In Search of Strategic Innovation in Global Logistics

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Volume 20 * Number 1 * December 2012 * ISSN 12583 - 2897

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THE BUSINESS REVIEW, CAMBRIDGE

VOLUME 20  *  NUMBER 2  *  December 2012

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The Relationship Between Motivational Tools and Job Satisfaction
Assoc. Prof. Dr. Harun Demirkaya, Kocaeli University, Turkey

ABSTRACT

In today’s world of ruthless competition, the survival of any corporation depends on the performance and the effectiveness of human resources and job satisfaction is one of the primary elements that render human resources functional and effective in business life. It is influenced by motivating factors, and those factors eventually play a significant role in determining the level of job satisfaction. Motivational management, which aims to encourage employees to effective and productive working, utilizes various motivating factors for this purpose.

The purpose of this study which was conducted on a sufficient number of employees of a company by using the questionnaire method is to probe the relationship between motivational tools and job satisfaction in order to determine what types of modern motivational tools lead to various levels of job satisfaction. The results of the survey on a company reveal that motivational tools are not used effectively enough to ensure overall job satisfaction.

1. INTRODUCTION

Today, businesses of the modern world are not, by nature, organizations that consistently maintain their historical functions but they have become enterprises demanding scientific studies which project the future instead. The destiny of business is shaped by servants who gravitate towards studies aimed at leveraging the competitive power and by bringing new experiences into the play. Accordingly, transformation of organizational structures is accompanied by change of managers, and steers them into a guiding and supporting role rather than a controlling one.

Ordinary workers carry out assigned task but those who are raising a competitive superiority are those who go beyond the regular task and exert themselves to the utmost in order to make difference. Enabling workers to do more, yet specifically in a voluntary and intentional manner, has always been the key issue of management thinkers and managers. The solution of this problem is associated with the motivation concept.

Indeed, we call the process of creating a working atmosphere in a business where workers perform their tasks to the best benefit of organizational objectives that is "motivation management". It should be kept in mind that a working environment in a business should be capable of meeting the demands and expectations of workers by boosting their level of satisfaction and enhancing their work achievement.

The present study coordinated through a survey applied to the workers of an already active business reveals the link between modern motivational tools and work satisfaction. Moreover, the study suggests major tips for the effective use of motivational tools across motivational practices of businesses.

2. THE MEANING AND SCOPE OF MOTIVATION

2.1. Definition of Motivation

The motivational concept defined by Latham at the depth of its historical perspective and details is based upon researches done during the first 50 years of the 20th century, and conceptual approaches (Latham and Ernst, 1996:182). However, the literal meaning of motivation is wider than its psychological meaning; and it literally means driving. The factor that drives is the motive (İnceoğlu, 1985:2). The Turkish meaning of motivation is represented by the words "saik, güdü" (Eren, 2003:316). The word "güdü" originates from the Latin word "movere". Movere means to mobilize (Baysal and Tekarslan, 1998:100). The word "mobilization", namely "motivation" embraces a myriad of distinct factors. Motivation is correlated with the person's desire and effort to do work, act, and get the result (Koçel, 2011:620). In this respect, motivation is represented by the set of all efforts launched by businesses to ensure that workers converge to, believe in and are encouraged to fulfill the business objectives.

Unless each member of the business is willing to make an efforts for satisfying the task assigned, administrative actions yield no result (Newman, 1970:427). In simple terms, being an aspirant is linked with the person's behaviour to satisfy a particular objective in his own will and desire (Koçel, 2011:619), and with being motivated. Therefore, in one sense, motivation can also be described as the act of implementing methods for
influencing the individual through some factors to lead him to act differently than his typical behaviours. Motivated workers are assumed to work at a higher performance and develop an enhanced loyalty to the business. However, it is observed that reluctant workers have poor motivation (Engin and Çam, 2006:1).

On the other hand, loyalty that can also be defined as fidelity to the organization constructively influences motivation as it creates a constructive atmosphere in shape of a value-added factor to the work and organization (Marchiori and Henkin, 2004:353). Though training and skill level are decisive on an individual's limit of potential capability, it is the morale and motivational level that defines the limit of what an individual can actually do. In this respect, motivation is a significant component of achievement, yet it cannot create the whole picture in its own right. In one sense, motivation is a physiological phenomenon.

