NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

GRADUATION PROJECT

(MAN 400)

EMPLOYEE MOTIVATION

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ABSTRACT

This study is about motivation and factors that affect employee motivation at the workplace. The Polynomial theory was used which offered six factors to measure the motivation levels of employees in a given work situation using the six variables of: Pay, Supervisor, Co-worker, work Atmosphere, work schedule, Power.

The work situation selected for the purpose of this study was the Near East University Catering Services, which manages thirty-two canteens, cafeterias, and kitchens employing about 150 people catering for over 10,000 students, lecturers and others at everyday of the week.

The results have shown that the employees of the Near East University Catering Services are motivated by Supervision (20.62%), Co-worker (19.4%), Work Atmosphere (19.28%), Power (16.34%), Work Schedule (13.56%), and Pay (10.8%) in an ascending order.

Keywords: **Employee Motivation, Polynomial Theory, Pay, Supervisor, Co-worker, Work atmosphere, Power.**

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SECTION 1

SETTING THE SCENE

1.1   Introduction

This section introduces the problem situation, purpose of this study and questions that looked by the study.

1.2   Problem situation

Motivation is a widely discussed phenomenon in relation to performance at work. Factors ranging from conditions at work to personal circumstances of the employees have been discussed as contributors to motivational levels. Motivation levels or the degree of motivation naturally differ from individual to individual as everyone has unique backgrounds and circumstances.

This study aimed to investigate and identify those variables that are used in assessing individual levels of motivation.

1.3   Problem statement

The Near East University Catering Services has thirty-seven canteens, thirty cafeterias, twenty-eight kitchens and nearly fifty workers at other part of catering services employing almost 150 people catering for over 10,000 people a day. Literature defines variables that can help to measure the levels of motivation of each employee. This study aims to measure the individual performance levels of the NEU catering Services' employees in an attempt to

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provide useful information for the NEU Catering Services managers toward increasing the productivity of the catering services.

1.4   Purpose

This study aimed to measure the levels of motivation of the Near East University Catering Services' employees to reveal the factors leading to the motivation of each employee in priority order. Such information should guide management on worker-productivity issues.

1.5   Questions for the project

- What do the leading theories on motivation say about the factors leading to differences in motivational levels?
- Is there a motivational model used to identify and assess the strength of the different motivational factors on employee performance?
- What is the current situation with the NEU Catering Services organisation?
- What are the priority factors that play a role in the motivation of the NEU Catering Services employees and how do these factors weigh against each other?

1.6   Section outlines

1.6.1   Literature review

This section outlines the current literature on motivation to work with emphasis on the Polynomial theory used as a model for the investigations of this project.

1.6.2 Theoretical framework

This section is introduce theoretical framework that factors to effect level of motivation in work place according to polynomial theory, and operational definition to prepare questionnaire that measure the motivational level at NEU catering service.

1.6.3 Contextual factors

This section introduces the NEU Background and Catering services system, working condition, and employee in the organization.

1.6.4 Methodology

This section depicts the purpose of the study, type of investigation, design of this study, and data collection methods.

1.6.5 Findings

This section depicts the findings from the questionnaires carried out. The questionnaires (see appendix A and B) and the sample of the respondents were explained in section 5.

1.6.6 Conclusions

This section summarized result of the theoretical finding and emphasis finding of this paper.

1.7 Conclusion:

This section introduced the problem situation, purpose to prepare this study and questions that looked on study.

SECTION 2

LITERATURE REVIEW

2.1   Introduction

This section outlines the current literature on motivation to work with emphasis on the Polynomial theory used as a model for the investigations of this project.

2.2   Definition of motivation

Today, virtually all people have their own definition of motivation. Usually one or more of the following words are included in the definition: "desires," "wants," aims," "goals, "need," "derives," "motives," and incentives." Technically, the term "motivation" can be traced to the Latin word movere, which means "to move." This meaning is evident in the following comprehensive definition: Motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at goal or incentive. (Luthans, 1995)

Individual needs being satisfied, so that has inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves. Depending on how motivated them, it may further determine the effort put into our work and therefore increase the standard of the output. When suggest factors (or need) that determine the motivation of employees in the workplace, almost every would immediately think of a high salary. This answer is correct for the reason that some employees will be motivated by money, but mostly wrong for the reason that it does not satisfy others (to a lasting degree).

This support the statement that human motivation is a personal characteristic, and not a one fits all option.

Motivation can have an effect on the output of business and concerns both quantity and quality. See it this way: your business relies heavily on the efficiency of your production staff to make sure that products are manufactured in numbers that meet demand for the week. If these employees lack the motivation to produce completed products to meet the demand, then you face a problem leading to disastrous consequences. The number of scenarios is extreme but you get the general picture. Your employees are your greatest asset and no matter how efficient your technology and equipment may be, it is no match for the effectiveness and efficiency of your staff. (Rok Connect Limited, 2005)

In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation one must understand human nature itself and there lies the problem! The nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership.

Performance is considered to be a function; motivation equal job performance time's ability, ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand motivation can be improved quickly. There are many options and an uninitiated manager may not even know where to start. As a guideline, there are broadly seven strategies for motivation: High expectation, effective discipline and punishment, treating people fairly, satisfy employees needs setting work related goals, restructuring jobs, and base rewards on job performance. These are the basic strategies, though the mix in the final 'recipe' will vary from workplace situation to situation.

Essentially, there is a gap between an individual's actual state and some desire state and the manager tries to reduce this gap. Motivation is, in effect, a means to reduce and manipulate this gap. It is inducing other in a specific way towards goals specifically stated by the motivator. Naturally, these goals as also the motivation system must conform to the corporate policy of the organization. The motivational system must be tailored to the situation and to the organization. (Accel-Team 2005)

2.3   Factors of motivation

That an important starting point lies in understanding employee needs:

Psychologists do not totally agree on how to classify the various human motives, but they would acknowledge that some motives are unlearned and physiologically based. Such motives are variously called physiological, biological, unlearned, or primary. The last term is used here because it is more comprehensive than the others. The use of the term "primary" does not imply that this group of motives always takes precedence over the general and secondary motives. It must be unlearned, and it must be physiologically based. Because people have the same basic physiological make up, they will have essentially the same primary needs. This is not true of the learned secondary need. (Luthans, 1995)

As a human society develops economically and becomes more complex, the primary drives, and to a lesser degree the general dives, give way to the learned secondary drives in motivating behavior. With some glaring exceptions that have yet to be eradicated, the motives of hunger and thirst are not dominant among people living in the economically developed world. Secondary motives are closely tied to the learning concepts, the learning principle of reinforcement is conceptually and practically related to motivation. The relationship is

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obvious when reinforcement is divided into primary and secondary categories and is portrayed as incentives, however, regard reinforcement as simply a consequence serving to increase the motivation to perform the behavior again. (Riggio, 1990)

There are two types of need; primary needs and secondary needs. Primary needs arise from the basic requirements of life and are important for survival of the human race. They are virtually universal. Such as food, water, sleep, air and reasonable comfortable temperature. Secondary needs are vaguer because they represent needs of the mind and spirit rather than of the physical body. Many of these needs are developed as people mature. Self-esteem, self assertion, belonging and receiving affection. These secondary needs are the ones that complicate the motivational effort of managers. (Newstrom & Davis, 2002)

2.3.1 Security

Security is a very intense motive in a fast-paced, highly technological society such as is found in modern America. The typical American can be insecure in a number of areas of everyday living. Job insecurity, in particular, has a great effect on organizational behaviour. Security appears to be many simples than other secondary motives, for it is based largely on fear and is avoidance-oriented. Vary briefly, it can be said that people have a learned security motive to protect themselves from the contingencies of life and actively try to avoid situations which would prevent them from satisfying their primary and secondary motives. The simple, conscious security motive is typically taken care of by insurance programs, personal saving plans, and other fringe benefits at the place of employment. An innovative company such as the Washington, D.C based insurance company consumer United Group never lays off its employees and has a minimum annual salary of $18,000 designed to give a family a secure, decent living. (1987) On the other hand, the more complex, unconscious security motive is

not so easily fulfilled but may have a greater and more intense impact on human behaviour. Although much attention has been given to the simple security motive, much more understanding is needed concerning the role of the unconscious, complex security motive. (Luthans, 1995)

2.3.2 Status

The status or prestige motive is especially relevant to a dynamic society. The modern affluent person is often pictured as a status seeker. Such a person is accused of being more concerned with the material symbols of status the right clothes, the right address, and a swimming pool or the latest computer software than with the more basic, human- oriented values in life. Status can be simply defined as the relative ranking that a person holds in a group, organization, or society. Under this definition, any time two or more persons are together, a status hierarch will evolve, even if both have equal status. The symbols of status attempt to represent only the relative ranking of the person in the status hierarchy. Everyone has status, but it may be high or low, depending on how the relative positions are ranked. (Luthans, 1995)

There is a lack of integration or synthesis of the various theories. In addition to the need for integration, a comprehensive assessment of the status of work-motivation theory also noted the need for contingency models and group/social process. (Mitchell, 1982)

2.3.3 Job satisfaction

Job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976). Job satisfaction is a result of employees' perception of how well their job provided those thins which are viewed as important. It is

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generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. (Mitchell & Larson, 1987)

There are three important dimensions to job satisfaction. First, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Second, Job satisfaction is often determined by how well outcomes meet or exceed expectations. Third, job satisfaction represents several related attitudes. Smith, Kendall, and Hulin have suggested that there are five job dimensions that represent the most important characteristics of a job about which people have affective responses. These are; factors that influence job satisfaction. (Quarstein, Afee & Glassman)

1. The work itself: the extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility

2. Pay: the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization

3. Promotion Opportunities: The chances for advancement in the hierarchy

4. Supervision: The abilities of the supervisor to provide technical assistance and behavioural support.

5. Co-workers: the degree to which fellow workers are technically proficient and socially supportive. (Smith, Kendall & Hulin)

2.3.4 Job design

Job design has emerged as an important application area for work motivation and the study of organizational behaviour. In particular, job design is based on an extensive and still growing theoretical base, it has had considerable research attention in recent years, and it is being widely applied to the actual practice of management. The field of organizational behaviour

paid attention only to job enrichment approaches to job design. Now, with quality of work life (QWL) becoming a major societal issue in this country and throughout the world, job design has taken a broader perspective. Job design, starting with the historically significant job engineering. Job enrichment still dominates the job design literature on organizational behaviour, but from the perspective of job characteristics rather than from Herzberg's motivators. The social information processing approach recognize some of the theoretical complexity in the job design, and the QWL approach recognizes the overall important of the climate or culture and the role of more specific sociotechnical and team techniques in job design. The scientific management approach evolved into what is now generally called job engineering. This industrial engineering approach is concerned with product, process, and tool design; plant layout; standard operating procedures; work measurement and standards; worker methods; and human-machine interactions. (Luthans, 1995)

2.3.4.1   Job enrichment

Job enrichment represents an extension of the earlier, more simplified job rotation and job enlargement techniques of job design. Since it is a direct outgrowth of Herzberg's two-factor theory of motivation, the assumption is that in order to motivate personnel, the job must be designed to provide opportunities for achievement, recognition, responsibility, advancement, and growth. The technique entails "enriching" the job so that these factors are included. In particular, job enrichment is concerned with designing jobs that include a greater variety of work content; require a higher level of knowledge and skill; give workers more autonomy and responsibility in terms of planning, directing, and controlling their own performance; and provide the opportunity for personal growth and a meaningful work experience. (Luthans, 1995)

2.3.4.2   The characteristics approach to task design

To meet some of the limitations of the Herzberg approach to job enrichment, a group of researchers began to concentrate on the relationship between certain job characteristics, or the job scope, and employee motivation. J. Richard Hackman and Greg Oldham developed the most widely recognized model of job characteristics. (Hackman & Suttle, 1977)

The core job characteristics can be summarized briefly as follows:

1. Skill variety refers to the extent to which the job requires the employee to draw from a number of different skills and abilities.

2. Task identity refers to whether the job has an identifiable beginning and end. How complete a module of work does the employee perform?

3. Task significance involves the importance of the task. It involves both internal significance (how important is the task to the organization?)And external significance (how proud are employees to tell relatives, friends, and neighbours what they do and where they work?

4. Autonomy refers to job independence. How much freedom do employees have to,

5. Feedback refers to objective information about progress and performance and can come from the job itself or from supervisors or an information system (Luthans, 1995)

2.3.5   Goal setting

Goals are targets and objectives for future performance. They help focus employees' attention on items of greater importance to the organization, encourage better planning for the allocation of critical resources (time, money, and energy) and stimulate the preparation of

action plans for goal attainment. Goals appear in our model of motivation before employee performance, which accents their role as a cue to acceptable behavior. Goals are also useful after the desired behavior, as managers compare employee results with their aims and explore reasons for any differences. Meeting goals also helps satisfy a person's achievement drive, contributes to feeling of competence and self-esteem, and further stimulates personal growth needs. Individuals who successfully achieve goals tend to set even higher goal in the future. (Newstrom & Keith Davis 2002)

A major factor in the success of goal setting is self-efficacy. This is an internal belief regarding one's job-related capabilities and competencies. (Self-efficacy is different from self-esteem, which is a broader feeling of like or dislike for oneself.) (Stajkovic & Luthans, 1998)

2.4 Theories of motivation

Motivation has been studied for many years stretching beyond the 19th century. A number of theorists have compiled their own conclusions and consequently a wide variety of motivational theory has been produced. Without going into the fine details and depth of all the motivational theory. (Rok Connect Limited, 2005)

Figure 2.1 Work motivation

1900

Scientific Management
wage Incentive

Human Relations
economic security,
working conditions

| **Maslow** | **Vroom** |
| Hierarchy of needs | valence/ expectancy |

| **Herzberg** | **Porter and Lawler** |
| motivators and hygiene factors | performance-satisfaction |

