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MOTIVATION & PRODUCTIVITY RELATIONSHIP: A STUDY ON THE SUPERSTORES OF DHAKA

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ABSTRACT

The study investigated the relationship between motivation and productivity of employees' working in the superstores located in Dhaka. 213 participants were selected through stratified random sampling from the population of staffs of the superstores. The data were analyzed using frequency distribution, multiple regressions and one sample t-test. The findings revealed that employees believe that motivation increases productivity whereas tight schedule and improper working condition hindering them from performing at their highest level. Employee motivation was dependent on independent variables such as different types of monetary benefits and non-monetary benefits. Monetary benefits proved to be the most influential factor. In case of motivation and productivity relationship both the null hypothesis got rejected implying the two are related and superstore employees are satisfied with the current motivational efforts pursued by those stores. Based on the findings, it was recommended that monetary benefits could be stretched along with the prevalence of a bit flexible and upright working condition to get the desired outcome from the employees.

KEYWORDS

Motivation, Productivity, Superstores.

INTRODUCTION

Employee motivation started as an experimental project in the early 19th century. Ultimately it evolved as a prime factor of today's organizational success. In this fiercely competitive business environment containing talented employee is extremely crucial. Human capital can be a point of differentiation for any organization. According to Harrington (2003), having an outstanding workforce and better utilization of ideas - are the key success factors to any organization. Productivity is highly correlated to employee motivation. It has been proven in many studies that productivity and employee motivation are positively related. When the motivational factors get intensified, then the productivity of employees also increases. There are many academic theories regarding this very issue.

Employee motivation is important for any organization's success and superstores operating in Dhaka are not an exception. This study attempts to explore the motivational impact on productivity regarding employees working in those stores. This attempt begins with the overall market situation of the superstores and the need to define human resource development, motivation, productivity and the impact of motivation on productivity.

The idea of all essential commodities under one roof is the driving force behind the success of supermarket business in Bangladesh, which saw around Tk. 20 million investments in the last five years. Superstores are set to boom in the country as the current market players are planning to open several hundred more outlets in the next few years to cope with the rising demand from the consumers. The annual turnover of the superstores now stands at around Tk 15.0 billion, according to Bangladesh Supermarket Owners Association (BSOA). Hassle-free shopping environment, hygienic commodities, fresh vegetables, meat and fish at the supermarkets are wooing the customers besides, every commodity is available in this supermarket, and the supermarkets offer good services to working people, who really find little time for shopping in the daytime. Researchers are focusing on the employees' productivity level that is influenced by the current motivational efforts made by these stores.

According to Valentino Piana (2001), there are two generic types of productivity. One is physical productivity and the other one is economic productivity. The first type of productivity refers to the quantity of output produced by one unit of production input in a unit of time. Economic productivity, on the other hand measures the value of output in terms of input used to produce that one unit of output. And it is worth mentioning that both technological and market elements play a significant role in determining economic productivity. Furthermore Valentino Piana (2001) identified many factors which can increase the productivity. Those were new technology, investments, innovative efforts, imitations, supply chain management, infrastructure, and involvement of employee motivation. In addition, firms' incentives for the employees also increase the productivity because incentive provision stimulates the work environment.

Motivation plays an illustrious role in increasing the productivity of the employees of any organization that's why the researchers are conducting research on this very issue. The functionality and the performance of any firm depend mostly on the performance of employees who are responsible for the fulfillment of mission and vision.

The motivated employees will try hard for the sake of the firm and they think it as their firm on which not only their food and shelter but also the prosperity depends. Therefore this particular research work will help to assess the motivational efforts pursued in different superstores of Dhaka city in order to raise the level of productivity and to observe the relationship between these two.

RATIONALE OF THE STUDY

The research on this type of issue- motivation and productivity has created interest for many scholars and many of them have found a positive correlation between motivation and productivity. However, it can be noted that the relationship between motivation and productivity are not that much explored in Bangladesh and this reasoning provided the foundation for the research work.

The importance of employees in any business cannot be confined at any respect. It is a widely accepted phenomenon that the businesses which are not nourishing and maintaining motivated workforce place are not recognised as a productive and quality business enterprise. Another aspect is that by motivating employees as far as the firms could lead to the achievement of mission and vision. Along with this factor, productivity is related. All these factors raise the interest level of the researchers to do a thorough research on this topic.