From this standpoint, motivation means to prudently take and then implement a decision. Also in this respect, motivation is the individual's endeavour to put into action the decision that he has intellectually taken.

2.2. Theories of Motivation

As the definition reveals, motivation means not forcing the workers to do the work but rendering them willing to do it. The theories suggested to better guide the workers on efforts relating to the task assigned are called "motivation theories". These theories can be discussed under two headings: Content theories based on intrinsic factors, and process theories based on extrinsic factors.

2.2.1. Content Theories

Content theories treat the psychological state of individuals secondarily, and focus on their material needs. In this sense, Abraham Maslow's "Hierarchy of Needs Theory", Clayton Adelfer's ERG (Existence, Relatedness and Growth) Theory, Frederic Herzberg's "Two-Factor Theory" (Baysal and Tekarslan, 1998:111-116), David McClelland's "Achievement Motivation Theory" and Locke's Individual Goals - Job Achievement Relationship Theory" (Eren, 2008:582) can be listed.

As content theories focus on the material needs of individuals, these theories are also called "need theories" in some sort. Abraham Maslow divides human needs into the groups of physiological, security, social, self-respect and self-fulfilment needs (Budak and Budak, 2010:62). Accordingly, human acts to meet a set of requirements ranging from the most basic physiological need and security need to the most sophisticated self-fulfilment need (Hodgkinson, 2008:162). Dynamic character in requirements occurs in a sequence where a satisfied requirement is replaced by another requirement at the next immediate level (Kaynak, 1990:122).

Unlike Maslow, Adelfer mentions about entity needs, social relationship needs and development needs. On the other hand, Herzberg suggests that workers are economical, social and emotional entities, and highlights that these three factors are decisive on job satisfaction.

2.2.2. Process Theories

Today, there are multiple tasks that an individual assumes. People do not carry the sufficient motivation to completely fulfil the tasks they have assumed. Feelings demonstrate what ego of the human needs motivation. Once the ego in need of motivation is identified, feelings help the person during motivation.

Process theories are aimed at figuring out how workers have selected the behaviours that would meet their needs, and how they discover whether they have achieved it or not (Baruççugil, 2004:377). According to this theory, workers are motivated in two different ways. One of them is the "motivation for starting a new job" playing a major role in identifying the ego to be motivated, and the other is the "motivation of maintaining the job" employed to safeguard and enhance the position of the worker once the ego has been selected.

The process theories that are mostly adopted among overall motivation theories today are the V.H. Vroom's "Expectancy and Value Theory" and J.S. Adam's "Equity Theory" (Saruhan and Yildiz, 2009:252). Moreover, other theories and approaches such as Edwin Locke's theory of "Goal Setting", Burrhus Frederic Skinner's "Operant Conditioning Approach" (Can et al, 2006:114) under the influence of Pavlov's classical conditioning, "Reward Justice" model by Edward Lawler and Lyman W. Porter, and Simplified Process Model" by Cranny and Smith can also be listed.
2.3. Motivational Tools

Since the key objective of motivation is to ensure that the worker works more willingly, effectively and efficiently, managers should employ various encouraging tools. Encouraging tools to be employed may not produce the same influence every time everywhere; therefore, an instrument bringing encouragement for one individual may be of no sense for another. Furthermore, it is known that the efficiency of instruments utilized for motivation may vary based on the understanding and behaviours of managers. Nevertheless, among typical motivational tools, money, security, the job itself, involvement, delegation of authority and responsibility, promotion, competition and training are priority factors in motivation.

Traditional management thinkers played a role in thrusting these factors to the forefront. However, along with traditional management approaches, money and monetary assets have been perceived as the most fundamental tools that motivate the human. In parallel to Taylor's approach, the common belief that money is the key motivator grew.

Money and monetary remunerations, bonuses, premiums, practices based on share of profit, real and pecuniary rewards are significant for the worker as they mediate in the satisfaction of plenty of needs. In addition, the main reason of employment for the worker is to maintain his life at favourable conditions. A life at favourable conditions is directly proportional to economical income. For these reasons, Eren (2008:571) places the income factor at the top of the encouraging instruments list.