Alderfer
ERG needs

Adams
equity

Present

| CONTENT THEORIES | PROCESS THEORIES | CONTEMPORARY THEORIES |
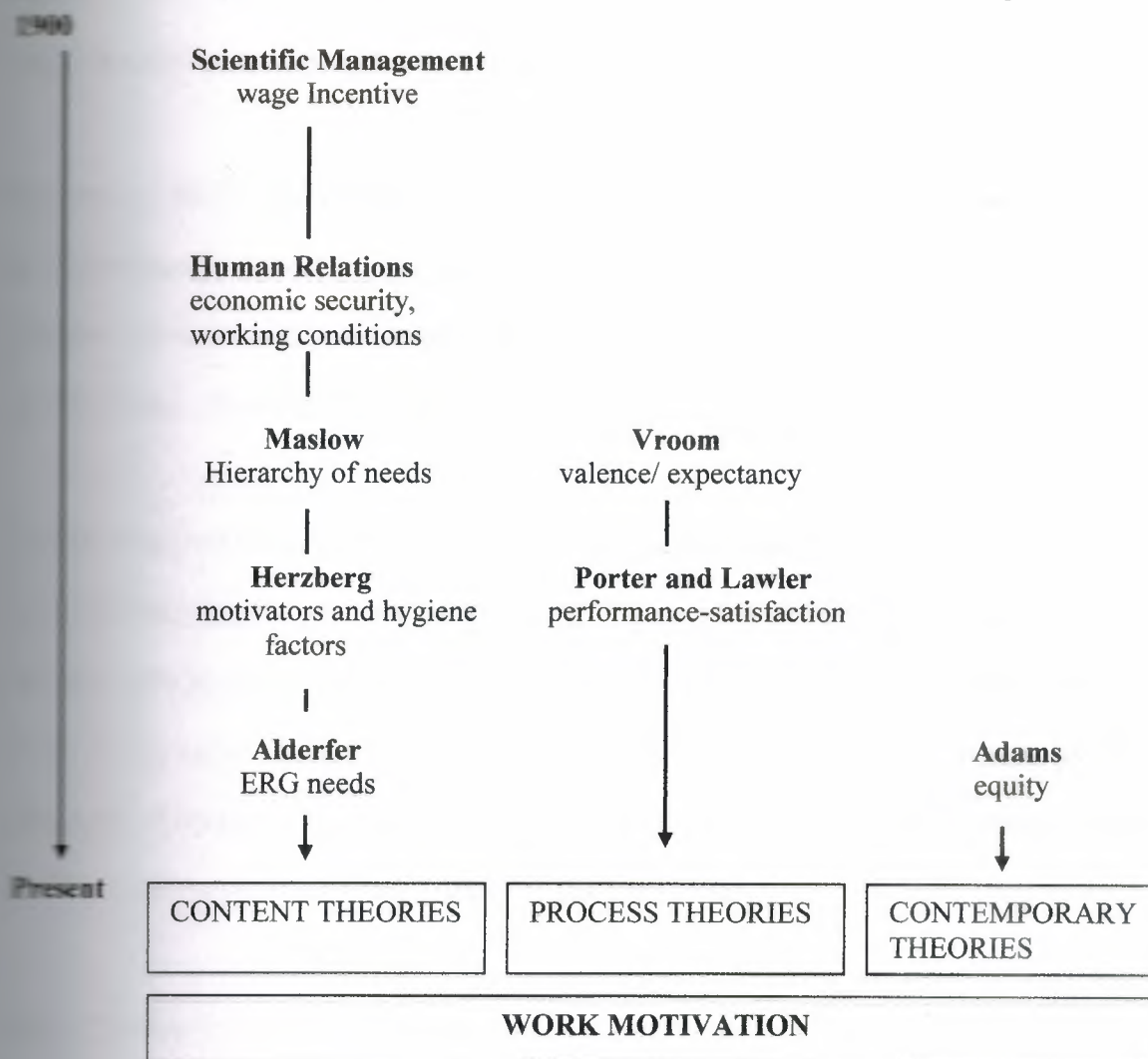
WORK MOTIVATION

Figure 2.1 graphically summarizes the various theoretical streams for work motivation. In particular, the figure shows four major approaches. The content theories go as far back as the turn of the century, when pioneering scientific managers such as Frederick W. Taylor, Frank Gilbreth, and Henry L. Gantt proposed sophisticated wage incentive models to motivate workers. Next came the human relations movement, and then the content theories of Maslow, Herzberg, and Alderfer. Following the content movement were the process theories. Based

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mainly on the cognitive concept of expectancy, the process theories are most closely associated with the work of Victor Vroom and Lyman Porter and Ed Lawler. More recently, equity theories have received the most attention in work motivation. (Luthans, 1995)

The content theories are referred to as "static" because they incorporate only one or a few points in time and are either past or present time-oriented. Therefore, they do not necessarily predict work motivation or behaviour, but are still important to understanding what motivates people at work. (Bowditch & Buono, 1994)

At first, money was felt to be the only incentive (scientific management), and then a little later it was felt that incentives include working condition, security, and perhaps a democratic style of supervision (human relations). More recently, the content of motivation has been deemed to be the so, called "higher-level" needs or motives, such as esteem and self-actualization (Maslow); Responsibility, recognition, achievement, and advancement (Herzberg); and growth and personal development (Alderfer). (Luthans 1995)

2.4.1 Maslow's Hierarchy of needs

The most important primary and secondary needs of humans, it does not relate them to a theoretical framework. Abraham Maslow, in a classic paper, outlined the elements of an overall theory of motivation. (Maslow, 1943).

A motivation theory from the 1940s Abraham Maslow "hierarchy of needs" beginning at the bottom with physiological necessities. Once such basic requirements are addressed, he said, move on to increasingly complex needs: safety, socialization, esteem, and ultimately what he called "self-actualization." Fundamental workplace needs are a bit more evolved than

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Maslow's biological basics: climate control, comfortable workspace, adequate equipment, and so on. Without these things, we can't do our jobs, and we certainly can't move on to the higher-order rewards that really motivate us. Fixing the things that get in the way is a big part of management. It's a mistake; however, to assume that's all there is to motivating employees. We hear it all the time from newsroom leaders and other journalists: "Once getting new live truck — things will really turn around." "When the company lifts the wage freeze, our morale problems will be solved." "Got two more people to hire, and be all set." Too often, these expectations are a setup for disappointment, because while reducing distractions and removing obstacles can cut down on complaints, it doesn't do enough to improve performance. Eliminating "de-motivators," called doesn't produce motivation. Fixing what's wrong doesn't create what's right. As every competent manager knows, rewarded behaviour is repeated. Why? Because we want more rewards. Doing what will get more. It's one of the most basic forms of motivation, in the workplace and just about anyplace else. For example: So the photojournalist who finally gets gear that won't break down daily and embarrass him publicly probably won't respond with effusive gratitude. After all, he's only getting what Maslow might call his "subsistence needs" met. He's not going to do his best with the new equipment in hopes that you'll immediately replace it with yet another set. That's no longer a concern. He needs something else. Something similar can happen with salary. Money as a motivator is often overrated. Except to those having real trouble making ends meet, or to whom money symbolizes status and respect, it's more a de-motivator than a motivator: Those who get raises they feel they deserved long ago aren't overly grateful. They don't tend to rush right out and repeat whatever it was they think earned them that increase at long last, because, frankly, they think they earned it long ago, and they don't expect another one right away. Things like inadequate equipment and intolerable working conditions do require correction. It's just not enough. Only after meeting such basic needs can leaders begin to provide the kind

of rewards that do motivate and get people performing at optimum levels? The happy surprise, especially in the economic climate that prevails these days at most news organizations, is that those higher-order rewards cost less than fixing de-motivators. In fact, sometimes they cost nothing. Intrinsic Motivation at Work: Building Energy & Commitment by Kenneth W. Thomas suggests four that are free – and important forces for performance improvement:

- A sense of meaningfulness — that your mission matters in the larger scheme of things.
- A sense of choice — of being able to use your own judgment and to act out of your own understanding of the task.
- A sense of competence — in doing well, high-quality work.
- A sense of progress — that the task is moving forward, and that you really are accomplishing something.

So you'll still have to push for that new equipment, pull over for that occasional rest stop, even come up for air now and then. Just don't let it end there. Leaders who believe in the power of reward can't afford to provide only relief. (Scott M.Libin,)

2.4.2 Herzberg's Two-Factor Theories of motivation

In 1966, Herzberg interviewed a number of people in different professions at different levels to find out two things:

Those factors that motivated them in the workplace; these were identified as factors that gave employees an incentive to work resulting in job satisfaction. They are also referred to as 'motivators'. These motivators increased the job satisfaction of the employee and further increased their efficiency. Second, the factors that prevented job dissatisfaction. These were identified as factors that prevented job dissatisfaction. These did not make the employees

happy (or have job satisfaction): it just removed the unhappiness out of working. They are also referred to as 'hygiene' factors. Such hygiene factors, if not satisfied, had an effect of reduced employee efficiency.

Herzberg believed that all factors fell into one of these categories and therefore had separate consequences. His research concluded that some factors fell into both categories although they held a stronger position in one of them.

Achievement, recognition of their effort, the nature of the work itself, and the desire for responsibility are all strong factors for motivation. The way the business is run, how they are supervised, the work conditions and their pay, are all factors that can lead to job dissatisfaction if not met to the standards of the employee.

Those factors encouraging motivation (job satisfaction) have little connection with money and are more associated with personal development and achievement. Hygiene factors concern more the employee's personal attitudes towards the context of their job and involve money in most cases to provide a solution to the issue.

(Achievement and pay) are shaped differently. This is to illustrate that, for Achievement, it is something that is only acquired for a short term and is therefore an ongoing need that is searched for over and over again. In other words: one week you may achieve, say, a good personal sales figure, and the following week your standard drops to a disappointing level in which you seek to achieve this figure yet again. The Pay factor (salary) also has a similar concern: you may increase an employee's salary that removes job dissatisfaction at first, but in time (can be as low as days) the employee will increase their personal spending to what they are earning and will eventually, again, become dissatisfied. In such a case, it may be for your benefit that you offer an additional incentive to keep the employee further satisfied to prevent this on-going cycle from occurring. (ROC connect ltd. 2005)

2.4.3 Theory X and Theory Y

McGregor's theory Y and theory X is he divides peoples in two parts in workplace. Which the people don't like to work, lazy, don't like to take responsibility and much be coerced to perform they are part of theory X. To motivate them manager must push them and control them and lower order needs motivate individual behavior. Theory Y is opposite the theory X, they like to work, creative they seek responsibilities and can excise self-direction. To motivate them give the change to use their potential and higher-order needs motivate individual behavior. (Newstrom & Davis, 2002)

2.4.4 Alderfer's ERG Theory

Alderfer's ERG theory has three groups of needs. He considers the internal needs with Maslow, Alderfer seeking to overcome some of their weaknesses. First is existence need these are physiological and safety needs such as pay, physical working conditions, job security and fringe benefit. Second is Relatedness need these involve being understood and accepted by people above, below, and around the employee at work and away from it. Such as; social needs, and the external components of the esteem needs and the last one is growth needs these involve the desire for both self-esteem and self-actualization. (Alderfer, 1969)

Alderfer is suggesting more of a continuum of needs than hierarchical levels or two factors of prepotency needs. Unlike Maslow and Herzberg, he does not contend that a lower-level need has to be fulfilled before a higher- lever need is motivating or that deprivation is the only way to activate a need. ERG theory seems to take some of the strong points of earlier content theories but is less restrictive and limiting. The fact remains, however, that the content theories in general lack explanatory power over the complexities of work motivation and,

with the possible exception of the implications for job design of Herzberg's work, do not readily translate to the actual practice of human resources management. (Luthans, 1995)

2.4.5 McClelland's drives

McClelland's need theory he says there are three types of drives and that motivational drives required managers to understand the work attitudes of each employee. First drive is achievement drive the people who has achievement motivation achieve objectives and continue to climb the ladder of success. The characteristics of a higher achiever: they seek personal responsibility, feedback on their performance, moderate risk and goals. (McClelland, 1961) Second is power drive is the desire to have impact on, to influence, take risk to do so and control the behavior of others. There is two types of power socialized power (used for social benefits) and personal power is the need to influence others' behavior for good of the whole organization to leadership positions through successful performance (use for personal gain). Third one is affiliation which people work better when they are complimented for their favorable attitudes and cooperation they like being with friend comparisons of achievement motivated employee, affiliation motivated employee. (Newstrom & Davis, 2002)

2.4.6 Vroom's Expectancy Theory of motivation

The expectancy theory presented by Vroom (1964) describes the consequence of effort, performance of effort, performance, reward, and satisfaction. These theories suggest that an increase in effort leads to increasing performance and then proper rewards with satisfaction help keep the relationships. The theory considers the relationship between a person and a company and does not take into account external influences. (Steers, Richard M., Porter& Lyman, 1979)

Formulate an expectancy theory directly aimed at work motivation was Victor Vroom. Contrary to most critics, Vroom proposed his expectancy theory as an alternative to content models, which he felt were inadequate explanations of the complex process of work motivation. At least in academic circles, his theory has become a popular explanation for work motivation and continues to generate considerable research. (Tubbs, Boehne & Dahl, 1993)

By valence, Vroom means the strength of an individual's preference for a particular outcome. Other terms that might be used include value, incentive, attitude, and expected utility. In order for the valence to be positive, the person must prefer attaining the outcome to not attaining it. A valence of zero occurs when the individual is indifferent toward the outcome; the valence is negative when the individual prefer not attaining the outcome to attaining it. Another major input into the valence is the instrumentality of the first- level outcome in obtaining a desired second-level outcome. Another major variable in the Vroom motivational process is expectancy. Although psychological theorists all agree that expectancies are mental, or cognitive, states, there is little agreement about the nature of there state. Instrumentality refers to the degree to which a first-level outcome will lead to a desired second-level outcome. (Klein & Mowrer, 1989)

2.4.7 Equity Theory of work motivation

Employees work in a social system in which each is dependent to some degree on the others. Employees interact with one another on task and on social occasions. They observe one another, judge one another, and make comparisons. Equity theory has generated extensive research, states that employees tend to judge fairness by comparing the outcomes they receive

with their relevant input and also by comparing this ratio. Inputs include all the rich and diverse elements that employee believe they bring or contribute. To the job (their education, seniority, prior work experiences, loyalty and commitment, time and effort, creativity, and job performance) outcomes are the rewards they perceive they get from their jobs and employers; out comes include direct pay and bonuses, fringe benefits, job security, social rewards, and psychological rewards. (Adams, 1965) According to ratio; If under reward seem to produce motivational tension with predictable (negative) consequences; less consistent result are found for the over reward condition. The different research result may be reconciled by the idea of equity sensitivity, with suggest that individuals have different preferences for equity. Some people seem to prefer over reward, some conform to the traditional equity model, and other prefer to be under reward. (Houseman, Hatfield, & Miles, 1987)

2.4.8   The Porter-Lawler model

Job satisfaction refers to the controversy over the relationship between satisfaction and performance that has existed since the human relations movement. The content theories implicitly assume that satisfaction leads to improved performance and that dissatisfaction detracts from performance.

The Porter and Lawler model has definitely made a significant contribution to the better understanding of work motivation and the relationship between performance and satisfaction, but, to date, it has not had much impact on the actual practice of human resources management, yet the expectancy models provide certain guidelines that can be followed by human resources management. For example, on the front end (the relationship between

motivation and performance), it has been suggested that the following barriers must be overcome:

1   Doubts about ability, skill, or knowledge

2   The physical or practical possibility of the job

3   The interdependence of the job with other people or activities

4   Ambiguity surrounding the job requirements (McFillen, Podsakoff 1983)

In addition, on the back end (the relationship between performance and satisfaction), guidelines such as the following have been suggested:

1   Determine what rewards each employee values.

2   Define desired performance

3   Make desired performance attainable.

4   Link valued rewards to performance. (Baron, 1983)

The last point above is getting recognition in the management compensation plans of many big companies, as indicated by the accompanying TQM in Action: Linking Managers' Rewards with Unit Performance. (Luthans, 1995)

2.4.9   Polynomial Theory

(Polynomial, 2003) Discovered a new approach to motivation, call the Polynomial Theory. The definition for polynomial is a similar expression in more than one variable. This mathematical definition also applies to the Human Resources field.

During conversation with the candidate, he explained the reasons why he would change from his current job to the one we were offering. The candidate told me that his motivation to work was a combination of different factors. These factors in turn, had a different relative weight, and the sum of these factors made up his motivation to work. "As a polynomial" he said.

From Maslow's Theory of Motivation to our days, pages and pages about human motivation have been written. Behavioural scientists, psychologists, and business people, have searched to understand what makes people do what they do. Organizations are constantly looking at different ways by which they can "motivate" employees, improve workforce morale and create better work environments.

The fact is that motivation is not a small topic, many times the results of individuals and teams, relate to their motivation. Any individual can produce different results, depending on the degree of motivation he has when performing a task, project or activity.

