditions in the workplace.

The last factor on the 4th group is related to possibility of holiday in the workplace, job security and excessive working in the workplace, on personnel needed to feel comfortable, job security guarantees, the right to allow use on a regular basis and the opportunity to work within a normal period and the rest of the time will be important for personal life quality. This group is concerned with employee rights. The sum of all factors that gives the quality of work life.

<b>FACTOR 1</b>	<b>FACTOR 2</b>	<b>FACTOR 3</b>	<b>FACTOR 4</b>
<b>Internal Factors</b>	<b>Working External Conditions Factors</b>	<b>Perception Of Justice Factors</b>	<b>Employee Rights Factors</b>
Responsibility	distribution of tasks between employee	interpersonal relations superior	possibility of holiday in workplace
participation in decision making	the justice of achievement, appreciation, reward in organization	healthy benefits	job security

work itself	Salary	interpersonal relations peers	excessive working
possibility of growth and advancement		working conditions	
Achievement			
Promotion			
appriciation and recognition			

### 3.3. Regression Analysis

After the factor analysis, the regression analysis was done between the factor groups that occurred in the factor analysis and the quality of work life scale to observe whether a significant relationship between motivational instruments and the work life quality. In the analysis, The factor groups are independent variables and the quality of work life satisfaciton is dependent variable.

#### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,781(a)	,611	,594	,68856

#### ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	72,099	4	18,025	38,017	,000(a)

Residual	45,989	97	,474		
Total	118,088	101			

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	3,618	,068		53,062	,000
	REGR factor score 1 for analysis 1	,581	,069	,537	8,480	,000
	REGR factor score 2 for analysis 1	,438	,069	,405	6,391	,000
	REGR factor score 3 for analysis 1	,154	,069	,143	2,253	,027
	REGR factor score 4 for analysis 1	,401	,069	,371	5,852	,000

Because of Significant values are less than 0, 05 that the hypothesis test is meaningful. Regression analysis shows that the relationship between the variables. Factors that increase the motivation affects job satisfaction and improve the quality of work life.

Due to the results, there is a significant relationship between motivational tools and quality of work life. When The work motivation is higher by using motivational tools, the employees' satisfaction related to the quality of work life increases. On the contrary, in the absence of motivational instruments, the satisfaction related to the quality of work life decreases.

So, the organizations should use motivational instruments, try to raise work motivation of employees and thus improve quality of work life of employees.

### 3.4. Nonparametric Difference Tests

Firstly, normality was researched for work life quality variable. And then, the difference tests were done according to the demographic variables.

#### Tests of Normality

	Kolmogorov-Smirnov(a)			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
The Quality of Work-life Satisfaction	,315	102	,000	,832	102	,000

a. Lilliefors Significance Correction

Ho : The Quality of Work-life Satisfaction is suitable for Normality

Because of the p value is less than 0,05,  $H_0 P < 0.05$  olduğundan  $H_0$  hypothesis is rejected, is not suitable for normality. Therefore, demographic variables related to The Quality of Work-life Satisfaction was analyzed with nonparametric tests.

In the Following analyses, The  $H_0$  Hypothesis is that the medians of demographic variables are equal. And The all  $H_0$  Hypotheses are formed in the same way for all of demographic variables.

#### Ranks

	Male/ Female	N	Mean Rank	Sum of Ranks
Quality of Work-Life Satisfaction	Male	50	51,10	2555,00
	Female	52	51,88	2698,00
	Total	102		

#### Test Statistics(a)

	Quality of Work-Life Satisfaction
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Mann-Whitney U	1280,000
Wilcoxon W	2555,000
Z	-,145
Asymp. Sig. (2-tailed)	,885

Ho: median are equal.

H1: The median is not equal.

Ho hypothesis is accepted. P value  $0.885 > 0.05$  is considered that the median are equal.

### Ranks

	Egitim	N	Mean Rank
Quality of Work-Life Satisfaction	High School	11	39,55
	College (associate degree)	7	64,43
	University (BA)	72	52,94
	Master of Science	11	45,09
	Doctorate	1	59,50
	Total	102	

### Test Statistics(a,b)

	Quality of Work Life Satisfaction
Chi-Square	4,539
Df	4
Asymp. Sig.	,338

Chi-square statistic and p value are examined, because of p-value is greater than value of 0.05 the  $H_0$  hypothesis is accepted. The quality of work life satisfaction do not differ by educational attainment.

