

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Trade and Finance



Bachelor Thesis

**Motivation and its Effect on Job Satisfaction: Case
Study of a Tajik Firm**

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BACHELOR THESIS ASSIGNMENT

Dzhovidon Bakozoda

Business Administration

Thesis title

Motivation and its Effect on Job Satisfaction: Case Study of a Tajik Firm

Objectives of thesis

There are several reasons why employee motivation is important. Mainly because it allows management to meet the company's goals. There are two types of motivations – intrinsic (internal desire) and extrinsic (external desire). Intrinsic motivation means that desire to work comes inside of person, he self-inspired to do the work. Other is extrinsic type of motivation, which based on external push, outside stimulation to do the job.

Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. That is why companies spend much effort to have motivated personnel. But, the problem is that for each company the motivation system may be different.

The objective of the following thesis study the the role of pecuniary awards or incentive on the work satisfaction and the general perception of work on the example of a middle-sized firm with approximately 800 employees based in Dushanbe, Tajikistan. In order to reach the aforementioned objectives, the author tests the total number of nine different hypotheses that will help the author to reach desired conclusions.

Methodology

To do the study I'll use following research methods:

1. Literature review. The goal is to understand theories of motivation.
2. Desk research. The goal is to understand the Tajikistan business-context, country profile and statistics.
3. Company survey. The goal is to define existing methods of personnel motivation in different companies and to understand defining factor.

To be more specific, the author focuses on primary data collected with the help of a survey with the total of 119 participants' answers being recorded out of the total of 800 employees. The author collected the dataset in summer of 2022. After collecting data, the author proceeds to the hypothesis testing, where he uses the Chi-square test. The author uses the application called SPSS, which generates contingency tables and calculates chi square values.

The proposed extent of the thesis

35 – 40 pages

Keywords

Tajikistan, motivation, incentives, work satisfaction, training, management, communication, gender differences

Recommended information sources

Frederick Herzberg – "The Motivation to Work" – ISBN – 9781412815543

Herbert Petry – "Motivation: Theory, Research, and Applications" – ISBN – 9780534009366

John Paul Kotter – "Leading Change" – ISBN 9875969301405

Lydia Banks – "Motivation in the Workplace: Inspiring Your Employees (How to Book)" – ISBN – 9781884926464

Michael Armstrong – "A handbook of human resource management practice" – ISBN – 9780749446314

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Declaration

I declare that I have worked on my bachelor thesis titled "Motivation and its Effect on Job Satisfaction: Case Study of a Tajik Firm " by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 15.03.2023

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Motivation and its Effect on Job Satisfaction: Case Study of a Tajik Firm

Abstract

The objective of the following thesis lies in assessing the role of pecuniary awards or incentive on the work satisfaction and the general perception of work on the example of a relatively middle-sized firm with approximately 800 employees based in Dushanbe, Tajikistan. In order to reach the aforementioned objectives, the author tests the total number of nine different hypotheses related mainly to satisfaction, attitude to work and gender.

In order to reach the objectives mentioned above, the author uses various techniques which can primarily be categorized as quantitative. To be more specific, the author focuses on primary data collected with the help of a survey with the total of 119 participants' answers being recorded out of the total of 800 employees. The author collected the dataset in summer of 2022. After collecting data, the author proceeds to the hypothesis testing, where he uses the Chi-square test. The author uses the application called SPSS, which generates contingency tables and calculates chi-square values and conducting hypothesis testing.

To conclude, the author is able to highlight one of the most important findings made by him – in fact, the role that incentives play for worker's satisfaction and perception of working processes is likely to be strong as it was revealed in the hypothesis testing conducted by the author. Yet, the author believes that the ongoing situation is explained by the fact that the corporate structure and generally corporate culture of the country is just on its first steps of development with the economy just opening its doors to international companies after the long-lasting economic crisis caused by the civil war of the 90s.

Keywords: Tajikistan, motivation, incentives, work satisfaction, training, management, communication, gender differences

Motivace a její vliv na spokojenost s prací: Případová studie Tádžické firmy

Abstrakt

Cílem následující práce je pochopení role peněžitých odměn nebo pobídek na pracovní spokojenosti a obecné vnímání práce na příkladu relativně středně velké firmy s přibližně 800 zaměstnanci se sídlem v Dušanbe v Tádžikistánu. Za účelem dosažení výše uvedených cílů autor testuje celkový počet devíti různých hypotéz, které autorovi pomohou dosáhnout požadovaných závěrů.

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Klíčová slova: Tádžikistán, motivace, pobídky, spokojenost s prací, školení, management, Komunikace, genderové rozdíly

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List of abbreviations

SPSS ... Statistical Package for the Social Sciences

1 Introduction

Motivation plays a crucial role in determining the success of an organization. It is the driving force that compels employees to put in their best effort and achieve the goals of the organization. In a small Tadjik firm, motivation can make a significant impact on the productivity and growth of the company. Motivating employees in a small firm can be challenging as there may be limited resources available for employee incentives and benefits. However, it is essential to recognize the importance of employee motivation and its impact on the success of the company.

In this bachelor thesis, the author will explore the effects of motivation in a small Tadjik firm and examine the strategies that can be implemented to improve employee motivation in such an organization. The author will analyze the case study of a small Tadjik firm to understand the practical implications of motivation in a real-life scenario. By the end of this article, readers will gain insight into the importance of motivation in small firms and how it can positively impact the organization's performance.

2 Objectives and Methodology

2.1 Objectives

The objective of the following thesis lies in understanding the role of pecuniary awards or incentive on the work satisfaction and the general perception of work on the example of a relatively middle-sized firm with approximately 800 employees based in Dushanbe, Tajikistan. In order to reach the aforementioned objectives, the author tests the total number of nine different hypotheses that will help the author to reach desired conclusions. These hypotheses are presented below:

- 1) Variables of valuation of feedback and enjoying one's work are related.
- 2) Variables of rewarding good performance and enjoying one's work are related.
- 3) Variables of receiving training from one's manager upon request and enjoying one's work are related.
- 4) Variables of gender and enjoying one's work are related.
- 5) Variables of age category and enjoying one's work are related.
- 6) Variables of easy communication within the organization and receiving training from one's manager upon request are related.
- 7) Variables of satisfaction with one's salary in the company and rewarding good performance are related.
- 8) Variables of feeling valued in one's team and good performance being awarded are related.
- 9) Variable of gender and rewarding good performance are related.

The author describes assumptions behind every hypothesis and the motivation behind choosing those particular variables in the foreword to the author's practical part.

2.2 Methodology

In order to reach the objectives mentioned above, the author uses various techniques which can primarily be categorized as quantitative. To be more specific, the author focuses on primary data collected with the help of a representative survey with the total of 119 participants' answers being recorded out of the total of 800 employees. The author collected

the dataset in summer of 2022. After collecting data, the author proceeds to the hypothesis testing, where he uses the Chi-square test. The author uses the application called SPSS, which generates contingency tables and calculates chi square values based on the following formula:

$$X^2 = \sum \frac{(\text{Observed value} - \text{Expected value})^2}{\text{Expected Value}} \quad (1)$$

Consequently, the author follows all essential steps of hypothesis testing, which relies on the significance level of 5% selected by the author for his analysis.

In addition to the basic analysis, the author also uses various graphs, such as pie chart graph, which will help to better indicate the way how answers were distributed in the sample of respondents.

3 Literature Review

3.1 Tajikistan

3.1.1 Location, Size and Population

The Republic of Tajikistan is located in the southeast of Central Asia. It has no access to the oceans. The country has borders with Afghanistan, Uzbekistan, Kyrgyzstan and China. The area of the republic is 143.1 thousand km (Sharopov, 2012). Tajikistan is a mountainous country, about 93% of its territory is occupied by mountains, while about half of the territory lies at an altitude of over 3000 meters and 7% are plains. Absolute altitude marks range from 300 to 7495 meters above sea level. The population of Tajikistan as of January 1, 2021 amounted to 9 million 504 thousand people (Chen, 2022, p.23).

