## Scopus

#### **Documents**

Ahmed, S.a, Islam, R.b, Asheq, A.A.a

Analysis of employee motivation in the service and manufacturing organisations: the case of a developing economy

(2023) International Journal of Business and Systems Research, 17 (3), pp. 309-325. Cited 4 times.

DOI: 10.1504/IJBSR.2023.130627

#### **Abstract**

The purpose of the study is to identify the factors that motivate employees in the service and manufacturing firms in Bangladesh. In this study, 321 employees were surveyed and out of these, 256 were from the service while 65 were from the manufacturing organisations. The findings of the study indicate that job security and promotion are most influential motivating factors for the service organisations while working condition and job security are the two most important motivating factors for the manufacturing employees. In addition, the research findings also reveal that there are some significant differences between the service and the manufacturing employees' motivating factors. Thus, it is crucial that all managers should have sufficient knowledge about their respective employees' motivating factors in order to improve and sustain their eminent organisational performances. By and large, the findings of this study can be adopted as guidelines when formulating motivational strategies for business firms in a fast-developing country like Bangladesh. Copyright © 2023 Inderscience Enterprises Ltd.

#### **Author Keywords**

Bangladesh; business firms; manufacturing; motivating factors; service

#### References

- Abadi, F.E., Jalilvand, M.R., Sharif, M., Salimi, G.A., Khanzadeh, S.A.
   A study of influential factors on employees' motivation for participating in the inservice training courses based on modified expectancy theory
   (2011) International Business and Management, 2 (1), pp. 157-169.
- Abdullah, M.M.B., Islam, R.
  - **Employee motivational factors: a comparison between Malaysia and Sultanate of Oman**

(2012) Journal for Global Business Advancement, 5 (4), pp. 285-306.

Adams, J.S.

### Toward an understanding of inequity

(1963) Journal of Abnormal and Social Psychology, 67 (5), pp. 422-436.

Adams, S.J.

#### Inequity in social exchange

(1965) Advances in Experimental Social Psychology, 2 (1), pp. 267-299.

• Akinwale, O.E., George, O.J.

Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria

(2020) Rajagiri Management Journal, 14 (1), pp. 71-92.

Alam, M.N., Hassan, M.M., Bowyer, D., Reaz, M.

The effects of wages and welfare facilities on employee productivity: mediating role of employee work motivation

(2020) Australasian Accounting, Business and Finance Journal, 14 (4), pp. 38-60.

<sup>&</sup>lt;sup>a</sup> World School of Business, World University of Bangladesh, Uttara, Dhaka, 1230, Bangladesh

<sup>&</sup>lt;sup>b</sup> Department of Business Administration, Kulliyyah of Economics and Management Sciences, International Islamic University Malaysia, Jalan Gombak, Kuala Lumpur, 53100, Malaysia

- Alderfer, C.P.
   (1972) Existence, Relatedness, and Growth: Human Needs in Organizational Settings, Free Press, New York
- Anjum, N., Islam, M.A., Choudhury, M.I., Saha, J.
   Do intrinsic rewards matter on motivation? Evidence from primary school teachers of Bangladesh
   (2021) Seisense Journal of Management, 4 (1), pp. 47-58.
- Ann, S., Blum, S.C.
   Motivating senior employees in the hospitality industry
   (2020) International Journal of Contemporary Hospitality Management, 32 (1), pp. 324-346.
- Babaeinesami, A.
   The investigation of effective factors on employee motivation: a case study (2019) EuroMed Journal of Management, 3 (2), pp. 155-169.
- Bhatia, S., Purohit, B.
   What motivates government doctors in India to perform better in their job?
   (2014) Journal of Health Management, 16 (1), pp. 149-159.
- Budiharso, T., Tarman, B.
   Improving quality education through better working conditions of academic institutes
   (2020) Journal of Ethnic and Cultural Studies, 7 (1), pp. 99-115.
- Buford, J.A., Bedeian, A.G., Lindner, J.R.
   (1995) Management in Extension,
   Ohio State University Extension, Columbus, Ohio
- Chandrasekaran, S.
   Impact on employer branding through talent retention and motivation in insurance companies
   (2020) International Journal of Business, 1 (1), pp. 54-61.
- Conrad, D., Ghosh, A., Isaacson, M.
   Employee motivation factors: a comparative study of the perceptions between physicians and physician leaders
   (2015) International Journal of Public Leadership, 11 (2), pp. 92-106.
- Davy, J.A., Kinicki, A.J., Scheck, C.L.
   A test of job security's direct and mediated effects on withdrawal cognitions (1997) Journal of Organizational Behaviour: The International Journal of Industrial, Occupational and Organizational Psychology and Behaviour, 18 (4), pp. 323-349.
- Dewhurst, M., Guthridge, M., Mohr, E.
   Motivating people: getting beyond money (2009) McKinsey Quarterly, 1 (4), pp. 12-15.
- Diamantidis, A.D., Chatzoglou, P.
   Factors affecting employee performance: an empirical approach (2019) International Journal of Productivity and Performance Management, 68 (1), pp. 171-193.
- Dieleman, M., Cuong, P.V., Martineau, T. **Identifying factors for job motivation of rural health workers in North Viet Nam** (2003) *Human Resources for Health*, 1 (1), pp. 1-10.
- Girdwichai, L., Sriviboon, C. Employee motivation and performance: do the work environment and the training