Believed that organizations cannot motivate their employees; instead, they can create a work environment where individual motivation flourishes. All individuals have different motivational factors; but, if they find the right environment they will create their own self-motivation. Some organizations apply "motivational plans" to boost employee morale. Many times HR professionals are asked: "to motivate" people or create programs that will do so. Companies that implement these types of programs usually get meagre results within the short term. During the long term, these superficial actions have a negative effect, as people's apathy and cynicism grows.

Many times managers believe that if they have a problem with their employees' morale, the company can create a "magic" morale boosting campaign that will solve all the problems. On the other hand organizations that really care about employee motivation have ways of collecting data about the work environment, then the upper staff members talk to their employees on how morale can be improved, and take corrective actions.

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Employee motivation is usually at a high level when the organizations, the individual objectives and values are aligned. It is very important for managers to understand that different factors motivate different people. We call these factors "motivational factors".

It is also key to understand that not all people are motivated by a single factor; instead they are motivated by a series of factors.

The motivational factors change during the course of time, greatly depending on the particular phase that an individual might be going through, whether it be in his personal life or career.

When people are asked what factors motivate them to work, generally received answers, such as the organization for which they work, the work environment, their boss, money, The achievements they can produce when they play a specific role, recognition, the power that a position enables them with, Status, their peers, team and co-workers, the work schedule. A simple way to expose these factors is by means of a polynomial, whereby add the elements that motivate a person.

For example; according to Anne's motivation equation; Salary + Boss + Power + Work schedule + work atmosphere + Co-workers. Each factor also bears a different weight in Anne's motivation formula. Motivation change depends on the individual's personal life and career phase (as well as many other instances).

In Anne's case, being a recent college graduate that is taking her first step in corporation, boss is the primary source of motivation. Boss is an excellent coach and provides her with guides her with guidance and continuous training. The motivation factors might change if applies for a loan to buy a house, than salary can become a more relevant motivating factor. If get married and has kids, work schedule might become a key factor is determining motivation to work in a specific position, as wants to spend more time with their kids.

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2.5 Conclusion

This section outlined the current literature on motivation to work with emphasis on the Polynomial theory used as a model for the investigations of this project.

SECTION 3

THEORETICAL FRAMEWORK

3.1 Introduction

This section introduces the theoretical framework. Factors that effect level of motivation in work place according to polynomial theory, and operational definition to prepare questionnaire that measure the motivational level at NEU catering service.

3.2 Theoretical framework

According to literature survey at polynomial theories say us there are six factors that motivate the employees and not all people are motivated by a single factor, instead they are motivated by a series of factors, and each factor also bears a different weight in employee's motivation in workplace.

Figure 3.1 Theoretical Framework

```
┌─────────────┐
│ Pay         │──┐
└─────────────┘  │
                 │
┌─────────────┐  │
│ Supervision │──┤
└─────────────┘  │
                 │
┌─────────────┐  │      ╭──────────────────────╮
│ Power       │──┤───▶  │ Level of             │
└─────────────┘  │      │ Motivation at work   │
                 │      ╰──────────────────────╯
┌─────────────┐  │
│ Work        │──┤
│ Schedule    │  │
└─────────────┘  │
                 │
┌─────────────┐  │
│ Atmosphere  │──┤
└─────────────┘  │
                 │
┌─────────────┐  │
│ Co-Workers  │──┘
└─────────────┘
```

Individuals have different motivational factors; and also not all people are motivated by a single factor; instead they are motivated by a series of factors and each factor bears a different weight in employee's motivation formula, but if they find the right factor they will create their own self-motivation

Companies that implement motivation of employees usually get meagre result within the short term. During the long term, these superficial actions have a negative effect, as people's apathy cynicism grows.

According to Polynomial Theory Pay, Supervision, Power, work Schedule, Atmosphere, Co-workers are effect the employee's motivation if these factors are increase weight, Personal motivation also increase.

Pay is employee's wage salaries (financial remuneration) It is related with expenditure if he/she buy a new house or car for them so she/he need more money for pay it cost so the pay has great impact for motivation. Other words, money a motivator is often overrated. Except to those having real trouble making ends meet, or to whom money symbolized status and respect, it's more a de-motivator than a motivator: Those who get raises they feel they deserved long ago aren't overly grateful.

Supervision has two important impacts to employee motivation one is employee-centeredness for example; felt their bosses provided than regular feedback or tried to solve their problems. The other is participation or influence; supervision give the chance to create their ideas for expand the organization and themselves.

Power is that "the power that a position enable them with." If the person like their job and having then high statue and power on other person they will be motivated in organization but even if he has the statue but has not power on other employees it is not motivate them at all.

Work Schedule time is sometimes important for worker to come organization if the worker married and has kids she wants to spend more time with her kids so the work schedule might become a key factor in determining her motivation to work in a specific position.

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Atmosphere also important, if the working conditions are good; clean attractive surrounding the person will find it easier to carry out their job if the working conditions are poor; hot, noisy surrounding personal will find it more difficult to get things done.

Work group friendly, cooperative co-workers are a modest source of job satisfaction to individual employee. The work group serves as a source of support, comfort, advice, and assistance to the individual workers. A "good" work group makes the job more enjoyable. On the other hand, if the reverse conditions exist (the people are difficult to get along with) this factor may have a negative effect on motivation.

3.3   Operational Definitions of Variables

The following are formulated as the operational definitions of the variables involved within the theoretical framework described and illustrated in figure 3.1 the operational definitions were necessary to formulate a questionnaire.

The pay is defined as monetary value received in return of some work done. The dimension and elements of pay include:

- Basic pay: is the salary of the worker get amount of monthly, or weekly it is determined according to minimal wage.
- Bonus: it is the over the salary to push the employee and according to performance it is given after salary for example if the employee make the good things the manager reward to him to continue to do good things.

- Overtime: it is again the over the salary it depends on working time in the organization if the workers work over the eight hour in a day it is him over time and paid the worker according to wage per daily working hour.

Supervision: supervision is upper lever of worker in the organizational level and leads the people to work and show them how to do their job. The dimension and elements of supervisor include:

- Employee-centeredness: it is degree to which a supervisor takes a personal interest in the employee's welfare
- Participation: Illustrated by managers who allow their people to participate in decision that affects their own job.

Co-workers: The nature of the work group. Friendly, cooperative co-workers are modest source of satisfaction to individual employees. The work group serves a source of support, comfort, advice and assistance to the individual worker. A good work group makes the job more enjoyable. The dimension and elements of co-worker include:

- Fun to work: if the co-workers are related with each other they can enjoy working each other and being more motivated.
- Relation in work group: being good communication and relation in group.
- Division of labour in group: divide task according to their ability, knowledge, skills in the group work.

Schedule time: is the timing to go job and leaving the organization. The dimensions and elements of schedule time include:

- Working hour (flexible of time): working hour can be feasible it is eight hour in job but if the organization has flexible of working time not important when you come to job and when the worker leaves work place.

atmosphere: It is the condition in work office whether is hot or cold it must be feasible temperature for work efficiently and must be relaxing atmosphere.

- Temperature: it must be reasonable working temperature too hot and too cold atmosphere make you uncomfortable on concentrated on job.

- Visual surrounding: for the making job better, need more physical condition like good light, paint...

Power: the power that a position enables you for do your job.

- Ability: Ability is the power and knowledge to do your job

- Position: position is your status and power on other people in the organization.

Conclusion
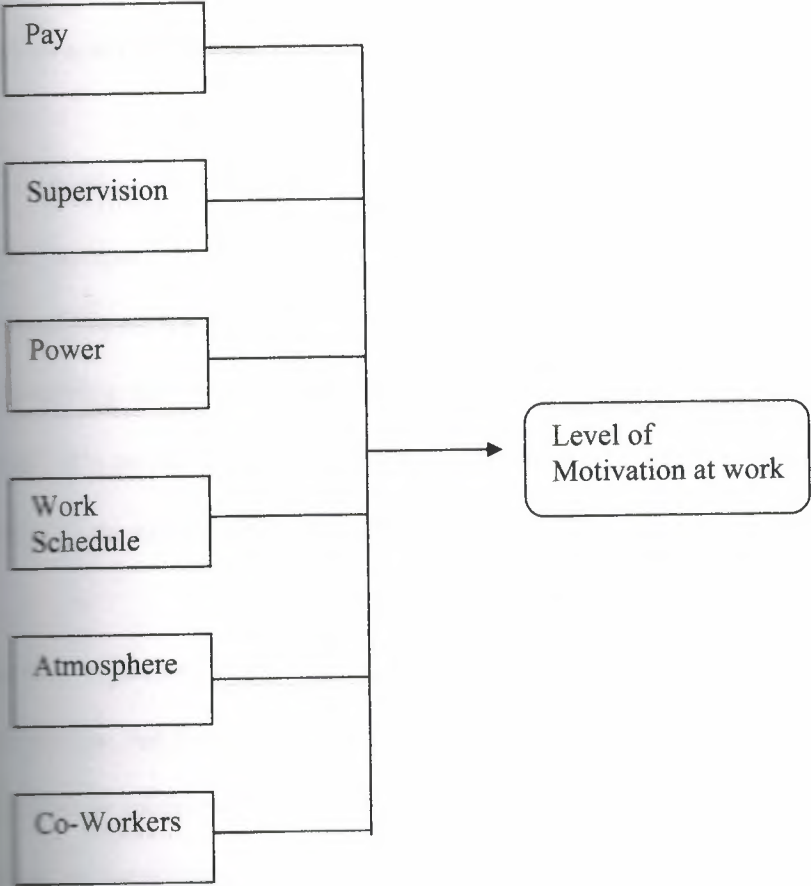
This section is introduced theoretical framework that factors to effect level of motivation in work place according to polynomial theory, and operational definition to prepare questionnaire that measure the motivational level at NEU catering service.

SECTION 4

CONTEXTUAL FACTORS

NEU CATERING SERVICES CURRENT SITUATION

4.1   Introduction

This section introduces the NEU Background and Catering services system, working condition, and employee in the organization.

4.2   Background of NEU

Near East University (NEU) is a private international institution of higher education founded in Nicosia in 1988

The main objective of this institution is to give students a higher education and bring them up as confident band responsible individuals with creative and inquisitive minds.

Today Near East University consists of a select student population from 18 different countries, hence its internal identity. NEU with its ample educational facilities and academically highly qualified staff from 12 different countries is the only institution of higher education is Nicosia the capital city of North Cyprus rendering quality education.

NEU current has 7 Faculties with 20 departments and school of Physical Education and Sport and, School of Truism and Hotel Management offering courses at undergraduate and graduate level.

4.3   NEU Catering Services:

Near East University canteen, cafeteria main office, with its structure is available to satisfying your food-beverage need inside the campus.

NEU central cafeteria can seat up to 3000 people at the same time. During the day it serves breakfast, lunch, and dinner of all students there are many eating places available. They are extent all over the NEU campus for easy to reach any catering service for students. At the all dormitories have a canteen and all faculties have a café in the campus.

There are almost hundred and fifty people in catering services and there are 23 eating places in the campus of N.E.U this eating place include three kitchen, four restaurants, sixteen canteen, six cafe and Pastry house. The structure of catering services is given below on figure 4.1. And, number of Employees working in catering services is given on table 4.1

The top of catering services structure includes director and assistant of director of catering services. Further, catering services divided in four groups. Each groups divided into subgroups. They have narrow span of management and informal organization. Because they have unofficial and unwritten system of relationship with managers and employees in the NEU catering services.

First group is the canteen, cafeterias and Restaurants; respondent of that department is Mahmut Sert. He take controls all restaurants, canteens and pastry house. They make their own pastes, sweets and cakes are made in their workshop for sale. The most staffing are made in that group it means 67% of employee work that group. There are totally 99 employees. They are work as cashier, cleaner waiter.

Second group is the kitchen; respondent of kitchen is Bülent Albayrak. He takes control of main kitchen, primary school kitchen, and workshop all the foods for adults prepared at main kitchen which has thirteen employees they are cook, kitchen boy and cleaners. For the child the foods are prepared at different kitchen which is primary schools kitchen that staff the same status employees and eight employees. They care about eating rules while cooking foods. And the cakes, sweets and pastas are making in workshop with seven employees they work as baker, paste and cleaner. There are totally twenty eight employees who work in that group and it makes 18.6% in that group.

Third group is the stores there are four paths for related catering services. The respondent of main stores is Kemal Şeker and divided from canteen and cafes stores, respondent who Benice Akman and delivery made by three workers and has two drivers who bring the materials and for the cleaning materials respondent is Güney Öztürk. There are totally eight people in that group.

Fourth and last group is information office most of the other departments are related with each other. This group divide in two one is enable internal control about account balance there are seven people works there other is information path gives information about catering services. 10% of staff is made there.

Table 4.1 Amount of Employees

SERVICES	AMOUNT	PERCENTAGE	
RESTAURANT	32	21.4%	
CANTEEN	37	24.6%	66%
CAFÉ	30	20%	
MAIN KITCHEN	13	8.6	
PRIM. SCHOLL KIT.	8	5.3	18.6%
WORKSHOP	7	4.7	
MAIN STORE	1	0.6	
STORE OF CAN. CAF.	1	0.6	5.4%
STORE OF CLEAN. MAT	1	0.6	
DERIVER	2	1.6	
DELIVERY	3	2	
INTERNAL CONTROL	7	4.6	10%
INFORMATION	8	5.4	
TOTAL:	150	100%	100%

Figure 4.1: Organizational Chart

Near East Catering Services Organization Chart

Director of Canteen, cafeteria and kitchen **Fikri Kaynak**

Assistant of Director of Canteen cafeteria and kitchen **Meyrem Nazlı**

Canteen rest. and cafeteria **Mahmut Seri**
- Cant.
- Pastry house
- T. d'hote Foodcort

Kitchen **Bülent Albayrak**

M. kitchen **İbrahim Özçelik**
- Head of cook
  - Ass. Head of cook
- cook
  - cleaner
  - butcher

Primary School Kit. **Mustafa Önder**
- Head of cook
  - Ass. Head of cook
- cook
- cleaner

Workshop
- baker
  - paste
- cleaner

Stores
- Can. caf
  - cleaner
- driver
- delivery

Informatin office
- internal control
  - information

SECTION 5

METHODOLOGY

5.1   Introduction

This section depicts the purpose of the study, type of investigation, design of this study, and data collection methods.

5.2   The purpose of the study

This is a descriptive study as it attempts to study and describe the variables involved in the motivation of the employees working at the Near East University Catering Services.

5.3   Type of investigation

This is a correlation study because interesting in delineating the important variables for each employee associated with the motivation in the work

5.4   The extent of research interference

This is a filed study where the researchers' interference is minimal. However responds might have been affected from being interviewed at work situation.

5.5   The study setting

The study setting is non contrived study because using correlation study and at NEU catering services are field studies because of applied in NEU campus.

5.6   The time horizon for the study

The time horizon for the study is cross sectional because this study can be done in which data is gathered just one, over a period to answer this research question.

5.7   The unit of analysis

The unit of analysis is individual because the problem statement focuses on how the motivational levels of employee in NEU then interested, in individual employee in the NEU campus.

5.8   Sampling

There are approximately 150 workers in NEU catering services so, population size is 150. Population framework (see in appendix C) shows all workers in which department and which statue. By using Kregcie and Morgan (1970) they greatly simplified size decision by providing a table that ensure a good decision model 108 worker is suitable for sample size. By using convenience sampling visited all part of catering services.