In 1860, the northern regions of Tajikistan became part of the Russian Empire. In 1924, the Tajik Autonomous Socialist Soviet Republic was formed as part of the Uzbek Soviet Socialist Republic. As part of the Union of Soviet Socialist Republics, Tajikistan has achieved success in the state, socio-economic and cultural life. The political events of the early 90s of the XX century led to the collapse of the Union of Soviet Socialist Republics and the formation of new state entities. In 1991, the independence of the Republic of Tajikistan was proclaimed.

The state system of Tajikistan is determined by the Constitution adopted on November 6, 1994. The country is a sovereign democratic legal social secular unitary state. In the form of government, Tajikistan is a presidential republic, where all power belongs to the people (Davlatov, 2022, p.32).

3.1.2 Business Domain

The history of entrepreneurship in the territory of modern Tajikistan goes back centuries. For example, the Great Silk Road was of great historical importance for the development of trade between the countries of East and West. Weapons, sheep and graceful swift-footed horses, leather goods and jewelry, silk fabrics and colored salt, fruits were famous throughout the Great Silk Road (Ceceri, 2011, p.522).

The end of the 19th century is associated with the spontaneous development of entrepreneurship that took place in the Soviet Union, primarily with the formation of the legal framework for market relations (Young, 2008, p.124). The main areas of activity were defined as “handicrafts, consumer services for the population and other activities based solely on the personal labor of citizens and their families”, especially manifested in the production of flat cakes (national bread), the development of individual and family catering enterprises, tailoring clothing, shoe repair, and private trading activities. Further, cooperatives began to develop in the areas of industry, agriculture, trade in consumer goods, public catering, the sale and purchase of apartments, the construction of transport services for the population, and so on.

3.1.3 Birth of Private Sector

Between 1992 and 1997 there was a sharp decline in GDP and production. This was aggravated by the consequences of the civil war. A deep economic crisis ensued. In 1991-2000, it marked the beginning of the transition to a market economy, the emergence of the first business institutions, the rapid denationalization and privatization of property, the development of private and collective types of property (Paoli, 2007, p.144). 39 units of enterprises were privatized in the republic, including 17 trade enterprises, 17 consumer services, 1 industrial, and 4 enterprises of other industries. In general, in 1991-2000, the number of such enterprises in the republic amounted to 6033 units. In terms of the number of privatized enterprises, the first place was occupied by the trade sector - 2059 units or 34.1%, the second place - consumer services (1859 or 30.8%), the third place - agriculture (512 or 8.5%). As a result, 4,975 privatized enterprises were transformed into private enterprises, 980 into collective enterprises, and 78 into joint-stock companies. On the other hand, individual entrepreneurs, small businesses, dehkan (peasant) farms appeared, the number of which was constantly increasing. So, if in 1991 there were 8.1 thousand people engaged in such activities, then in 1995 - 18.9 thousand, in 2000 - 62.2 thousand (White, 2000, p.8).

At the beginning of the second stage, a small business developed. In 1991, 2573 small enterprises engaged in entrepreneurial activities were registered, in 1995 their number increased to 3390, and in subsequent years their number was constantly decreasing, and in

2000 amounted to 1342. The number of employees in them also tended to decrease: in 1991 - 59.4 thousand people, then in 1995 - 38.4 thousand in 2000 - 14.8 thousand. In 1993, GDP fell by 16% (in constant prices), in 1994 - by 24%, in 1995 - by 12%, in 1996 - by 17%. Since 1998, the situation began to stabilize and improve. In the last decade, there has been rapid growth in many sectors of the economy (Jones, 2007, p.104).

In 2012, GDP amounted to 6.7 billion US dollars, or 961 US dollars per person. The average annual GDP growth was more than 6%, mainly due to remittances from labor migrants, the development of the service sector, agriculture, and industry. Inflation has decreased from 30% per year in the early 2000s to less than 6-7% at present, the exchange rate of the national currency and the budget have been consolidated. GDP per person increased by more than 5 times. The country exports aluminum, light industry products, cotton, agricultural products, electricity, semi-precious stones, and other mining raw materials. Main export partners: Turkey (40%), Russia (10%), Iran (10%), Afghanistan, China, Kazakhstan, and Switzerland (Mashokhida, 2018, p.42).

3.1.4 Current Situation

Over the past decade, Tajikistan has made steady progress in reducing poverty and developing its economy. The current GDP is \$8.2 billion. GDP per capita is \$863.2. Between 2000 and 2019, the poverty rate of the population decreased from 83% to 26.3%, while economic growth averaged 7% per year (Karimi, 2022). The reason for this can be called the fact that many migrants from Tajikistan work in the construction industry in Russia. Another reason is the desire of labor migrants to support their families in their homeland more strongly in difficult times.

The coronavirus pandemic has exposed Tajikistan's weak economy. The first blow of the pandemic fell on the main source of income for the Tajik economy - remittances from labor migrants. The coronavirus pandemic has demonstrated the dependence of the Tajik economy on remittances from labor migrants. The volume of money transfers to Tajikistan from abroad for the six months of 2020 decreased by 14.8% or \$195 million compared to the same period last year (Hasanov, 2021, p.435).

Entrepreneurship in the Republic of Tajikistan is the main component in the country's development strategy. It becomes one of the reliable pillars in the country's economy. Small and medium business plays a decisive role in ensuring the dynamic and sustainable development of the national economy, as it performs important socio-economic functions. Entrepreneurs create new jobs, replenish the budget, develop and implement new technologies, establish contacts both inside and outside the country, improve the skills of their employees, develop sectors of the economy, improve product quality, and create new opportunities. According to official statistics, the contribution of the private sector to Tajikistan's GDP remains relatively low (about 30%) (Davlatzoda, 2022, p.245).

For 2019, a total of 46465 enterprises and organizations are registered in the country, then we will analyze them by areas of activity:

- Agriculture, hunting - 9923
- Trade - 9020
- Educational institutions - 5251
- Operations with real estate - 3554
- Construction - 3320
- Manufacturing industry - 3469
- Transport and communications - 1666
- Health and social services – 1259.

Characteristics of the state of economic entities of the Republic of Tajikistan as of 01.01.2020. In total, 330,991 economic entities are registered in the republic, of which

- Legal entities - 35054
- Foreign legal entities - 374
- Individual entrepreneurs – 295563 (Sohibzoda, 2022, p.253).

3.2 Motivation

3.2.1 Importance

Employee motivation is a subject that gets a lot of attention these days. Employee motivation is one of the most fundamental of the categories used to describe the dynamics of the human mind. It covers all mental processes involved in the planning and execution of highly sophisticated types of human action, including organizational activities.

Motivation is mostly thought to be a psychological notion. Many experts believe that humans are always motivated to perform a certain action. It may be assumed that all people's acts have a purpose and a rationale based on this viewpoint. All behaviors have a direction, length, and power, which are all influenced by motivation.

As previously mentioned, the topic of motivation is quite complicated, thus it is best to begin by defining it using the most basic definitions. The term "motivation" is derived from the Latin word "movere," which literally means "to move" (Danish, 2015, p.25). Various definitions and challenges related to motivation have been created over time.

The term motivation, according to Halepota, can be defined as "a person's active participation and commitment to achieve the prescribed results" (Halepota, 2005, p.59). Furthermore, Halepota believes that motivation is an abstract term since different tactics provide different results at different times, and no single approach can guarantee good results all of the time.

According to Greenberg and Baron, the explanation of motivation may be divided into three elements (Di Cesare, 2003, p.2). The first section discusses arousal, which is the motivation or energy that drives each person's actions. People are motivated by their desire to make a favorable impression on others, accomplish fascinating work, and achieve success in their endeavors. The second section is concerned with people's decisions and the path their behavior follows. The final phase is about determining how long individuals must try to carry out certain tasks.