#### matter?

(2020) *Journal of Security and Sustainability Issues*, 9 (4), pp. 42-54. January

• Hanaysha, J.R., Majid, M.

Employee motivation and its role in improving the productivity and organizational commitment at higher education institutions

(2018) Journal of Entrepreneurship and Business, 6 (1), pp. 17-28.

• Haryono, S., Supardi, S., Udin, U.

The effect of training and job promotion on work motivation and its implications on job performance: evidence from Indonesia

(2020) Management Science Letters, 10 (9), pp. 2107-2112.

Håvold, J., Håvold, O.

Power, trust and motivation in hospitals

(2019) Leadership in Health Services, 32 (2), pp. 195-211.

 Hersey, P., Blanchard, K.
 (1969) Management of Organizational Behaviour, Prentice-Hall, Englewood Cliffs, New Jersey

. Herzberg, F.

(1968) Work and the Nature of Man.

Staples Press, London, England. Herzberg, F., Maunser, B. and Synderman, B. (1959) The Motivation to Work, Wiley, New York

Hitka, M., Balážová, Ž.

Comparison of motivation level of service sector employees in the regions of Slovakia and Austria

(2015) Procedia Economics and Finance, 23 (1), pp. 348-355.

- Hong, J.C., Yang, S.D., Wang, L.J., Chiou, E.F., Su, F.Y., Huang, S.L.
   Impact of employee benefits on work motivation and productivity (1995) International Journal of Career Management, 7 (6), pp. 10-14.
- Honore, J.

**Employee motivation** 

(2009) Consortium Journal of Hospitality and Tourism, 14 (1), pp. 63-75.

Hossain, M.U., Asheq, A.A., Arifuzzaman, S.M.

Entrepreneurial intention of Bangladeshi students: impact of individual and contextual factors

(2019) Problems and Perspectives in Management, 17 (4), pp. 493-503.

Hua, Y., Cheng, X., Hou, T., Luo, R.
 Monetary rewards, intrinsic motivators, and work engagement in the IT-enabled sharing economy: a mixed-methods investigation of Internet taxi drivers (2020) Decision Sciences, 51 (3), pp. 755-785.

• Hur, H., Perry, J.L.

Job security rule changes and employee organizational commitment (2020) Review of Public Personnel Administration, 40 (4), pp. 641-668.

• Islam, R., Ahmed, S.

Do managers and employees perceive motivating factors differently in Malaysia? (2014) *International Journal of Business and Systems Research*, 8 (1), pp. 72-90.

Islam, R., Ismail, A.Z.

Employee motivation: a Malaysian perspective

(2008) International Journal of Commerce and Management, 18 (4), pp. 344-362.

Jackson, T., Bak, M.

## Foreign companies and Chinese workers: employee motivation in the People's Republic of China

(1998) Journal of Organizational Change Management, 11 (4), pp. 282-300.

• Jaffar, R., Kappagomtula, C.L.

# The value and importance of intrinsic motivation over extrinsic motivation in companies

(2015) International Journal of Behavioural and Healthcare Research, 5 (3–4), pp. 172-183.

Nos

Jungert, T., Van den Broeck, A., Schreurs, B., Osterman, U.
 How colleagues can support each other's needs and motivation: an intervention on employee work motivation
 (2018) Applied Psychology, 67 (1), pp. 3-29.

Kaye, B., Jordan-Evans, S.
 How to retain high-performance employees
 (2003) The 2003 Annual, 2 (1), pp. 291-298.

