

Abstract

Motivation is imperative in a business organization as it leads to desirable organizational outcomes such as productivity, reduced costs of manufacturing and so forth. Such a reasoning can be attributed to the formation of this research which has tried to find out the factors that would be considered by production level workers as motivating. After extensive study of theory and research, three main variables were constructed along with several sub variables pertaining to each of the three variables to find out their relationship with the work motivation of workers, which are namely, Need Characteristics, Job Characteristics and Organizational Climate Characteristics.

With the help of SPSS, Statistical Package for Social Sciences, and with the application of the Chi Square Test of Independence that was used to evaluate the primary data collected from the workers through the distribution of structured questionnaires, certain factors postulated in the hypothesis were actually found to have significant relationship with the workers motivation to work. Based on the test results, it can be said that from the four selected sub variables of the Need Characteristics, namely, Security Need, Social Need, Extrinsic Need for Pay, and Esteem needs, only Esteem need was found to have a relationship with work motivation, despite the fact that the other needs were found to hold considerable importance to workers. Among the five Job Characteristics, namely, Skill Variety, task Identity, task significance, Autonomy and feedback, that were selected to be tested, all, except Autonomy, were found to have significant relationship with Work Motivation. It was a surprising discovery to see that among the six work Climate factors, namely, Clarity, Peer Cohesion, Task Orientation, Physical comfort, work pressure, and supervisor support, only physical comfort held any significant relationship with work motivation.

Recommendations pertaining to the research findings were provided based on the motivational theories that were reviewed. if management wants to motivate production level workers they should consider the factors that were found to be related to motivation, such as the Job characteristics, these should be considered in redesigning the tasks of the workers. Close quality control checks, provision of intrinsic rewards, such as work well done should be recognized, creation of two way communication, job participation, combining tasks, creation of teams, vertical loading, job rotations and training programs are all management techniques used to provide task significance, task identity, feedback, autonomy and so on.

In conclusion, this research was important because it examined the relationship between the Need Characteristics found in individuals, work design characteristics and work environment characteristics and their impact on the work motivation of workers. One of the most effective methods for a manager to improve the overall effectiveness of his operations would be to promote a motivated work force. It is believed that motivation can bring about productivity and so forth, thus in light of this observation, the research hopes to benefit those pursuers of education and management bodies who strive to learn about work motivation of production level workers.