Motivation is described by Higgins (1994, p.64), Linder (1998, p.3) and Kreitner (1995, p.42) as “the psychological process that gives behavior purpose and direction, a predisposition to behave in a purpose manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively” (Moseley, 2005, p.31).

To summarize all of the previous viewpoints, motivation may be described as a concern with elements or events that drive, lead, or inspire particular human behaviors or inactions over a specific length of time while taking into consideration current circumstances. Having a motivated team and building an atmosphere where high levels of motivation may be reached are still challenges for today's managers.

According to Bassett-Jones & Lloyd early study into the process of employee motivation might be based on two conceptions of human nature. The first viewpoint is linked to Taylorism, which considered humans as naturally indolent and work-averse, and hence claimed that such employees could only be motivated by external stimuli. The second point of view is based on Hawthorn's discoveries, which revealed that people are driven to perform effectively for "its own sake" as well as social and monetary rewards; these individuals were motivated intrinsically, according to this theory (Bassett-Jones, 2005, p.12).

Any work activity requires motivation. Senior managers' proper motivation for employees completely helps everyone to discover their skills and complete defined work plans. Naturally, every leader is aware that there are several sorts of motivation as well as external and internal incentives to work, but not every management is aware of how to properly implement motivation in their organizations.

People in modern businesses are often more skilled and ambitious than in the past, making their motivations for work more complicated and difficult to influence. There is no one-size-fits-all approach to creating a mechanism that effectively motivates workers to work. Motivational effectiveness, like other aspects of management action, is constantly linked to a unique scenario.

Motivation is defined in management as the process of activating workers' internal motives (internal motivation) and establishing incentives (external motivation) to motivate

them to perform efficiently. In this context, the phrases stimulation and motivation are frequently used interchangeably. The goal of motivation is to create a set of situations that motivate an employee to do behaviors that are most effective in accomplishing the goal (Lunenburg, 2011).

Employee motivation is vital for any company because of the following advantages:

- a. Tends to put human resources to work;
- b. Improves employee productivity;
- c. Leads to the fulfillment of organizational purposes and goals;
- d. Encourages pleasant connections inside the firm;
- e. Ensures workforce stability.

A business is defined as an organization or enterprising entity engaged in commercial, industrial, or professional activities. A business, also known as an enterprise or a firm, is an organization involved in the trade of goods, services, or both to consumers.

In the words of Lewis H. Haney, “Business may be defined as human activity directed towards producing or acquiring wealth through buying and selling goods”(Macrosty, 1932, p.45).

“All of the activities included in the production and sale of goods or services may be classified as business activities.” — W. R. Spriegel (Kandeler, 1999, p.23).

According to well-known professors William Pride, Robert Hughes, and Jack Kapoor, business is 'the organized effort of individuals to produce and sell, for a profit, the goods and services that satisfy society's needs (Pride, 2018).

In the words of Peterson and Plowman, “Business may be defined as an activity in which different persons exchange something of value, whether goods or services for mutual gain or profit”(Peterson, 1989).

In the words of Wheeler, “Business is an institution organized and operated to provide goods and services to society under the incentive of private gain” (Wheeler, 2005, p.34).

A business's principal goal is to maximize profits for its owners or stakeholders while also preserving corporate social responsibility. Alternative definitions suggest that a company's primary goal is to serve the interests of a wider set of stakeholders, such as workers, customers, and society in general

A motivated and qualified workforce is crucial to increase productivity and the quality of the organizational services in order to achieve organizational objectives. The challenge and dilemma for many managers is how to create this type of motivation (Dieleman, 2006). While there are many theories surrounding the notion of motivation, two distinct areas of motivation are usually mixed. That is the emphasis placed on motivation to be rooted in a job and motivation to perform. Both are very vital and managers have to critically understand the impact of their activities in both areas (Dieleman, 2006, p.23).

Motivation is significant because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Koran, 2015).

Workers have needs that a workplace must fulfill in order to avoid demotivation. When workers lack motivation they tend to resort to anti-work behaviors such as absenteeism, negligence of duty, late-coming, failure to meet deadlines, display of open frustration and all these factors work negatively to the performance and credibility of an organization. Organizations need to place all efforts to ensure that incentives such as intrinsic motivators, extrinsic motivators, and performance management approaches are used in order to retain, attract, increase workers' efforts, satisfaction and commitment.

The study discusses three leading motivation theories. It is argued that motivation theory is a basis for this study because achieving higher levels of performance requires attending to how best individuals can be motivated through incentives and performance management approaches (Mujtaba, 2010, p.24).

This chapter reviews the literature of three motivation theories Abraham Harold Maslow's theory of need as its starting point, McGregor's theory X and Y, Herzberg's theory of hygiene and motivational factors and the human resource management paradigm and important concepts of motivation, extrinsic motivators, intrinsic motivators, performance

management approaches, good work performance and good organisation performance. This section brings to light what can be done in order to motivate workers to perform to achieve organizational objectives and goals.

3.2.2 Theories

The most popular needs classification is the one developed by Maslow (Pardee, 1990, p.19). In his hierarchy of need he developed five major layers of needs, which he listed in order of importance, namely physiological needs, safety needs social needs, esteem needs and self fulfilment needs. He believed that these needs are generally experienced by people.

Self fulfilment is the highest point of Maslow's motivation theory. He believes at this point individuals have the desire to achieve their full potential and skills. Contrary to the lower needs, this need is never fully satisfied; as people grow psychologically new opportunities to grow tend to emerge. According to Maslow a small percentage of the population attain the level of self fulfilment.

After a person has successfully attained the sense of belonging, they develop the urge to have a considerable degree of importance. This class of needs is associated with the need to have a firm and stable, high valuation of ones self and to attract respect from other people. He called this category of need the esteem need.

Following the achievement of physiological needs, ones attention shifts to safety and security needs in order to overcome the threat of physical and emotional difficulties, such needs may be met by protection against threat and the fulfilment of physiological needs. In his theory he argues that if a person feels threatened then the desire to satisfy that need will be increased and all the other needs above in the pyramid will not be desired, until that need is met.

Physiological needs are the ones required in order to satisfy the basics of life, such as air, water, food, sex and sleep. The lower order needs have to be satisfied in order to pursue higher level motivators along the lines of self fulfilment.

The argument of his theory is that the need for self fulfilment can not be satisfied. Man is always wanting and therefore it is only a need that is not satisfied that can motivate behaviour and the dominant need is the one that makes one to act in a particular way in order to fulfil it. People develop psychologically as they advance up the hierarchy but progress is not achieved in a straightforward manner.

The lower needs continue to exist temporary and dominate motivation and individuals time and again return to needs that have earlier on been satisfied.

In line with his argument is that, for adequate work motivation leaders and managers need to understand the active needs that create individual employee motivation.

Alderfer agrees with Maslow that individual needs may be categorized and ranked (Alderfer, 1969). The suggested hierarchy, however, only includes three types of requirements and is termed ERG after the first letters of the following categories:

- Existence – needs satisfied by food, air, water, salary, and working circumstances;
- Relatedness – needs met by significant personal and social interactions;
- Growth – needs met by a person's private creative or productive contribution.

Alderfer's theory correlate to Maslow's physiological requirements for protection and security; needs for relatedness refer to social needs and personal belonging; and needs for growth correspond to respect and self-expression (Alderfer, 1969, p.94).

Alderfer's ERG theory of motivation, on the other hand, differs from Maslow's theory not just in terms of the number of categories, but also in terms of how people go from one level to the next. Maslow thought that fulfilled wants are the most important, and that higher levels of needs aren't triggered until lower levels aren't satisfied. According to the ERG theory, there is a backward process linked with the collapse of plans and the unavailability of objectives, in addition to Maslow's progressive ascension (Caulton, 2012, p.87).

Alderfer's idea includes a useful advice for managers regarding employee conduct. If a subordinate's higher needs (for example, growth) are not satisfied, for whatever reason

(for example, company regulations or a lack of resources), it is in the manager's greatest advantage to refocus the employee's efforts on relatedness or existence needs.

