



CHAPTER IV. RESULTS AND DISCUSSION

This chapter's purpose is to expose and explain the results found throughout the employees' motivation survey that were applied in Cervecería Hondureña. For these interpretations has as its objective to know more about the motivation of the employees' in the company. Here, six different hypotheses were tested using the SPSS statistical methods' of ANOVA and T-test. For all the statistics tests, a Cronbach's alpha (α) of 0.05 was used to explain whether the results were statistically significant or not. In addition, the researcher used the descriptive statistic to further illustrate the data for easier interpretation.

Demographics items results

There were a total of four hundred thirty-three (433) respondents who answered the Employees Motivation Survey (EMS) questionnaire which represented 99% of the total targeted population. This study survey got back almost one hundred percent of the questionnaires because the researcher had the full support of the company to execute this study. Of the total number that responded, three hundred twenty-two (322) represented 74.4% of the participants that were male and one hundred eleven (111) represented 25.6% of the participants that were female. The interviewees ages ranging from 18 to 24 represented 8.1%; the ages ranging from 25 to 30 represented 43.6%, which was the largest group; the ages ranging from 31 to 35 signifies 19.9% of the respondent; the ages ranging from 36 to 40 represented 16.4% of the respondent. While the final groups were clustered within the ages ranging 41 to 60 and they represented 12%, which was the smallest group of interviewees.

The majority of the participants in this survey were married, representing 50.8% of the sample population. Of the remaining sample 36.3% were single and the other 12.9% were divided among divorced, widowed and others. In the data results that described their educational level 46.9% had a high school diploma, 41.3% had a bachelor's degree, 8.8% had a master degree, and 3% of the populations were among the doctorate, less than high school and other sort of educational degree. The 55% were working in the other employees' area, the 30% in the staff area and the 15% in the executive and management

area. According to the sample size calculation it acquired 35.8% of the participants having between 2 to 4 years of working with the organization, 22.6% of the participants having less than two years, 21% of the participants having between 5 to 7 years of work, and 20.6% of the participants having between 8 to 16 years working in the company. In table 4.1 we can see these percentages that were discussed earlier.

Table 4.1 Demographics items percentages of responses

Demographics items	Frequency of responses	Percentage
Gender		
Male	322	74.4
Female	111	25.6
Interviewees age		
18 – 24 years old	35	8.1
25 – 30 years old	189	43.6
31 – 35 years old	86	19.9
36 – 40 years old	71	16.4
41 – 45 years old	32	7.4
46 – 50 years old	10	2.3
51 – 55 years old	7	1.6
56 – 60 years old	3	0.7
61 – 65 years old	0	0
More than 65 years old	0	0
Marital status		
Single	157	36.3
Married	220	50.8
Divorced	23	5.3
Widowed	4	0.9
Other	29	6.7
Educational level		
Less than high school	3	0.7
High school diploma	203	46.9
Bachelors' degree	179	41.3
Masters degree	38	8.8
Doctorate degree	7	1.6
Other	3	0.7
Working area		
Executives & Management	65	15
Staff	130	30
Other employees	238	55
Seniority		
Less than two years	98	22.6
2 to 4 years	155	35.8
5 to 7 years	91	21
8 to 10 years	40	9.2

Table 4.1 (Continued)

11 to 13 years	44	10.2
14 to 16 years	5	1.2
17 to 19 years	0	0
More than 20 years	0	0

In the table above shows the demographics items of the target population that participated in this study survey.

Table 4.2 Mean and standard deviation of demographics items

Demographics Items	Mean	Std. Deviation
Gender	1.26	0.43
Interviewees age	2.88	1.36
Marital status	1.91	1.02
Educational level	2.66	0.77
Working area	2.4	0.73
Seniority	2.52	1.28

In the table 4.2 shows the mean and standard deviation of each demographics item as a whole and in the table 4.1 showed the percentage of the participants according the demographics factors.

The importance of the five motivational factors

In this section the questions in the questionnaire survey were related to the nineteen questions that were used to answer the research questions and to prove the hypothesis. This was divided into five different sections; these sections were explained by the research instrumentation in chapter three. The questionnaire used incorporated the five categories illustrated in the framework of the study. Each of the questions was related to the categories of the factor that were enlisted in the framework of the study. In appendix C shows this relationship, were the researcher showed the relationship that existed between each questions and each factors of motivation.

The purpose of this section is to present the ranking of percentages of each question into the different category and into the different scale of the importance use in the

questionnaire. And with these descriptive statistics results we can see clearly the relevance or importance that each question has according to the opinions that the target population has about the factors of motivation that they considered were relevant for them. But the more remarkable issue from these results was the points of the “very important”. In the results we saw each question with a majority of percentage as the “very important” factor. In the following explanations of the results the researcher focused on these issues, and showed the order from the highest to lowest rank of percentage that the questions resulted.

After the percentage results of the questions were shown for each category within motivation which was more relevant for the target population then the researcher presented the top ten ranking of the twenty-five questions. This clearly showed what kind of motivational factors were more relevant or had more influence based on the response from the questionnaire in accordance with the interest of the participants, i.e., their needs and feelings about motivation in the working place.

Monetary factors

The questions related to the monetary category or factors are the first four questions, where the researcher asked about salary, bonuses, payment according to performance and achievement differences in regards to the monetary rewards. In this category with the four questions the average results indicated that 66.3% of the participants selected the question number three, which was the amount based on the base salary; followed by the 65.1% responded that the pay linked to performance; and in the third position was the question four that had the opportunity based on achievement rewards. Then final was the bonuses questions which were the lowest rate with 47.8%. See table 4.3.

Table 4.3 Monetary category percentages of responses

Question No.	Questions	No important at all	Unimportant	Neutral	Important	Very important
1	Being able to earn bonuses	0	7.4	2.1	42.7	47.8
2	Pay linked to performance	0.5	0	0.9	33.5	65.1
3	A regular salary, according with the living standard	0.5	1.8	4.4	27.0	66.3
4	Having the opportunity to achieve different sort of rewards	0	0	1.6	36.0	62.4

Note: The results are in percent

Here we can see that the employees considered the monetary category or the factors about motivation to be the most important issue because the result indicated that the participants regarded base salary to be “very important”, and the least important for them was to earn bonuses.

Organizational culture

In the organizational culture category the five different questions related to this topic were questions related to the relationship between the managers and coworkers; questions related to the culture within the environment; questions related to the work condition; and questions related to the communication aspect.

According with the answers provided by the participants in this survey, 76.2% considered that the most important and motivating issue of the organizational culture of the organization was question eleven that said that the most important factor was the work condition. Then 75.1% considered that culture was the most important and they chose the question number seven that made reference to “feel that they are part of a team”. While 73% of the target population believed that communication was an important motivation factor. In the fifth position we can see that 70.2% chose a question related to the relationship that should exist with the superiors and the coworkers. And this percentage was followed by the 43% of the participants who replied that work condition was important for them, with the question that asked them “of having job objectives demanding responsibilities and new challenges”. Another question that was related to the culture in the organization asked if the participant was having the risk of failing and if

changing their plans were important and for this question the results obtained was that this issue had no important. The table 4.4 below clearly presents these results. In the table the frequency and percentages of participants that choose each of this set of questions related to this motivational category is also displayed.

