

ABSTRACT

This study aimed at investigating relationship between human motivation and organizational structure in a family business and subsequently examining their impact on job performance of employees. The study has been conducted on employees belonging to Soon Hua Seng Rice Co., Ltd.

The research framework included independent variable, intervening variables, and dependent variables. The demographic background of the employees – the independent variable included gender, education, income, and position of the employees in the organization as its sub-variables. The research framework included two intervening variable. These are – human motivation and organizational structure. The sub-variables of human motivation included achievement, affiliation, power, reward, and compensation. The other intervening variable – the organizational structure included formalization, work specialization, hierarchy of authority, locus of control, and span of control as its sub-variables. The dependent variable – the work performance also included sub-variables. The sub- variables of work performance were – performance feedback, compensation, individual characteristics, clear and specific rules, and empowerment and autonomy.

The researcher has used questionnaire as the instrument for studying relationship between human motivation and organizational structure and assessing their impact on job performance. The multiple choice format was used in questionnaire for collecting information about personal background of respondents. The five point Likert scale format was used in questionnaire for collecting information related to human motivation, organizational structure, and job performance. The SPSS program was used for interpreting collected data. The chi-square test was used for analyzing relationship between personal background with human motivation and personal background and organizational structure. Pearson Correlation method was used in analyzing relationship between human motivation as well as organizational structure with job performance. Same method was used for assessing inter-correlation between human motivation and organizational structure.

Results have shown that almost all respondents have partially agreed on most sub-variables of human motivation (Achievement, Affiliation, Rewards and Compensation), except those which are related to power. Therefore their perception about human motivation in this organization is not good. Similarly, respondents' perception about issues related to organizational structure is also not good. The findings related to organizational structure have shown that respondents are not completely in agreement on issues concerned with organizational structure. About the job performance, the respondents agreed about receiving proper performance feedback but, they have not completely agreed on other related issues. Therefore, this signifies that respondents have similar views on human motivation and job performance.

The results of this research study have significantly explained that the employees are satisfied (agreed) with power that they in the organization and their job performance. In comparison to this, they are not satisfied with many other issues, especially to those that are related to organizational structure. Therefore, the researcher would like to make following recommendations:

1. *Increase the attention*

The organization should pay more attention on proper job assignment to individual employees and subsequently on their performance on the job.

2. *Support innovation*

Creative thinking should be recognized and encouraged.

3. *Provide special reward*

Organization should allocate the special rewards to dedicated employees in order to encourage creative thinking.

4. *Improve in organizational structure*

Organization should create organizational structure in such a way that issues related to the locus of control, span of control, hierarchy are properly addressed.

5. *Announce policies clearly*

The organization should clearly explain its policies related to rewards to its employees in order to discourage the emergence of feelings of being unfair in receiving rewards.

6. *Reconsider rewards process*

The organization should reconsider its policy towards rewarding employees. It should reconsider increase salary and to pay bonuses to employees.