LITERATURE REVIEW

One of the driving forces that energises the employees of any firm both physiologically and psychologically in order to achieve their goals is motivation and for boosting up motivating environment it is required to create and enhance the atmosphere that brings equity and harmony for all and most importantly for the benefit of the involved parties (Lam & Tang: 2003). Tietjen & Myers (1998) indicated that motivated employees are usually satisfied employees and works for the best interest of the organization. Manager is responsible for maintaining motivation which needs to be effective by all means and s/he needs to know the environment as well as the state of mind of the employees for which the initiatives are directed. Nevertheless motivation also come from inside that helps to exert resources without any external stimulus. It is that phenomenon which helps maintaining a harmonious relationship among all the parties associated (Thwala & Monese, 2008).

The primary goal of motivation is to make the employees determined to fulfill the goals and objectives of any firm through increasing the level of productivity and at the same time raising their satisfaction level. Thus Robin DeCenzo (2002) cited that, motivation refers to the actions by which the willingness of the employees to exert high level of effort to reach organizational goals increases more than ever, and most importantly satisfy some form of personal need such as self-esteem. There is evidence that employees are best-motivated when they are pursuing specific "goals". This works best when the goals set are challenging but realistic, and when employees themselves are given the opportunity to participate in deciding upon the goals (Mullins 1996).

On the other hand some scholars like Campbell and Pritchard (1976), defined motivation from a different perspective. They defined motivation as the relationship between independent and dependent variable that tries to explain different behaviors such as amplitude, direction, persistence, ability to understand the nature of the task and the limitations of the environment. So to motivate people to achieve a common goal it is needed to understand the nature of motivation, principles and different theories related to it.

The productivity of workers in developed countries has been extensively explored over the past decades. For instance, as reported by Kaming et al (1997). Borcharding and Oglesby (1975) investigated the effective utilization of manpower and potential factors influencing productivity on large projects; whereas Borcharding and Garner (1981) and Maloney and McFillen (1986, 1987) examined workforce motivation and productivity.

Furthermore Thomas (1981) employed activity sampling to investigate labor productivity, while Horner et al (1987) elaborated on the relationship between management control and labor productivity. Allmon et al (2000) went ahead to study the labor productivity trends, (1970 – 1998). Goodrum and Haas (2001) while closing discussion on the work of Allmon et al (2000) brought up arguments to further establish the fact that projects are rarely similar and identical undertakings are virtually non-existent.

A motivated employee is a loyal employee and this loyalty implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance (Martin Bruce 1962). According to McClelland (1961) individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs. McClelland suggests that achievement, affiliation, competence and power are the four types of motivational drives that are found in individuals who are self-motivated and this may be the case for many workers.

Motivation plays a part in enhancing labor productivity (Smithers and Walker, 2000) and forms the basis for identification of the work environment factors. For example, Laufer and Moore (1983) advocated the use of financial incentive programs to improve labor productivity, reinforcing Maloney's (1981) thesis of driving forces that led to productivity improvements. Nearly all employees, regardless of their occupation or their status in an organization's hierarchy, are motivated to some extent by pay (Wiley 1997). For relatively unskilled workers in mundane jobs, money is usually the major motivating factor (although not necessarily the only one), but higher-level employees will also desire less tangible rewards.

Autonomy and comradeship (Edwards and Eckblad, 1984) are also found to be important aspects that inspire the workers to be self-motivated about their work. However, much work in linking motivation and productivity relied on Herzberg's sample involving mainly white-collar professionals (Mullins, 1996). Furthermore, Hofstede (1980) decried such motivational theories as merely point made about the *ad nauseam* emphasis on the managerial perspective in the quest to ameliorate productivity.

According to Frederick Irving Herzberg, Mausner, and Snyderman (1959), employee needs to be empowered in order to increase motivation and he identified some motivators such as achievements, recognition, growth, interest in the job are crucial. There is an old saying that you can take a horse to the water but you cannot force to drink. It will drink only if it is thirsty, same reasoning holds well with some people but others do not follow the same path. People will devote only if they are motivated. So they must be motivated either by themselves or by extreme stimulus. Lastly whatever the causatives are what matters is motivation increases productivity and to prove that fact researchers will conduct a study on superstores located in Dhaka city. The views of scholars of management will prove to be vital in preparing the questionnaire, analysis and validate the inferences.

OBJECTIVE OF THE STUDY

The objectives of this study are as follows:

1. To observe whether there is a relationship between motivation and productivity at the superstores of Dhaka.
2. To identify that the employees of superstores are satisfied or not with the current motivational effort made by those stores.