According to ERG theory, people prefer to focus their activity on one of three levels of requirements. According to the ERG hypothesis, the hierarchy represents a progression from more particular to less specific needs. When a need is not satisfied, according to Alderfer, the person's focus shifts to a more particular need. The movement from the top to the bottom is caused by the downward movement. A person's fulfillment of wants is characterized as an upward movement through the stages of hierarchy, whereas a downward movement is defined as a process of frustration, i.e., a person's failure to satisfy a need, according to Alderfer's theory.

Since the ERG hypothesis was published just a few years ago, there isn't enough practical data to back it up. Regardless, understanding this theory and its primary provisions provides new possibilities and potential for managers looking for the most effective motivational strategies. It's also worth mentioning that Alderfer's idea has been accepted by the scientific community due to its clear formulations. However, it resembles Maslow's pyramid of requirements in many aspects. Different kinds of requirements exist in both systems, and it is considered that a link exists that may be used to build specialized programs to inspire and promote people's behavior in companies.

It's also worth noting that Alderfer does not describe requirements as belonging to a single hierarchical structure; the scientist claims that any of the needs might be engaged at any time. And some of them, such as the desire for growth, may rise in general if a person's needs are satisfied.

Hertzberg's two-factor theory of motivation was formed in 1959 with the primary purpose of identifying the primary causes of employee satisfaction and dissatisfaction at work, as well as the causes of increased and decreased productivity (Dartey-Baah, 2011). Hertzberg and his colleagues performed a study of 200 engineers and employees at a big corporation to achieve this goal (House, 1967). Participants were asked to describe scenarios in which they had a favorable attitude toward work and a desire to work, as well as situations in which they had a negative attitude toward work, discontent, and no want to work at all.

The findings of this study led Herzberg to the conclusion that employee work satisfaction is determined by the job's internal and content features, whereas unhappiness is determined by the job's external characteristics and environment. As a consequence, he discovered that all elements affecting human productivity may be classified as hygiene and motivating.

Hygiene factors, often known as health factors, are elements that relate to the working environment. Herzberg applied the term "hygienic" from medical language, which refers to things that aid to sustain health but do not actually improve it.

The following are some of the most essential hygiene factors:

- Company and administrative policies;
- Employee safety;
- Healthy work environment;
- Sufficient lighting, appropriate heating, and so on.
- Working hours;
- Paid vacations;
- Relationships with coworkers and management;
- Implementation of social security, health care, and other social initiatives (Brenner, 1971, p.52).

Hygienic conditions nearly rarely provide a complete sense of fulfillment and do not stimulate human activity. However, although their presence might avoid emotions of dissatisfaction, their absence can result in sentiments of dissatisfaction, discontent, and frustration among organization personnel.

According to Herzberg, companies that try to motivate their staff by raising wages will be disappointed in the end, since after employees have gotten used to the higher income level, they are more likely to interpret it as a hygiene element. And as soon as larger payments become a normal component of a person's income, it will stop inspiring them.

Human psychology is such that the desire to have something is more important than the reality that the individual already gets it (Seligman, 2000, p.75).

Despite the fact that many managers believe that a well-thought-out system for recognizing employees' performance is a motivator, it turns out that such a system will be taken for granted: it will, of course, preserve a sense of pleasure, but it will not generate it. (Siddique, 2011, p.95).

Motivating elements, often known as motivators, are intrinsically linked to the nature of the action. They lead to increased job satisfaction and are seen as a separate collection of demands that, in general, can be referred to growth needs.

The main motivator factors are following:

- Achievement and accomplishment
- Recognition in the public eyes;
- Engaging activity material;
- Having the chance to progress professionally;
- Dimensions of responsibility;
- Official position (Yusoff, 2013, p.84).

The feeling of self-respect and self-esteem that comes with public recognition should alert the management to the need to provide positive feedback to the employee about a well done work. Another important consideration is the employee's own activities. It is important to remember that boring work does not provide satisfaction, although innovative and diversified tasks, on the other hand, drive growth, avoid lateness, absenteeism, and other negative behaviors. Moreover, for many people, advancement in their careers and the addition of new responsibilities is a powerful motivation.

McGregor's Theory of X and Y is a behavioral theory about the structure of management and the motivation of subordinates about working conditions (Fisher, 2009). In management, this theory relates to the theories of leadership and power, to process

motivation, where the degree of control over employees is also emphasized. such as the behavior and actions of the administrator.

According to Theory X:

- Employees are inherently sluggish, they are indolent and try to avoid work;
- Lack of intention in an employee, they try to free themselves from responsibilities;
- The fundamental principle of the worker is his safety;
- Jurisdiction, the threat of punishment, and pressure make an employee work more efficiently.

Theory Y's assumptions take the opposite viewpoint: mental and physical inputs spent at labor are equal to those inputs expended on response or play. External variables or external dangers cannot be the only element influencing the application of efforts. Employees may apply care and discipline to attain their goals, but their motivation to commit themselves to goals is determined by the size of the incentives offered for such accomplishments. Employees might adjust to the hunt for responsibility rather than simply accepting it under typical conditions.

3.2.3 Types

Employee motivation in a corporation is a method of maintaining high labor productivity on a constant basis. This system's set of measures is not a dogma; it is continually updated and adjusted to labor market and industrial situations. There are two kinds of motivation: inner motivation and external motivation.

Intrinsic motivation is when a person engages in action because it benefits him personally. Essentially, doing something for the sake of doing it and not expecting anything in return. In fact, good behavior is a reward in itself. Intrinsic motivation techniques include:

- Challenges - some employees are motivated by tasks that are complex to do;
- Autonomy — certain personnel can only fulfill their duties if they are given sufficient freedom;
- Advancement possibilities - increasing the number of opportunities available to employees who want to attain their goals;

- Education - employees' skills and knowledge are being developed through learning.

Work and position desire - intrinsic motivation can be boosted by a passion for a particular job or function (Nicholson, 2015, p.74).

When workers are encouraged to do a behavior or engage in an activity in order to receive a reward or avoid punishment, this is referred to as **extrinsic motivation**. The instruments of extrinsic motivation have a big influence, but it's just for a brief time. Extrinsic motivational tools include:

- Extrinsic motivation's most powerful instrument is a reward. Money, incentives, gifts, and bonuses are all included.
- Wage increases — a raise in compensation has a significant influence on an employee's performance.
- Promotion - professional development is linked to intrinsic motivation and can be regarded a powerful instrument.
- Disciplinary action - a form of indirect incentive that regulates an employee's conduct and motivates him or her to perform better;
- Criticism – Employees are pushing extra hard to avoid being penalized by their bosses (Reiss, 2012).

The contrast between intrinsic and extrinsic motivation is obvious, but studies claim that intrinsic and extrinsic motivation intersects with one another. According to Deci, extrinsic motivators can reduce intrinsic drive in some conditions. He says that if money is distributed contingently, it reduces intrinsic drive (Deci, 1972, p.29). However, if the money is distributed in a non-contingent manner, this event will not occur. According to Amabile, while extrinsic motivation might operate in opposition to intrinsic motivation, it can also have a reinforcing effect: "once the scaffolding of extrinsic motivation is taken care of, intrinsic motivation can lead to high levels of satisfaction and performance" (Amabile, 1993).

To summarize, employees might be intrinsically and/or extrinsically driven to accomplish a specific activity (Amabile, 1993, p.84). Extrinsic and intrinsic motivation can support each other, but extrinsic motivators can also lower intrinsic drive in some situations (Deci, 1972, p.74). Furthermore, studies contend that not everyone is equally driven; some

employees are intrinsically motivated, while others are extrinsically motivated (Furnham, 2004).

3.3 Organization of Working Processes

Motivation in the workplace is a well-studied issue. Maslow and Herzberg, both pioneers in their fields, undertook earlier studies. Many definitions have been developed, for example, Herzberg's concept of workplace motivation is: performing a work-related action because you want to. Employee motivation is connected to organizational performance because motivation is an individual phenomenon, it is regarded as deliberate, it is multidimensional, and the goal of motivational theories is to forecast behavior (Lee, 2016, p.58).