- Khalid, S., Irshad, M.Z.
   Job satisfaction among bank employees in Punjab, Pakistan: a comparative study (2010) European Journal of Social Sciences, 17 (4), pp. 570-577.
- Koo, B., Yu, J., Chua, B. L., Lee, S., Han, H.
   Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry (2020) *Journal of Quality Assurance in Hospitality & Tourism*, 21 (4), pp. 371-401.
- Kooij, D.T., Nijssen, H., Bal, P.M., van der Kruijssen, D.T.
   Crafting an interesting job: stimulating an active role of older workers in enhancing their daily work engagement and job performance

   (2020) Work, Aging and Retirement, 6 (3), pp. 165-174.
- . Kovach, K.A.

## Why motivational theories don't work

(1980) SAM Advanced Management Journal, 45 (2), pp. 54-59.

Kovach, K.A.

What motivates employees? Workers and supervisors give different answers (1987) *Business Horizons*, 30 (5), pp. 58-65.

. Kreye, M.E.

Employee motivation in product-service system providers (2016) *Production Planning and Control*, 27 (15), pp. 1249-1259.

· Lai, H.H.

The influence of compensation system design on employee satisfaction (2011) *African Journal of Business Management*, 5 (26), pp. 10718-10723.

• Lee, M.T., Raschke, R.L.

Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach

(2016) Journal of Innovation and Knowledge, 1 (3), pp. 162-169.

· Lin, H.F.

Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions

(2007) Journal of Information Science, 33 (2), pp. 135-149.

• Locke, E.A., Latham, G.P.

# Building a practically useful theory of goal setting and task motivation: A 35-year odyssey

(2002) American Psychologist, 57 (9), pp. 705-717.

• Lord, R.L.

**Traditional motivation theories and older engineers** (2002) *Engineering Management Journal*, 14 (3), pp. 3-7.

• Mani, S., Mishra, M.

Non-monetary levers to enhance employee engagement in organizations – "GREAT" model of motivation during the Covid-19 crisis

(2020) Strategic HR Review, 19 (4), pp. 171-175.

Manshor, A.T., Abdullah, A.

Job related motivational factors among Malaysian employees (2002) *Psychological Reports*, 91 (3), pp. 1187-1193.

Mardanov, I.

Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay

(2020) Evidence-Based HRM,

Ahead-of-Print No, Ahead-of-Print

Maslow, A.H.

A theory of human motivation

(1943) Psychological Review, 50 (4), pp. 370-396.

Mathauer, I., Imhoff, I.

Health worker motivation in Africa: the role of non-financial incentives and human resource management tools

(2006) *Human Resources For Health*, 4 (1), pp. 1-24.

McClelland, D.C.

(1961) The Achieving Society,

Princeton, Van Nostrand, N.J.

. McClelland, D.C.

Toward a theory of motivated acquisition

(1965) American Psychologist, 20 (4), pp. 321-333.

• Moazzem, K.G., Reza, M.M.M.

(2018) Growth of Employment in the Manufacturing Sector Impact of Trade and Trade-Related Policies,

CPD Working paper No. 118 [online] (accessed 11 December 2020)

 Nahavandi, A., Denhardt, R.B., Denhardt, J.V., Aristigueta, M.P. (2013) Organizational Behaviour,

Sage Publications, Thousand Oaks, California

• Ololube, N.P., Nwokolo, J.O., Onyekwere, L.A., Kpolovie, P.J. Fringe benefits and employee motivation in selected banks in Delta State of Nigeria (2013) *African Journal of Accounting, Auditing and Finance*, 2 (1), pp. 27-51.

Panagiotakopoulos, A.

The impact of employee learning on staff motivation in Greek small firms: the employees' perspective

(2013) Development and Learning in Organizations: An International Journal, 27 (2), pp. 13-15.

Pang, K., Lu, C.

## Organizational motivation, employee job satisfaction and organizational performance

(2018) Maritime Business Review, 3 (1), pp. 36-52.

• Parashar, B.K.

### Significance of theory Z in Indian scenario

(2016) International Journal of Management and Social Sciences Research, 5 (2), pp. 8-16.

• Parvin, M.M., Kabir, M.N.

Factors affecting employee job satisfaction of pharmaceutical sector

(2011) Australian Journal of Business and Management Research, 1 (9), pp. 113-123.

Paul, B.P.

(2018) Why The Growing Unemployment Rate Should Worry Us, The Daily Sta, 20 May [online] (accessed 18 December 2020)

• Pearson, C.A.L.

An assessment of extrinsic feedback on participation, role perceptions, motivation, and job satisfaction in a self-managed system for monitoring group achievement (1991) *Human Relations*, 44 (5), pp. 517-537.