METHODOLOGY

Methodology is not only concerned with data collection but also provides the logic behind choosing methods in order to describe and analyze the data. As a result, it is very important to mention that what methods and why those will be used in this study paper and because of this reason, research idea, objectives and questions have an impact on the methods. This part focuses on the tools for collecting and analyzing the data in addition to research approach, process, data collection and sample size etc. along with the logic for choosing any specific method.

RESEARCH IDEA

The idea of the research is, '*Motivation & Productivity Relationship: A Closer Look at the Superstores of Dhaka*'. The entire research will be roaming around this particular topic and analysis will be done to authenticate the conclusion.

RESEARCH QUESTIONS

To achieve these research objectives following research questions are identified-

1. Is there any relationship between motivation and productivity?
2. Whether the employees of the superstores are satisfied with the current motivational effort?

RESEARCH APPROACHES

According to Saunders, Lewis and Thornhill (2007), inductive research approach and deductive research approach are the two research approaches usually used. *Inductive Approach* is nothing but followed to collect data to develop new theories by joining the relevant literature and on the contrary *Deductive Approach* is

used in order to improve any earlier theory and analyze the pragmatic observations. In this research paper inductive approach is followed as researchers want to establish relationship between motivation and productivity.

RESEARCH PROCESS

The qualitative data are contained with visual information while the quantitative data explains the information based on statistics. For this particular study, exploratory research is followed to get the statistics of the motivation and productivity at superstores of Dhaka.

SAMPLING FRAME, SAMPLE SIZE & SAMPLING TECHNIQUE

A total of 21 superstores are located in Dhaka and employees of all these are taken under consideration for the survey. A total of 213 questionnaires are delivered to respondents. Stratified random sampling is used to collect the data because respondents are drawn from different designations.

DATA COLLECTION

The information and data are collected mainly from primary sources. To gather information regarding the employee motivation and production, employees and managers are surveyed using a closed-end questionnaire.

DATA ANALYSIS

The data is analysed by using different statistical tools such as frequency distribution, multiple regression, and one-sample t-test. Statistical Package for Social Sciences version 17 is the most preferable tool used for analysing primary data.

RESULTS AND DISCUSSION

In this portion of the research paper the researchers will use different quantitative research mechanism to present an in-depth idea regarding the impact of motivation over the productivity of the Bangladeshi Superstore employees. Descriptive statistics, frequency tables, one-sample T- tests and multiple regression analysis– all these are the major statistical tools generally used in social sciences and this business research is not going to be an exception.

FINDINGS FROM DESCRIPTIVE STATISTICS AND FREQUENCY TABLES

At first the researchers want to pinpoint the generic features of the respondents. Majority of the respondents were male and their age was within 26 years. Most of the employees who were interviewed were sales people and their earning was Tk. 15,000 or less than that. Majority of the employees interviewed were permanent in those superstores and their educational qualification is satisfactory – Bachelor degree. Majority of the sample surveyed employees were working in respective superstores for 4 years or less. Let's talk about the motivational issues. A wide majority (86%) of the respondents believed that they were motivated and around 75% of the respondents were motivated by monetary benefits. Among the monetary benefits, respondents preferred pay increase as the preferred medium of monetary benefit, instead of bonus, commission and profit share. Among the non-monetary benefits, sample surveyed respondents, majority preferred holiday packages instead of medical services, day-care facilities and parking facilities. Getting aligned with the theoretical frameworks, almost 98% of the respondents had found strong relationship between motivation and productivity. Majority of the sample respondents are satisfied with the monetary and non-monetary motivational scheme. Among the on-the-job facilities employees preferred flexibility the most, on the other hand a significant majority of the respondents wanted tight work schedule to get abolished. Around 85% of the respondents believed that they were a part of the organization and they also believed that they were doing their desired job meaning that their job descriptions were perfect. Majority of the respondents believed that they were never forced to do anything that they did not prefer. Around 96% of the respondents believed that they were exerting their best possible service to the respective firm and they believed that improper working condition was the biggest hindrance towards productivity. They had also commented that it was better working condition that generally made the employees more productive. While interpreting the descriptive statistics and frequency table numbers one should be very careful about the extreme values since standard deviation for majority of the research variables are quite high. Among 22 research variables, for 12 variables the measure of skewness was positive meaning that the *tail* on the right side was *longer* than the left side and the bulk of the values lied to the left of the mean. The negative skewness found in case of 10 variables indicated that the *tail* on the left side of the probability density function was *longer* than the right side and the bulk of the values (possibly including the median) lied to the right of the mean. In case of all the research variables, the Kurtosis was less than 3, so the frequency distribution was Platykurtic by nature, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean.