5.9   Questionnaire and measurement scale

A questionnaire was designed by this study based on the variables identified during the literature review, the polynomial theory. The variables identified and their correlations were illustrated and explained in the theoretical model proposed by this study in section 3. Both fixed scale and 5-point likert scale to measure the variables of the variables defined. There were three part in the questionnaire, the first part related to demographic questions, second part related to scanning factors and third part related to the which factor most motivate them.

In first part, include five demographic questions for scanning demographic differences and level of motivation differences on demographic factor by comparing second part. Second part include eighteen, 5-point likert scale question about factor of motivation and last part is only one fixed scale question for checking employees level of motivation if they are motivated or not.

5.10   Data processing

The information collected from 108 questionnaires completed was processed using the SPSS statistical programme.

5.11   Conclusion

This section described the step and methods that were used during the investigation of this study.

SECTION 6

FINDINGS

6.1 Introduction

This section depicts the findings from the questionnaires carried out. The questionnaires (see appendix A and B) and the sample of the respondents were explained in section 5.

6.2 The realisation rate

A total of 108 individuals responded to the questions. Out of the total respondents 61 were women and 47 were man.

Figures 6.1 Demographic factors
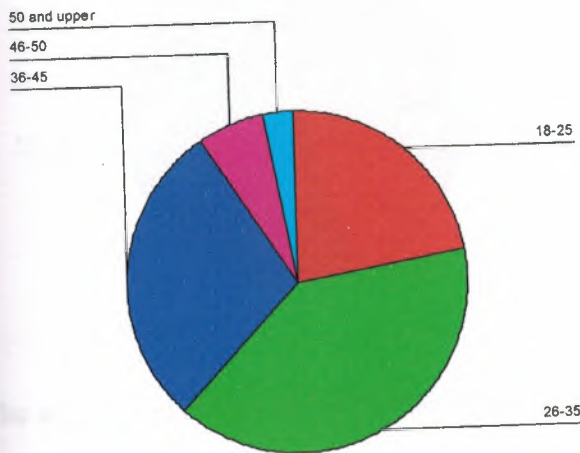
Majority of the employees are of 26-35 age brackets, only 9.13% of the employees are above 46 years of age.
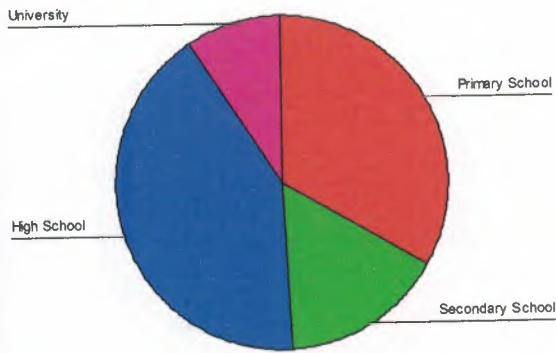
Most employees have received at least primary school education. High school graduates also

constitute a majority. However, the amount of university graduates was low.
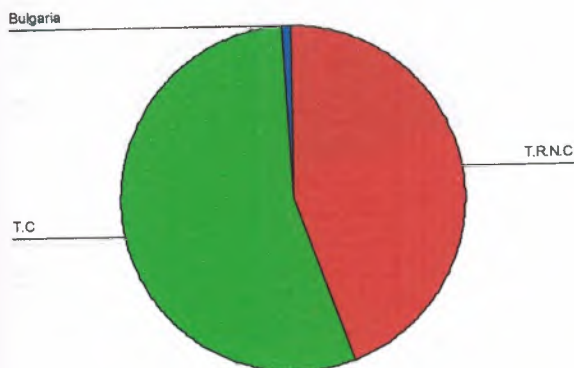
The majority of the employees come from Turkey. This was followed with another majority

from Cyprus. The proportion of other nationalities (Bulgaria) was negligible.
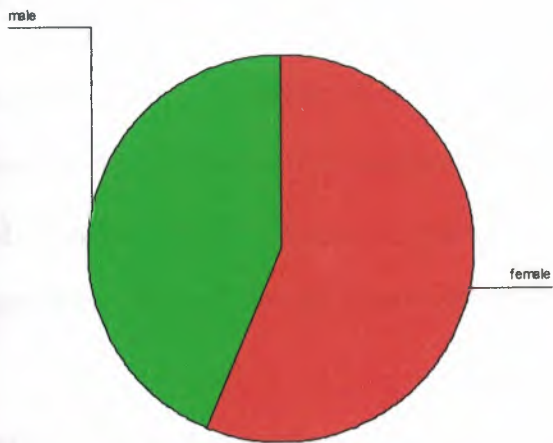
Most employees are female (57%), the male population stood at 43%
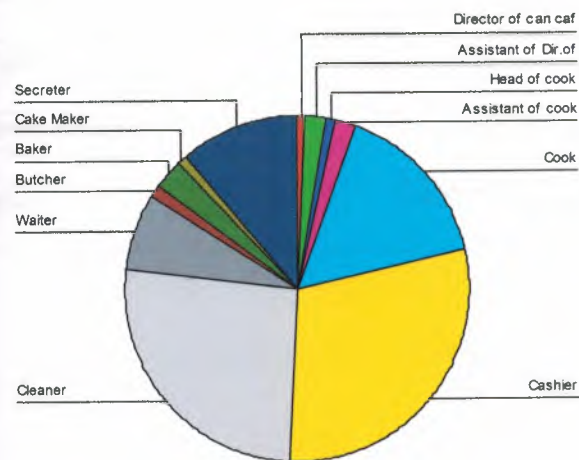
Most respondents to the questionnaire were the cashiers, cleaners, and the cakes. Both the director and the assistant. Director was interviewed.

The other findings are depicted question by question basis as below.

6.2.1 Tasks are divided fairly among co-workers and work is carried out as a team.

As seen in Table 6.1 below, 51% of the respondents agreed with the statement that task allocated fairly and there was teamwork in their work situation. Only 5% of the respondent did not agree with this statement. At the figure 6.2 according to gender factor more female are agree than males and man and females are at same ratio, at disagree on this statement.

Table 6.1 Task of co-workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	4.6%	4.6%	
Disagree	18	16.7%	16.7%	4.6%
Nature	9	8.3%	8.3%	21.3%
Agree	55	50.9%	50.9%	29.6%
Strongly Agree	21	19.4%	19.4%	80.6%
Total	108	100%	100	100.0%

Figure 6.2 Task of co-workers with gender
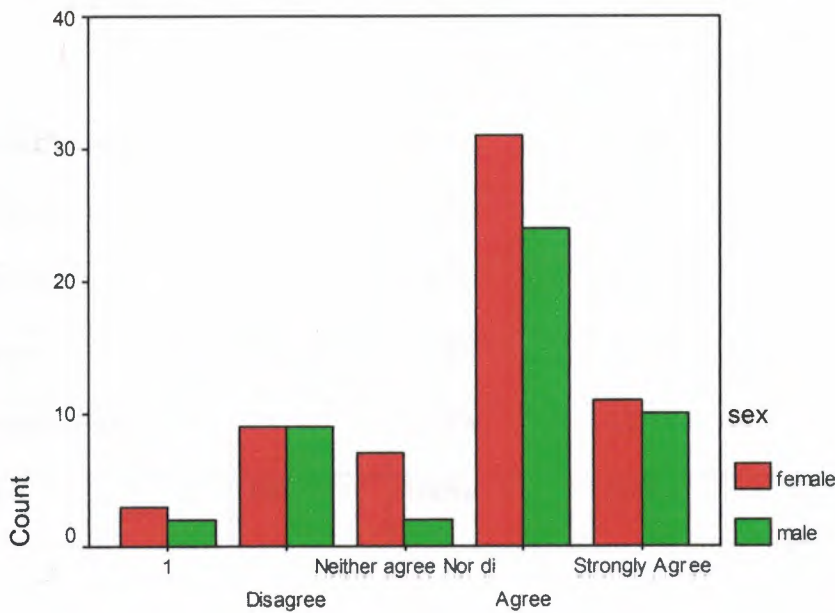
Tasks are divided fairly among co-workers and work is carried ou

Major Finding:

More than 50% of the NEU catering workers agree that their tasks are allocated fairly and they have teamwork.

6.2.2   There is a feeling of friendship and trust among the employees at my workplace.

As seen in table 6.2 below, approximately 53% of the respondents agreed with the statement has good relationship between them and trust each other in work situation 32.4%are strongly agree but 3.7 % are strongly disagree with statement. In figure 6.3, according gender factors more female agree, strongly agree or strongly disagree, and disagree but mails are more nature than women.

Table 6.2 Friendship amount the employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	3.7%	3.7%	
Disagree	7	6.5%	6.5%	3.7%
Nature	5	4.6%	4.6%	10.2%
Agree	57	52.8%	52.8%	14.8%
Strongly Agree	35	32.4%	32.4%	67.6%
Total	108	100%	100%	100%

Figure 6.3 Friendship amount the employee with gender
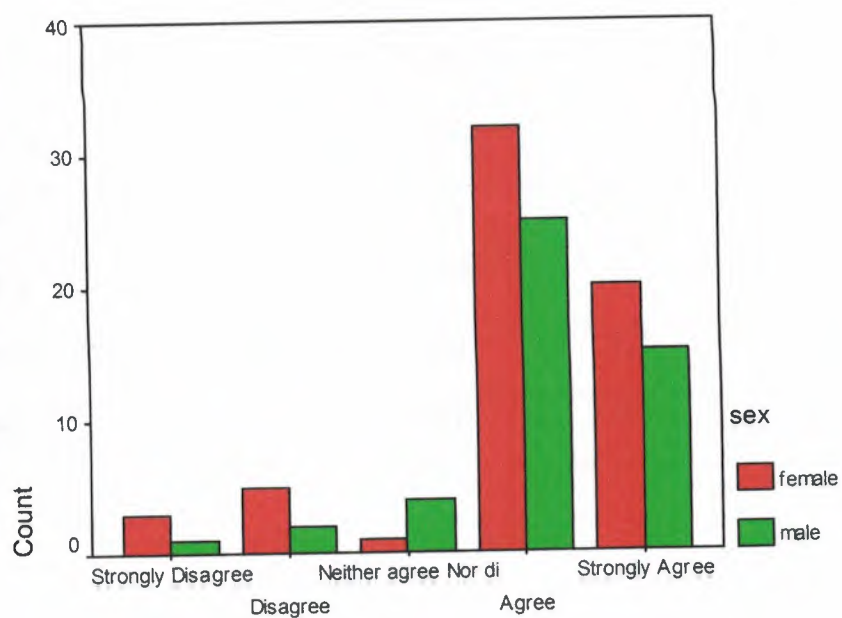
There is a feeling of friendship and trust among the employees m

Major Finding:

More than 50% of the NEU catering workers agree that has good relationship between them and trust each other in work situation.

6.2.3 I find my visual surrounding at work very pleasing.

As seen in table 6.3 below, 60.2% of the respondent agree with the statement has good working condition in work situation but 22.2% respondent thinking has not good working condition at NEU. In figure 6.4 there are three different nationality of worker T.R.N.C, TC and Bulgaria. Most of the TC agrees on that statement and Bulgaria also agree but more TRNC worker disagrees on that statement.

Table 6.3 Visual surrounding

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5.6%	5.6%	
Disagree	24	22.2%	22.2%	5.6%
Nature	4	3.7%	3.7%	27.8%
Agree	65	60.2%	60.2%	31.5%
Strongly Agree	9	8.3%	8.3%	91.7%
Total	108	100%	100%	100%

Figure 6.4 Visual surrounding with nationalities
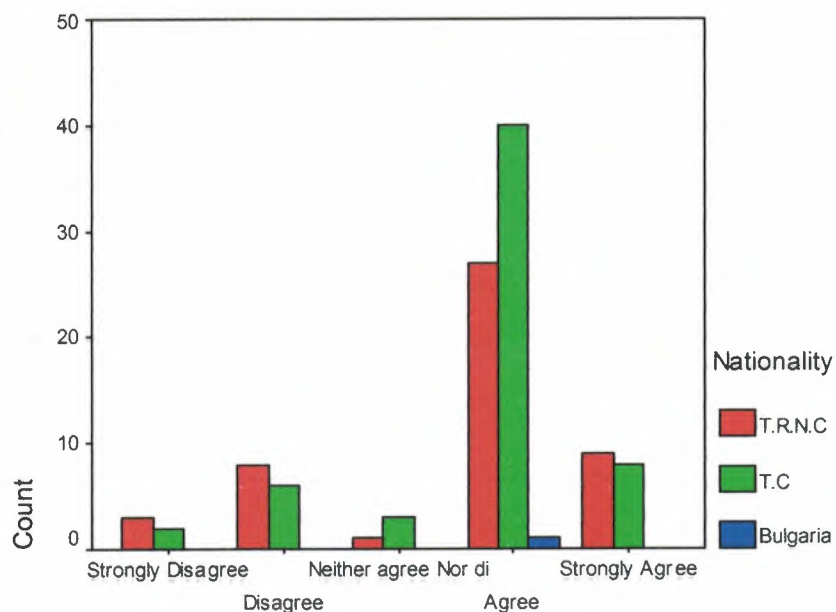
I find my visual surrounding at work very pleasing

Major Finding

More than 60% of the NEU Catering workers are agrees that has good working condition in work place.

6.2.4 I get time off at times when I most need it.

As seen in table 6.4 below, 71.3% percent of the respondent agrees with this statement that, can leave earlier work situation, but app. 5% of the respondent thinking of that can not leave earlier, work situations. In figure 6.5 all the workers at different position are agree and strongly agree on this statement specially, cleaners agree but few cashier and paste at different cafe disagree and nature on this statement.

Table 6.4 Time off

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	1.9%	1.9%	
Disagree	5	4.6%	4.6%	1.9%
Nature	2	1.9%	1.9%	6.5%
Agree	77	71.3%	71.3%	8.3%
Strongly Agree	22	20.4%	20.4%	79.6%
Total	108	100%	100%	100%

Figure 6.5 Time off with statues
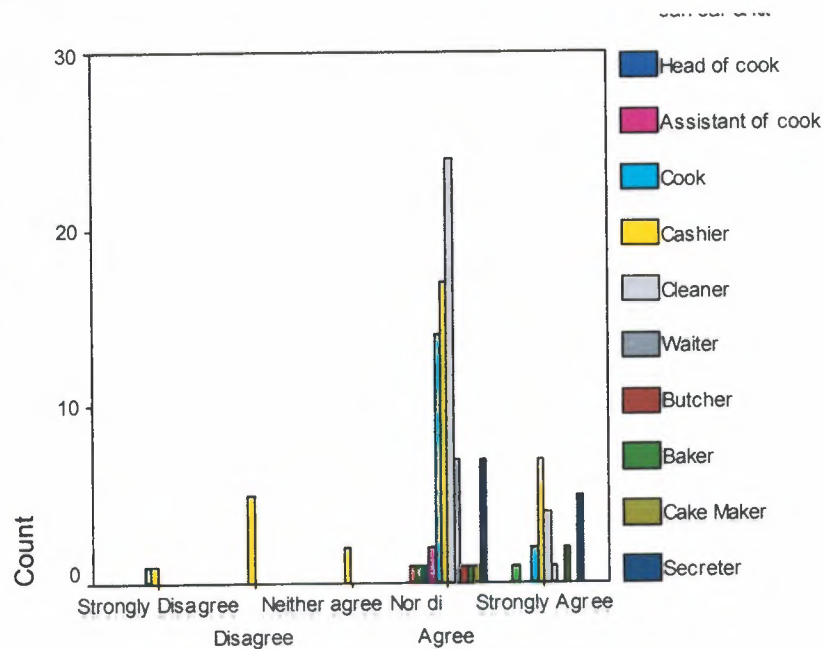
I get time off at times when I most need it.