The security concept may extensively be handled from the angle of motivating power. In this respect, social security and job security cater for major basic needs. Safe and healthy occupational conditions, and ultimate confidence in the organization and colleagues are concepts that may be associated with motivation.

Among motivational tools, the nature of the job stands out as another major factor (Eren, 1989:411). Satisfying the mandatory physical, administrative, and behavioural conditions of the job first is highly regarded since Herzberg. Moreover, factors such as a perception of another job significant by the worker, a job serving to a lofty goal, the job being an integral part of a whole, practicability, appreciation by others, giving respect and value to the worker have consistently been motivational tools.

On the other hand, the job acquiring a simple, repeated, monotonous and cumbersome shape in the course of time lead to worker dissatisfaction and undermines motivation. Factors such as removing these inconveniences through methods for job design, rendering the job interesting and attractive, routing the worker to innovation and responsibility, providing the individual with the possibilities of learning and self-development, and simplified process of resolving the issues may boost job satisfaction.

The majority of workers focus on the need to work independently and to take initiative in order to satisfy the sense of loyalty and enhance the power of self-development. In this case, if the worker develops within an independent setting, he would feel up to performing, while recognizing himself as a meaningful member of the group, and ultimately, work more efficiently. Therefore, worker involvement in managerial processes is a critical practice that stimulates and motivates performance. Essentially, Drucker's suggestion of management based on goals proposes to equip the worker with the authority and responsibility that would help him realize the phase of self-fulfilment.

Aspiration for promotion is an outcome of the need to change. Change either emerges from the inside or never appears (Nicholson, 2004:32). Therefore, the majority of factors that lead the worker to work and change are intrinsic. There are two major sources of motivation that stimulate the individual. One is the individual's intrinsic desire to be successful, and the other is the will to succeed by being driven by a set of extrinsic factors. Advancement, upgrading or promotion stand among key instruments that stimulate the sense of achievement and change.

Competition is also a critical motivational tool. The individual is under the influence of two types of motivational sources: Intrinsic motivation and extrinsic motivation. Intrinsic motivation means a worker's great interest in his job, self-assertiveness, sense of curiosity, and enjoyment. Extrinsic motivation implies -worker's gaining an edge over others upon competition, getting rewarded, and attaining individual targets. The phenomenon of competition here is linked with the individual's motive of getting recognized, respected, and of self-fulfilment.
Setting the magnitude and level of competition so that it can be employed as an effective motivational tool is crucial. Competition should not be destructive but creative and constructive.

The worker's sense of commitment and security has always been important for organizations. Managers need to encourage the loyalty of particularly highly-performing workers. The training and development phenomenon meets the person's need to commitment, security, relatedness, popularity and respect in his occupational life. It also mediates the person's targets of getting promoted and attaining a higher level of income and wealth. Therefore, it is a highly constructive, motivational tool (Kaynak, 1990:140).

Despite these common motivational tools, recent studies on motivation reveal interesting results. In this respect, the approach pursued by Daniel H. Pink (2009), author of "Drive The Surprising Truth About What Motivates Us", is interesting. Pink argues that money and other incentives lose their effect after some time as the reward is at the centre of attention or self-content occurs after awhile. Caring about intrinsic motivation instead, Pink defines this concept as the unity of factors including goal, specialization, and autonomy.

The goal should be directed to ensure that attitude to life concentrates on values, that the world is perceived accurately, and that efforts for self-development are staged. Specialization is the capability to do a particular job properly, accurately and ideally. Autonomy is the individual's independence in job-related decisions. It is the authority to take decisions, use the time, implement, and alter the results.

All these factors are highly critical for the workers of the 21st century, because, the new economy demands a new worker type. Individual and organizational achievement in the new economy is based on the skill to act more swiftly and to be more innovative. Therefore, individuals highly eager in and identified with their job, and having superior innovation skills are needed more than ever.

Another factor treated as one of the new motivational tools is to build "participatory frameworks". This framework proposes to go beyond the traditional process of involvement in decisions. The purpose is to ensure that knowledge workers directly hug the organization's benefits like their own. Managers should perceive a worker not as a particular issue requiring resolution, but as a human that should be understood. Drawing the solution from persons instead of imposing it upon them, and more importantly, understanding them and their actual needs is necessary (Nicholson, 2004:32).