Table 4.4 Organizational culture category percentages of responses

Question No.	Questions	No important at all	Unimportant	Neutral	Important	Very important
7	Feel that I am part of a team	0.5	0	24.4	0	75.1
8	Having job objectives, demanding responsibilities, and new challenges	0	0.2	5.1	51.7	43.0
9	Receiving collaboration from my boss and coworkers	0	0	1.2	28.6	70.2
10	Having a good communication channels with the bosses and colleagues	0.5	0	3.2	23.3	73.0
11	Having all the necessary resources for developing my job	0.5	0	3.0	20.3	76.2

Note: The results are in percent

According with the result from the participants shown in table 4.4, it was possible to see that the employees' considered that feeling a part of a team was very important for them to feel motivated in the work place and get a better performance. So, having a good relationship with his/her coworkers and managers would make the employees feel more comfortable in the work place.

Benefits

These set of questions referred to the benefits factors of motivation. 79.4% of the participants considered that the most important factor of motivation was for the company to have insurance services for them and their families. This ranked was immediately followed by the feeling of job security in the workplace and knowing that their seniority was respect and taken into consideration with a 56.6%. It is clear to see that between the first and second ranking has big differences regarding the importance. In the third ranking position we can see that 51.3% of the participants chose that the social security was a

very important motivational factor. In the table 4.5 shows more clearly these three ranks in this section of the questionnaire survey.

Table 4.5 Benefits category percentages of responses

Question No.	Questions	No important at all	Unimportant	Neutral	Important	Very important
12	Having social security	0	0.5	14.3	33.9	51.3
13	Derive standing and feeling of importance from work and job seniority	0.5	0	6.7	36.3	56.5
15	Having a medical card and insurance services for me and my family members	0	0	4.9	15.7	79.4

Note: The results are in percent

As can be seen in the results above that the major percentage of the employees which is eighty percent considered that the major benefit that the company can provide for them and their families was the insurances. Here we must remember that 50.8% of the target population was married, hence was the reason for this high response rate.

Recognitions

The topics that the researcher touched on in this section of the questionnaire survey was related to recognition of the goal achieved on the job. Also, another issue that was relevant was for the employees to be recognized for their performances they achieved in their labor activities, and so on.

The target population considered the most important factor of motivation in the recognition section was for the employees to be recognized for their performance which was indicated by 52.71% of the participants who chose the question related to this topic. Followed by 48.7% of the participants who chose the question number seventeen which said that the employees' felt motivated when they were recognized by the goal achieved and the job that they were doing. The third ranked question that indicated that the participants chose the topic of acknowledgement by managers and coworkers as very important motivational factor resulted with a 41.8%. A summary of these results can be seen in the table 4.6 below.

Table 4.6 Recognitions category percentages of responses

Question No.	Questions	No important at all	Unimportant	Neutral	Important	Very important
16	Being recognized for my expertise	0	0.2	4.6	42.5	52.7
17	Being recognized for the job I do and the goal I achieved	0.5	0	2.1	48.7	48.7
19	Acknowledgment by bosses and colleagues for effort, skills and competencies	0	0.9	17.1	40.2	41.8

Note: the result is in percent

In the above results it shows that the participants' considered this set of questions as very important issue of recognition factors in motivation. The issue of being recognized by the expertise the employees of the company stated that that made them to feel more motivated to strive in their work place and that made them feel more appreciated in their job.

HRD actualization

The last four questions of the questionnaire survey are related to the HRD actualization, as being the opportunity to have a career development, training opportunities, self-actualization, and promotion. These were the topics that were explored under this section.

According to the number of participants, from the four hundred thirty-three surveys who responded, 74.6% of the target population selected the question number twenty-five as a very important factor. This question was about the need to receive part training opportunities from the company that would make them feel motivate, so this question was related to self-actualization. 70.9% of the participant considered that working for a manager who gave value to the training was very important factors, while 63.7% select the question that career development in the company was very important. However, only 55.4% of the participants taught that having a job would allow them to grow and develop into the organization were a very important motivational factor. In table 4.7 below shows these results in a clearer way.

Table 4.7 HRD actualization category percentages of responses

Question No.	Questions	No important at all	Unimportant	Neutral	Important	Very important
21	Is a job which allow me to grow and develop in the organization	3.2	0.5	8.1	32.8	55.4
23	Working for a boss who give value to the training	0	0.2	6.9	21.9	71.0
24	The organization allows the employees to have a career development	3.7	0	4.2	28.4	63.7
25	Receive part training opportunities from the company	0	0	3.7	21.7	74.6

Note: The results are in percent

Taking a look at the table 4.7 above, we can see that for the target population of the company the more important factor of motivation in this set of question were the issue of been able to get promotion, the self-actualization, and training opportunities. These three percentages were very close. Therefore, for the HRD actualization section these results indicated that the employees considered that the important factor was promotion and training opportunities.

The ten factors of major ranking for the entire questionnaire

In this section the researcher presences the ten factors that were the highest ranked score in according with the frequency of “very important” with the liker scale used by the researcher in the questionnaire survey. This section shows the sort of factors that the employees felt motivated them to put more effort in their jobs. These factors were getting a better performance and improving their moral and satisfaction. In table 4.8 and figure 4.1 shows the rank that each factors obtained in the different questions in the questionnaire. Each of these questions was calculated out of a total of four hundred thirty-three questionnaires response which equaled hundred percent.

Table 4.8 Top ten motivational factors

Factors	Questions	N	%
Benefits	Insurance	344	79.4
Organizational culture	Work condition	330	76.2
Organizational culture	Culture	325	75.1
HRD actualization	Self-actualization	323	74.6
Organizational culture	Communication	316	73.0
HRD actualization	Training opportunities	307	70.9
Organizational culture	Managers & coworkers relationship	304	70.2
Monetary	Base salary	287	66.3
Monetary	Pay linked to performance	282	65.1
HRD actualization	Career development	276	63.7