The difference between intrinsic and extrinsic motivation is also discussed. Individuals are intrinsically driven in their job when they seek enjoyment, interest, the gratification of curiosity, self-expression, or personal challenge. Individuals are extrinsically driven when they engage in labor in order to achieve a goal that is unrelated to the task itself. Employee motivation requires both inner and external motivators. It must be stated that managers should not only focus on the most critical variables. Managers, according to Herzberg, must handle all hygiene and motivational issues in order to encourage personnel. Employee motivation in Tajik companies will be studied and discussed in the next chapter through a questionnaire, as the goal of this thesis is to provide proposals and recommendations and try to influence employee motivational schemes in companies of Tajikistan.

4 Practical Part

4.1 Concept

The author, to understand if incentives in general any positive effect on workers of Tajikistan have, conducts an analysis which mostly relies on the hypothesis testing during which the author tests the total number of nine hypotheses all related to satisfaction and attitude towards some of managerial practices used in the company selected for the case study, which goes under the name Alif Bank, Ltd., which is a small relatively freshly established bank with just only one branch in the capital city of Tajikistan, Dushanbe. According to the information provided from the business owners, the total number of employees for the bank is 800, as of summer 2022.

Hypothesis testing is an integral part of the analysis since it is the only tool that can prove statistical relationship between selected phenomena. For the analysis, the author uses SPSS, which offers a solid pool of functionalities that will help the author to reach the desired objectives of the bachelor thesis.

4.2 Data

For hypothesis testing, quantitative data is essential. For the purpose of collecting data, the author creates a survey which is created on the basis of Google forms and offers a quick overview of the collected data. The author uses primary data due to the unavailability of secondary data for the selected topic in Tajikistan. The author manages to incorporate the total number of 119 participants out of 800, which is the total number of active employees working in Alif Bank, Ltd., Dushanbe. Based on the effective percentage, the author suggests that his survey is illustrative. With the regard to the total number of participants engaged, the author believes that the survey can be categorized as representative as it involves the participation of 14.8% of all employees. Yet, the author does not consider the effective distribution of gender and working position to be representative as the author primarily focused on capturing responses from people engaged on the operational level. Henceforth, the author suggests that his survey is illustrative and in the context of the scale of this research, it can be used for making general conclusions about motivation, incentives and aspects related to it.

The author managed to engage the given number of participants with the help of the owner of the business firm, who agreed to help the author with his research. In other words, it can be said that the author used internal channels of communications used in the company to distribute the survey. Below, the author presents the overview of questions incorporated into the survey based on the relevant scientific framework analyzed in the literature review of the bachelor thesis.

- 1) What is your gender?
 - a) Male
 - b) Female
- 2) What is your age?
- 3) What is your level in the organizational hierarchy?
 - a) Junior
 - b) Specialist
 - c) Associate
 - d) Manager
- 4) For how many years have you been working for this organization?
- 5) Overall, how satisfied are you with the company you are currently working for?
 - a) Satisfied
 - b) Neither satisfied nor dissatisfied
 - c) Dissatisfied
- 6) How satisfied are you with your salary at the company?
 - a) Satisfied
 - b) Neither satisfied nor dissatisfied
 - c) Dissatisfied
- 7) Express your attitude towards the following statement in relation to your organization: "I feel valued in my team"
 - a) Agree
 - b) Neutral
 - c) Disagree
- 8) Express your attitude towards the following statement in relation to your organization: "I can communicate easily with everyone in my organization"

- a) Agree
 - b) Neutral
 - c) Disagree
- 9) Express your attitude towards the following statement in relation to your organization: “My manager values my feedback”
- a) Agree
 - b) Neutral
 - c) Disagree
- 10) Express your attitude towards the following statement in relation to your organization: “My manager trains me whenever it is necessary”
- a) Agree
 - b) Neutral
 - c) Disagree
- 11) Is your good performance being rewarded?
- a) Yes
 - b) No
- 12) Express your attitude towards the following statement in relation to your organization: “I enjoy my work”
- a) Yes
 - b) No

The data collection took place in June 2022 and on the figure below, the author offers a part of the overview of the responses collected, which will later on be coded and put into SPSS.

Figure 1, a part of the collected dataset

	Name	Gender	Age	Age category	Seniority level	How long have you been working for the company?
1	Surveyee 1	Male	34	Adults (25-64)	Specialist	6
2	Surveyee 2	Male	19	Youth (18-24)	Associate	1
3	Surveyee 3	Female	23	Adults (25-64)	Junior	3
4	Surveyee 4	Female	45	Adults (25-64)	Specialist	13
5	Surveyee 5	Male	65	Seniors (65+)	Manager	20
6	Surveyee 6	Male	23	Youth (18-24)	Junior	3
7	Surveyee 7	Male	54	Adults (25-64)	Specialist	13
8	Surveyee 8	Female	19	Youth (18-24)	Associate	1
9	Surveyee 9	Male	22	Youth (18-24)	Junior	2
10	Surveyee 10	Female	28	Adults (25-64)	Senior	4
11	Surveyee 11	Male	46	Adults (25-64)	Specialist	12
12	Surveyee 12	Female	24	Youth (18-24)	Junior	1
13	Surveyee 13	Male	23	Youth (18-24)	Junior	1
14	Surveyee 14	Male	32	Adults (25-64)	Senior	4
15	Surveyee 15	Male	23	Youth (18-24)	Junior	3
16	Surveyee 16	Female	28	Adults (25-64)	Senior	4
17	Surveyee 17	Male	22	Youth (18-24)	Junior	2
18	Surveyee 18	Male	51	Adults (25-64)	Specialist	1
19	Surveyee 19	Male	49	Adults (25-64)	Specialist	5
20	Surveyee 20	Female	34	Adults (25-64)	Senior	3

Source: own research

4.3 Assumptions and Hypotheses

Based on the questions incorporated into the questionnaire and responses collected, the author seeks to test nine hypotheses. In this chapter, the author justifies the selection of those hypotheses, which had already been mentioned in the goals and objectives chapter of this bachelor thesis and the author also puts the assumption that is expected to turn out to be true for each of the cases.

The first hypothesis is related to the relatedness of two variables – valuation of feedback and enjoying one’s work. The author believes that two variables will be statistically related to each other, and this relatedness will arise due to the fact that people whose managers value their feedback, and they feel it inevitably feels higher appreciation of their work and they feel themselves more satisfied with their job.

The second hypothesis is about the relatedness of two variables – rewarding good performance and enjoying one’s work. The author suggests that whenever employees start to receive awards for their excessive or simply good performance, the degree of satisfaction from the working process increases.

The third hypothesis is related to another pair of variables – receiving training from manager and enjoying one’s work. The author’s fundamental suggestion is that whenever people have active managers willing to help them, their degree of satisfaction from working processes increases.

The fourth hypothesis is related to the relationship between gender and enjoying her or his work. The author does not in particular have any suggestion about whether male workers are more prone to be satisfied with their job or women, but the author seeks to understand if there is any fundamental difference in the way how different sexes perceive their working routine. Yet, the author’s assumption is there will not be significant difference.

The fifth hypothesis is quite similar to the fourth one. In this hypothesis, the author is interested if age is somehow related to the way how people perceive their work. Yet, the author believes that younger employees are more willing to be happy about their work.

The sixth hypothesis is related to easier communication within the organization and receiving training from manager. The author suggests that whenever employees are receiving training and generally advice from their manager, they experience facilitated communication within the organization as it significantly helps them.

The seventh hypothesis is related to satisfaction with salary and rewarding of good performance. The author assumes that whenever employees get rewarded with good performance, they get satisfied with their salary more as they get incentives which are of great importance for them, and they stop paying too much attention on their salary as they feel valued.

