

*Full Length Research Paper*

# Work motivation and job satisfaction dynamics of textile employees

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**The main objective of the research is to evaluate the effective dynamics of work motivation and job satisfaction of textile employees. It analyzes the effectiveness of psycho-social, economic, organizational and managerial tools over individuals' motivation in terms of maintaining the motivation and job satisfaction of the employees in the business. The data gained from employees of a textile enterprise in Tekirdag are analyzed by using factor analysis (Principal Components with Varimax Rotation) and a regression model. As a result, economics tools by employee is positively and significantly ( $p=0.001$ ) related to the level of motivation increase perceived by the employee. Second regression model plays an important role in determining the level of job satisfaction except economic and psychosocial tools and has a positive effect on increasing employee motivation with implementations carried out to increase employee satisfaction at work.**

**Key words:** Motivation, job satisfaction, factor analysis, textile employees.

## INTRODUCTION

Motivation is one of the issues that have been debated in every field today. Answers have been searched for questions such as "What is motivation?", "How does one get motivated?", "What should be done to increase motivation?" Motivation basically has two dimensions (Anonymous 1, 2010), one being "making employees work better, more efficiently and effectively" from the point of view of managers, the other being "enabling employees to do their jobs in the best way with enjoyment and desire" from the point of view of employees. In fact, the aim of all is the same: to maintain employees' effectiveness, efficiency and happiness in doing their jobs.

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations (Anonymous 2010).

Job satisfaction is one of the most researched topics in the field of organisational behaviour (Bahadur and Gurpreet, 2007; Al and Hussami, 2008). "Managers, supervisors, human resource specialists, employees, and citizens in general are concerned with ways of improving job satisfaction" (Cranny, Smith and Stone, 1992). Judge, Hanisch, and Drankoski (1995) supported the submission of Cranny et al., by advising that it was imperative for human resource managers "to be aware of those aspects within an organization that might impact most employees' job satisfaction, and to enhance these aspects because, in the long run, the results will be fruitful for both the organization and the employee".

Rosnowski and Hulin (1992) submitted that the most informative information to have about an employee in an organization was a valid measure of their overall level of job satisfaction. The urgency of a valid measure of job satisfaction, as proposed by Rosnowski and Hulin (1992), was possibly the motivation behind the numerous research efforts pertaining to job satisfaction.

In enterprises, motivation is an inner stimulus which enables employees to concentrate on the objectives of enterprise and which is effective over employees' ability to overcome the necessary performance barriers as well

as over their efficiency.

Motivation management that may be also defined as the management of the powers that channel human behavior in the desired direction and mobilize it for a certain objective is a difficult process. The successful implementation of this process would bring work satisfaction with itself.

Orienting individuals endowed with different instinct structures and needs in the line of organizational objectives is not an easy process. What should be paid attention is that there is a need lying behind and an objective lying ahead of every behavior. In order to be able to orient human behavior in the line of organizational objectives, to put it differently, to approximate organizational objectives to those of individuals, it is necessary to perceive the need behind and the objective ahead of the behavior correctly.

At this point, there appear big tasks to be performed by the enterprise manager in the establishment of the relationship between employee and management as well as in maintenance of the targeted efficiency level of all the techniques and programs dedicated to increasing the motivation and satisfaction of employees since job accomplishment that a manager should maintain in an organization seems to be very closely related to the process of motivation and work satisfaction. The enterprise managements that consider and evaluate their employees in terms of their physiological, psychological and social needs would also be able to find out ways of benefiting from their efficiency at a maximum level.

Motivation is what people need to perform better (Aksoy, 2005). However, not everyone gets motivated by the same things: Where one gets motivated, obtains satisfaction, and consequently performs better from getting additional responsibility assigned, another may feel much better valued and encouraged to higher productivity if he or she is merely being listened to, or given some flexibility in his or her work schedule (Marques, 2010).

This paper is an evaluation of the dynamics effective over work motivation and satisfaction of textile employees. It analyzes the psycho-social, economic, organizational and managerial tools effective over individuals' motivation in terms of maintenance of work motivation and satisfaction of the employees in the enterprise.

This study examines which factors may explain for textile employees' work motivation and satisfaction and hence it is guided by two research questions:

1. Which factors are effective in increasing work motivation of textile employees?
2. Which factors are effective in increasing work satisfaction of textile employees?