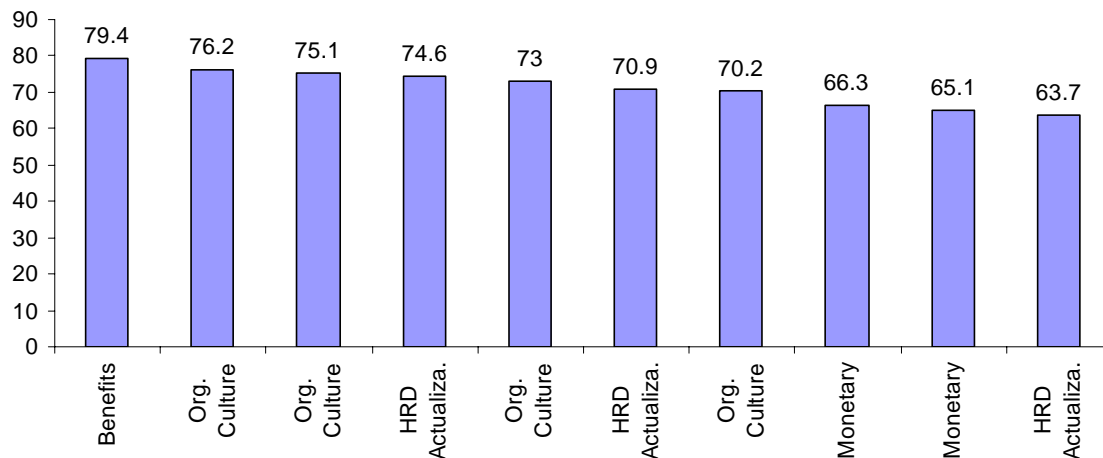


Figure 4.1 Top ten motivational factors

In figure 4.1 above shows a graphic representation of the ranks of the question that were selected by the majority of participants. They were related to the benefits that the company offered to the employees as their motivational factors and these were more relevant in the lives of the employees. Here the results showed that the monetary factor took almost the final position which was indicative of sixty-five percent. As is seen in table 4.8 and figure 4.1 above the participants in this survey of Cervecería Hondureña considered that the most important factor resulted with a 40% and was related to the

organizational culture. The others rank that followed were the cultural issue and the HRD actualization. These had the lowest ranking position which made a huge difference between benefits which obtained the highest score.

With these results we can see that several literature about motivation have indicated that money by itself is enough to motivate employees. Other sorts of motivation, not just money, would make them to feel motivated to improve their performances and their job satisfaction. The theories that the researcher mention in chapter two showed that money was not the only one issue that motivated the employees. So with this result the companies and their managers should begin to consider the other issues that could help to improve the employees' motivation and moral, so as to improve their overall performance. To end this section we can reinforce the statement in this paragraph that said "money alone isn't enough to motivate people to excel on the job. In fact, the most effective incentive systems blend monetary with non-monetary forms of rewards – and often it's was the non-monetary types that proved to be the most motivating" (Harvard Business School, 2005). Therefore, managers must take into consideration this situation as an indicator to decide how to improve the motivation, moral and job satisfaction of the workforce. With these results that were found from the data collection we can use them to answer the research question. The results indicated that the non-monetary aspect were more important and more relevant to the target population of this study than the monetary factor, since the results showed that the organizational culture, benefits and HRD actualization got the highest ranks in relation to the monetary factors.

The literature review gave tremendous support to the results obtained in the top ten important factors. In the sense that the money was not everything or the most important factor that motivated the workforce. Similarly, according to Bruce & Pepitone (1999) these researches say that money alone isn't enough to motivate people to excel on the job. According with DeNisi & Griffin (2001) they also stated that the fundamental purpose of compensation was to provide an adequate and appropriate reward system for employees, so that they feel valued and worthwhile organizational members and representatives.

However, something interesting was obtained from the results gotten from the survey, cause in the top ten ranking the recognition factor didn't appear, this mean that for the employees that were surveyed in this company this factor wasn't importance, and this

contradicts the literature reviewed, because several books and documents asserted that the recognitions was one of the most important factor of motivation. As Nelson & Spitzer (2003) stated that now more than ever, the use of recognition is a critical ingredient in the success of an organization. However, this result doesn't mean that the recognition factor didn't matter to the workforce in this company, or that the other items that didn't get a high ranking mattered. The results only say that the employees have other items or issues that were more relevant to them in the organization. The recognition factor obtained 52.7% and with indicated that the recognition was also important, but no too relevant in this study since it wasn't in the top ten ranks.

In the next section of this chapter the researcher explains the results that were obtained from the hypotheses that were tested using the one-way ANOVA.

The relationship between demographic items and motivational factors

In this section of the research it shows the results obtained from the hypotheses results. The purpose of this section is to check if there are any relationships between demographic items and motivational factors in accordance with the results attained from the test of the six hypotheses. The results are explained in the subsequent sections that follow.

Hypothesis 1: male and female opinion

Employees' attitude and opinion toward motivation in the workplace were analyzed using one-way ANOVA. The purpose for applying ANOVA test were to determined statistical significant between gender and the motivational factors that were provided to the participants in the questionnaire survey. The reason why the researcher didn't use T-test to test this hypothesis was because using ANOVA the homogenate would be much better than using T-test.

In table 4.9 shows the descriptive statistic that relates gender to motivational factors. There we can find the frequency represented by N and the percentage represented by %. Also the cumulative percentages of this relationship between these two issues were also indicated in the results.

Table 4.9 Descriptive statistic by gender

Demographic Item	N	%	Valid %	Cumulative %
Male	322	74.4	74.4	74.4
Female	111	25.6	25.6	100.0
Total	433	100.0	100.0	-

With these results it is evident that the majority of the target population that participated in this study was more male than female.

1. Monetary factor results

The monetary factor results using ANOVA revealed that the male and female employees findings were statistical significant. This result means that male and female employee thinks differently regarding the monetary factor. In the following table we can see the results in this case, see table 4. 10

Table 4.10 Monetary factor ANOVA results by gender

Items	Sum of squares	df	Mean	F	p
Between groups	1.005	1	1.005	5.004	0.026*
Within groups	86.586	431	0.201	-	-
Total	87.591	432	-	-	-

* $p < .05$

The ANOVA indicated there are statistical significant, between gender and monetary factor which means that we accept the alternative hypothesis in this factor. The alternative hypothesis says that there are different opinion between male and female.

2. Organizational culture factor results

In the organizational culture factor the case was completely different from the monetary factor. The ANOVA in this factor ranked differently. In regard to gender with culture, work condition, managers and coworkers relationship and communication the results using ANOVA indicated that there were no statistical significant with the organizational culture and gender. The targeted population didn't have a different opinion here either. Let see table 4.11 for more details.

Table 4.11 Organizational culture ANOVA results by gender

Items	Sum of squares	Df	Mean	F	p
Between groups	0.099	1	0.099	0.621	0.431
Within groups	68.585	431	0.159	-	-
Total	68.684	432	-	-	-

* $p < .05$

Here it is assumed that the alternative hypothesis must be rejected while the null hypothesis was accepted. Therefore, this factor doesn't have any differences in gender with organizational culture which was an exception of the work condition. However, we can assume that there were no relationship and we can say that in the organizational culture had no difference between male and female.

3. Benefits factor results

The ANOVA obtained from the benefit factor showed that there were no statistical significance in the opinion of the benefits between male and female and regarding social security, job security, and insurance. The ANOVA revealed that there were no statistical significant, this mean that there was no difference in the opinion about this factor of motivation between male and female. See table 4.12.