The eighth hypothesis is related to feeling valued in a team and experiencing awards for good performance. The author believes, as he mentioned it in the paragraph about the seventh hypothesis that whenever employees get awards for good performance, they inevitably feel themselves more valued and they become more loyal to their organization.

Finally, the very last hypothesis is related to gender and rewarding good performance. This hypothesis is bound to indicate if there are any significant differences in the way how

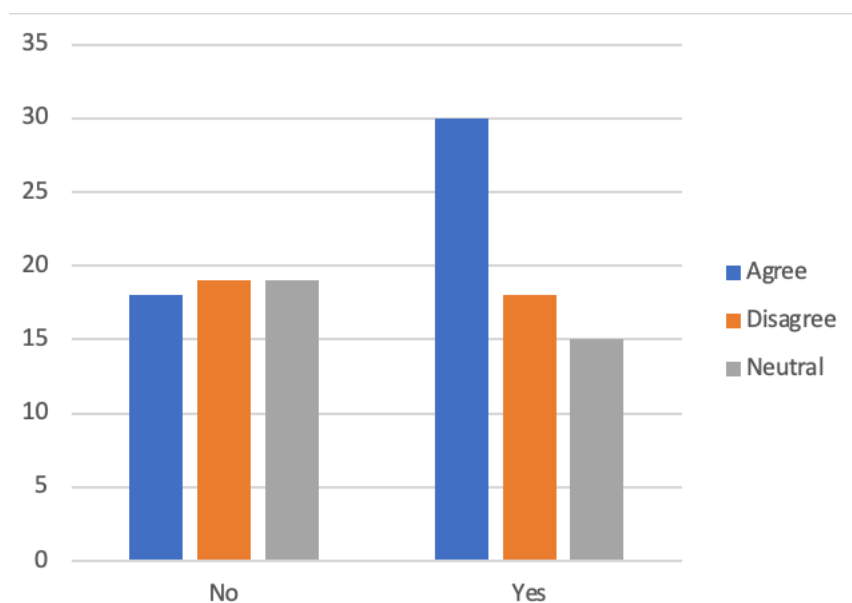
employees are being treated according to their gender, which might be assumed to be a problem to some extent given common stereotype about the role of women in conservative societies. The author believes that these two variables will not be related as both genders are being equally rewarded for their good performance.

In the next chapter, the author finally proceeds to the hypothesis testing based on data obtained and based on output generated by SPSS.

4.4 Hypothesis Testing

The author proceeds to the hypothesis testing and the first hypothesis that will be tested is related to two variables – valuation of feedback and enjoying one’s work. Below, the author presents a pivot chart that effectively describes the distribution of responses with colour filter representing the variable of feedback and x-axis representing the other variable and y-axis indicating frequency.

Figure 2, enjoying work and valuation of feedback



Source: own research

Clearly, it is visible that there is a slight difference as people whose feedback are being valued are more likely to agree with the statement that they enjoy their work, while distributions for people who do not enjoy their work in relation to feedback are somewhat similar. Then, the author proceeds to the hypothesis testing.

Figure 3, first hypothesis testing

**My manager values my feedback * I enjoy my work
Crosstabulation**

			I enjoy my work		Total
			No	Yes	
My manager values my feedback	Agree	Count	18	30	48
		Expected Count	22.6	25.4	48.0
	Disagree	Count	19	18	37
		Expected Count	17.4	19.6	37.0
	Neutral	Count	19	15	34
		Expected Count	16.0	18.0	34.0
Total	Count	56	63	119	
	Expected Count	56.0	63.0	119.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.097 ^a	2	.213
Likelihood Ratio	3.119	2	.210
N of Valid Cases	119		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.00.

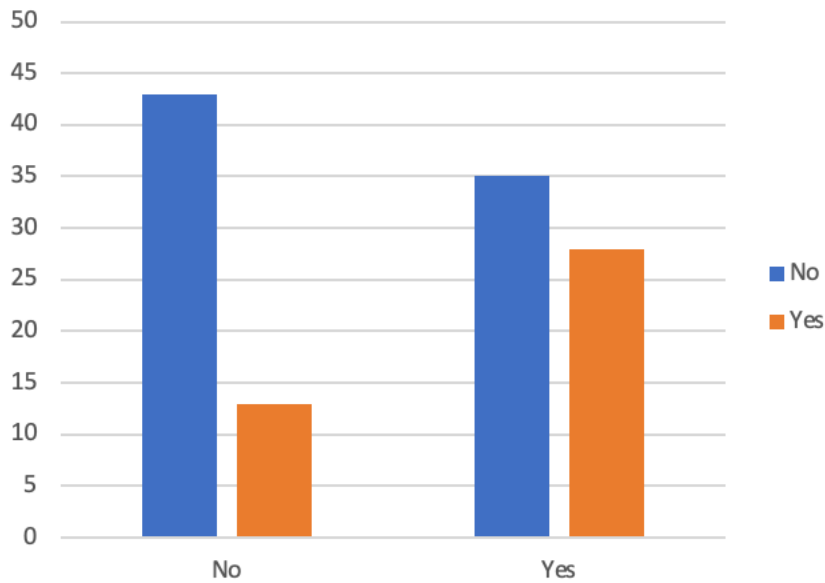
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: “My manager values my feedback” and “I enjoy my work” variables are not related.
- Ha: “My manager values my feedback” and “I enjoy my work” variables are related.
- P = 0.213
- $0.213 > 0.05$ and therefore, the null hypothesis is not rejected. Two variables are not related and the author suggests that there is enough evidence to claim the opposite from what had been suggested by him – valuation of feedback is not likely to significantly drive employees to enjoy their work.

Then, the author continues with the second hypothesis by first presenting a pivot chart with the overview of answers.

Figure 4, receiving reward for good performance and enjoying work



Source: own research

On Figure 4, the variable on the x-axis is enjoying the work and colour filter is receiving reward for good performance. When comparing distributions for people enjoying the work (x-axis) and people not enjoying the work in relation to receiving reward for good performance, it becomes evident that people who receive awards enjoy their work significantly more.

Then, the author proceeds to the second hypothesis testing.

Figure 5, second hypothesis testing

**Is your good performance being rewarded? * I enjoy my work
Crosstabulation**

		I enjoy my work		Total	
		No	Yes		
Is your good performance being rewarded?	No	Count	43	35	78
		Expected Count	36.7	41.3	78.0
	Yes	Count	13	28	41
		Expected Count	19.3	21.7	41.0
Total	Count	56	63	119	
	Expected Count	56.0	63.0	119.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.917 ^a	1	.015		
Continuity Correction ^b	5.014	1	.025		
Likelihood Ratio	6.027	1	.014		
Fisher's Exact Test				.020	.012
N of Valid Cases	119				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 19.29.

b. Computed only for a 2x2 table

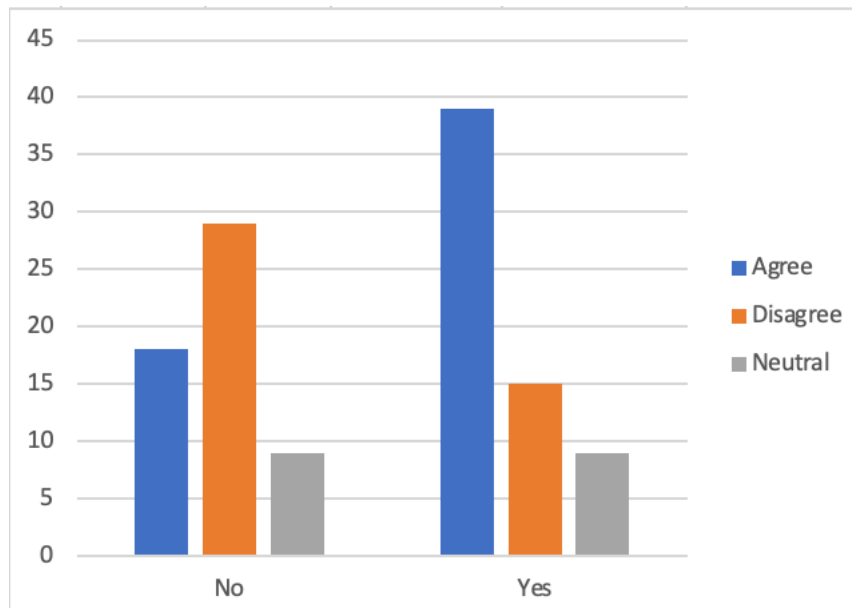
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: “I receive awards for my good performance” and “I enjoy my work” variables are not related.
- Ha: “I receive awards for my good performance” and “I enjoy my work” variables are related.
- P = 0.015
- $0.015 < 0.05$ and therefore, the null hypothesis is rejected. The alternative is assumed. Two variables are related, and it can be said that employees who receive rewards for their good performance are more prone to enjoy their work, which is something that had exactly been assumed by the author.