Major Finding:

More than 70 % of the NEU catering workers agree that can leave earlier at work place.

6.2.5 Flexible working hours are available at my workplace.

As seen in table 6.5 below, 43.5% of the respondent strongly disagree the statement of flexible working hours. However 23.1% of respondent agree of this statement. In figure 6.6 according to education level most high school and primary school and other graduated worker strongly disagree on this statement.

Table 6.5 Flexible working hour

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	47	43.5%	43.5%	
Disagree	29	26.8	26.8	43.5%
Nature	2	1.9%	1.9%	70.4%
Agree	25	23.1%	23.1%	72.3%
Strongly Agree	5	4.6%	4.6%	95.4%
Total	108	100%	100%	100

Figure 6.6 Flexible working hour with education levels
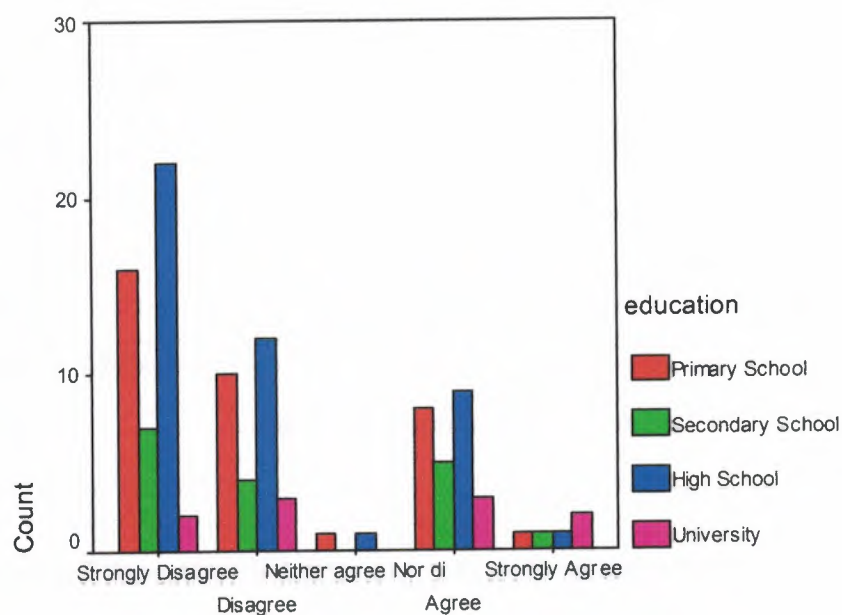
Flexible working hour hours are available at my workplace

Major Finding:

More than 40% of the NEU catering workers disagree that they have flexible hour in worker situation

6.2.6   My supervisor listens to my ideas and acts on them.

As seen in table 6.6 below, 57% of the respondent agree with this statement that, their supervisor listen their ideas and act on them, however 20% of respondent thinking as opposite of the statement. In figure 6.7, most female agree on that statement than male.

Table 6.6 Supervisor listen me and act on them

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	4.6%	4.6%	
Disagree	22	20.4%	20.4%	4.6%
Nature	5	4.6%	4.6%	25%
Agree	62	57.4%	57.4%	29.6%
Strongly Agree	14	13%	13%	87%
Total	108	100%	100%	100%

Figure 6.7 Supervisor listen me and acts on them with gender
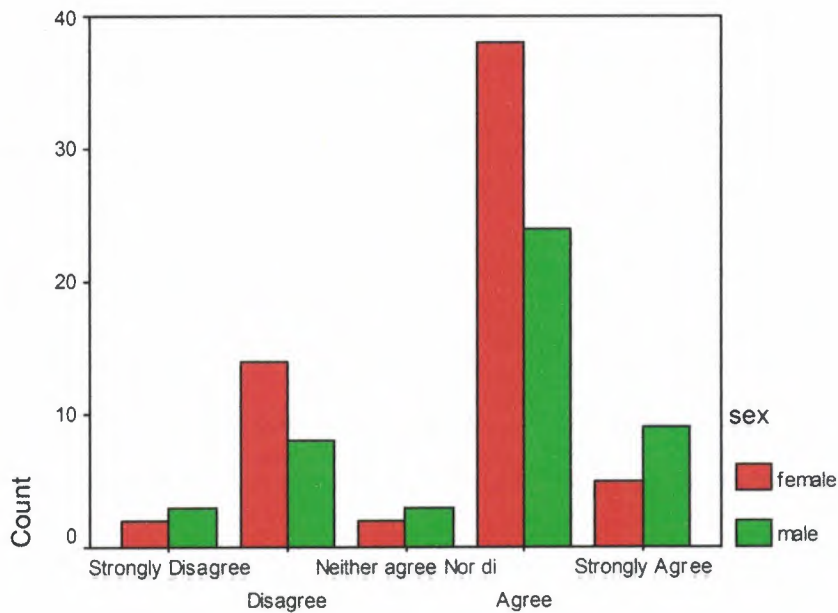
My supervisor listens to my ideas and acts on them

Major Finding:

More than 50% of the NEU catering workers agree that their supervisor, listen ideas to attach

importance on them.

6.2.7 I find my work circumstances in relation to heat, light and other physical conditions quite satisfactory.

As seen in table 6.7 below, 68% of respondent agree with the statement that they satisfied working condition at worked place and 17% of responded strongly satisfied of working conditions, However 13% of respondent disagree of the satisfactions of working condition. In figure 6.8 according to position at NEU workers cashiers are agree than other few cashier and paste strongly disagree, secretors disagree and only cake maker don't agree on good working condition.

Table 6.7 Work circumstances

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	4.6%	4.6%	
Disagree	14	13%	13%	4.6%
Nature	4	3.7%	3.7%	17.6%
Agree	68	63%	63%	21.3%
Strongly Agree	17	15.7%	15.7%	84.3%
Total	108	100%	100%	100%

Figure 6.8 Work circumstances with statues
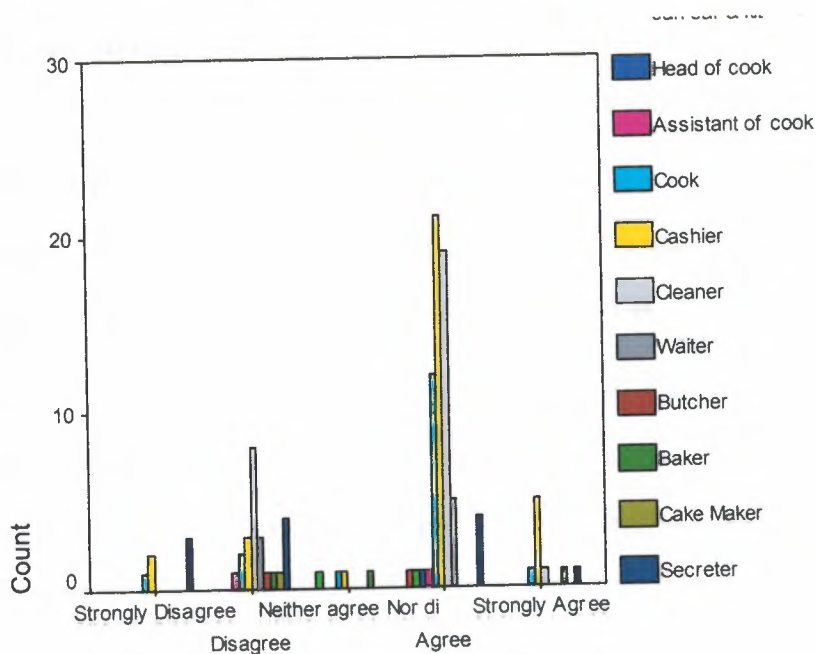
I find my circumstances in relation to heat,light and other physical

Major Finding:

More than 60% of NEU catering workers satisfied working conditions.

6.2.8 The amount of my basic pay is justified in relation to the amount work that I do

As seen in table 6.8 below, 43% of respondent agree with the statement that, their work is justified their basic pay. However 27% of responded disagree about their pay amount. In figure 6.9 most cashier are agree but most cleaners are disagree on the statement and only few of cooker, cashier, cleaner, and secretor are strongly disagree on that statement.

Table 6.8 Basic pay

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	15	13.9%	13.9%	
Disagree	32	29.6%	29.6%	13.9%
Nature	8	7.4%	7.4%	43.5%
Agree	46	42.6%	42.6%	50.9%
Strongly Agree	7	6.5%	6.5%	93.5%
Total	108	100	100	100

Figure 6.9 Basic pay with statues
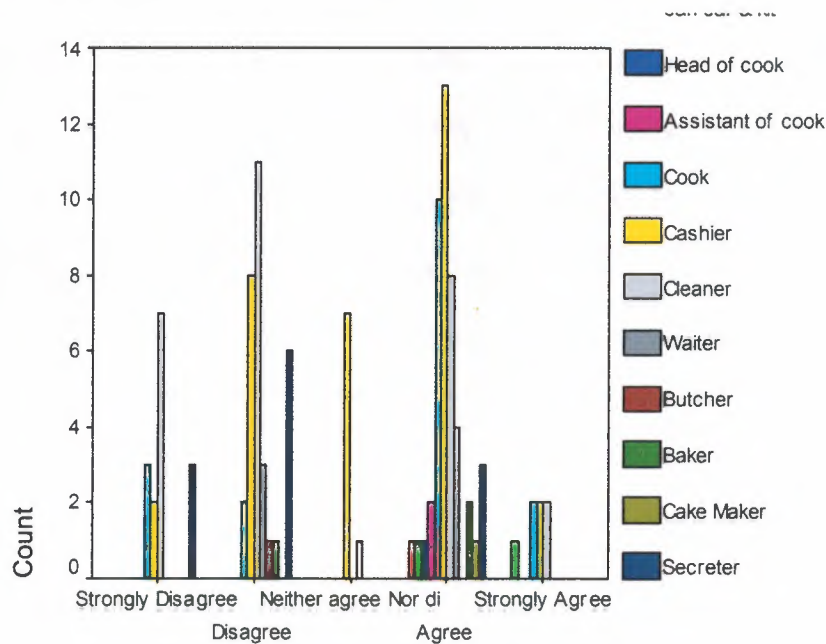
The amount of basic pay is justified in relation to the amount work

Major Finding:

More than 40% NEU catering workers agree that their basic pay is justified.

55

6.2.9 My supervisor assists me in doing my job better.

As seen in table 6.9 below, 61%of respondent agree with the statement that, their supervisor help their job to do, better. But little amount of respondent (7%) disagree of their supervisor. 29% of respondent strongly agree of their supervisor help them to do better their job. In figure 6.10 according to education level most of high school graduated workers agree than most of primary school. Only few high school graduated worker strongly disagree and other few graduated worker disagree and nature on that statement.

Table 6.9 Supervisor assists me

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	0.9%	0.9%	
Disagree	8	7.4%	7.4%	0.9%
Nature	2	1.9%	1.9%	8.3%
Agree	66	61.1%	61.1%	10.2%
Strongly Agree	31	28.7%	28.7%	71.3%
Total	108	100%	100%	100%

Figure 6.10 Supervisor assists me with education levels

My supervisor assists me in doing my job better
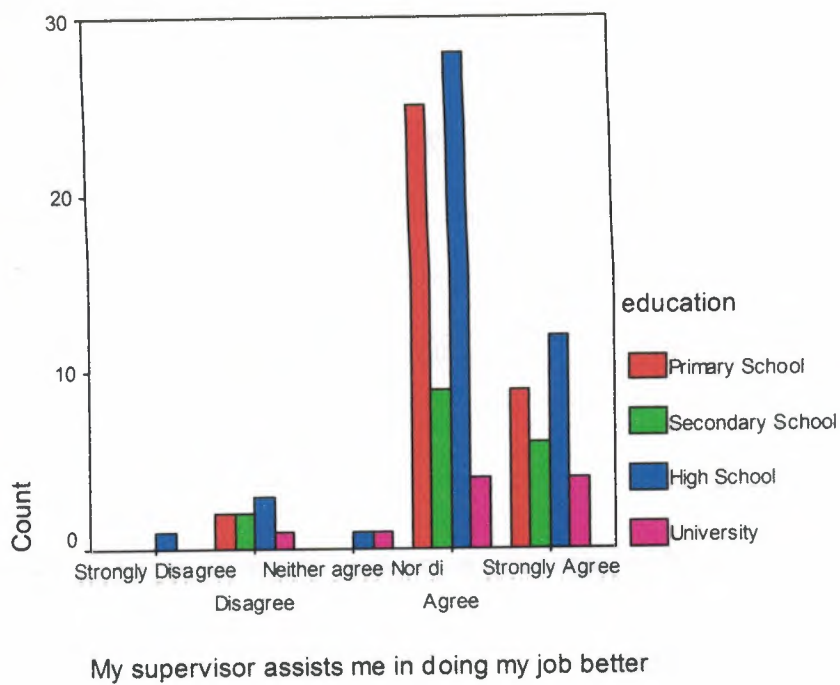
Major Finding:

More than 60% NEU catering workers agree that their supervisor is helper

6.2.10 I am given a chance to work on my own initiative.

As seen in table 6.10 below, 48% of the respondents agree and 25% strongly agree with the statement that, they can apply their ideas on their work and 3% of the worker nature of this idea. In figure 6.11 most cashier agree on that statement but cleaners are disagree on that statement and the most secretors are strongly agree on that statement.

Table 6.10 Given chance to work on own initiative

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	11.1%	11.1%	
Disagree	14	13%	13%	11.1%
Nature	3	2.8%	2.8%	24.1%
Agree	52	48.1%	48.1%	26.9%
Strongly Agree	27	25%	25%	75%
Total	108	100%	100%	100%

Figure 6.11 Given chance to work on own initiative with statues
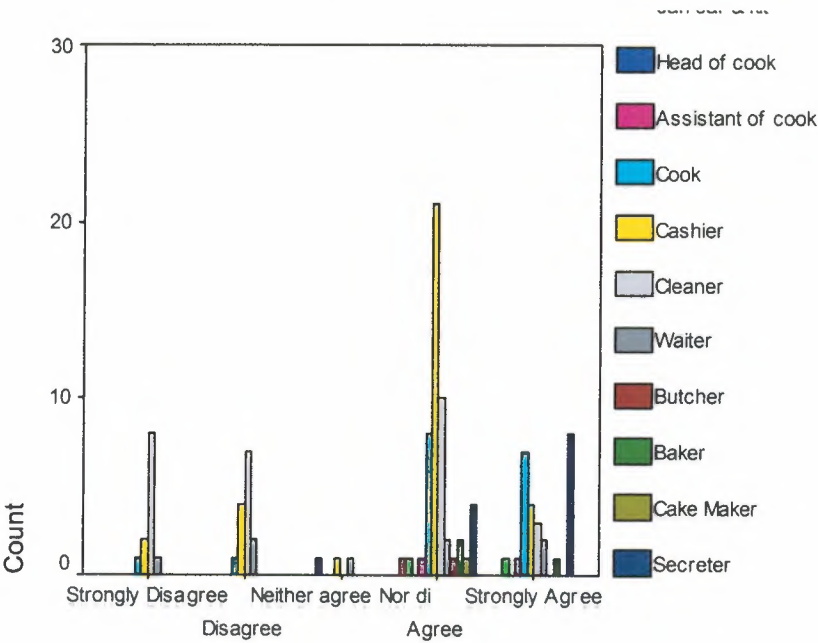
I am given a chance to work on my own initiative

Major Finding:

More than 45 percent of the NEU catering workers agree that they can apply their ideas.