Table 4.12 Benefits ANOVA results by gender

Items	Sum of squares	Df	Mean	F	p
Between groups	0.024	1	0.024	0.178	0.673
Within groups	58.016	431	0.135	-	-
Total	58.04	432	-	-	-

* $p < .05$

As we can see in the table above we certainly rejected the alternative hypothesis, and we accepted the null hypothesis. Here we can say that there was no difference in the opinion between male and female that was related to the benefit factor indicated in the organization data interpretation results.

4. Recognitions factor results

The result of this factor is the same with the benefits factors, were the ANOVA indicated that no statistical significant existed between male and female employees' opinion about recognition into the workplace. As we look closer at the data results, it shows that the recognition factor was equal to the gender item. Therefore, we can reject the alternative hypothesis, because there were no relationship that existed between male and female opinion about the recognitions factors, see table 4.13.

Table 4.13 Recognition ANOVA results by gender

Items	Sum of squares	df	Mean	F	p
Between groups	0.003	1	0.003	0.014	0.907
Within groups	103.921	431	0.241	-	-
Total	103.925	432	-	-	-

* $p < .05$

5. HRD actualization results

In the HRD actualization factor we can see that ANOVA ranked a little bit different, however the alternative hypothesis was accepted as seen in the following results. In regard to gender with training opportunities, career development, and self-actualization the ANOVA results showed that there were statistically significant. Maybe this result was because the male in the Latin culture were more able to take training or seminars, and the female were the one that would be at home. Thus the major of the population who participated were male. See table 4.14.

Table 4.14 HRD actualization ANOVA results by gender

Items	Sum of squares	df	Mean	F	p
Between groups	2.144	1	2.144	6.372	0.012*
Within groups	145.001	431	0.336	-	-
Total	147.145	432	-	-	-

* $p < .05$

With the results obtained from the ANOVA we can accept the alternative hypothesis, and say that there were differences in the opinion between male and female about the HRD actualization factor relating to the motivational factor.

6. Different opinion between male and female

In the different opinion between male and female we can say that this hypothesis did not show a strong difference in the opinion between male and female because three of the five factors of motivation were rejected in the hypothesis statement. Therefore, it can be assumed that the monetary and HRD actualization issues had different opinion with gender in the demographic factor, see table 4.15.

Table 4.15 ANOVA results of five motivational factors by gender

Items	Sum of squares	df	Mean	F	p
Between groups	0.171	1	0.171	1.691	0.194
Within groups	43.51	431	0.101	-	-
Total	43.676	432	-	-	-

* $p < .05$

Based on these result we rejected the hypothesis that there is different opinion between male and female, but the monetary and HRD actualization factors were not rejected.

Hypothesis 2: management, staff members, and other employees' opinion

The employees' opinion about the management, staff members, and others employees, were analyzed using ANOVA. In table 4.16 presents the descriptive statistics data of this hypothesis.

Table 4.16 Descriptive statistic by working area

Demographic Item	N	%	Valid %	Cumulative %
Executive & Management	65	15.0	15.0	15.0
Staff	130	30.0	30.0	45.0
Other employees	238	55.0	55.0	100.0
Total	433	100.0	100.0	-

The purpose of this testing was to determine the statistical significance relationship amount management, staff members, and others employees within the organization. In the follow paragraph the researcher stated the results obtained from the ANOVA testing for the second hypothesis.

1. Monetary factor results

The ANOVA test revealed that there were differences in the opinion in the workforce that worked in the different areas within the company. So, regarding the management, staff members, and other employees with salary according to performance, amount of the base salary, and reward the ANOVA indicated that there were statistical significant. This means that there was different opinion amount the workforce that worked in different areas of the organization. See table 4.17.

Table 4.17 Monetary factor ANOVA results by working area

Items	Sum of squares	df	Mean	F	p
Between groups	7.687	2	3.843	20.682	0.000*
Within groups	79.904	430	0.186	-	-
Total	87.591	432	-	-	-

* $p < .05$

In spite of these results launched by the ANOVA test, we accept the alternative hypothesis, that there was different opinion among management, staff members, and other employees which was indicated in the monetary factor results.

2. Organizational culture factor results

According to the ANOVA results it indicated that this factor had a strong significant value in the relationship that the management, staff member, and other employees had

with the difference in opinion about the organizational culture factor in their workplace. Regarding management, staff members, and other employees with culture, work condition, managers and coworkers relationship, communication there are statistical significant. See table 4.18.

Table 4.18 Organizational culture ANOVA results by working area

Items	Sum of squares	df	Mean	F	p
Between groups	3.581	2	1.791	11.827	0.000*
Within groups	65.102	430	0.151	-	-
Total	68.684	432	-	-	-

* $p < .05$

In conclusion, we can accepted the alternative hypothesis that there were different opinion amount the management, staff members, and others employees about the organizational culture factors according to the results that the ANOVA indicated.

3. Benefits factor results

In this factor the ANOVA indicated that management, staff members, and other employees' responses concerning benefits in the workplace had different opinions. So concerning management, staff members, and other employees with social security, job security, insurance, the ANOVA reveled that there were statistical significant. This meant that the alternative hypothesis was accepted. The situation can be best explained that the employees' working in the different areas of the organization had different needs. See table 4. 19.

Table 4.19 Benefits ANOVA results by working area

Items	Sum of squares	df	Mean	F	p
Between groups	1.860	2	0.930	7.120	0.001*
Within groups	56.180	430	0.131	-	-
Total	58.040	432	-	-	-

* $p < .05$

In this case we can realize that the workforce had different opinion about the benefits that they can obtain from the company as motivational factor.

4. *Recognitions factor results*

The result from the ANOVA testing on the recognitions factor indicated that there were difference in the opinion among management, staff members, and other employees. Regarding management, staff members, and others employees with employee performance and goal achieved there were statistically significant. See table 4.20.

Table 4.20 Recognition ANOVA results by working area

Items	Sum of squares	df	Mean	F	p
Between groups	1.779	2	0.889	3.744	0.024*
Within groups	102.146	430	0.238	-	-
Total	103.925	432	-	-	-

* $p < .05$

In this factor we accepted the alternative hypothesis that there existed different opinion about the management, staff members, and other employees.

5. *HRD actualization results*

In the HRD actualization factor the ANOVA indicated a result that showed a significant relationship amount the employees that worked in the different areas of the organization and their motivational factor. Regarding the management, staff members, and other employees with promotion, training opportunities, career development, self-actualization, the ANOVA indicated that there were significant relationship in the HRD actualization factors. This meant that the management, staff member, and other employees, had a different opinion of this factor of motivation, so we accepted the alternative hypothesis. See table 4.21.

Table 4.21 HRD actualization ANOVA results by working area

Items	Sum of squares	df	Mean	F	p
Between groups	15.178	2	7.589	24.729	0.000*
Within groups	131.966	430	0.307	-	-
Total	147.145	432	-	-	-

* $p < .05$

6. Different opinion among management, staff members, and other employees

For the different opinion among management, staff members, and other employees it can be concluded that the alternative hypothesis were accepted for the five different motivational factors. The results also indicated that there were differences in the opinion among the employees that worked in the different areas of the organization in relation to these factors. See table 4.22.