In his study "How Can You Motivate Your Workers Once More?", Herzberg (2004:51) reviews a set of hygiene factors. In this context, Herzberg reviews the motivational power of factors including reduction of work time, raising remunerations helically, human relations training, sensitivity training, communication, involvement and worker consultancy, and particularly highlights job enrichment. Proving through his researches that among the top of phenomenons driving over-satisfaction at work are achievement, prestige, and the job itself, Herzberg underlines job expansion and job enrichment.

Levinson (2004:85) discusses the significance of objectives and management. It is important that organizational objectives serve to realize individual objectives. Levinson also focuses on the need for the performance assessment to take into account emotional components. David McClelland and David H. Burnham (2004:101) addresses power, and considers it as an excellent motivational factor. According to the authors, power demonstrates how a grand potential is carried in terms of development once managers recognize their self motivation and style. Suggesting as the recipe the trio of persuasion, encouragement and pressure in his article "Moving the Mountains", Fryer (2004:149) highlights the leadership concept. In his study, he presents examples from various leaders and motivating leadership behaviours. These are:

- Acting upon reality,
- Addressing the splendour,
- Exalting the workers,
- Loyalty to values,
- Announcing straightly what's going on in the organization, efficient and permanent communication,
- Building truest,
- Encouraging to take risk,
- Blocking negative ambition and caring about the lower segment,
- Ensuring that feet are on the ground but pace is not interrupted,
- First setting the goal and then identifying how to reach it,
Working with managers having high expectations (Livingston, 2004:166).
Developing distinct incentive packages for different groups through different expectancies,
Immediately overcoming the pain, rapidly routing people to challenging processes.

3. JOB SATISFACTION

Workers at every level gain a set of experiences composed of what they have seen, lived, and gained
combined with happiness and sorrow throughout the occupational life. These experiences and gains build an attitude
in the worker towards his work, colleagues, and the organization. Whether this attitude is positive or negative is
linked with job satisfaction.

Job satisfaction is crucial for workers, and likewise, workers with high level of satisfaction are crucial for
the business, because it's workers keep the organization alive. Motivating the worker towards the achievement of the
company's objectives and visions is linked with job satisfaction. Therefore, job satisfaction is an effective tool for
organizations to realize their vision and goals. The pivotal proof demonstrating that the atmosphere and conditions
have retrogressed in an organization is poor job satisfaction. On the other hand, high job satisfaction is an indicator
of both good management and sound organizational flora (Davis, 1988:95).

Job satisfaction is the measure of how happy a worker is at work (Jaworski et al, 1993:63), or job
satisfaction is the pleasure and satisfaction in what a worker does at work. This makes the job meaningful
(Podsakoff and Mackenzie, 1997:133). In other words, what triggers worker satisfaction is the sense of fulfilling the
work (Hartline and Ferrel, 1996:56). Job satisfaction is a phenomenon when specialities of the job are inconsistent
with the worker's desires, and that defines the sense of pleasure in the worker (Akinci, 2002:1-25). Overall, the
positive attitude of the individual culminates in job satisfaction. Otherwise, dissatisfaction would probably occur.

Surprisingly, a significant statistical correlation is not observed between remuneration and job satisfaction
(Mueller and Price, 1990:321). However, subsequent studies reveal that, job satisfaction is influenced by at least one
of the structural determinants (Kim et al. 1996:947-975). As a matter of fact, Cranry, Smith and Stone have arrived
at a consensus that job satisfaction is influenced by feelings, expectations, merits and comparisons (Weiss,
2002:174). Relation between job satisfaction and organizational commitment and motivation is positive (Chen,
2004:7-9) whereas the relationship between job satisfaction and turnovers is negative (Gregson and Wendell,
1994:2).

Motivation theories on job satisfaction generally focus on variables including harmony between goal and
result, state of need and satisfaction, and expectation-reward ratio. Process theories explore answers to the questions
of why and how in relation to job satisfaction, and classify the variables of job satisfaction such as requirements,
values, hopes and perceptions. On the other hand, content theories argue that job satisfaction could be achieved only
when and if particular values or requirements of the work are met by the organization.

