



**Uttara University**

**Project Report  
On**

# **“Employee Motivation”**

**Course Name: INTERNSHIP (INT631)**

**Submitted To:**

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**MBA for BBA**

**Major in HRM**

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**Uttara University**

**Date of Submission: 30.08.2020**

## Letter of Transmittal

Date: 30.08.2020

To,  
Mr.Amitav Bose Bapi  
Assistant Professor,  
School Of Business  
Uttara University.

Subject: Submission of the project report on “**Employee Motivation**”

Sir,

With due respect, I would like to say that it's a great pleasure to submit a project report on “**Employee Motivation**” as part of the INT631 course.

I believe that knowledge and information I gathered during my internship period will be helpful in my future professional life. I have attempted my best to assemble all the information identified with the topic of this paper over the most recent couple of months.

I, therefore, pray and hope that you would be kind enough to accept my effort and oblige thereby.

Sincerely yours,

Jui Rani Datta,  
ID: 2193061005,  
50<sup>th</sup> Batch,  
MBA for BBA,  
School of Business,  
Uttara University

## **Declaration from student**

I hereby declare that this Project Report titled EMPLOYEE MOTIVATION Submitted by me to the Department of Business Administration. It was not submitted to any other University or Institution for the award of any degree certificate any time before.

Signature: Jui Rani Datta

Date: 30.08.2020

Jui Rani Datta  
ID: 2193061005,  
50<sup>th</sup> Batch,  
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Uttara University

## **Declaration of faculty Member**

This is to certify that the Project Report title “**EMPLOYEE MOTIVATION**” done by Jui Rani Datta; Id: 2193061005, department of business administration. This project work is completed under my guidance. This has not been submitted to any other University or Institution for the award of any degree/ certificate.

Signature: Amitav Bose Bapi

Date: 30.08.2020

Mr.Amitav Bose Bapi  
Assistant Professor,  
School Of Business  
Uttara University.

## Acknowledgements

First, I have the pleasure to express my gratitude to Almighty God to enabling me to complete this report on “**Employee Motivation**”

Words actually will never be enough to express how grateful I am, but never the less I will try my level best to express my gratefulness toward some people. Every successfully completion of any type of project requires inspirations, mental and logical support helps from others. I have also taken help from different people for the preparation of this project. Now there is a little efforts to show my deep gratitude to that helpful person.

I convey my sincere gratitude to my honorable supervisor **Mr. Amitav Bose Bapi** for his brilliant and excellent guidance and assistance to complete this report. He provided the facilities, helpful suggestions and friendly advice in completing my project in all aspects. Without his guidance, it was impossible to complete this project.

Finally, I am grateful to all the other people who were involved and helped me directly or indirectly during this internship session and preparing the report.

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# **Section-1:**

## **Justification of the study**

## **Justification of the study**

Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Employee motivation is very important for organizations, as every concern requires physical, financial and human resources to accomplish the goals. This study going to help me to understand the importance of effective employee motivation. Motivation is one of the most important factors that affecting human behavior. Motivation not only affects other factors like perception and Learning but affect the total performance of an individual in organizational setting. This is the reason why choose this topic. I am interested about this study because “Motivation” is a psychological term, which means it cannot be forced on employees. It comes automatically from inside the employees, as it is the willingness to do the work. Motivation is very important for every employee because motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output.



## **Section-2:**

# **Objective of study**

## **Objective of study**

The main objective of this study was to examine the importance of Employee Motivation. Other specific objectives that were expected to be achieved form this study are-

1. I want to know the factors that increase employee motivation.
2. To explore the challenges to motivation.
3. To analyze the effectiveness of employee Motivation.
4. I want to know why organization need motivated employee.

# **Section-3:**

# **Method**

## **Method**

This study is based on analyzing seven journal articles of famous researchers. This study is focusing on the employee motivation. The information obtained from secondary data for this project. I have search on google scholar to find some relevant journal articles for my project topic. Then I have downloaded seven articles, which are more relevant to my topic. Organizations are in deep need of motivated employees, as it is being understood that motivation affects helps achieve. Motivated employees are needed in rapidly changing workplaces. Motivated employees are a great asset to any organization. Motivated employees are more productive.

The research paper is intends to highlight the importance, challenges and different ways of motivation used in the workplace, hence more conceptual in nature. The information is collected more from the available literature.

# **Section-4:**

# **Discussion**

## Discussion

### Literature review

#### Motivation

According to Webster's New Collegiate Dictionary, a motive is "something a need or desire that causes a person to act". "Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating". Consequently, motivation is the performance or procedure of presenting an intention that origin a person to capture some accomplishment (**Shanks.N. H.**). According to Butkus & Green (1999), motivation is derived from the word "motivate", means to move, push or influence to proceed for fulfilling a want (**Kalimullah et al, 2010**).