Table 4.22 ANOVA results of five motivational factors by working area

Items	Sum of squares	df	Mean	F	p
Between groups	1.329	2	0.665	6.748	0.001*
Within groups	42.347	430	0.098	-	-
Total	43.676	432	-	-	-

* $p < .05$

Hypothesis 3: single, married, divorce, and widowed employees' opinion

The ANOVA in this third hypothesis was focused on testing if there were any different opinion among the marital status of the employees about factors of motivation into the organizational environment. In table 4.23 shows the statistic results here we can see three demographics items that were clustered because the participants number in these three items “divorced, widowed, and other” were too small. Thus it gave better results so the researcher decided to cluster these three items.

Table 4.23 Descriptive statistic by marital status

Demographic Item	N	%	Valid %	Cumulative %
Single	157	36.3	36.3	36.3
Married	220	50.8	50.8	87.1
Divorced, Widowed, and other	56	12.9	12.9	100.0
Total	433	100.0	100.0	-

The application of the ANOVA was because here more than two variables were tested, so with this statistical tools determined the existence of statistical significant in the opinion of the employees that were single, married, divorce or widowed, in reference to the motivational factors.

1. Monetary factor results

The ANOVA confirmed that there were a statistical significance with the marital status and the monetary factor. The participants showed that there was different opinion in respect to this issue. Regarding marital status single, married, divorce, and widowed, with bonuses, salary according with performance and reward, the ANOVA indicated that there were statistically significance. So we accepted the alternative hypothesis, that there were different opinions about monetary factors from the marital status demographic factor. See table 4.24.

Table 4.24 Monetary factor ANOVA results by marital status

Items	Sum of squares	df	Mean	F	p
Between groups	3.525	2	1.763	9.016	0.000*
Within groups	84.066	430	0.196	-	-
Total	87.591	432	-	-	-

* $p < .05$

Here we accepted the alternative hypothesis for the monetary factor in the three items in this category.

2. Organizational culture factor results

The ANOVA results indicated that the opinion about this factor of motivation among the marital status of the employees doesn't have any statistical significance, so the employees had different opinion under this factor. Regarding single, married, divorce, and widowed with culture, managers and coworkers relationship, communication, work condition, ANOVA indicated that there were no statistical significant. Here we can see that the employees; single, married, divorced, and widowed had different opinion about the organizational culture. So, we rejected the alternative hypothesis and we accepted the null hypothesis. Hence, in this issue the employees with different marital status had different opinion about this item under the organizational culture factors. See table 4.25.

Table 4.25 Organizational culture ANOVA results by marital status

Items	Sum of squares	df	Mean	F	p
Between groups	0.792	2	0.396	2.508	0.083
Within groups	67.892	430	0.158	-	-
Total	68.684	432	-	-	-

* $p < .05$

3. Benefits factor results

The ANOVA revealed that in these factors the marital status has a statistical significance, given that the employees single, married, divorced, and widowed had a different opinion about the benefits factors of motivation in their workplace. Regarding the single, married, divorced, and widowed with social security, Job security, insurance, the ANOVA indicated that there were statistical significant in the three items that confirmed the benefits factors, so without any doubt we accepted the alternative hypothesis, as we can see in table 4.26. These results can be to the situation that the employees' that are single doesn't have the same responsibility of take a re family as the married employees, and so on.

Table 4.26 Benefits ANOVA results by marital status

Items	Sum of squares	df	Mean	F	p
Between groups	5.208	2	2.604	21.194	0.000*
Within groups	52.832	430	0.123	-	-
Total	58.040	432	-	-	-

* $p < .05$

4. *Recognitions factor results*

In the results that the ANOVA launched in the recognitions factor of motivation indicate that there were no different opinion among the marital status of the employees in respect to these factors. Regarding single, married, divorced, and widowed employees with employee performance, goal achieved, and acknowledgement, ANOVA indicated that there were no statistical significant, so we rejected the alternative hypothesis, and we accepted the null hypothesis. See table 4.27.

Table 4.27 Recognition ANOVA results by marital status

Items	Sum of squares	df	Mean	F	p
Between groups	0.553	2	0.277	1.151	0.317*
Within groups	103.371	430	0.240	-	-
Total	103.925	432	-	-	-

* $p < .05$

5. *HRD actualization results*

The results obtained from the ANOVA in this motivational factor don't present a difference opinion among the marital status of the employees about HRD actualization in relation to marital status. So regarding the single, married, divorce, and widowed employees with HRD actualization the ANOVA indicated that there were no statistical significant. Therefore, with these results we had to reject the alternative hypothesis and accept the null hypothesis. See table 4.28.

Table 4.28 HRD actualization ANOVA results by marital status

Items	Sum of squares	df	Mean	F	p
Between groups	1.100	2	0.550	1.620	0.199
Within groups	146.044	430	0.34	-	-
Total	147.145	432	-	-	-

* $p < .05$

6. Different opinion among single, married, divorced, and widowed

In the different opinion among single, married, divorced and widowed we can conclude that the alternative hypothesis was accepted, and say that the employees with different marital status have different opinion or perceptions about motivation in the workplace, see table 4.29. In regards to the manager they most take this point into consideration in order to apply new ways of motivating their employees.

Table 4.29 ANOVA results of five motivational factors by marital status

Items	Sum of squares	df	Mean	F	p
Between groups	0.933	2	0.466	4.692	0.010*
Within groups	42.743	430	0.099	-	-
Total	43.676	432	-	-	-

* $p < .05$

Hypothesis 4: employees' age range opinion

The workforce opinions toward factors of motivation in the workplace were also analyzed using ANOVA, including the fourth hypothesis that was related to age range of the workforce in the company. The purpose of applying the ANOVA was to determined statistical significant amount the age range of the employees vs. the five different motivational factors that were using in this study survey. We can see the descriptive statistics results obtained from this hypothesis in table 4.30, and also in this table we can see that the last four range of age in the questionnaire were cluster. Ages from forty-one years old upwards the researcher cluster the results because the size resulted were too

small in comparison with the other age range. Therefore, these last four range age on their own wouldn't be significant for the study, so the researcher decide to cluster.

Table 4.30 Descriptive statistic by age range

Demographic Item	N	%	Valid %	Cumulative %
18 - 24 years old	35	8.1	8.1	8.1
25 - 30 years old	189	43.6	43.6	51.7
31 - 35 years old	86	19.9	19.9	71.6
36 - 40 years old	71	16.4	16.4	88.0
41 years old and above	52	12.0	12.0	100.0
Total	433	100.0	100.0	-

1. Monetary factor results

The ANOVA revealed that the employees' age range resulted in different opinion about the factors of motivation. In regards to age range with the items; bonuses, salary according with performance, and reward, ANOVA indicated that there were statistical significant. See table 4.31.