TABLE- 1: DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Gender	213	.70	.457	-.901	.167	-1.199	.332
Age	213	2.21	.873	.477	.167	-.342	.332
Designation	213	3.35	.809	.246	.167	1.274	.332
Monthly Income Level	213	3.35	.809	.246	.167	1.274	.332
Educational Qualification	213	2.72	.893	-.497	.167	-.416	.332
Type of Employment	213	1.92	.468	-.282	.167	1.393	.332
Work Tenure	213	1.86	.911	.851	.167	-.114	.332
Employee Motivation	213	.86	.349	-2.080	.167	2.347	.332
Factors that Keep Employees Motivated	213	1.25	.436	1.141	.167	-.704	.332
Types of Monetary Benefits Preferred by Employees	213	1.76	1.016	1.149	.167	.080	.332
Types of Non-monetary Benefits Preferred by Employees	213	1.93	.680	.633	.167	1.046	.332
Employees Observation on Relationship between Motivation and Productivity	213	.97	.166	-5.744	.167	3.287	.332
Employees Satisfaction Level on Facilities Provided in superstores to Motivate Them	213	2.10	.755	.033	.167	-.795	.332
Facilities that Employees Count	213	2.46	1.062	-.086	.167	-1.235	.332
Facilities Unwanted by Employees	213	2.82	1.094	-.415	.167	-1.155	.332
Organizational Commitment	213	.87	.374	-1.400	.167	2.523	.332
Factors that make Employees more Productive	213	2.45	1.234	.000	.167	-1.612	.332
Employees Preferred Job Description	213	.76	.428	-1.230	.167	-.492	.332
Pressurizing to Do that Employees Do not Like	213	.44	.497	.257	.167	-1.952	.332
Employees Level of Performance	213	.96	.202	-4.583	.167	1.186	.332
Hindrances to Highest Performance	213	2.42	1.046	.058	.167	-1.182	.332
Factors that will Motivate more than Anything	213	2.54	1.199	-.133	.167	-1.524	.332
Valid N (list wise)	213						

A wide majority of the conclusions drawn from the descriptive statistics and frequency table gets aligned with the findings of the academicians. Very much like our findings, Lam and Tang (2003) had found evidence that in case of low-earning jobs, monetary benefits motivated employees to a greater extent than the case with non-monetary benefit. The aforementioned researchers had found opposite findings in case of high-paying employment opportunities. Very much like this case, Lam and Tang (2003) had also found strong evidence that among low-paid employees, pay increase was the most influential motivators and bonus, profit share etc. are the secondary issues. Holiday packages were the optimal non-monetary motivating factor as per their study goes. On the contrary according to Valentino Piana (2001), to get a proper picture in case of any business research where productivity is associated with motivation, the questionnaire based sample survey needed to be disguised by nature, since he believed that majority of the respondents would answer positively to an undisguised questionnaire but this observation does not invalidate the inferences drawn here.

FINDINGS FROM REGRESSION ANALYSIS

There had been two regression equations which were checked. In both the cases the dependent variable was a dummy one – motivational status of the employees (whether they are motivated or not) working at different outlets of superstores. In the first case the independent variable was motivational factor (factors that keep employees motivated) and in the second case the variables were monetary benefit and non-monetary benefit.

Relationship of motivation with motivational factor:

TABLE- 2: RESULTS OF REGRESSION (ONE)

Variable	Regression Coefficient	Standard Error	t value	p> t (one tail)
Motivational factors	0.109	0.055	- 1.99	0.046
Constant	0.996	0.072	13.76	0.00

N = 213, F = 3.996, P > F = 0.047, Adjusted R square = 0.019, R square = 0.136

The theoretical regression equation is like: Motivation= Constant (β_0) + β_1 Motivational factors + error.

In reality after the analysis it is somewhat like: Motivation = 0.996 + 0.109 motivational factors.

Therefore, what should be the motivation level basically depends on motivational factors on a positive tone (meaning if the independent variables increases, then motivational level will also increases and vice versa).

F = 3.996 and Probability > F = 0.047

The computed F –Value (3.96) is used to test the significance of the regression. The large F value and its related small P value indicate that the overall

regression’s ability to predict the motivational status is significant thus we can easily reject the null hypothesis. ($H_0: \beta_1 = 0$).