The author then continues to the third hypothesis.

Figure 6, receiving training from manager and enjoying work



Source: own research

Once again, the variable on the x-axis is enjoying the work, while the colour filter represents the variable of receiving training from manager.

The variable related to enjoying work is once again being located on the x-axis, while the second variable is denoted by different colours. As it becomes obvious, the number of people who agree with the statement about enjoying of one's work significantly goes up when employees receive training from manager, which might be related to relatively facilitated job process due to internship provided beforehand. The author then continues with the hypothesis testing to identify if there is enough of statistical evidence to suggest the claim.

Figure 7, "My manager trains me" and "I enjoy my work"

**My manager trains me in whenever necessary * I enjoy my work
Crosstabulation**

			I enjoy my work		Total
			No	Yes	
My manager trains me in whenever necessary	Agree	Count	18	39	57
		Expected Count	26.8	30.2	57.0
	Disagree	Count	29	15	44
		Expected Count	20.7	23.3	44.0
	Neutral	Count	9	9	18
		Expected Count	8.5	9.5	18.0
Total	Count	56	63	119	
	Expected Count	56.0	63.0	119.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.821 ^a	2	.003
Likelihood Ratio	12.043	2	.002
N of Valid Cases	119		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.47.

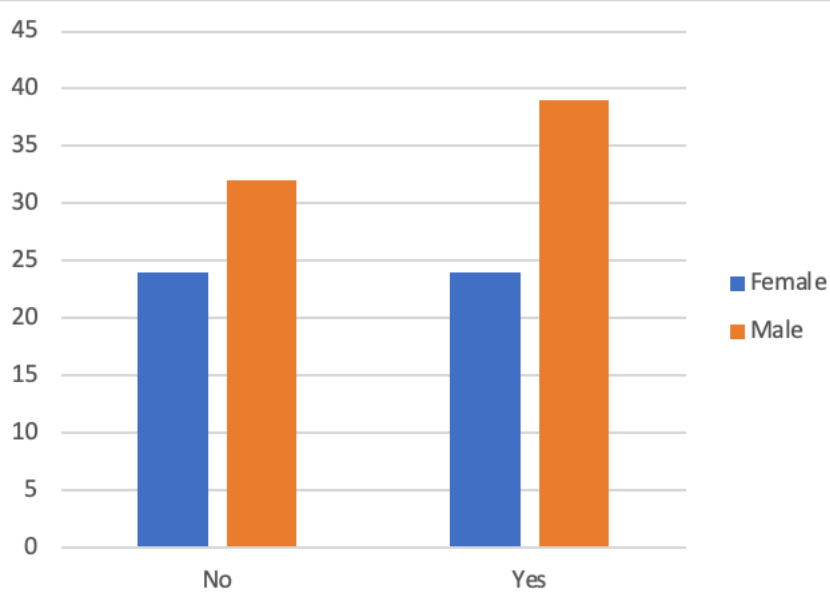
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: "My manager trains me" and "I enjoy my work" variables are not related.
- Ha: "My manager trains me" and "I enjoy my work" variables are related.
- P = 0.003
- $0.003 < 0.05$ and therefore, the null hypothesis is rejected. The alternative is assumed. Two variables are related, and it can be said that in fact, employees whose managers do not hesitate to train them or instruct on some ambiguous aspect of work feel themselves happier at their current position in the organization.

The author continues to the fourth hypothesis.

Figure 8, gender and enjoying work



Source: own research

Variable related to enjoying work is once again located on the x-axis, while gender is represented by relevant colours. In fact, there might seemingly be a given deviation in the degree to which male respondents enjoy their work compared to women, but the author believes that it primarily arises from unequal distribution of sexes, where the number of male respondents slightly prevail over women. Nevertheless, the author applies hypothesis testing technique once again to come to relevant conclusions regarding the claim.

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: “My manager trains me” and “I enjoy my work” variables are not related.
- Ha: “My manager trains me” and “I enjoy my work” variables are related.
- $P = 0.003$
- $0.003 < 0.05$ and therefore, the null hypothesis is rejected. The alternative is assumed. Two variables are related, and it can be said that in fact, employees whose managers do not hesitate to train them or instruct on some ambiguous aspect of work feel themselves happier at their current position in the organization.

Figure 9, gender and "I enjoy my work"

Gender * I enjoy my work Crosstabulation

		I enjoy my work		Total	
		No	Yes		
Gender	Female	Count	24	24	48
		Expected Count	22.6	25.4	48.0
	Male	Count	32	39	71
		Expected Count	33.4	37.6	71.0
Total		Count	56	63	119
		Expected Count	56.0	63.0	119.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.279 ^a	1	.597		
Continuity Correction ^b	.117	1	.733		
Likelihood Ratio	.279	1	.597		
Fisher's Exact Test				.708	.366
N of Valid Cases	119				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 22.59.

b. Computed only for a 2x2 table

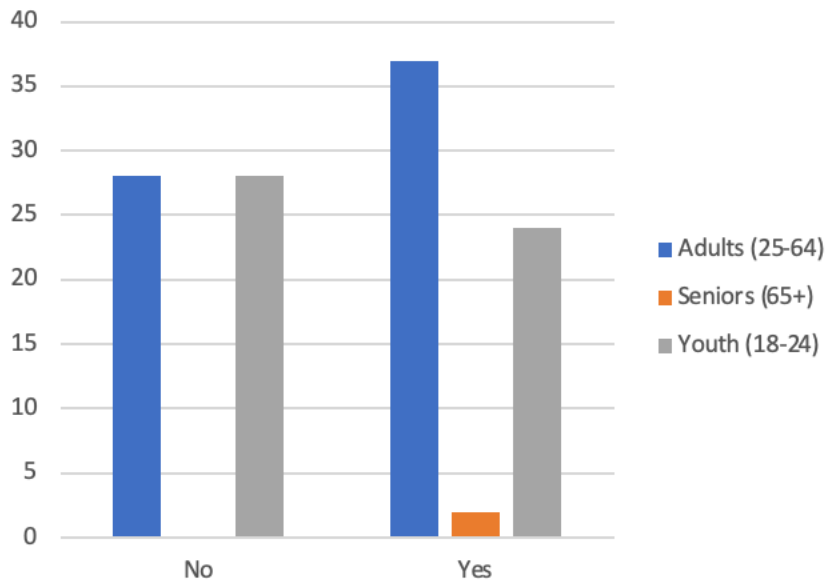
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: Gender and “I enjoy my work” variables are not related.
- Ha: Gender and “I enjoy my work” variables are related.
- P = 0.597
- $0.597 > 0.05$ and therefore, the null hypothesis is not rejected. There is enough evidence to suggest that for the case of selected organization, there is no real difference in the degree to which different genders enjoy their working process.

Then, the author continues to the fifth hypothesis.

Figure 10, age and enjoying work



Source: own research

For the next case, enjoying the work is located on x-axis, while the age categories is indicated by different colours.