Motivation has been extensively researched. In the mid twentieth century the foremost significant motivational theories came up, namely Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959) and Vroom's expectancy theory (1964). Those researches centered on motivation in general and employee motivation more particularly. In the preceding years different definitions of motivation were defined, **e.g. Herzberg (1959)** defined employee motivation as performing a work related action because you want to.

#### Employee Motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow company with competitive edge as compared to others (**Rizwan et al, 2010**). Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, Training and development, job security, Organizational structure and other, but there a of study is focused only on employee motivation as this factor highly influence the performance of employees Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (**Shadare et al, 2009**). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (**Kalimullah et al, 2010**).Getting employees to do their best work even in strenuous

circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced towards tasks fulfillment. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (**Shadare et al, 2009**).

A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Therefore, it is essential for organizations to persuade motivation of their employees. Getting employees to do their best work even in tough circumstances, is one of the employees most stable challenge and this can be made possible through motivating them.

### **Objective 1: I want to know the factors that increase employee motivation.**

No one works free, nor should they. Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting (**Houran. J**). Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value (**Sara et al, 2004**). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees (**Reena et al, 2009**).

Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. Moreover, if you want them to trust you and do things for you and the organization, they need to be motivated (**Baldoni.J, 2005**). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization.

Empowering makes employees feel that they are appreciated and for making it possible continuous and positive feedback on their performance is essential (**Smith, B, 1997**).

Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures they work with a sense of responsibility and prefer benefits of the organization to theirs (**Yazdani,B.O. et al, 2011**)

Factors all together build enthusiasm, are as follows: Equity/Fairness – People want to be treated fairly at work. Achievement – People want to do important, useful work, and be recognized for this. Camaraderie – People want to enjoy good relationships with their co-workers.

### **Objective 2: I want to explore the challenges to motivation.**

It is altogether not very easy for an organization to create a motivated environment, following are a few challenges faced:

- Dynamic and competitive business environment.
- Ignorance and less understanding of importance motivation on the part of management.
- Non-commitment of organization towards employee expectation, a narrow mindset.
- Non – competitive organizational structure and people policies and practices.
- Less understanding of the employee expectations.
- Existing performance management system.
- The vague organizational expectation from employees.
- Competitive employee market, creating high mobility of employees.

Organizations should learn how to know their employees better, and how to shape their strategies for each of them. They should also teach employees how to overcome the challenges and keep motivation levels up. When facing other kinds of difficulties, having employees that are engaged in what they do and bring good results can actually save a company. Therefore, managers should focus on keeping their incentives up anytime.



### **Objective 3: To analyze the effectiveness of employee Motivation.**

Motivation is fundamentally meant to facilitate behavioral alteration. According to the studies of **(Ryan and Deci, 2000; Thomas, 2002, as cited in Grant, 2008)**; motivated employees are more oriented towards autonomy and freedom and are more self-driven as compared to less motivated employees which lead to availing developmental opportunities more correctly. Motivation is important to a business and its employees. It helps an individual achieve personal goals. A motivated individual will have greater job satisfaction, heightened performance and a willingness to succeed. The wider team and the overall organization enjoy this.

When employees are well motivated, they help the organization to grow and survive in fast changing workplaces **(Lindner 1998, 36)**. **Lindner** also indicates that the most difficult role of managers is to motivate employee, because what motivates employees changes always **(Bowen and Radhakrishna 1991, 16-22)**. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations **(Shadare et al, 2009)**. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful.

Motivation allows management to meet the Organization's goals. Without a motivated workplace, companies could be placed in a very risky position. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output.

### **Objective 4: I want to know why organization need motivated employee.**

Why do we need motivated employees? The answer is survival **(Smith, 1994)**. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly **(Bowen & Radhakrishna, 1991)**.

Motivation is an important stimulation, which directs human behavior. Organization's core potential lies in its motivated employees who consistently contribute towards organization goals and objective. Effective HRM system could be a great deal of assistance in keeping

employee morale high (**Kumar and Garg, 2011**). It is not possible for any division to only motivate employees without support of the senior management active participation and interest (**K R. Solanki, 2013**).

Organizations need to encourage employee initiatives and participation, as this will help build leadership at different levels. Employee's at all the level can choose to act as a leader if given an opportunity and this further helps motivating and influencing other employees (**Jeffrey L. Herman et al, 2011**).

Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. Imagine having an employee who is not motivated at work. They will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of your time and resources. When employees are motivated to work, they will generally put their best effort in the tasks that are assigned to them. So, Employee motivation is highly needed for every organization.