4. IMPLEMENTATION

Studies have been conducted on sufficient number of workers of statistical significance to identify the
relationship between motivational tools and job satisfaction.

4.1. Purpose of the Study

The purpose of our study is to investigate the relationship between motivational tools and job satisfaction,
and to reveal to what extent modern motivational tools lead to job satisfaction. The research has been conducted in
the form of a survey applied to 90 blue-collar workers of an automotive business located in the Gebze Organized
Industrial Zone of Kocaeli. In our study, we have developed our H1 hypothesis as follows:

We have assumed that there is a parallel, in other words, a positive relationship between job satisfaction
and remuneration, nature of job, method of rewarding, raising, developing, job security, active involvement, job
expansion and job enrichment, autonomy and independence, communication, management's support and career
development.

As indicated in the foreword, in the questionnaires we have compiled information based on theories of
motivation, motivational tools, and other conceptual knowledge, and we have included various outcomes in relation
to motivational tools including remuneration, rewarding, nature of the job, raising, developing, job security, and
development of autonomy. We have employed the 20-question scale used in Ferris and Aranya literature for job
loyalty, and the Minnseota literature for job satisfaction. We have evaluated the questions based on statistical methods. In the evaluation, we have analysed the validity and reliability of the questions.

4.2. Method of the Study
In the study, we have employed the five-level scale developed by Likert, and included options reflecting the reaction of subjects in the form of "strongly disagree", "disagree", "neither agree nor disagree", "agree" and "strongly agree". We have subjected the responses to a five-level evaluation scale of 5, 4, 3, 2 and 1 points based on the magnitude of reaction. In statistical evaluation, we have conducted average value calculations based on the "simple arithmetic average" method.

We have identified relationships between correlation analyses and variables based on an assumption that these relationships are linear and by means of the "least squares method". In correlation analyses, we have employed the formula

\[ r = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} \]

And we have tested the significance of correlation coefficients found by means of the formula

\[ t = r \sqrt{\frac{n - 2}{1 - r^2}} \]

4.3. Statistical Analyses
Factor analyses and reliability rates of variables included in the questionnaire are shown below.

4.3.1. Factor Analyses for Motivation Variables
6 questions are included in the variable “remuneration”, and it has been observed that these questions are significantly inter-related and concentrate in a single factor. The variable's calculated reliability coefficient of \( \alpha = 0.88 \) reveals that the reliability of questions is high.

4 questions are included in the variable “rewarding”, and it has been observed that the questions are inter-related and concentrate in a single factor. Calculated \( \alpha = 0.83 \) demonstrates that the reliability of questions is high.

There are 2 to 5 questions on variables “nature of job”, raising and developing “job security”, “autonomy and independence”, “management’s support”, “career development”, and “job loyalty”. We have identified that questions are significantly inter-related and concentrate in a single factor. We have further determined that the \( \alpha \) value is in the range of 0.65-0.91, reveals that the reliability of questions is significantly high.

4.3.2. Factor Analyses for Job Satisfaction Variables
20 questions are included in the variable “job satisfaction”, and it has been observed that the questions are inter-related and concentrate in a single factor. The calculated reliability coefficient of \( \alpha = 0.93 \) for the variable demonstrates that the reliability of questions is fairly high.

4.3.3. Values of Variables
We have observed, based on average, values for the survey results that respective values of the variables “remuneration”, “raising and developing”, and “communication” are below the average, and that only respective values of the variables “nature of job” and “job satisfaction” are above the average.

4.3.4. Relationships Between Variables
The correlation analyses we conducted to address relationships between variables have revealed that correlation coefficients are fairly high, and that there is a significant relationship between variables at significance level of 0.01.

Relationship between motivational tools and job satisfaction is +0.80, and for other variables it is +0.76 for career development, +0.65 for management's support, +0.64 for autonomy and independence, +0.63 for job security, +0.59 for the nature of job, +0.53 for remuneration, +0.50 for raising and developing, +0.47 for communication and +0.46 for rewarding. As this reveals, the lowest relationship is in the variable “communication” and “rewarding”.