This paper utilizes survey data collected from 150 employees in a Textile sector of Turkey to analyze the employee statute and generational differences in factors influencing motivation to work. This study attempts to

address both problems by identifying the factors that we think may influence the level of job satisfaction that is considered important to textile employees which directly influences the motivation increases.

The analysis shows four major factors that may influence the level of job satisfaction perceived by these Textile employees. These factors are: 1. Organizational and managerial tools, 2. Psycho-social tools 3. Economic tools, 4. Tools for maintaining the balance between authority and responsibility

## METHODOLOGY

The significant part of the material used in the research consists of the data about the employees of a textile enterprise active within the borders of Tekirdag province. There are 150 employees working in the enterprise and the name list of the employees is determined as the framework from which the sample is to be selected. Every employee in the enterprise is taken as a sample unit. All of 150 employees have been included within the scope of the research according to the complete inventory method. Through conducting face-to-face inquiry method, a lot of data has been obtained that throws light on evaluation of the dynamics effective over work motivation and satisfaction of the employees in the enterprise.

The questionnaires contain 15 background questions, 8 work-environment questions, 6 mentoring questions, and 55 five-point Likert scales questions measuring perceived level of job satisfaction and motivation, the intent to remain with current Textile employer, and an open-ended question requesting written comments from the respondents. In conducting the pilot test, the initial version of the questionnaire was critiqued by 30 Textile employees. Their constructive comments resulted in numerous revisions to the original questionnaire.

Then, the data were analyzed using factor analysis (Principal Components with Varimax Rotation) and a regression model (Moyes, Cortes and Lin, 2007). Factor Analysis reduced the 15 independent variables into 4 factor groups. Each factor group contains independent variables that are highly correlated with each other, but no correlations exist among the factor groups. Table 3 shows which independent variables comprise each factor group. In analyzing the data, six of the 4 factor groups were selected to be the independent variables for regression model.

Ordinary Least Squares (OLS) regression, in its various forms (correlation, multiple regression, ANOVA), is the most common linear model analysis in the social sciences. OLS models are a standard topic in a one-year social science statistics course and are better known among a wider audience. If a dependent variable is a binary outcome, an analyst can choose among discriminant analysis and OLS, logistic or probit regression (Pohlmann and Leitner, 2003; Unakitan and Akdemir, 2007). OLS and logistic regression are the most common models used with binary outcomes. If a researcher were concerned only with testing relationships, either model could be used. Both OLS and logistic regression yielded the same significance test results ( $\alpha = 0.05$ ) for the entire model and each independent variable (Pohlmann and Leitner, 2003). The OLS model is appropriate here, because the dependent variable is non-restricted to be zero and one (McBride, 2005). Therefore, OLS model was used for analysing the data in the present study.

The four factors that are instrumental in determining the perceived level of motivation increase as represented in the first regression model. These four factors are as follows:

1. Organizational and managerial tools
2. Psycho-social tools

**Table 1.** Demographic profiles.

Demographic profile		Percentage
Gender	Female	42.0
	Male	58.0
Age	Between 18 and 25 years old	18.0
	Between 26 and 30 years old	76.0
	Between 31 and 40 years old	4.7
	Between 41 and 50 years old+	1.3
Statute	Department manager	2.8
	Chief	5.5
	Worker	91.7
Employment period	0-1 year	22.0
	2-4 year	65.1
	4-8 year	2.1
	8-12 year	0.7
	12+	10.2

3. Economic tools

4. Tools for maintaining the balance between authority and responsibility.

In the regression model shown below, the dependent variable represents the level of job motivation perceived by 150 textile employees, and the independent variables are the four factors shown in Table 3.