$r^2 = 0.019$

The regression equation explains only about 2% of the total variation in the dependent variable. So, the explanatory power of the regression equation is at an inadequate level. So, for a much better explanatory equation, more useful independent variables should be included in the equation.

$\beta_1 = 0.109, t = -1.99, p > t = 0.046$

In this case the large t-statistics and very small p value indicates that the regression co-efficient of motivational factors which is indicated by β_1 is significantly different from zero in fact more than zero. Given, the other independent variable in the regression function, motivational factors cannot be dropped from the

regression function. The p value equaling to 0.046, is the probability of obtaining a t-value at least as large as -1.99 even if the hypotheses $H_0: \beta_1 = 0$ is true. Since this probability is extremely small, H_0 is unlikely to be true and it is rejected.

As the regression equation is alluding to a positive gradient consequently it will always ensure that there remains strong positive relationship between motivational status and motivational factors.

Relationship of motivation with monetary and non-monetary benefit:

TABLE- 2: RESULTS OF REGRESSION (TWO)

Variable	Regression Coefficient	Standard Error	t value	p> t (one tail)
Constant	0.863	0.078	11.078	0.000
Monetary benefit	0.068	0.023	2.935	0.004
Non-monetary benefit	- 0.064	0.035	- 1.851	0.006

N = 213, F = 5.452, P > F = 0.005, Adjusted. R square = 0.049, R square = 0.222

The theoretical multiple regression equation is like: Motivation= Constant (β_0) + β_1 monetary benefit + β_2 non-monetary benefit + Error.

In reality after the analysis it is somewhat like: Motivation = 0.863+0.068 monetary benefit - 0.064 non-monetary benefits.

Accordingly, what should be the motivation level basically depends on monetary benefit on a positive tone (meaning if the independent variables increase, then motivational status increases and vice versa) and non-monetary benefit on a negative tone (meaning that if this independent variable decreases, then motivation increases and vice versa).

F = 5.452 and Probability > F = 0.005

The computed F –Value (5.452) is used to test the significance of the regression. The large F value and its related small P value indicate that the overall

regressions’ ability to predict the motivational status is significant. Hence we can easily reject the null hypothesis. ($H_0: \beta_1 = \beta_2 = 0$).

$r^2 = 0.049$

The regression equation explains only 5% of the total variation in the dependent variable. So, the explanatory power of the regression equation is at an inadequate level. Thus, for a much better explanatory equation, more useful independent variables should be included in the equation.

$\beta_1 = 0.068, t = 2.935, p > t = 0.004$

In this case the large t-statistics and very small p value indicates that the regression co-efficient of monetary benefit which is indicated by β_1 is significantly different from zero in fact more than zero. Given, the other independent variable in the regression function, monetary benefit cannot be dropped from the

regression function. The p value equaling to 0.004, is the probability of obtaining a t-value at least as large as 2.935 even if the hypotheses $H_0: \beta_1 = 0$ is true. Since this probability is extremely small, H_0 is unlikely to be true and it is rejected.

$\beta_2 = -0.064, t = -1.851, p > t = 0.006$

In this case relatively large t-statistic and relatively smaller p value indicate the co-efficient of non-monetary benefit is significantly different from zero. So we are accepting $H_0: \beta_2 = 0$. Given, the other independent variable in the regression function, non-monetary benefit cannot be dropped from the regression function.

This regression results goes in conformity with the existing academic results. Robin DeCenzo (1995) conducted similar kind of research regarding the impact exerted by monetary and non-monetary benefit on motivational status. He had found a less explainable regression model depicted by R square, even though both of the factors possessed their expected sign. The rationale behind the inadequate explanation power was the absence of even-more influential factor in the model. Borcharding and Garner (1981) conducted a full-fledged research on the association between motivation and motivational factors across 13 industries. Even-though he had found evidence of inadequate R square, the factors possessed expected signs and the model was statistically significant. Smithers and Walker (2000) had found evidence that monetary benefits exerted more influence over motivational status than the case with non-monetary benefit – the study was conducted over 856 workers who were working in steel and iron manufacturing plant and were relatively ill-paid. On the other hand, Goodrum and Haas (2001) had found evidence of completely opposite scenario where non-monetary benefits exerted more influence over motivational status than the case with monetary benefit – the study was conducted over 123 white collar employees who had been adequately paid.

FINDINGS FROM HYPOTHESIS TESTING

Two hypotheses were formed and tested using the data collected from the sample survey.