Table 4.31 Monetary factor ANOVA results by age range

Items	Sum of squares	df	Mean	F	p
Between groups	7.001	4	1.750	9.296	0.000*
Within groups	80.59	428	0.188	-	-
Total	87.591	432	-	-	-

* $p < .05$

With these results we accepted the alternative hypothesis, and concluded that there was different opinion between employees' age range and the monetary factors. Thus we accepted the alternative hypothesis and rejected the null hypothesis for the monetary factor tested.

2. Organizational culture factor results

The ANOVA confirmed that the opinion of the employees with different age range was different. In regards to the age range with culture, work condition, managers and

coworkers relationship, communication, and work condition, the ANOVA revealed that there were statistical significant. Here we accepted the alternative hypothesis, that there was different opinion between the employees' range age and the motivational factor of the organizational culture, see table 4.32.

Table 4.32 Organizational culture ANOVA results by age range

Items	Sum of squares	df	Mean	F	p
Between groups	4.090	4	1.023	6.775	0.000*
Within groups	64.593	428	0.151	-	-
Total	68.684	432	-	-	-

* $p < .05$

3. Benefits factor results

In this factor of benefits, the ANOVA also confirmed that the difference in the employees' age range brought different opinion about this factor of the employees in the organization. Regarding age range to social security, job security, and insurance, the ANOVA revealed that there were statistical significant, and we accepted the alternative hypothesis. See table 4.33. For the results in this section we can say that the employees' in different age have a different need, and therefore they want to get different sort of benefits.

Table 4.33 Benefits ANOVA results by age range

Items	Sum of squares	df	Mean	F	p
Between groups	9.515	4	2.379	20.980	0.000*
Within groups	48.526	428	0.113	-	-
Total	58.040	432	-	-	-

* $p < .05$

4. Recognitions factor results

In the recognitions facto, the ANOVA also confirmed that the difference in the employees' age range brought different opinion about this factor and the employees in the organization. Regarding the age range to employee performance, goal achieved, and

acknowledgement, the ANOVA revealed that there were statistical significant, and we accepted the alternative hypothesis. See table 4.34. The results in this section can be the reason why the employees' in different age had different kind of need, and therefore they want to get different sort of benefits.

Table 4.34 Recognition ANOVA results by age range

Items	Sum of squares	df	Mean	F	p
Between groups	3.073	4	0.768	3.261	0.012*
Within groups	100.851	428	0.236	-	-
Total	103.925	432	-	-	-

* $p < .05$

5. HRD actualization results

The ANOVA revealed in this motivation factor that the employees' from different age range had different opinion about the HRD actualization, may be because the youngest employees were more interested in getting more new knowledge or because they wanted to get a quicker promotion and develop a career in the organization. These responses were difference with the elder employees who already had developed their careers and status, position, and experience in the company. Regarding age range to promotion, training opportunities, career development, self-actualization, the ANOVA indicated that there were statistical significant. Thus the alternative hypothesis was accepted. Taking this result it was confirmed that the employees' from different age had different opinion or perspective about the HRD actualization as motivational factor. See table 4.35.

Table 4.35 HRD actualization ANOVA results by age range

Items	Sum of squares	df	Mean	F	p
Between groups	9.435	4	2.359	7.331	0.000*
Within groups	137.710	428	0.322	-	-
Total	147.145	432	-	-	-

* $p < .05$

6. Different opinion among age range

For the different opinion among age range it can be concluded that the alternative hypothesis was accepted in the five factors that were analyzed with the ANOVA. We can also say that the age range was an important demographic factor that must be taken into consideration to make significant use of the different motivational factors in the workplace. See table 4.36.

Table 4.36 ANOVA results of five motivational factors by age range

Items	Sum of squares	df	Mean	F	P
Between groups	2.967	4	0.742	7.798	0.000*
Within groups	40.709	428	0.095	-	-
Total	43.676	432	-	-	-

* $p < .05$

Hypothesis 5: educational level opinion

The employees opinion about the five different motivational factors that were using in this study to evaluate the motivation in the organization related to educational level were also analyzed using ANOVA in the testing. In this way we were able to determine whether there was or was not any statistical significant in each of the motivational factor regarded in the educational level of the employees' who participated in the questionnaire survey. We can see the descriptive statistics results obtained from the hypothesis testing in table 4.37. Before running the test the researcher had to cluster the five items into two different groups; the first cluster were lest than high school with bachelor's degree; and the second cluster were three items, these items are master degree, PhD degree, and other. This was done because the numbers of participants were too small so for this reason the researcher decided to cluster. In the category "others" meant those persons who had a high school degree but they had other sorts of the education, like a technical education, etc.

Table 4.37 Descriptive statistic by educational level

Demographic Item	N	%	Valid %	Cumulative %
Less than high school & High school diploma	206	47.6	47.6	47.6
Bachelors' degree	179	41.3	41.3	88.9
Master degree, PhD degree, & other	48	11.1	11.1	100.0
Total	433	100.0	100.0	-

1. Monetary factor results

In the monetary factor the ANOVA revealed that the educational level had no relevance or different opinion to the employees. Regarding the educational level to salary according with performance, reward, bonuses, and the amount of the base salary the ANOVA indicated that there was no statistical significant. With these results we rejected the alternative hypothesis and accepted the null hypothesis. So for this factor we say that educational level doesn't affect the opinion of the employees' over the monetary factor within these motivation criteria that were tested. See table 4.38.

Table 4.38 Monetary factor ANOVA results by educational level

Items	Sum of squares	df	Mean	F	p
Between groups	1.025	2	0.512	2.545	0.080
Within groups	86.566	430	0.201	-	-
Total	87.591	432	-	-	-

* $p < .05$

2. Organizational culture factor results

The ANOVA results revealed in this factor that the employees' with different level of education had different opinion about the organizational culture in relation to the motivational factor, as we are coming to see in the follows results. Regarded educational level with culture, work condition, managers and coworkers relationship, and communication, the ANOVA indicated that there were statistical significant. With these results we accepted the alternative hypothesis and reject the null hypothesis. See table 4.39.

Table 4.39 Organizational culture ANOVA results by educational level

Items	Sum of squares	df	Mean	F	P
Between groups	4.825	2	2.413	16.245	0.000*
Within groups	63.859	430	0.149	-	-
Total	68.684	432	-	-	-

* $p < .05$

3. Benefits factor results

In this factor the ANOVA showed that the employees didn't have difference in opinion over the relationship between educational level and the benefit factors of motivation in the company. Regarding with educational level to social security, job security, and insurance, the ANOVA indicate that there was no statistical significant. So we rejected the alternative hypothesis and we accepted the null hypothesis. See table 4.40.

Table 4.40 Benefits ANOVA results by educational level

Items	Sum of squares	df	Mean	F	P
Between groups	0.587	2	0.294	2.198	0.112
Within groups	57.453	430	0.134	-	-
Total	58.040	432	-	-	-

* $p < .05$

Here we can realize that the employees from different educational level had no difference in opinion about the benefits that were given in the workplace, as motivational offerings.