• Perry, J.L., Porter, L.W.

Factors affecting the context for motivation in public organizations (1982) *Academy of Management Review*, 7 (1), pp. 89-98.

• Pinder, G.

(1998) Work Motivation in Organizational Behaviour,

Prentice-Hall, London

· Ramlall, S.

## A review of employee motivation theories and their implications for employee retention within organizations

(2004) *Journal of American Academy of Business*, 5 (1–2), pp. 52-63. Nos

• Robbins, S.P., Coulter, M.

(1996) Management,

Prentice Hall, Englewood Cliffs, New Jersey

• Robbins, S.P., Judge, T.A.

(2007) Organizational Behaviour,

Pearson Education, Upper Saddle River, New Jersey

Rusu, G., Avasilcai, S.

Linking human resources motivation to organizational climate

(2014) Procedia-Social and Behavioural Sciences, 124 (1), pp. 51-58.

Satyawadi, R., Ghosh, P.

## Motivation and work values in Indian public and private sector enterprises: a comparative study

(2012) International Journal of Human Resources Development and Management, 12 (3), pp. 237-253.

• Sheaffer, Z., Levy, S., Navot, E.

Fears, discrimination and perceived workplace promotion

(2018) Baltic Journal of Management, 13 (1), pp. 2-19.

Simons, T., Enz, C.A.

Motivating hotel employees: beyond the carrot and the stick

(1995) Cornell Hotel and Restaurant Administration Quarterly, 36 (1), pp. 20-27.

• Sobaih, A.E.E., Hasanein, A.M.

Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries?

(2020) Journal of Human Resources in Hospitality and Tourism, 19 (3), pp. 319-343.

- Stocker, D., Jacobshagen, N., Semmer, N.K., Annen, H.
   Appreciation at work in the Swiss armed forces
   (2010) Swiss Journal of Psychology, 69 (2), pp. 117-124.
- Timm, P.R., Peterson, B.D.
   (2000) People At Work: Human Behaviour in Organizations,
   South-Western College Publication, Cincinnati, USA
- Usugami, J., Park, K.Y.

Similarities and differences in employee motivation viewed by Korean and Japanese executives: empirical study on employee motivation management of Japanese-affiliated companies in Korea

(2006) The International Journal of Human Resource Management, 17 (2), pp. 280-294.

van der Kolk, B., van Veen-Dirks, P.M., ter Bogt, H.J.
 The impact of management control on employee motivation and performance in the public sector

(2019) European Accounting Review, 28 (5), pp. 901-928.

Velten, L., Lashley, C.

The meaning of cultural diversity among staff as it pertains to employee motivation (2018) Research in Hospitality Management, 7 (2), pp. 105-113.

- Vroom, V.H.
   (1964) Work and Motivation,
   John Wiley & Sons, New York
- . Wiley, C.

What motivates employees according to over 40 years of motivation surveys (1997) *International Journal of Manpower*, 18 (3), pp. 263-280.

Wong, S., Siu, V., Tsang, N.

The impact of demographic factors on Hong Kong hotel employees' choice of jobrelated motivators

(1999) International Journal of Contemporary Hospitality Management, 11 (5), pp. 230-242.

- Wood, J., Wallance, J., Zeffane, R.M., Schermerhorn, J.R., Hunt, J.G., Osborn, R.N. (1994) Organisational Behaviour: An Asian-Pacific Perspective, Wiley, New York
- . Woodruffe, C.

The crucial importance of employee engagement (2006) *Human Resource Management International Digest*, 14 (1), pp. 3-5.

Yang, F.

Work, motivation and personal characteristics: an in-depth study of six organizations in Ningbo

(2011) Chinese Management Studies, 5 (3), pp. 272-297.

• Zheng, T.M., Zhu, D., Kim, P.B., Williamson, D.

An examination of the interaction effects of hospitality employees' motivational and cultural factors in the workplace

(2020) International Journal of Hospitality and Tourism Administration, pp. 1-29.

**Correspondence Address** 

Islam R.; Department of Business Administration, Jalan Gombak, Malaysia; email: rislam@iium.edu.my

Publisher: Inderscience Publishers

ISSN: 1751200X

**Language of Original Document:** English **Abbreviated Source Title:** Int. J. Bus. Syst. Res.

2-s2.0-85162057691 **Document Type:** Article **Publication Stage:** Final

Source: Scopus



Copyright © 2024 Elsevier B.V. All rights reserved. Scopus $\circledR$  is a registered trademark of Elsevier B.V.

**RELX** Group™