## **Findings**

The literatures and various studies concluded that factors: empowerment and recognition have positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. In addition, there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success. The workforce will be better satisfied if the management provides them with opportunities to fulfill their physiological and psychological needs. The employees will cooperate voluntarily with the management and will contribute their maximum towards the goals of the enterprise.

Organization has to design and frame organizational structure and processes such as training and development, performance management, compensation and rewards etc. which supports and facilitate work and helps creating a motivated and committed environment in the organization. No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce.

The motivated employees' works best in the interest of the organizations, which leads them towards growth, prosperity and productivity. Thus, the employee motivation and organizational effectiveness are related. Therefore, the organizations should work out and make such policies and organizational structures that support employee recognition and empowerment. If the employees of a business are motivated towards organizational objective, the business can achieve its goals very easily.

# **Section-5:**

# **Future Forward**

## **Future Forward**

The study focuses on the practice and observance of the two central factors, empowerment and employee recognition for enhancing employee motivation, which leads to organizational effectiveness. The organizations should design their rules, policies and organizational structures that give space to the employee to work well and appreciate them on their tasks fulfillment and achievements. This will surely lead to organizational growth. Organizations have to develop performance management system, which effectively rewards, recognizing and appreciating positively and consistently. Important thing is that the organization need to understand is that motivation is a process which is effective if continuous in nature and the same is to be made known to the top and middle level management. Researches show that it is generally more effective to reward desired behavior than to punish undesired behavior. The water but you cannot force it to drink; it will drink only if it is thirsty - so with people. They will do what they want to do or otherwise.

At the end of the study, some of the questions that hit in my mind is there any effect of employee motivation on job promotions? As we know that, the organizational success depend on employee motivation then why not all the organization arrange motivational program for their employees? Whereas they are desire to be success.

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# APPENDICES

## Appendix I

### Introducing Consulted Articles

| sl | Article name                                                                        | author(s)                                                                           | Journal Name                                                         | Volume, (Issue), page no. | Year | Publisher     |
|----|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------|------|---------------|
| 1  | Understanding Employee Motivation                                                   | James R. Lindner                                                                    | The Journal of Extension                                             | v36 n3                    | 1998 | researchgate  |
| 2  | IMPORTANCE OF EMPLOYEE MOTIVATION & JOB SATISFACTION FOR ORGANIZATIONAL PERFORMANCE | Chandrakant Varma                                                                   | International Journal of Social Science & Interdisciplinary Research | Vol 6 (2), 10-20          | 2018 | Researchgate  |
| 3  | Employee Motivation                                                                 | Nitin Nohria, Boris Groysberg, and Linda-Eling Lee                                  | Harvard business review                                              | 6(7-8):78-84              | 2008 | researchgate  |
| 4  | Impact of Employee Motivation on Employee Performance                               | Irum Shahzadi, Ayesha Javed, Syed Shahzaib Pirzada, Shagufta Nasreen, Farida Khanam | European Journal of Business and Management                          | Vol 6, No.23              | 2014 | www.iiste.org |

|   |                                                                |                     |                                             |               |      |               |
|---|----------------------------------------------------------------|---------------------|---------------------------------------------|---------------|------|---------------|
| 5 | Impact of Employees Motivation on Organizational Effectiveness | Quratul-Ain Manzoor | European Journal of Business and Management | Vol 3, No.3   | 2011 | www.iiste.org |
| 6 | The Impact of Employee Motivation on Organizational Commitment | Faisal Al Madi      | Hashemite University                        | Vol.9, No.15, | 2017 | www.iiste.org |
| 7 | EMPLOYEE MOTIVATION AND PERFORMANCE                            | Obiekwe Nduka       | CENTRIA UNIVERSITY OF APPLIED SCIENCES      | 7 + 29        | 2016 | www.thseus.fi |



## Appendix II

### Compilation of Objectives/ Purposes/ Questions/Hypotheses Addressed by the Articles

| Article no. | objective/purpose/hypothesis                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1           | Objective<br>The purpose of this study was to describe the importance of certain factors in motivating employees.                                                                                                                                                                                                                                                                                                                |
| 2           | Objectives of the research <ul style="list-style-type: none"><li>➤ To understand the impact of HRM policies and practices on employee motivation and job satisfaction.</li><li>➤ To explore effective ways of motivation practiced by organizations.</li><li>➤ To explore the challenges to motivation and job satisfaction.</li></ul>                                                                                           |
| 3           | Purpose<br>The purpose of this study is to determine what actions, precisely, can managers take to satisfy and thereby, increase their employees' overall motivation.                                                                                                                                                                                                                                                            |
| 4           | Hypothesis<br>H1: Employee motivation has a significant and positive relationship with employee performance.<br>H2: Intrinsic reward has a significant and positive relationship with employee performance.<br>H3: Intrinsic reward has a significant and positive relationship with employee motivation.<br>H4: Employee perceived training effectiveness has a significant and positive relationship with employee motivation. |
| 5           | Objectives <ul style="list-style-type: none"><li>➤ To determine the factors that increase employee's motivation.</li><li>➤ To examine the relationship between employee's motivation and organizational effectiveness.</li></ul>                                                                                                                                                                                                 |