4. Recognitions factor results

The ANOVA revealed that the different level of education of the employees had no difference in the opinion about the recognition factors in the workplace. According to the result obtained from the ANOVA testing of the hypothesis regarding educational level against employee performance, goal achieved, and the acknowledgement the results indicated that there were no statistical significant. Therefore, we rejected the alternative hypothesis, and we accepted the null hypothesis. See table 4.41.

Table 4.41 Recognition ANOVA results by educational level

Items	Sum of squares	df	Mean	F	p
Between groups	0.611	2	0.306	1.272	0.281
Within groups	103.313	430	0.240	-	-
Total	103.925	432	-	-	-

* $p < .05$

5. HRD actualization results

The ANOVA revealed that the educational level of the employees had a strong difference in the opinion about HRD actualization. Regarding educational level to promotion, training opportunities, career development, self-actualization, the ANOVA indicated that there were statistical significant, therefore we accepted the alternative hypothesis and we reject the null hypothesis. We can best interpret these results by saying that the employees in their lower level of education had the desire to follow up with their studies and getting more knowledge, hence the reason for the strong difference in the opinion. See table 4.42.

Table 4.42 HRD actualization ANOVA results by educational level

Items	Sum of squares	df	Mean	F	p
Between groups	4.688	2	2.344	7.076	0.001*
Within groups	142.456	430	0.331	-	-
Total	147.145	432	-	-	-

* $p < .05$

6. Different opinion amount age range

In general we can say that according to the result gathered from the testing of the hypothesis we found that the opinions of the employees differed in majority of the motivational factors related to the educational level. Overall we rejected the alternative hypothesis for three factors, but accepted for two of the factors. See table 4.43.

Table 4.43 ANOVA results of five motivational factors by educational level

Items	Sum of squares	df	Mean	F	p
Between groups	0.433	2	0.216	2.151	0.118
Within groups	43.243	430	0.101	-	-
Total	43.676	432	-	-	-

* $p < .05$

Hypothesis 6: length time in the company opinion

The opinion of the employees toward the motivational factors can be related to the length of time that they had been working with the company. To test this statement in this hypothesis the researcher used the ANOVA to see if they were or were not statistical significance, as well as to see if the length of time affected or changed the opinion about their feelings or perception of the factors of motivation. In addition the ANOVA further tested the factors that made them feel motivated in order to improve their performance, and at the same time improved their moral in the workplace. We can see the descriptive statistics results obtained from the hypothesis testing in table 4.44. Also for better interpretation the researcher had to cluster three items because the participants' numbers were smaller in relation to the other items results. Therefore, eight years range was clustered with the other choose options, which are from eleven years to more than 20 years, as can be seen in the table 4.44 below:

Table 4.44 Descriptive statistic by length time in the company

Demographic Item	N	%	Valid %	Cumulative %
Less than two years	98	22.6	22.6	22.6
2 to 4 years	155	35.8	35.8	58.4
5 to 7 years	91	21.0	21.0	79.4
8 years and above	89	20.6	20.6	100.0
Total	433	100.0	100.0	-

1. Monetary factor results

The ANOVA testing of this factor revealed that the length of time the employees' had in the company relating to their opinion about the monetary factor indicated that there

were statistical significant. Therefore we accepted the alternative hypothesis and we rejected the null hypothesis. See table 4.45.

Table 4.45 Monetary factor ANOVA results by length time in the company

Items	Sum of squares	df	Mean	F	p
Between groups	2.603	3	0.868	4.381	0.005*
Within groups	84.987	429	0.198	-	-
Total	87.591	432	-	-	-

* $p < .05$

2. Organizational culture factor results

The ANOVA confirmed that the opinion of the employees concerning the organizational culture motivational factor was different. Regarded the length of time with culture, work condition, managers and coworkers relationship, communication, and work condition; the ANOVA asserted that there were statistical significant. Therefore we accepted the alternative hypothesis and we rejected the null hypothesis. See table 4.46.

Table 4.46 Organizational culture ANOVA results by length time in the company

Items	Sum of squares	df	Mean	F	p
Between groups	4.804	3	1.601	10.754	0.000*
Within groups	63.880	429	0.149	-	-
Total	68.684	432	-	-	-

* $p < .05$

3. Benefits factor results

The ANOVA results for this factor of motivation affirmed that the opinion of the employees differed according with the length time working in the company that was indicative of our findings. Regarding with the length time to social security, job security, and insurance; the ANOVA indicated that there were statistical significant. Therefore, we accepted the alternative hypothesis, see table 4.47. This result can be the hope for the employees because the more time they work in the company the better the benefits that will satisfy their needs.

Table 4.47 Benefits ANOVA results by length time in the company

Items	Sum of squares	df	Mean	F	p
Between groups	6.243	3	2.081	17.236	0.000*
Within groups	51.797	429	0.121	-	-
Total	58.040	432	-	-	-

* $p < .05$

4. Recognitions factor results

The ANOVA revealed that the opinion of the employees concerning the motivational factor of recognition presented that there was different in accordance with the length of time. Regarding the length time with employee performance, goal achieved, and acknowledgement, the ANOVA indicated that there were statistical significant as we can see in table 4.48. The employees with more time working in the company obtained more experience and more knowledge therefore they were given recognition for their knowledge and work experience.

Table 4.48 Recognition ANOVA results by length time in the company

Items	Sum of squares	df	Mean	F	p
Between groups	4.371	3	1.457	6.278	0.000*
Within groups	99.554	429	0.232	-	-
Total	103.925	432	-	-	-

* $p < .05$

5. HRD actualization results

The ANOVA revealed that the employees' length of time had a strong difference in their opinion about the HRD actualization as factors of motivation in the organization. Regarding length time to promotion, training opportunity, career development, and self-actualization, the ANOVA indicated that there were statistical significant. See table 4.49. Therefore we accepted the alternative hypothesis, which indicated that there existed a different opinion about the HRD actualization related to the length time the employees had in the organization.

Table 4.49 HRD actualization ANOVA results by length time in the company

Items	Sum of squares	df	Mean	F	p
Between groups	12.799	3	4.266	13.623	0.000*
Within groups	134.346	429	0.313	-	-
Total	147.145	432	-	-	-

* $p < .05$

6. Different opinion among age range

The results gathered from the ANOVA in the testing of this hypothesis of the five different motivational factors, revealed that the sixth alternative hypothesis was accepted while the null hypothesis was rejected, see table 4.50 below;

Table 4.50 ANOVA results of five motivational factors by length time in the company

Items	Sum of squares	df	Mean	F	p
Between groups	2.466	3	0.822	8.555	0.000*
Within groups	41.211	429	0.096	-	-
Total	43.676	432	-	-	-

* $p < .05$

With this we can say that the length of time that the employees have working in the company had a strong influence on the opinion or perception about the factors of motivation that can help them to feel satisfied with their jobs. On the hand, their satisfaction in the workforce improved their overall performance.