6.2.11 My job position gives me a feeling of power.

As seen in table 6.11 below, 53% of the respondents agree with the statement that they get power on their position, and 16% thinking as that. However on 18% of the respondent disagree of the statement, of getting power on the position. In figure 6.12 most cleaner, secretor and cook are agree on that statement but little amount of secretors and cleaners are disagree on that statement.

Table 6.11 Job positions gives feeling of power with nationalities

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	7.4%	7.4%	
Disagree	20	18.5%	18.5%	7.4%
Nature	4	3.7%	3.7%	25.9%
Agree	58	53.7%	53.7%	29.6%
Strongly Agree	18	16.7%	16.7%	83.3%
Total	108	100%	100%	100%

Figure 6.12 Job positions give feeling of power with nationalities
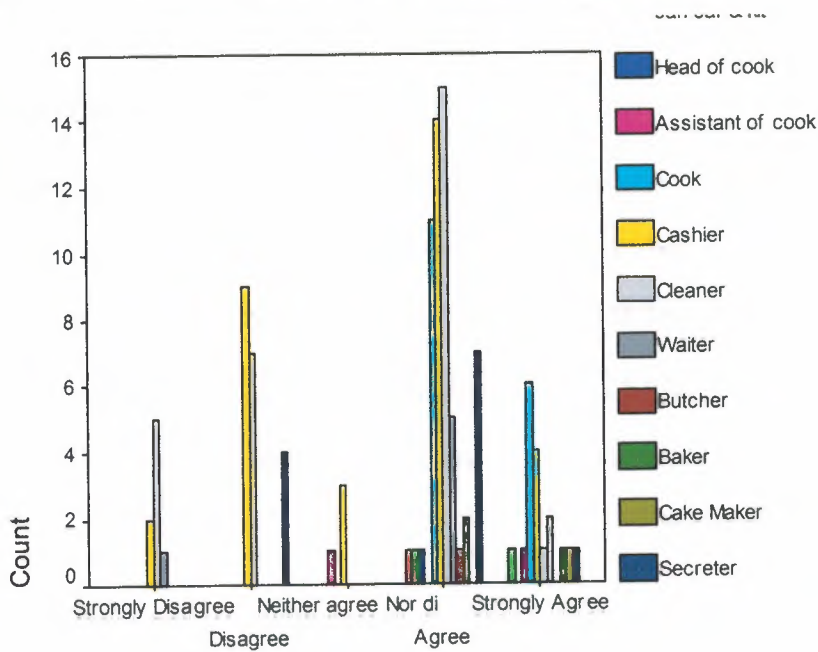
My job position gives me a feeling of power

Major Finding:

More than 50% of NEU catering workers agree that their position is getting power.

6.2.12 the communications between co-workers and supervisors are good.

As seen in table 6.12 below, 58% of the respondents agreed with the statement that, there is good relationship between workers and supervisor, and 25% of respondent strongly agree with this statement. But little amount of (8%) of respondent disagree of this statement. In figure 6.13 according to nationality relationship between workers and supervisor are different. More TC are agree on the statement and T.C and T.R.N.C same on strongly agree only few of TC workers strongly disagree.

Table 6.12 Communication between co-workers and supervisors

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	2.8%	2.8%	
Disagree	9	8.3%	8.3%	2.8%
Nature	5	4.6%	4.6%	11.1%
Agree	63	58.3%	58.3%	15.7%
Strongly Agree	28	25.9%	25.9%	47.1%
Total	108	100%	100%	100%

Figure 6.13 Communication between co- workers and supervisors with nationalities.
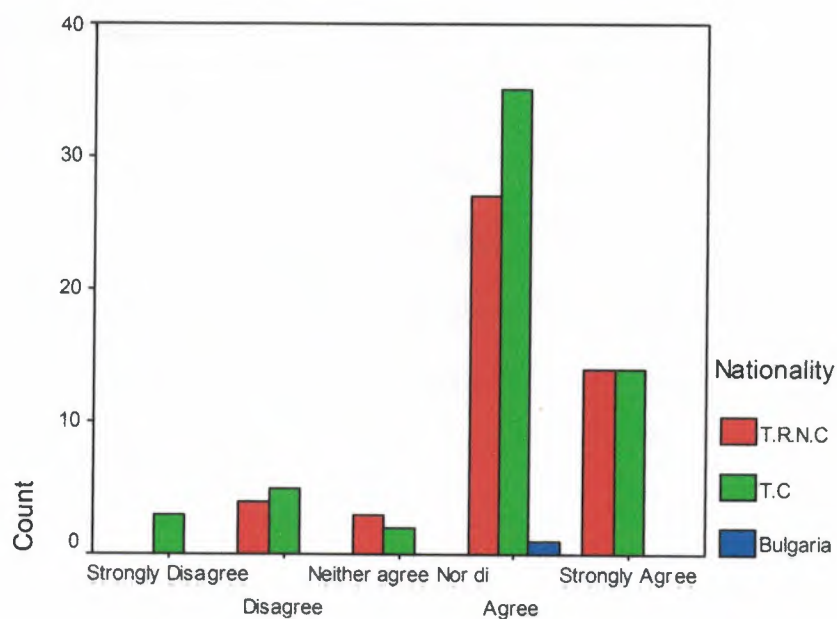
The communication between co-workers and supervisors are goo

Major Finding:

More than 60% of the catering workers agree that there is good relationship between workers and supervisor.

6.2.13 In general, there is an atmosphere of happiness at my workplace.

As seen in table 6.13 below, 47% of the respondent strongly agreed with the statement that, there are enjoyable working conditions in work place and 44% respondent agree this statement, but also 6.5% respondent disagree of this statement. In figure 6.14 according to age factor most of the answer getting age 26-35 and only few age group of 36-45 are nature and 26-35 and 36-45 are disagree on that statement and a few answer getting 50 and upper group agree on that statement.

Table 6.13 Atmosphere of happiness

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	0	0	0	
Disagree	7	6.5%	6.5%	0
Nature	2	1.9%	1.9%	6.5%
Agree	48	44.4%	44.4%	8.3%
Strongly Agree	51	47.2%	47.2%	52.8%
Total	108	100%	100%	100%

Figure 6.14 Atmosphere of happiness with age groups
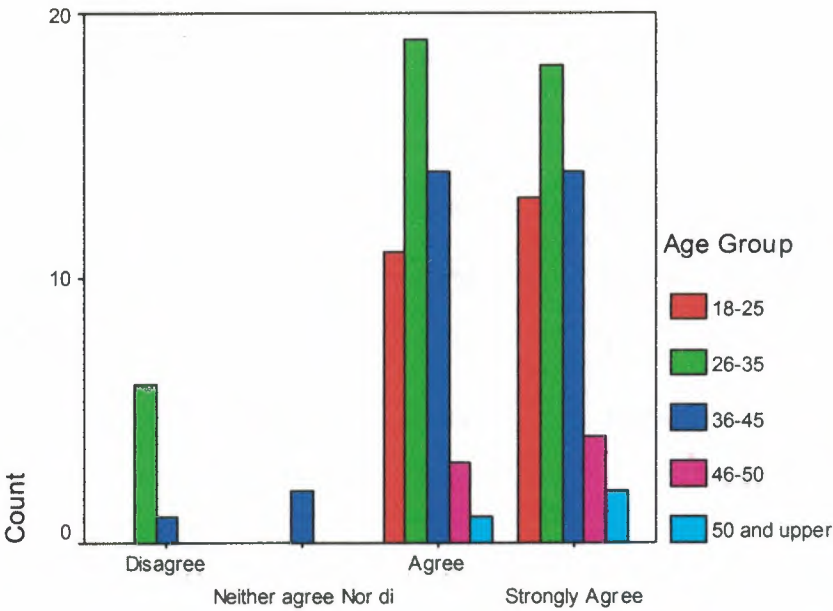
In general, there is an atmosphere of happiness at my workplace

Major Finding:

More than 40% of the NEU catering worker agrees that there are enjoyable working conditions.

6.2.14 I prioritise and control my own workload.

As seen in table 6.14 below, 44% of the respondents agree with the statement that, they can determined prioritise of their statement it means they can not determine priorities. Their supervisors say what they must do. In figure 6.15 according to working position most cashier agree on that statement and also other position worker are agree but most cleaner and waiter and little amount of cashier also strongly disagree on that statement.

Table 6.14 Priorities and control own workload

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	12%	12%	
Disagree	25	23.1%	23.1%	12%
Nature	7	6.5%	6.5%	35.2%
Agree	48	44.4%	44.4%	41.7%
Strongly Agree	15	13.9%	13.9%	86.1%
Total	108	100%	100%	100%

Figure 6.15   Priorities and control own workload with statues
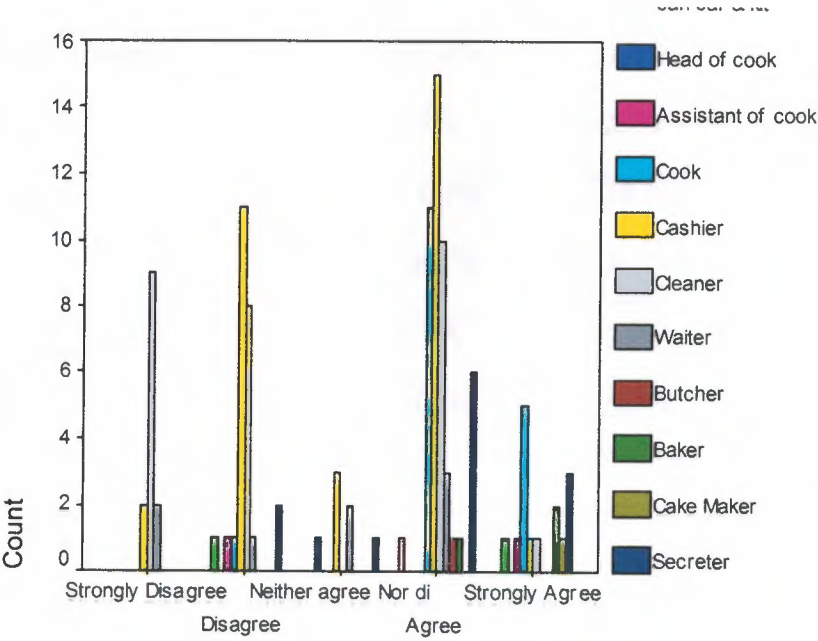
I prioritise and control my own workload

Major Finding:

More than 40% of the NEU catering workers agree that they can determine priorities.

6.2.15 The amount of overtime/bonus pay that I receive is sufficient to my needs.

As seen in table 6.15 below, 36% of the respondents agree with the statement that. The Overtime/Bonus that received satisfied their needs. However 25% respondent disagrees of the statement, but 18% respondent nature of this statement. An interesting result of 17% respondent strongly disagrees of this statement. In figure 6.16 according to are factor most 26-35 age group more that other age group worker the 50 and upper age group workers are nature on that statement. And according to working position most cashiers agree on that statement but most cleaners disagree and strongly disagree on that statement

Table 6.15 Overtime and bonus sufficient to need.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	19	17.6%	17.6%	
Disagree	27	25%	25%	17.6%
Nature	20	18.5%	18.5%	42.6%
Agree	39	36.1%	36.1%	61.1%
Strongly Agree	3	2.8%	2.8%	97.2%
Total	108	100%	100%	100%

Figure 6.16 Overtime and bonus sufficient to need with age groups and statues
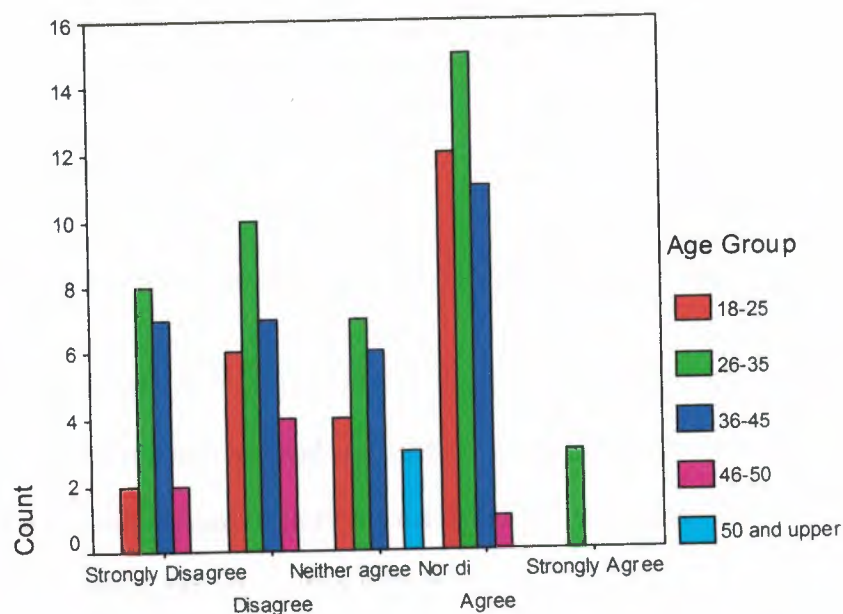
The amount of overtime/bonus pay that I receive is sustifficient to
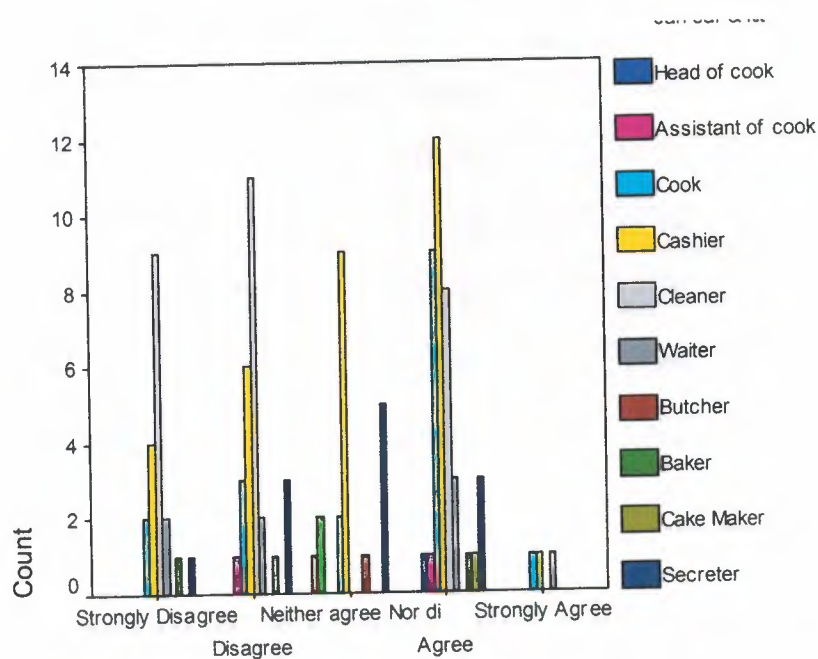
The amount of overtime/bonus pay that I receive is sustifficient to

Major Finding:

More than 35% percent of the NEU catering workers, The amount of overtime bonus that received satisfied their needs but is not exactly correct answer to say they are satisfied, because of different percentage result.