1. The regression model with independent variable

$$\text{Motive TolIncrease} = \beta_0 + \beta_1 \text{ OrgMangement} + \beta_2 \text{ PskSoscial} + \beta_3 \text{ Economics} + \beta_4 \text{ AuthResponsibility}$$

Motive TolIncrease = Level of motivation increase perceived by textile employees; OrgMangement= Organizational and managerial tools; PskSocial= Psycho-social tools; Economics= Economic tools; AuthResponsibility = Tools for maintaining the balance between authority and responsibility

2. Regression model with the dependent variable representing the level of job satisfaction has the same four independent variables plus the perceived level of motivation increase as the fifth independent variable. Perceived level of job satisfaction is the intervening variable between the four factors and the perceived level of motivation increase of current employees.

$$\text{JobSatisfactionLevel} = \beta_0 + \beta_1 \text{ OrgMangement} + \beta_2 \text{ PskSoscial} + \beta_3 \text{ Economics} + \beta_4 \text{ AuthResponsibility} + \beta_5 \text{ MotivTolIncrease}$$

**Descriptions**

JobSatisfactionLevel= Level of job motivation perceived by textile employees; MotivTolIncrease = The perceived level of motivation increase of current employees; OrgMangement= Organizational and managerial tools; PskSocial= Psycho-social tools; Economics= Economic tools and AuthResponsibility= Tools for maintaining the balance between authority and responsibility.

**RESULTS AND ANALYSES**

Table 1 shows descriptive statistics about the 150 textile employees surveyed. From the 150 respondents, 80 (56%) are females and 63 (44%) are males. The age range of respondents is from 24 to 52 years.

The ages of the personnel employed in the company range between 26 and 40 years. It is observed that the employees who compose the great part of the company personnel are young employees, which is also shown by the fact that 76% of the total personnel are included within the 26-40 age groups.

The share of employees in the total personnel amounts to 91.8%, which is a considerably high rate. The share of the employees charged with personnel management is 8.2%, 5.5% of which consists of department chiefs that maintains running of works in a controlled manner. It is determined that 76% of the total personnel is included within 25-30 age group while the personnel employed in the management is 30 or more years old (6%).

In addition to the management, the company consists of washing and sewing departments. The sewing department is the place where the highest number of employees is employed such that 88.8% of the total personnel work at this department. This department has a significant role in the whole process extending from processing of product from raw material to its delivery to the final consumer. The products processed in the sewing department are sent to the washing department where the number of employees employed constitutes 8.4% of the total personnel.

The change in the needs of the individual results from both the individual's inner world and the dynamism of the

**Table 2.** Social activities indicated by employees to be effective in increasing motivation.

Variable	Social activity	%
Possible motivating social activities for employees in the enterprise	Collective attendance to derby matches	58.1
	Cinema	13.5
	Theatre	2.7
	Opera-ballet	2.7
	Picnic-camping	7.4
	Dinners	14.1
	Breakfast talks	2.7
Factors that motivate employees most during working	Smoking	22.1
	Breaks	48.3
	Running of the works without any problem	11.4
	Good treatment by the superiors	14.7
	Other activities	3.3

social and organizational environment he is involved in (Sabuncuoglu and Tuz, 1988). In addition, every need that rises creates an inner driving factor, that is; an instinct for the individual.

Motivation is defined as the conditioning of the individual that when he is endeavouring for realization of the objectives of the organization, this endeavour would satisfy his needs as well and his willingness to spend this effort (De Cenzo and Probbins, 1996). Therefore actions and activities that make employees get closer to their objectives, make them believe and also encourage them may be all called as motivation (Sabuncuoglu and Tuz, 1988).

56.9% of the personnel in the enterprise indicate that the company sometimes holds several activities in order to increase their work motivation. The rate of the personnel indicating that such activities are held frequently is 37.3%.

Table 2 examines the degrees of importance for the personnel of various criteria which are considered effective over their work motivation. Among them, economic awards and wage are determined to be the most effective criteria over motivation of the personnel.

F.W. Taylor also argues that high wages are among the primary factors that motivate employees to do their jobs better. Besides the fact that money enables to purchase various goods and services, it is seen that high wage is considered as a sort of indicator of vocational proficiency and individual success (Aksoy, 2005). However there are different views on premium wage system. Some thinks that this kind of bonus endangers performance. It is suggested that systems of individual performance rating have drawbacks such as increasing performance in the short term but ruining long term planning, scaring employees, decreasing quality, increasing work accidents, destroying team work and causing enmity (Pfeffer, 1995).

The worse economic conditions of the country may account for the prevalence of these factors effective over work conditions. Material conditions must be important for employees to have better living conditions. The desire to work of the individuals living in better material conditions is higher and the quality of the job they do is better.