**Ranks**

	Salary	N	Mean Rank
Quality of Work Life Satisfaction	750-1000 TL	20	51,33
	1001-1250 TL	21	44,12
	1251-1500 TL	16	47,44
	1501-1750 TL	15	47,53
	1751-2000 TL	11	62,64
	2001 TL and up	19	59,95
	Total	102	

**Test Statistics(a,b)**

	Quality of Work Life Satisfaction
Chi-Square	5,815
Df	5
Asymp. Sig.	,325

$H_0$  hypothesis is accepted because of p-value is greater than value of 0.05 and the quality of work life do not differ by salary is considered.

**Ranks**

	Job Title	N	Mean Rank
Quality of Work Life Satisfaction	Booth Personnel	55	47,77
	Assistant Director	17	47,68
	Director	12	57,33

Chief	13	53,19
Deputy Director	3	82,50
Manager	2	94,00
Total	102	

**Test Statistics(a,b)**

	Quality of Work Life Satisfaction
Chi-Square	10,597
Df	5
Asymp. Sig.	,060

Ho Hypothesis is accepted, the p value is greater than 0.05. However, it must be said, 0.06 is a value close to the value of 0.05. Mean values of rank titles, deputy director and director, the positions occupied by the lower difference which showed. Deputy director and director of the quality of work life satisfaction varies for titles.

**Ranks**

	Bank Status	N	Mean Rank
Quality of Work Life Satisfaction	Public	33	55,67
	Private-Turkish	53	51,06
	Private-Foreign	15	40,53
	Total	101	

**Test Statistics(a,b)**

	Quality of Work Life Satisfaction
Chi-Square	3,197
Df	2
Asymp. Sig.	,202

Ho hypothesis is accepted because of p-value is greater than value of 0.05 and the quality of work life do not differ by bank status is considered.

**Ranks**

	Working Time At The bank	N	Mean Rank
Quality of Work Life Satisfaction	0-1	13	52,58
	1-5	39	43,64
	5-10	26	50,06
	10-15	14	59,50
	15-20	3	71,00
	20 and up	7	74,29
	Total	102	

**Test Statistics(a,b)**

	Quality of Work Life Satisfaction
Chi-Square	10,857
Df	5

Asymp. Sig.	,054
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Ho hypothesis is accepted because of p-value is greater than value of 0.05 and the quality of work life do not differ by working time at the bank is considered. However, observed differences over 15 years.

**Ranks**

	Marital Status	N	Mean Rank	Sum of Ranks
Quality of Work Life Satisfaction	Married	62	53,54	3319,50
	Single	40	48,34	1933,50
	Total	102		

**Test Statistics(a)**

	Quality of Work Life Satisfaction
Mann-Whitney U	1113,500
Wilcoxon W	1933,500
Z	-,936
Asymp. Sig. (2-tailed)	,349

Ho hypothesis is accepted because of p-value is greater than value of 0.05 and the quality of work life do not differ by marital status is considered.

**Ranks**

	Age	N	Mean Rank
Quality of Work Life Satisfaction	20-25 age	18	56,89
	2,00	40	42,64

	3,00	28	52,43
	4,00	10	59,50
	5,00	6	76,75
	Total	102	

**Test Statistics(a,b)**

	Quality of Work Life Satisfaction
Chi-Square	10,864
Df	4
Asymp. Sig.	,028

Hypothesis Ho is rejected, because of the p value is less than the value of 0.05, the quality of work life varies according to age element.

As a result of , there is the significant relationship between motivation and the quality of work life is observed in this study. In terms of Sustainable development, in countries, the success and effectiveness of institutions is quite important. One of the most important elements of providing success and effectiveness of institutions that have the human resources is working effectively and efficiently. In this respect, “motivation” is one of the most important factors in raising the quality of work life in the “institutions, employee productivity, the contribution of the institution, and the sense of belonging in the institution. Motivation plays an important role in business life. The work motivation increases the concern of the employee's job, and as a result of raising the quality of work life is an important factor that increase organizational efficiency. The higher motivation increases the contribution of the institution by raising the productivity of the employee. High rate of success of the organization by increasing employee motivation provided by the institution will contribute to the country's economy. This aspects, in order to take advantage of the present institutions active human sources, making efforts to enhance the motivation of employees in achieving organizational effectiveness and efficiency and provide the employees' job satisfaction. Happy and productive working lives of employees in having a sense of belonging in the institution can be used effectively in improving the motivation factor is the result. The higher motivation increases the productivity of employee, institutional effectiveness and quality of working life. Motivating factors should be applied by institutions.

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