6.2.16 I feel quite satisfied with the overall pay that I receive.

As seen in table 6.16 below, 40% of the respondent agree with statement that, they satisfied the amount of basic pay and app. 34% disagree of he statement, however 10% of respondent nature of this statement. In figure 6.17 according to gender factor occurred opposite position on this statement; most male are agree but females are disagree.

Table 6.16 Satisfied with the overall pay

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	10.2%	10.2%	
Disagree	37	34.3%	34.3%	10.2%
Nature	11	10.2%	10.2%	44.4%
Agree	43	39.8%	39.8%	54.6%
Strongly Agree	6	5.6%	5.6%	94.4%
Total	108	100%	100%	100%

Figure 6.17   Satisfied with the overall pay with gender

I feel quite satisfied with the overall pay that I receive
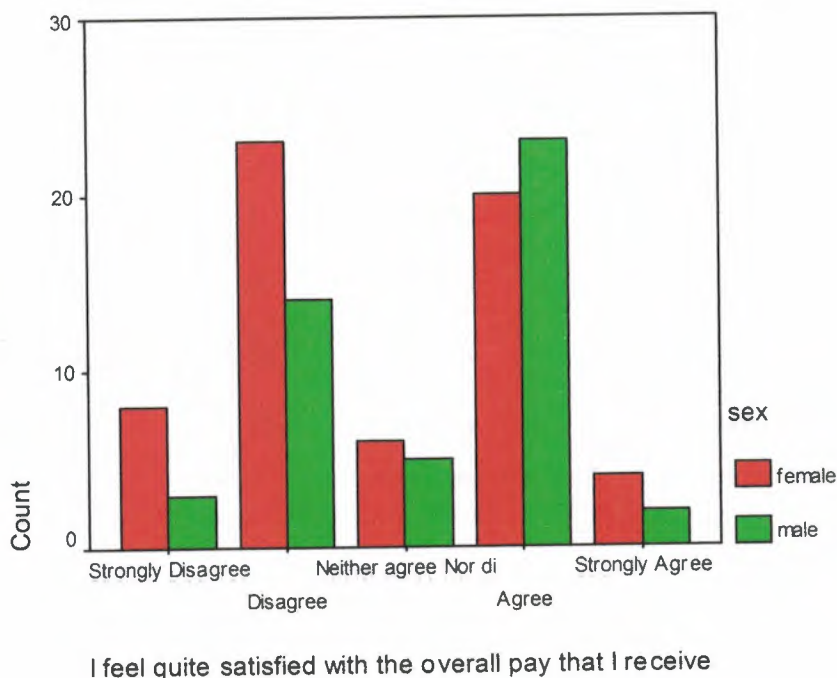
Major Finding:

More than 35% of the NEU catering workers agree that their pays are satisfied.

6.2.17 I can easily approach to my supervisor on any work or personally related matter.

As seen in table 6.17 below, 55% of the respondent agree with the statement that, they can easily reach their supervisor in different situation and their supervisor interested on their on this situations. 3% of the respondent disagrees with that statement. In figure 6.18 according to working position more cleaners are agree on that statement but only a few cashier and cleaner disagree on that statement, the other workers are agree on that statement.

Table 6.17 Easily approach to supervisor.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	0	0	0	
Disagree	3	2.8%	2.8%	0
Nature	3	2.8%	2.8%	2.8%
Agree	60	55.6%	55.6%	5.6%
Strongly Agree	42	38.9%	38.9%	61.1
Total	108	100%	100%	100%

Figure 6.18 Easily approach to supervisor with statues
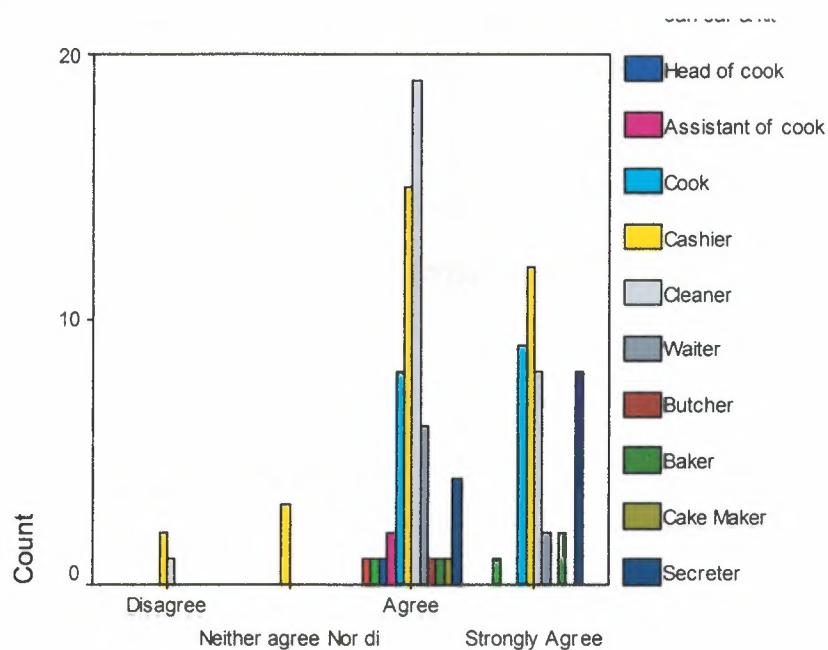
I can easily approach to my supervisor on my work or personally ı

Major Finding:

More than 50% of the NEU catering workers agree that they can reach their supervisor easily.

6.2.18 My working hours do not interfere with my personal life.

As seen in table 6.18 below, 35% of the respondents agreed with the statement that live style and working hours is not match. But 39% respondent disagrees with the statement they match their working hour and life style. In figure 6.19 according to nationality there is intersection in that statement but most popular answer is agree on TC workers.

Table 6.18 Working hour and personal life interference

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	11.1%	11.1%	
Disagree	42	38.9%	38.9%	11.1
Nature	10	9.3%	9.3%	50%
Agree	38	35.2%	35.2%	59%
Strongly Agree	6	5.6%	5.6%	94.4%
Total	108	100%	100%	100%

Figure 6.19 Working hour and personal life interference with nationalities

My working hours do not interfere with my personal life
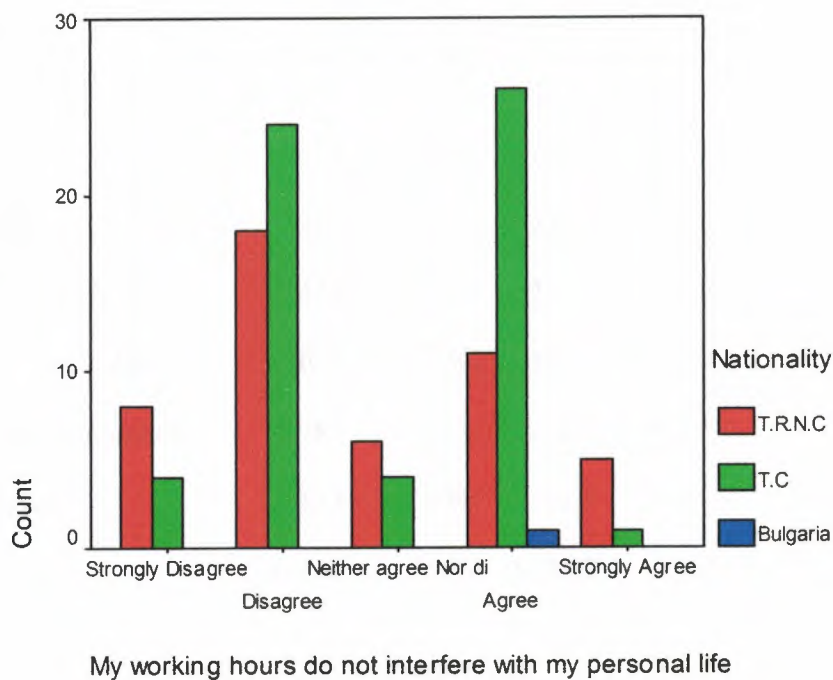
Major finding:

More than 38% respondents disagree, but 39% of respondent disagree with the statement so we can not say exact result, on this statement because of the intersection result.

6.3   The comparison of Direct and Indirect Grading

The last part of the questionnaire is for controlling and there is total percentage on it as seen on table 6.19 and figure 6.20 the factor that motivated people are nearly similar each other according to more motivated to lower motivated factor:

Table 6.19 Comparison of direct and indirect grading

Factors	Total	Direct Grading	Total	Indirect Grading
Pay	2442	22,61%	133.4	10,8%
Supervisor	2300	21,30%	254.7	20,62%
Co-worker	2436	22,55%	239.7	19,4%
Work schedule	1032	9,47%	167.5	13,56%
Work atmosphere	1786	16,54%	238.1	19,28%
Power	813	7,57%	201.8	16.34%
TOTAL	*10800*	*100%*	*1,235.2*	*100%*

Figure 6.20 Comparison of direct and indirect grading
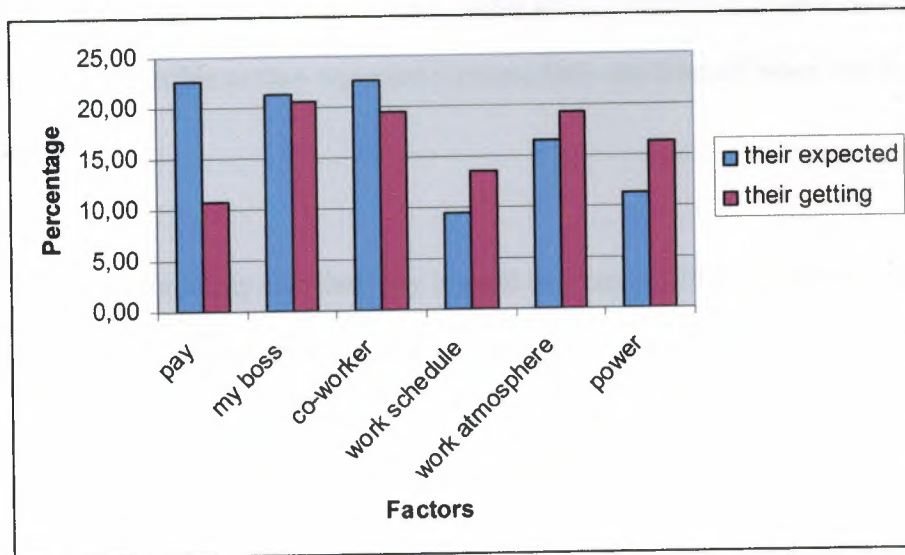
The most motivated factor that effect NEU catering employee are their boss it means that their boss helper for them to show their knowledge and apply their ideas on work place

The second factor is co-worker also working with good friends are important and it is also nearly match grading in NEU catering services but they want more coordination work with each other.

The third factor is work atmosphere their work has good motivated atmosphere (light, temperature, painting) are good but not to much effect on their motivation but we can say, in NEU catering services work atmosphere is good.

The fourth factor is Power their power is also motivate them but also they need more power on work to work more willingly

The fifth factor is work schedule this factor not too much effect their motivation but also they find more flexible as they expected it means they can time off when match more needed to go home.

The last factor is pay also their pay is good they can justified their basic pay but not enough to their motivation they need more money to push them to work in work situation.

6.4   Conclusion

This section depicted the findings from the questionnaires carried out. The questionnaires (see appendix A and B).

SECTION 7

CONCLUSIONS

7.1   Introduction

This section summarised result of the theoretical finding and empirical finding of this paper.

7.2   Summary of the theoretical findings

As shown in figure 3.1 there are six variables that affect motivation in the work place according to polynomial theory.   These are: Pay, Supervision, Power, Work Schedule, Atmosphere, and Co-workers.

- Pay is related with expenditure who buys a new house or car for themselves, they need money for pay its cost, and the pay has great impact for motivation level.

- Supervision has two important impacts to employee motivation, one is employee-centres for example felt their bosses provided the regular feedback or tried to solve their problems. The other is participation or influence supervision give the chance to create their ideas for expand the organization and themselves.

- Power is that " the power that a position enable them which working if the person like their job and bring them high statue and power on other person they will be motivated in organization but again if he has the statue but has not power on other employees it is not motivate them at all.

- Work Schedule time is sometimes important for worker to come organization if the worker married and has kids she wants to spend more time with her kids so the work schedule might become a key factor in determining her motivation to work in a specific position.

- Atmosphere also important, if the working conditions are good; clean attractive surrounding the person will find it easier to carry out their job if the working conditions are poor; hot, noisy surrounding personal will find it more difficult to get thins done.

- Work group friendly, cooperative co-workers are a modest source of job satisfaction to individual employee. The work group serves as a source of support, comfort, advice, and assistance to the individual workers. A "good" work group makes the job more enjoyable. On the other hand, if the reverse conditions exist (the people are difficult to get along with) this factor may have a negative effect on motivation.

7.3   Summary of empirical findings

The following result explains the level of motivation in NEU catering services on working place.

- Most employees are female (57%), the male population stood at 43%

- Majority of the employees are of 26-35 age brackets, only 9.13% of the employees are above 46 years of age.

- Most employees have received at least primary school education. High school graduates also constitute a majority. However, the amount of university graduates was low.

- Most respondents to the questionnaire were the cashiers, cleaners, and the cakes. Both the director and the assistant. Director was interviewed.

- The majority of the employees come from Turkey. This was followed with another majority from Cyprus. The proportion of other nationalities (Bulgaria) was negligible.

- More than 50% of the NEU catering workers agree that their tasks are allocated fairly and they have teamwork.

- More than 50% of the NEU catering workers agree that has good relationship between them and trust each other in work situation.

- More than 60% of the NEU Catering workers are agrees that has good working condition in work place.

- More than 70 % of the NEU catering workers agree that can leave earlier at work place.

- More than 40% of the NEU catering workers disagree that they have flexible hour in worker situation.

- More than 60% of the NEU catering workers agree that their supervisor, listen ideas to attach importance on them.

- More than 60% of NEU catering workers satisfied working conditions.

- More than 40% NEU catering workers agree that their basic pay is justified.

- More than 60% NEU catering workers agree that their supervisor is helper.

- More than 45 percent of the NEU catering workers agree that they can apply their ideas.

- More than 50% of NEU catering workers agree that their position is getting power.

- More than 60% of the catering workers agree that there is good relationship between workers and supervisor.

- More than 40% of the NEU catering worker agrees that there are enjoyable working conditions.

- More than 40% of the NEU catering workers agree that they can determine priorities.

- More than 35% percent of the NEU catering workers, The amount of overtime bonus that received satisfied their needs but is not exactly correct answer to say they are satisfied, because of different percentage result.

- More than 35% of the NEU catering workers agree that their pays are satisfied.

- More than 50% of the NEU catering workers agree that they can reach their supervisor easily.

- More than 38% respondents disagree, but 35% of respondent disagree with the statement so we can not say exact result, on this statement because of the intersection result.

7.4 Conclusion on project questions

7.4.1 What do the leading theories on motivation say about the factors leading to differences in motivational levels?

According to polynomial theory there are six factors, that effect differently individual's motivational level this factors are: Pay, Supervision, Power, work schedule, atmosphere, and Co-worker.

Pay is related with expenditure who buys a new house or car for themselves, they need money for pay its cost, and the pay has great impact for motivation level.