In the research by De Cenzo and Robbins (1996) conducted on employees in order to find their expectations from their job, expectation for "a better wage" appears to be a constant factor, tough always not in the first place. Even if wage is not the only factor motivating employees, it is certain that not employing money as a motivating factor considerably reduces efficiency of the worker. It is because wage is the return of not only labour and performance but also success at work. Perception of wage as low reduces work satisfaction as well as the sense of equivalence (Basaran, 1998).

Good working conditions and job security are other significant criteria. Good working conditions are very important factors in maintenance of necessary efficiency given its direct effect over the individual's health.

Assignment of authority and responsibilities has been found not to be very important in terms of its effect over motivation of employees. In fact, assignment of more challenging tasks to the individual in exchange for the same material return is not preferred by employees. Since more authority tools more jobs to be done, the burden of increased authority may be too much.

It is possible to distance employees from the stressing working environment through some activities to be held in or outside the workplace which would turn work into an enjoyment (Mcgee, 1996). Today many professional managers think that companies incapable of adding some enjoyment to the work would not be able to transcend the limits of efficiency (Rasmusson, 1998).

Sportive activities held among the personnel, trips, special days and parties to be organized, libraries to be

constituted, picnics to which the personnel may attend with their families may really serve as good opportunities to mitigate the monotony in the working environment and to solve possible tensions (Sabuncuoglu and Tuz, 1988).

In this enterprise, several social activities which may be able to concentrate employees on other directions have been held in order to reduce the negative effect of the intensive working rhythms on employees. Among them, the personnel especially put emphasis on football matches which are also followed enthusiastically by a great part of the society. Nearly 58% of the personnel indicate that the derby matches attended collectively have important effects in terms of enhancing employees' relations among themselves as well as with the enterprise (Table 2).

Watching opera and ballet performances included in the social activities does not seem to attract the attention of the personnel very much.

Heavy working conditions make employees get tired both physically and mentally reducing their efficiency and motivation, which in turn affects the ability to work, a very important thing for enterprises, badly. Given the high number of employees, reluctance that may arise in individuals would necessarily lead to running of works slowly and have an inverse effect on the success of enterprise.

Table 2 displays the factors indicated by the personnel to be important for keeping their attention and motivation at the highest level. Breaks given during the work day are stated to be the most motivating factor for working by 48.3% of the personnel. In this sense, breaks should not be considered as passive time intervals and it must not be disregarded that it is a very important factor for employees which contributes to maintenance of efficiency. In addition, the data obtained in the research has been evaluated by factor analysis in order to transform the data structures including many variables consisting of motivation dynamics of the employees in the enterprise into a less number of factor structures and to help constitution of new factor structures unaccounted by original variables. The factor solution employed principal components extraction with varimax rotation. Factors were derived using the eigenvalue criterion. The rotated component matrix and goodness-of-fit of factor solution for each of the fifteen motivating activities are reported (Table 3). According to the results of Factor Analysis, the first three factors were chosen because they explained a high proportion of original variance and had eigenvalue higher than one. This globally explained 63.6% of variance, respectively.

The contribution of the variables to the main factors obtained in the PCAs of components of motivating activities for employments and variance explained are shown in Table 3.

For the analysis, confirmation that the data are correlated is revealed by the Kaiser-Mayer-Olkin Measure of Sampling Adequacy (above 0.63) and Bartlett's test of sphericity for all motivating application (Approximate

chi-square:  $p=0.000$ ). The items with loadings (above 60) were used in assigning the labelling the factor.

The data were analyzed using factor analysis (Principal Components with Varimax Rotation) and regression models. Factor Analysis reduced the 15 independent variables into four factor groups. Each factor group contains independent variables that are highly correlated with each other, but no correlations exist among the factor groups.

These factors can be defined as follows:

1. Organizational and managerial tools: employment of tools of development such as training, courses etc., maintenance of participation into decision-making processes, sufficient sensitivity of the management towards the problems about work, sufficient sensitivity of the management towards the problems of the employees, the existence for opportunities of promotion, fairness of rewarding and punishment.
2. Psycho-social tools : sufficient appreciation of human being and respect for private life, existence of exposure to negative factors such as noise, brightness, radiation or smoke rising from machines, equipment or working environment, existence of opportunities for adjustment and compensation of the effects of these negativities imposed by the working place on physical and mental health.
3. Economic tools: fairness of waging system, use of rewarding success and fairness of promotion system
4. Tools for the Balance between Authority and Responsibility: fairness of benefiting from opportunities such as training, courses etc., having returns for overtime, application of a policy of assigning more authority, responsibility and independence.