Hypothesis One

H_0 : There is no relationship between motivation and productivity.

H_1 : There is a relationship between motivation and productivity.

Hypothesis Two

H_0 : Employees working at different superstores at Dhaka are not satisfied with the motivational scheme.

H_1 : Employees working at different superstores at Dhaka are satisfied with the motivational scheme.

Based on the t-statistics and associated significance level, the researchers had to reject both of the null hypotheses. Therefore, it was evident that motivation and productivity were interlinked. Most importantly it was also evident that employees working at different superstores of Bangladesh are satisfied with the motivational scheme. Both of these findings get aligned with the existing academic literature. Edwards and Eckblad (1984) had found strong evidence that motivation and productivity were strongly correlated – based on a rigorous survey conducted on 1765 sample respondents representing more than 23 industries. The aforementioned researchers found that to keep employees motivated to their works, at first the employees needed to be self-motivated. They had found evidence that almost 78% of the respondents were satisfied with the motivational program of the respective firms. Mullins (1996) replicating Hertzberg's sample involving mainly white-collar professionals had found strong evidence that motivation was the driving force behind productivity. According to Mullins (1996), majority of the sample respondents seemed to be satisfied with the motivational packages at work. Hence, it is established that motivation and productivity are related and motivation increases productivity.

RECOMMENDATIONS

As the researchers have concluded all the necessary analysis to show the relationship between motivation and productivity now it is time to make necessary recommendations regarding the topic of analysis.

- The young people are more motivated and enthusiastic to work more and be productive they prefer monetary benefits and dislike tight work schedule, improper working environment with the prevalence of nepotism and autocratic leadership so in order to motivate them superstores can establish and promote a bit more flexibility, democratic leadership as well as participative management style so that this group of employees remain motivated and become more productive.
- Usually low earners strive to earn more and for that reason they perform their designated responsibility more cautiously than others and prefer monetary benefits. They believe in motivation productivity relationship so to keep them motivated superstores can increase their pay as well as tie up their performance with that of the compensation which will ensure achievement of organizational goal.
- Those who have worked for the superstores for longer years are more relaxed and support facilities that will make them and their work more enjoyable. But the employee who has a less work tenure prefers ways to increase their financial benefits. That's why superstores need to tailor their scheme accordingly.
- Employees who are not motivated at all need special attention because if they are not motivated they will not be productive. Authorities can talk to them; listen to the grapevine to get idea about their liking and way of thinking about the job which help to find out the ways to make them motivated.
- Some employees are not performing at their highest level and they think that lack of motivation is clogging them from doing so. That's why motivation from both monetary and non-monetary sides will make them more productive than ever.

So, after considering all the recommendations superstores of Dhaka city can surely enrich the morale of their employees to make them more motivated and productive which will in turn help them to become more profitable.

CONCLUSION

Motivation and productivity are very interlinked as indicated by the scholars of management. They have found very high relationship between these two variables. And the analysis of the researchers also found that there is a very high positive relationship between these two. As there is a relationship so the superstores want to find out the ways to motivate its employees and thus make them productive.

This researcher work is done basically to identify whether the motivated employees increase productivity and the factors that motivate most. In superstores of Dhaka most of the employees are motivated and satisfied with the facilities provided even though different demographic component influences motivation differently. The type of benefit- monetary and non-monetary, working environment, work schedule and age proved to be vital in determining motivation and increasing productivity.

Therefore the research work identified rightly that motivation increases productivity as it has been proved that motivation and productivity are related.

LIMITATIONS OF THE STUDY

Every study of work and effort that has been made so far always has some sort of limitations and this study will not be an exception.

- Employees working at different divisions and part of the superstores are interviewed at the time of the analysis. According to their comments, the researchers could perceive the actual scenario. But since all the analysis is concentrated on the Dhaka based stores– the interpretations may be truer for this particular region.
- For the sake time and budget constraints, researchers visited only Agora, PQS, Meena Bazar, Nandan Mega Shop, Pacific, Pick and Pay, Etc, Shop & Save, Family World, Shwapno, G-Mart, Pacific, Shoppers World, A to Z out of the many superstores of the country. So the research could easily be constrained to the sampling and non-sampling error.
- Since every respondent will be prone to overestimation bias and other irrational decision making process, the responses could easily be inaccurate and vague. So these will certainly affect the level of the researcher's recommendations.
- Since those in chairs at times did not provide researchers with adequate information, some issues had to be estimated and assumed from the experience and exposure.

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