Supervision has two important impacts to employee motivation, one is employee-centres for example felt their bosses provided the regular feedback or tried to solve their problems. The other is participation or influence supervision give the chance to create their ideas for expand the organization and themselves.

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Power is that " the power that a position enable them which working if the person like their job and bring them high statue and power on other person they will be motivated in organization but again if he has the statue but has not power on other employees it is not motivate them at all.

Work Schedule time is sometimes important for worker to come organization if the worker married and has kids she wants to spend more time with her kids so the work schedule might become a key factor in determining her motivation to work in a specific position.

Atmosphere also important, if the working conditions are good; clean attractive surrounding the person will find it easier to carry out their job if the working conditions are poor; hot, noisy surrounding personal will find it more difficult to get thins done.

Work group friendly, cooperative co-workers are a modest source of job satisfaction to individual employee. The work group serves as a source of support, comfort, advice, and assistance to the individual workers. A "good" work group makes the job more enjoyable. On the other hand, if the reverse conditions exist (the people are difficult to get along with) this factor may have a negative effect on motivation.

7.4.2 Is there a motivational model used to identify and assess the strength of the different motivational factors on employee performance?

There is no motivational model used before, to identified and assess the strength of the different motivational factors on employee performance because there is no any study about motivation level of catering services before this study.

7.4.3 What is the current situation with the NEU Catering Services organisation?

As shown at Figure 4.1 the current situation is on top of the chart there is a Director of catering services who controls all the catering services and manage the catering organization with Assistant and divide in fourth part and each path has own manager who controlled by the top manager.

7.3.4 What are the priority factors that play a role in the motivation of the NEU Catering Services employees and how do these factors weigh against each other?

As shown at table 6.19 most priority factor is their supervisor which is 20.62%, the second factor is co-worker 19.4%, other is goes as; work atmosphere 19.28%, power 16.34%, work schedule 13.56% and last factor is 10.8%.

7.5 Limitation of this research

This research project had some limitations due to the time restrictions that existed for the preparation of the graduation project (MAN 400). This study is prepared for only one semester, if there be more time, this study can be more complemented research and compare the results by another organization employees and if NEU catering manager measure the motivation level of NEU catering services before, can made a comparison or can made a study for increase the motivation level of employee.

The other factor which is important factors, some respondent avoid to give fairly correct answer to questions and they give more political answer.

The employment knowledge about the motivation it can create misunderstanding of questions.

7.6   Recommendations for future research

The NEU catering services manage can measure particularly motivation level compare about factors and levels of motivation for each employee.

According to result the workers more concentrated on working on friendship atmosphere, for this they make more fairly task divide and they can make more carefully selection process by staffing.

They much concentrated on their supervisor so; their supervisor can give them more change to show their ideas and knowledge on job.

The NEU catering services manager can prepare enjoying party for their employees which give moral to them as they can work more willingly.

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APPENDIX A

QUESTIONNAIRE ON MOTIVATION (ENGLISH)

1. Demographic questions.

1. Gender:

☐ Male   ☐ Female

2. Age:

☐ 18-25   ☐ 26-35   ☐ 36-45   ☐ 46-50   ☐ 51 and upper

3. Level of Education

☐ Primary school

☐ Secondary School

☐ High school

☐ University

☐ Master

☐ Doctoral

4. Job title (statue)

☐ Director of cant. Caf and kitchen   ☐ Assistant of Director of can. Caf. And kitchen

☐ Head of cook   ☐ Assisant of cook

☐ Cook   ☐ Cashier

☐ Waiter   ☐ Cleaner

☐ Butcher   ☐ Baker

☐ Paste   ☐ Others' _____

5. Country (Nationality)

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2. About motivation…

Please response to the following statements using the scale below:

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	2	3	4	5

PAY

1.   I feel quite satisfied with the overall pay that I receive.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

2.   The amount of my basic pay is justified in relation to the amount work that I do.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

3.   The amount of overtime/bonus pay that I receive is sufficient to my needs.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

SUPERVISION

4.   My supervisor listens to my ideas and acts on them.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

5.   I can easily approach to my supervisor on any work or personally related matter.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

6.   My supervisor assists me in doing my job better.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

CO-WORKERS

7.   There is a feeling of friendship and trust among the employees at my workplace.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

8.   The communications between co-workers and supervisors are good.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

9.   Tasks are divided fairly among co-workers and work is carried out as a team.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

TIME SCHEDULE

10.   Flexible working hours are available at my workplace.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

11.   My working hours do not interfere with my personal life.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

12. I get time off at times when I most need it.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

ATMOSPHERE

13. I find my work circumstances in relation to heat, light and other physical conditions quite satisfactory.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

14. I find my visual surrounding at work very pleasing.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

15. In general, there is an atmosphere of happiness at my workplace.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

POWER

16. I am given a chance to work on my own initiative.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

17.   My job position gives me a feeling of power.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

18.   I prioritise and control my own workload.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

3.   Scale of Motivation

1.   Please indicate the amount of importance you attach to each of the following at work by allotting points for each to a total 100 in all.

SALARY	
MY BOSS	
C0-WORKER	
WORK SCHEDULE	
WORK ATMOSPHERE	
POWER	
TOTAL POINTS	**100**

APPENDIX B

MOTİVASYON İLE İLGİLİ ANKET SORULARI: (TÜRKÇE)

1. Kişisel Sorular

1. Cinsiyetiniz

☐ Kadın ☐ Erkek

2. Yaşınız:

☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-50 ☐ 51 and upper

1. Eğitim durumunuz.

☐ Ilk okul

☐ Orta okul

☐ Lise

☐ Universite

☐ Master

☐ Doctora

4. Göreviniz

☐ Kafeterya müdürü ☐ Kafeterya müdür yardımcısı

☐ Aşçıbaşı ☐ Aşçıbaşı yardımcısı

☐ Aşçı ☐ Kasiyer

☐ Temizlik personeli ☐ Garson

☐ Kasap ☐ Hamurcu

☐ Pastacı ☐ Diğerleri _____

5.   Uyruğunuz

----

2.   Motivasyonla ilgili...

Lütfen aşağıdaki ifadelrei kullanarak soruları cevaplayınız.

Kesinlikle katılmıyorum 1	Katılmıyorum 2	kararsızım 3	katılıyorum 4	Kesinlikle katılıyorum 5

1   Aldğım ücretten memnunum.

1 Kesinlikle katılmıyorum	2 Katılmıyorum	3 kararsızım	4 katılıyorum	5 Kesinlikle katılıyorum

2.   Yaptığım işin karşılığını alıyorum.

1 Kesinlikle katılmıyorum	2 Katılmıyorum	3 kararsızım	4 katılıyorum	5 Kesinlikle katılıyorum

3.   Aldığım overtime/bonus ihtiyaçlarımı karşılar.

1 Kesinlikle katılmıyorum	2 Katılmıyorum	3 kararsızım	4 katılıyorum	5 Kesinlikle katılıyorum

2.   Ustabaşım benim fikirlerimi dinler ve onlara göre hareket eder.

1 Kesinlikle katılmıyorum	2 Katılmıyorum	3 kararsızım	4 katılıyorum	5 Kesinlikle katılıyorum

3.   Herhangi birşey olduğunda ustabaşıma kolayca ulaşıyorum ve benimle ilgileniyor.

1 Kesinlikle katılmıyorum	2 Katılmıyorum	3 kararsızım	4 katılıyorum	5 Kesinlikle katılıyorum

4.   Ustabaşım işimi daha iyi yapmama yardımcı olur.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

5.   İsyerimdeki arkadaşlarımla iyi anlaşıyoruz ve birbirimize güveniyoruz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

6.   Müdürler ve çalışanlar arasında iyi bir iletişim var.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

9.   İşçiler arasındaki görevler adil olarak dağıtıyor ve takım olarak çalışıyoruz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	katılıyorum	Kesinlikle katılıyorum

10.   iş yerimizde esnek çalışma saatleri var.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	katılıyorum	Kesinlikle katılıyorum

11.   Yaşam şeklimle çalışma saatlerim birbirleriyle uyumlu değildir.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	katılıyorum	Kesinlikle katılıyorum

12.   Çok ihtiyacım olduğu zaman işten erken ayrılabiliyorum.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

13.   Çalışma ortamımdaki ısıtma, ışıklandırma, ve benzeri koşulardan memnunum.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

14.   İşyerimdeki görsel ortamdan memnunum.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

15.   İşyerimde genelde neşeli bir ortamda çalışıyorum.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

16.   Yapacağım işlerde kendi kararlarımı uygulama şansım oluyor.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	Katılıyorum	Kesinlikle katılıyorum

17.   Şu anda bulunduğum mevkiden güç alıyorum.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	katılıyorum	Kesinlikle katılıyorum

18.   işimde kendi önceliklerimi kendim belirleyebiliyorum.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	kararsızım	katılıyorum	Kesinlikle katılıyorum

Motivasyon için Ölçek

1. Lütfen aşşağıdakileri sizi etkileme oranına göre değerlendirip 100'e tamamlayınız.

MAAŞIM	
USTABAŞIM	
İŞ ARKADAŞLARIM	
İŞ SAATİM	
İŞ ORTAMIM	
YETKİM	
TOTAL POINTS	**100**

APPENDIX C

POPULATION FRAMEWORK

Director of Catering Services... Fikri Kaynak

Asst. of Director of catering Services... Meyrem Nazlı

Respondent of cantina and cafeteria... Mahmut Sert

Respondent of kitchen head of chef.. Bülent Albayrak

Respondent of main kitchen assist. Head of chef...................... İbrahim Albayrak

Respondent of main kitchen Asst. head of chef......................... İbrahim Özçelik

Respondent of primary school Asst. of head of chef.................. Mustafa Öncüer

Student Restaurant:	Cashier..	İlknur Özçelik
	Cleaner...	Yüksel Zurnacı Şerife Okşar
	Waiter..	Bülent Ata
Teacher Restaurant:	Cashier..	Birsen Tüfekci Fatma Zengin Mehmet Yalçın
	Cleaner...	Fatma Zengin
	Waiter..	Mehmet Yalçın
Bridge Restaurant:	Chef..	Nazife Doğangün Kenan Çoban Ali Kocadayı
	Cashier..	Kemal Biltekin
	Cleaner...	Aysel Demirci
	Waiter..	Mehmet Şanverdi

Engineering	Chef..	Gülsen Erdoğdu
	Cashiers...	Abdülaziz Sezer
	Cleaner..	Nilgün Şah
	Waiter..	Alkan Kıral
Cafe Dolphin	Chef..	Halil İbrahim Ulu
	Cashier..	Hasan Han
	Cleaner..	Meriç Aktaş
Cafe Green	Cashier..	Rahme Güriz
	Cleaner..	Sevda Ferzan
Business Canteen	Chef..	Soner Canbulat
	Cashier..	Abdullah Öztürk
	Cleaner..	Ferda Yılmaz
	Waiter..	Mehmet Haraç
Law Canteen	Chef..	Eralp Uzun
	Cashier..	Muazzez İnce
	Cleaner..	İpek Özkoçak

Architecture Canteen	Cashier...	Mahan Arca
	Cleaner..	Gülistan El
		Hatice Şago
		Aynur Kaşifogluları
Cafe Aqua	Chef..	Halil Barın
	Cashier..	Elif Bulut
	Cleaner..	Nazif Orbay
	Waiter...	Mustafa Yılmaz
Havuzaltı Kantini	Cashier..	Figen Kaymakamzade
Fen Edebiyat Canteen	Chef..	Emine yüzer
	Chasier..	Mihriban Haksız
AKKM	Cashier..	Suzan Çil
Börekevi	Cashier..	Meral Salihoğlu
	Hamurcu...	Azize Toğay
Cafe Amfi	Chef..	Mehmer Kırcali
		Umut Mızrak
	Cleaner..	Canev Denizci
		Fatma Çapan
	Waiter...	Uğur Karaaslan
Primary School Canteen	Cashier..	Pınar Göktaş
		Fatma Atikoğlu

Chicken House	Cheaf..	Yunus Yılmaz
		Taylan Biltekin
	Cashier...	Firdevs Çalışkanlar
		İbrahim Halil Altınbaş
	Cleaner...	Elif Akar
		Sencan Zort
		Meliha Demircioğlu
		Fatma Gölge
	Waiter..	Murat Kendirci
		Hasret Polat
Cafe Saray	Chef..	Fuat Yıldırım
		Ali Toğay
		Levent Lapadzhı
	Cashier...	Aynur Kabadayı
		Havva Kara
		Hüseyin Yılmaz
	Paste..	Cennet Çalışır
		Revasiye Nazik
	Cleaner...	Funda Süngülü
		Gülten Keskin
		Fadime Dana
		Sevim Han
		Hüseyin Alpdoğan
	Waiter	Hossaim Lotus

		Uğur kocadayı
2nd Dormitory Canteen	Cashier..	Elif Yıldırım
		Yılmaz Oktar
4th Dormitory Canteen	Cashier..	Emine Günser
		Figen mevküre Sinay
5th Dormitory Canteen	Cashier..	Latife Öz
		Umut Tuncay
6th Dormitory Canteen	Cashier..	Pakize Uçar
		Zeynep Çelik
7th Dormitory Canteen	Cashier..	Yasemin Önsal
		Ayşe Arık
8th Dormitory Canteen	Cashier..	Remziye Avare
		Adnan Saçar
8th Dormitory Canteen	Cashier..	Remziye Avare
		Adnan Saçar
9th Dormitory Canteen	Cashier..	Nazlı karalar
		Emin Yıldırımlı
10th Dormitory Canteen	Cashier..	Ayşe Karakuş
		Gökhan Han
Workshop	Cake maker...................................	Murat Yıldırım
		Zeki Haraç
		İlhan karalar
	Paste..	Melek Şengül
		Meryem Bolcan
		Sadet Daşcı
		Nezahat Topal

5

Primary School Kitchen	Chef...	Zekerya Cemiloğlu
	Asst. of Chef.................................	Mihrem Eker
		Fadime Köle
	Cleaner..	Nurgül Aroma
		Fatma Kaya
		Yücel Eğri
		Yılşen Yediyıldız
Wellness Centre	Cashier..	Fadime Kavcı
Main Kitchen	Chef...	Adem Onur Erdoğan
		Ali Camus
	Butcher..	Selim Özdemir
	Cleaner..	Hatice Ulu
		Emine Kanıöz
		Ayşegül Tek
		Serpil Bulanık
		Canan Sayınel
		Hanife Selçuklu
		Nalan Serbülent
		Ayşe Demirci
Store	Main Store Respondent...................	Kemal Şeker
	Respondent of Canteen cafeteria store.	Benice Akmen Güney Öztürk
	Respondent of cleaning path store...	Metin Özdemir
	Driver...	Yadigar Haleplioğlu
	Store deliverer..............................	Oruç Tanrıkulu

		Abidin Şanverdi
		Eser Sarılgan
Information Centre	Secretor..	Ülgen Hafız
		Esra Savaşan
		Mihriban Elibol
		Emriye Paşa
		Tuğba Bafkanlı
		Ferda Yöncü
		Aslı Gürler
		Behrat Mavioğlu
		Yusuf Ertürk
		Şakir Yağızsoy
		Behrat Mavioğlu
	Cleaner..	Şirin Esengin
		Nesime Palabıyık
		Emine Geylan
Mefruşat	Cashier..	Esin Akgöl
Guest eating Place	Waiter..	Ramazan Beşbaş
		Mehmet Yalçın