The factor groups that were identified by PCA formed one part of the independent variables in Regression Models (Table 4). In analyzing the data, the four factor groups were selected to be the independent variables for the two upcoming regression models.

We utilized the regression model to test our two hypotheses. This regression was run with the success factor motivation increasing as the dependent variable. The independent variables were: organizational and managerial tools, psycho-social tools, economic tools and tools for maintaining the balance between authority and responsibility.

Table 4 shows the regression coefficients, the t and p values, the F-statistic, its level of significance and  $R^2$  and adjusted  $R^2$  values. All four factors were significant in explaining the total variation in motivation increases. Therefore, hypotheses are supported. We can therefore conclude that economics, Psycho-social tools and tools for maintaining the balance between authority and responsibility lead to increases in motivation.

According to the model results, all independent variables have a positive effect on motivation (Table 4).

Table 3. Factor matrix.

		Factor			
		F1	F2	F3	F4
<b>Eigen Value</b>		2.866	2.345	2.269	2.063
<b>Variance (%)</b>		19.104	15.632	15.128	13.752
Organizational and managerial tools	Employment of tools of development such as training, courses etc.	<b>0.774</b>	-0.082	0.053	0.111
	Maintenance of participation into decision-making processes	<b>0.770</b>	0.054	0.387	-0.030
	Sufficient sensitivity of the management towards the problems about work	<b>-0.646</b>	-0.046	0.437	0.188
	Sufficient sensitivity of the management towards the problems of the employees	<b>-0.624</b>	-0.201	-0.132	0.171
	The existence for opportunities of promotion	<b>0.562</b>	-0.275	0.221	0.460
	Fairness of rewarding and punishment	<b>0.491</b>	0.309	0.266	-0.472
Psycho-social tools Economic tools	Sufficient appreciation of human being and respect for private life	-0.114	<b>0.892</b>	-0.023	0.030
	Existence of exposure to negative factors such as noise, brightness, radiation or smoke rising from machines, equipment or working environment	0.059	<b>0.881</b>	0.018	-0.012
	Existence of opportunities for adjustment and compensation of the effects of these negativities imposed by the working place on physical and mental health	0.278	<b>0.591</b>	0.235	-0.167
	Fairness of waging system	0.321	0.073	<b>0.785</b>	0.048
	Use of rewarding success	-0.005	-0.105	<b>0.753</b>	0.331
	Fairness of promotion system	0.060	0.188	<b>0.641</b>	-0.068
Tools for the Balance between Authority and Responsibility	Fairness of benefiting from opportunities such as training, courses etc.	-0.285	-0.148	-0.003	<b>0.797</b>
	Having returns for overtime	0.087	0.228	0.172	<b>0.784</b>
	Application of a policy of assigning more authority, responsibility and independence	0.144	-0.276	0.329	<b>0.393</b>

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 7 iterations.

Also, all independent variables are meaningful at 95% of confidence level. Moving from the obtained model results, it is expected that 1 unit increase in economics variable creates 0.37 unit increase in motivation, 1 unit increase in motivation variable creates 0.28 unit increases in motivation when other variables are stable. Other variables can be interpreted in the same way.

*Economics Tools*; In reference to the first regression model, economics tools by employee is positively and significantly ( $p=0.001$ ) related to the level of motivation increase perceived by the employee.

The regression model indicates that the other three factor groups of psycho-social tools ( $p=0.002$ ), organizational and managerial tools ( $p=0.003$ ) and tools for maintaining balance between authority and responsibility ( $p=0.004$ ) are regarded by the textile employees as positive and significant tools that increase their motivation.

Intercorrelations among the job motivator and factors indicated that colinearity was not a problem when the

factors were entered into a regression model. The multiple regressions revealed that five distinct factors could explain the variability among overall job satisfaction. The multiple regression analysis revealed that recognition accounted for 35% of the variance in the level of overall job satisfaction.

#### Level of motivation increase perceived by the textile employees

According to Table 5, results of Multiple Regression of Job Satisfaction, Increase in MotivToIncrease, Economics, PskSocial independent variables have a positive effect on job motivation. For example, when other variables are stable, 1 unit increase in MotivToIncrease variable creates 0.19 unit increase in job satisfaction.