|   |                                                                                                                                                                                                                                                                                                                                                                                                         |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | <p>Hypothesis</p> <p>H1: Employee Motivation has significant impact on organizational commitment.</p> <p>H1-1: Employee Motivation has significant impact on affective organizational commitment.</p> <p>H1-2: Employee Motivation has significant impact on continuance organizational commitment.</p> <p>H1-3: Employee Motivation has significant impact on normative organizational commitment.</p> |
| 7 | <p>Purpose</p> <p>The aim of this thesis was to find out the effect of employees motivation on organization and the different type of motivations. It also obtain an understanding on what motivates an employee to work better for the overall benefit of the organization.</p>                                                                                                                        |

### Appendix III

#### Compilation of Methods

| Article no. | Methods used                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1           | The research design for this study employed a descriptive survey method. The target population of this study included employees in an organization.                                                                                                                                                                                                                                                                                                                      |
| 2           | The research paper is intends to highlight the importance, challenges and different ways of motivation used in the organizations, hence more conceptual in nature. The data is collected more from the available literature and further from the employees of an organization to understand the factors, which motivate the employees. The research seeks to illustrate the aspect of HRM function effectiveness in motivating employees and enhancing job satisfaction. |
| 3           | Applying the concepts introduced by an organization.                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4           | The questionnaire was distributed among 160 respondents in Bahawalpur, Yazman, and Alipur cities of Pakistan. Before giving the questionnaire, the purpose of the study and questions were explained to the respondents so that they can easily fill the questionnaire with relevant responses. 160 questionnaires were selected. After collecting, the completed questionnaires were coded and entered into SPSS sheet for further analysis.                            |
| 5           | This study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaire survey was used and data was gathered from 4 bank's employees. An empirical study was conducted by Reena Ali to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16.                |
| 6           | This study analyzes the association between motivation and organizational commitment, employee motivation is the independent variable and organizational commitment is used as the dependent variable. A questionnaire was developed for collecting data. As each survey was distributed, the researcher explained the directions for completing each survey.                                                                                                            |
| 7           | Reviewing method with reviewing motivational theories Herzberg and Maslow theories                                                                                                                                                                                                                                                                                                                                                                                       |

**Appendix IV**  
**Complication of Conclusions**

| <b>Article no.</b> | <b>conclusions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                  | The study present that knowing what motivates employees and incorporating this knowledge into the reward system will help Extension identify, recruit, employ, train, and retain a productive workforce.                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2                  | Most of the researches have concluded that motivated employees have positive effect on the organization productivity and performance. This makes motivation as the most important aspect of any organizational setup and creating an environment, which facilitates and supports employee to perform optimally. The topic of employee motivation is not properly understood and poorly practiced by many organizations; as a result, there is increase in employees leaving the organization in search of better places to work.                                                                                    |
| 3                  | This model posits that employee motivation is influenced by a complex system of managerial and organizational factors. If we take as a given that a motivated workforce can boost company performance, then the insights into human behavior that the article has laid out will help companies and executives get the best out of employees by fulfilling their most fundamental needs.                                                                                                                                                                                                                             |
| 4                  | The study took the relevant information from the teaching faculty of schools. According to their responses, they were provided with the training courses but they did not implement this training in their routine teaching as they considered it ineffective. They were not satisfied with the training provided to them and this affected their motivation to teach.                                                                                                                                                                                                                                              |
| 5                  | Employee empowerment and employee motivation towards organizational tasks have also direct and positive relationship between them as shown by the studies. The motivated employees' works best in the interest of the organizations, which leads them towards growth, Prosperity and productivity. Thus, the employee motivation and organizational effectiveness are directly related. This is also proven by the study conducted by Muhammad (2011) (0.287). Therefore, the organizations should work out and make such policies and organizational structures that support employee recognition and empowerment. |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | This study has investigated the relationship between employee motivation and the three variables of organizational commitment namely; affective, continuance and normative organizational commitment. The study revealed that there is a significant impact from employee motivation of front line employees of retail stores in Jordan on organizational commitment (affective, normative and continuance).                                                                        |
| 7 | Research shows that to intrinsically motivate employees, the organization needs to reach high on five job characteristics; skill variety, task identity, task importance, autonomy and feedback. On the other hand, to extrinsically motivate employees, the organization needs to reach high on commitment to supervisors and peers, salary and job security. It is significant that managers supply all job characteristics, since it will give way to high employee performance. |