5. CONCLUSION AND SUGGESTIONS

According to the results of the study, the variable “remuneration” among motivational tools has revealed that workers are not adequately informed about remuneration policies adopted by the business, and that remunerations do not induce a positive influence in motivating the workers and arousing job satisfaction. It is evident that remunerations paid to workers are not inconsistent with their authorities, responsibilities, level of knowledge and skills. It is observed that the remuneration policy adopted fails to motivate the workers, exerting adverse impact on job satisfaction.

The finding on rewarding is that workers are not adequately informed and this displeases the workers, culminating in the fact that reward management fails to induce the expected influence in worker motivation and job satisfaction.

The finding on nature of job is that workers are generally pleased with their job, yet they are deprived of the desired independence while doing their job. This has led to the further finding that job motivation of workers that do not feel independent, and job satisfaction that is closely correlated therewith is poor.

It has been observed that communication and interaction of the workers with either supervisors and environment is not sufficiently intense, the communication management fails to provide the necessary motivation, and this harms organizational loyalty. However, it is known that organizational loyalty, yielded by behavioural processes based on trust between worker and employer and positive relationships, also feeds job satisfaction.

It has been determined that managers serve as a role model for workers in myriad of work topics, and they help to meet their demands and resolve their issues, yet they fail to support the innovative ideas of workers. This injures both the motivation and job satisfaction of workers. On the other hand, it has been determined that managers do not pursue a career planning policy based on worker performances monitored. For all the foregoing reasons;

To enhance the efficiency, productivity and profitability of the business, managers should be more picky in recruitment and training, and act responsibly in the motivation and job satisfaction of workers.

Once the business properly employs the motivational tools to ensure that workers ideally enjoy the opportunities offered by the business, the workers would ultimately adopt the job they do. This would both maximize the job satisfaction of workers and improve business productivity.

It has been observed that remunerations paid to workers in the business are below the general level. However, remunerations should be set to meet ordinary and even higher life standards. Yet, as in the business surveyed hereunder, low remunerations failing to meet standard expectations from life would harm both job motivation and job satisfaction of workers.

Rewarding workers at certain periods based on particular criteria to cultivate the tendency to stay with the organization and improve job achievement would be accompanied by boosted motivation and job satisfaction.

Monotonous, simple, repeated and cumbersome pieces of the job lead to worker dissatisfaction. Factors such as employing methods for job expansion and job enrichment, rendering the job interesting, routing the worker to innovation and responsibility, providing the individual with the possibilities of learning and self-development, and the fact that job itself intrinsically resolves the emergence of issues should be considered to boost worker motivation and elevate job satisfaction.

One of the major expectations of workers is job security. A worker deprived of job security would not attach the sufficient interest in the job. Furthermore, the job would not motivate the worker and arouse dissatisfaction, and it is known that, ultimately the productivity of both the worker and the business would decline. Therefore, the business should employ job security as a key instrument for motivation and job satisfaction.

It should always be kept in mind that sound and unobstructed communication channels between the worker and employer, a clear communication policy pursued towards workers, and authorizing workers to autonomously take some decisions and stage practices on their own would motivate them in favour of further achievement, and thereby yield job satisfaction.

It is a fact that in businesses failing to play sufficient emphasis on career planning and management, workers that develop themselves, design individual career plans and carry future expectations would be harmed in terms of job satisfaction, so career management should sufficiently be accentuated.

As a consequence, there is a quite significant and interactive direct relationship between motivation and job satisfaction. Therefore, efficient utilization of actual motivational instruments by businesses would leverage job satisfaction of workers, and workers happy with their job would add to productivity both on an individual and
organizational scale. On the other hand, it is impossible to talk about job satisfaction in businesses where motivational tools are not efficiently employed and employees are not ideally motivated, and this ultimately culminates in undermined efficiency and productivity.

In other words, only properly motivated workers with high job satisfaction can make positive contributions to organizational productivity and profitability, and efficient utilization of motivational tools and providing workers with job satisfaction is the path to leveraged efficiency and profitability. The major limitation of this study is that adverse results exclusively apply to the business surveyed, and it cannot be extended to the overall industry and other businesses.

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