In reference to the second regression model, the textile employees perceived level of motivation increase is

**Table 4.** Results of multiple regression of motivation increase.

	<b>Coefficient</b>	<b>T statistic</b>	<b>P value</b>
Constant	2.93	22.90	0.00
Economics	0.37	2.67	0.01
PskSocial	0.33	2.40	0.02
AuthResponsibility	0.29	2.13	0.03
OrgManagement	0.28	2.02	0.04

R= 0.61, R<sup>2</sup> =.38, F=8.43 at p=0.000.

**Table 5.** Results of multiple regression of job satisfaction increase.

	<b>Coefficient</b>	<b>T statistic</b>	<b>P value</b>
Constant	2.87	22.25	0.000
Motive ToIncrease	0.19	3.47	0.01
Economics	0.37	2.67	0.01
PskSocial	0.29	2.10	0.04
AuthResponsibility	0.18	1.32	0.19
OrgManagement	0.21	1.42	0.16

R= 0.59, R<sup>2</sup> =.35, F=7.46 at p=0.000

positively and significantly related ( $p=0.001$ ) with level of job satisfaction (Table 5). The two remaining independent variables are not significantly related to their level of job satisfaction there. These independent variables are: (1) organizational and managerial tools ( $p=0.003$ ) (2) authority and responsibility tools ( $p=0.004$ ). These two independent variables are positively and significantly correlated with the level of motivation increase, which in turn is positively and significantly correlated with the level of job satisfaction, thus, confirming the model that states that the level of motivation increase is the intervening variable between the four identified factors and the level of job satisfaction.

Second regression model plays an important role in determining the level of job satisfaction except economic and psychosocial tools and has a positive effect on increasing employee motivation with implementations carried out to increase employee satisfaction at work.

## Conclusion

The aim of the study was to evaluation of the dynamics effective over work motivation and satisfaction of textile employees. It analyzes the psycho-social, economic, organizational and managerial tools effective over individuals' motivation in terms of maintenance of work motivation and satisfaction of the employees in the enterprise. Analysis has shown a close relationship between several dimensions of work motivation and satisfaction.

Job satisfaction is a very important attribute which is frequently measured by organizations. The happier people are within their job, the more satisfied they are said to be. One common research finding is that job satisfaction is correlated with life satisfaction (Rain et al.1991). However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account (Rode, 2004). An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. Employers face the challenges of maintaining productivity as well as keeping their workforce engaged and motivated.

In addition, wage serves as an incentive for employment in the enterprise as well as one of the strongest motivations in continuous engagement with the enterprise. Working in a supportive and friendly corporate environment was very important for them. Supportive environment is more salient than higher compensation. These findings are consistent with Hawkes et al. (1984), who found that the level of acceptance by peers is more important factor than the level of compensation in defining job satisfaction. Also rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation (Danish and Usman, 2010).

Managers may apply to encouraging their employees by monetary awards when they act in the way expected from them. The effect of such awards is still limited like other motivating tools and they may be useless or even

become a damaging factor in the case that they are not used carefully and in a fair manner or not individualized sufficiently. The function of economic awarding used by many enterprises today in various ways in motivating people cannot be denied. However it is seen that appeal to the motivating economic tools and expecting from them more than needed does not seem to result in success very much. Therefore, in planning rewarding, encouraging economic tools should be employed in accordance with employees' needs. In fact, there are ways of increasing employees' work motivation and satisfaction other than monetary tools (Moncrief, 2010).

In conclusion, the results of this study are quite beneficial for managers and policy makers. Today people spend most of their lives in business organizations and satisfy many of their material social and even sentimental needs at these organizations. Therefore, members of the organizations become more dependent on their organizations in satisfying some of their needs. Social security and retirement plans invented to prevent people from being negatively affected by this dependency should include various forms of economic protection that would provide life-long revenue such as retirement, or accident, disease, life and unemployment insurances. However it is possible for organization managers to shape these tools into more useful forms and employ them as tools of motivation. Opportunity of retirement under better conditions, more convenient health security, paid or unpaid vacation opportunity offered without any problem when necessary, food, fuel or child aids and other similar tools that would render the enterprise more attractive compared to others contribute to the personnel's sense of satisfaction from job and safety.

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