

THE FACTORS INFLUENCING EMPLOYEE MOTIVATION IN PRIVATE SECTOR SERVICE ORGANIZATIONS IN SRI LANKA

By

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Abstract

Employee motivation is one of major determinants of employee performance in any organization. Organizations attempt to motivate employees through different ways applying traditional motivational theories developed in western countries. It was difficult to see country specific study to understand employee motivation in Sri Lankan context.

This study aims at identifying the factors which influence employee motivation in private sector service organizations. Organizations with similar characteristics selected to collect data and from these organizations, 202 of employees randomly were selected. Out of them 41 are executive grade employees and 161 are non-executive employees. To gather primary data for the study, a structured questionnaire was developed by the researcher and distributed. The questionnaire was prepared in congruent with the conceptual model after thorough survey of relevant literature developed. Collected data were analyzed using descriptive statistical measurements with SPSS computer package,

Literature survey had been identified fifteen variables influencing employee motivation. Out of those Recognition, Job security, Salary and financial benefits, Social Needs, and Supervisor Characteristics are factors which have strong impact on employee motivation. Personal characteristics, Advancement, Achievement, Working conditions, Need for status, Responsibility, Autonomy, and Organizational characteristics are the factors moderately influencing factors. Environmental factors, Traveling facilities, and Power are the factors with low effect on employee motivation in the private sector service organizations in Sri Lanka.

Further, this study revealed the country specific ranking order of factors influencing employee motivation in private sector service organizations in Sri Lanka. This ranking order is 1. Recognition, 2. Job security, 3. Social needs, 4. Supervisor characteristics, 5. Personal characteristics, 6. Advancement, 7. Achievement, 8. Working conditions, 9. Need for status, 10. Responsibility, 11. Autonomy, 12. Salary and other fringe benefits, 13. Organizational characteristics, 14. Environmental factors, and 15. Power where 1 is most important and 15 is less important. Accordingly, the study recommendations for service sector organizations that can be applied in motivating their employees.

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