Summary and discussion of the hypothesis results

Table 4.51 below illustrates the factors that were either statistical significant or no, by the employees' responses to hypothesis one thru six. In each case the factors were presented with each hypothesis and their items.

Following this section the final chapter presences the study conclusions and recommendations for future researcher related to motivational factors.

Table 4.51 Hypotheses: statistical significant vs. no statistical significant

Hypothesis	Statistical significant	No statistical significant
Hypothesis 1		
Monetary factor	X	
Organizational culture factor		X
Benefits factor		X
Recognitions factor		X
HRD actualization factor	X	
Hypothesis 2		
Monetary factor	X	
Organizational culture factor	X	
Benefits factor	X	
Recognitions factor	X	
HRD actualization factor	X	
Hypothesis 3		
Monetary factor	X	
Organizational culture factor		X
Benefits factor	X	
Recognitions factor		X
HRD actualization factor		X
Hypothesis 4		
Monetary factor	X	
Organizational culture factor	X	
Benefits factor	X	
Recognitions factor	X	
HRD actualization factor	X	
Hypothesis 5		
Monetary factor		X
Organizational culture factor	X	
Benefits factor		X
Recognitions factor		X
HRD actualization factor	X	
Hypothesis 6		
Monetary factor	X	
Organizational culture factor	X	
Benefits factor	X	
Recognitions factor	X	
HRD actualization factor	X	

Note: In the factor of organizational culture exists two items that are work condition, but the question is different, remitted to the questionnaire survey in appendix B

According to the results we can conclude from the six different hypotheses that the employees' as human being has different needs, different opinion, ideas, and perception, as Maslow stated in his theory where he indicated that everyone one has his/her own needs and goals (Maslow, 1970), in the same way the expectancy theory assumes that part of the motivation is an individual's desire to satisfy his or her needs (Cullen & Parboteeah, 2005, p.546). In this way the results supports, the theory where Maslow's stated that the own needs that an individual's or employee's has is what will motivate them to strive to improve their performance. For these reasons it is important that the company before try to apply any plan or factor of motivation, must survey the opinion of its workforce, because according to the results of these hypotheses the opinion and perceptions of the employees' in the workplace vary depending on the demographics factors, such as; age, marital status, area working in, and so on. In this way the company can get a successfully outcome with the employees' motivation and performance. We have to keep in mind that the level of motivation also depends on people's belief regarding how much, or if, their effort at work will eventually satisfy their needs as Nelson & Spitzer (2003) says, in their research, that everyone has his or her own set of additional personal need.

Getting these results about the different opinion or perception that the workforce had about motivation the organization now can better create criteria to evaluate and analyze the motivation and improved in the same way. According with Hiam (1999) where he stated that some of the criteria that can results to evaluate motivation have a linked with the Maslow's hierarchy of needs.

Main findings

Importance of the five categories of motivational factors, and if the monetary aspect were more relevant than the non-monetary aspect

With the results that the researcher got from the questionnaire survey and the results launched by the statistical analysis's, we can realize that the assumption that the employees' tend to be more motivate by the non-monetary factors were the result that we got from the survey to Cervecería Hondureña. The survey applied evaluated five

different factors of motivation based on the Maslow's hierarchy of needs and Herzberg's two factors theory. These factors were monetary, organizational culture, benefits, recognitions, and HRD actualization. The researcher pulled out the ten top factors of preferences to the target population selected and the result was that the last positions were occupied by the monetary factors. While the first position was occupied by the benefit factor followed by the organizational culture. Then in third position was the HRD actualization. It was amazing that the recognition factor didn't get any position in this ranking. Nevertheless, we can see that the results gotten from this study confirmed the statement that several books about motivation said that the money is not the only one or more important way to motivate the employee. However, the other factors had no relation with money but are also important, said that "money alone isn't enough to motivate people to excel on the job. In fact, the most effective incentive systems blend monetary with non-monetary forms of rewards – and often it's the non-monetary types that prove the most motivating." (Harvard Business School, 2005) And we can see this statement reflected in the results in this study survey of the top ten ranking. Also other article stated that "money is not the only one motivator and it is not the primary motivator for everyone" (Rynes, Gerhart, and Minette, 2004). The researcher wishes to clearly indicate that this means that the money was not important, not at all, the money also was a very important factor of motivation, but alone doesn't have much effect on motivation.

As we saw in the literature review, all the theories that were explained in chapter two supported the result obtained in chapter four because these theories explained that the motivation factors in the workplace were more non-monetary than monetary. The researcher with these theories gathered the support for the results that we saw in chapter four. Also other sections in chapter two the authors wrote about motivating employees and provided some items or some ideas of the sort of motivational factors that would help to improve the employee motivation as well as presented the results that the organization can get from applying these items or ideas. But the important and relevant point here is to realize what we said before, that the organizations most think beyond the money to motive their employee. The organization need to balance the monetary and non-monetary factors in order to better employees' performance and job satisfaction. The best way to choose the right motivational factors is to understand what employees value most. The

best way the researcher consider one can better understand these factors is to take a closer look at the statistical results relating to the demographics items because there are different opinion about the motivational factors related to different demographics items. In the following paragraph the researcher will explain in detail these results.

Remember that the money was not the only one motivator that would help the company to improve the employee motivation and at the same time the performance. As we said before money is important as none of us can honestly say that financial incentives don't matter in our professional lives. However, in this case study money alone isn't enough. Here we touch again the point that the mixture of motivational factors, taking into consideration the employee demographics items, their need, feeling, perception, and so on.

The relationship between demographic items and motivational factors

The demographic items of the employee affected the motivational factors and these results supported other studies that were referenced in this study. Therefore, to improve the performance the managers, in the organization, most examine carefully these demographics factor to get better results. To apply the different factors and get successfully motivated employees' the management needs to let the employee feel motivated and satisfy in his/her workplace then they will strive more in the work that he/she is doing, so as to achieve his/her goals and improve their performance. Now let see in the conclusion the results obtained from the six different hypotheses.

Before managers in the organization take any decision to apply new motivational factors and improve the motivation of their employees the managers must survey carefully the opinion, perception or needs of the employees. Then they would have better results of the motivational factors they need to apply in the workplace. As we saw in the results gathered form the hypothesis, ninety percent (90%) of the hypothesis were accepted which stated that there were difference opinion among the employees from different demographics items. Thus, if the organization really wants to improve the employees' motivation and their performance the managers must take meaningful survey about the motivational factors before making any conclusion. This statement is supported by others dissertation, studies, and literature. For example Nelson & Spitzer (2003) says

that everyone has the same basic needs but our priorities are in state of constant flux; so we realize that importance to first survey and identify what the workforce really need and want, because if the company misunderstand this point and apply other kind of motivational factors instead of motivated them may be will create a de-motivator.

To conclude we can say that any company around the world must keep in mind the importance of motivating their employees because all the talent is meaningless unless the organization motivate their workforce to produce their best results on the job. Just through motivation can managers help their employees generate the excellent performance that enables companies to boost profitability and survive, even thrive during tough times.