Based on the sample of responses collected, there is a slight difference in the way how adults and youth feel about their job, but the author believes that this difference arises from the fact that there were significantly more adults engaged into the questionnaire. Nevertheless, the author proceeds to the hypothesis testing.

Figure 11, age and "I enjoy my work"

Age category * I enjoy my work Crosstabulation

		I enjoy my work		Total	
		No	Yes		
Age category	Adults (25-64)	Count	28	37	65
		Expected Count	30.6	34.4	65.0
	Seniors (65+)	Count	0	2	2
		Expected Count	.9	1.1	2.0
	Youth (18-24)	Count	28	24	52
		Expected Count	24.5	27.5	52.0
Total		Count	56	63	119
		Expected Count	56.0	63.0	119.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.153 ^a	2	.207
Likelihood Ratio	3.919	2	.141
N of Valid Cases	119		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .94.

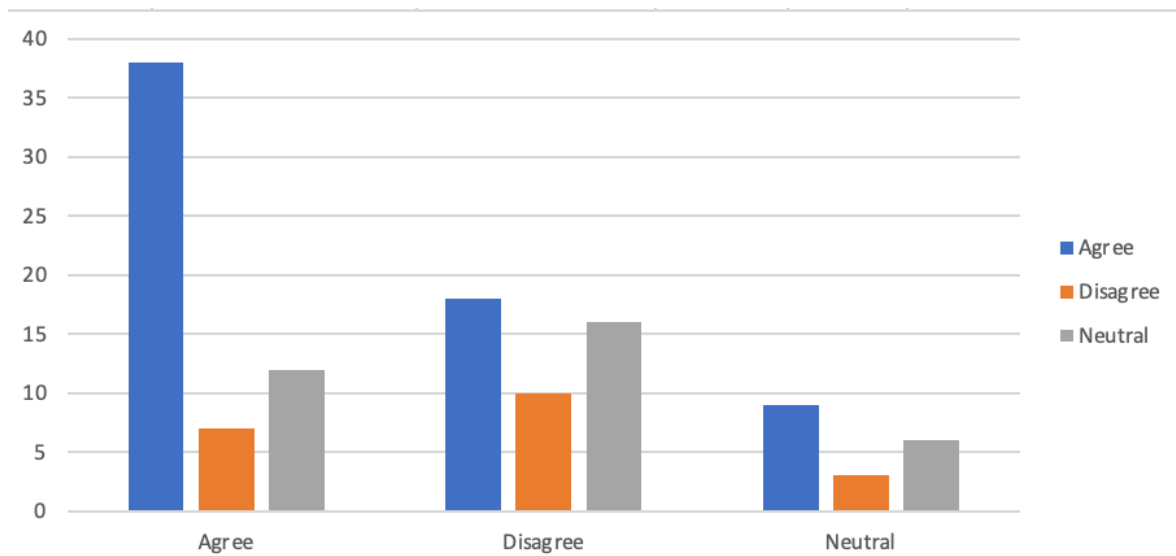
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: Age and "I enjoy my work" variables are not related.
- Ha: Age and "I enjoy my work" variables are related.
- $P = 0.207$
- $0.207 > 0.05$ and therefore, the null hypothesis is not rejected. There is enough evidence to suggest that age differences do not anyhow affect the degree to which employees of the selected Tajik firm are happy about their job and working process.

The author then proceeds to the sixth hypothesis testing.

Figure 12, feeling satisfied with salary and receiving rewards for good performance



Source: own research

With the variable of receiving training from one's manager on the x-axis and the variable related to experiencing easier communication within the organization denoted by colours, the author can suggest that there is evident difference in the perception of communication when employee's manager provides active training, which might be explained by the fact that manager communication prepares ground for employees to integrate into the community. The author continues to the test of this claim.

Figure 13, "My manager trains me" and "I can communicate easily"

**My manager trains me in whenever necessary * I can communicate easily
Crosstabulation**

			I can communicate easily			Total
			Agree	Disagree	Neutral	
My manager trains me in whenever necessary	Agree	Count	38	7	12	57
		Expected Count	31.1	9.6	16.3	57.0
	Disagree	Count	18	10	16	44
		Expected Count	24.0	7.4	12.6	44.0
	Neutral	Count	9	3	6	18
		Expected Count	9.8	3.0	5.1	18.0
Total	Count	65	20	34	119	
	Expected Count	65.0	20.0	34.0	119.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.917 ^a	4	.140
Likelihood Ratio	6.977	4	.137
N of Valid Cases	119		

a. 1 cells (11.1%) have expected count less than 5.
The minimum expected count is 3.03.

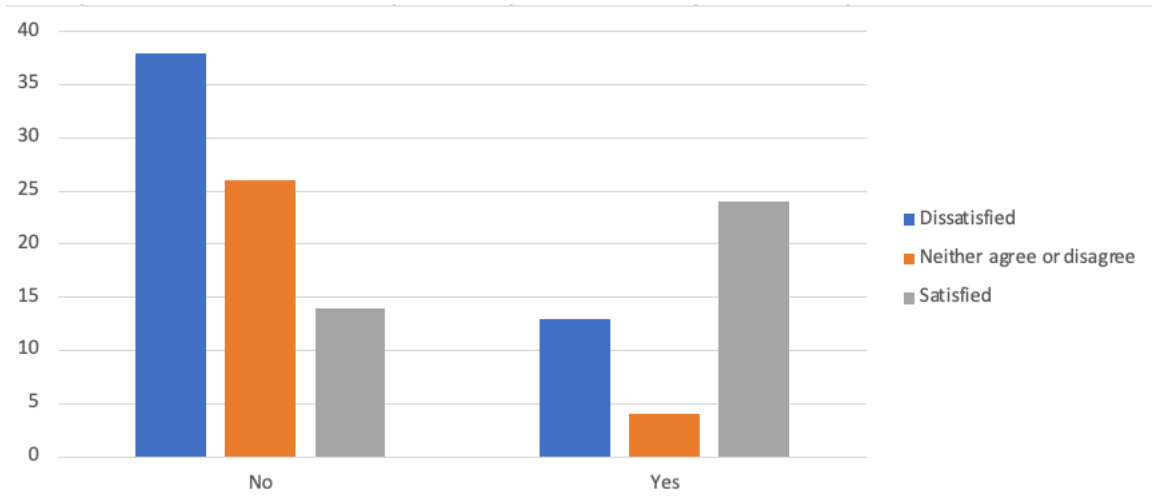
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: "My manager trains me" and "I can communicate easily" variables are not related.
- Ha: "My manager trains me" and "I can communicate easily" variables are related.
- P = 0.140
- $0.140 > 0.05$ and therefore, the null hypothesis is not rejected. In fact, there is no enough evidence to claim that managerial assistance is something that significantly facilitate the communication for employees inside of the organization, according to the test results.

Nevertheless, the author proceeds to the seven hypothesis related to satisfaction with salary and rewarding good performance.

Figure 14, receiving rewards for good performance and degree of satisfaction with salary



Source: own research

In fact, given the fact that the variable related to receiving rewards for good performance is located on the x axis, it can be suggested that employees who do not receive any rewards for their performance feel themselves significantly more dissatisfied with their salary, which is exactly something that had been assumed by the author. In order to finally provide an answer to the question if the author's assumption was true or not, he proceeds to the hypothesis testing, whose output is presented on the figure below.

Figure 15, "How satisfied are you with your salary" and "Is your good performance being rewarded"

How satisfied are you with your salary at the company? * Is your good performance being rewarded? Crosstabulation

		Is your good performance being rewarded?		Total	
		No	Yes		
How satisfied are you with your salary at the company?	Dissatisfied	Count	38	13	51
		Expected Count	33.4	17.6	51.0
	Neither agree or disagree	Count	26	4	30
		Expected Count	19.7	10.3	30.0
	Satisfied	Count	14	24	38
		Expected Count	24.9	13.1	38.0
Total	Count	78	41	119	
	Expected Count	78.0	41.0	119.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.604 ^a	2	<.001
Likelihood Ratio	21.794	2	<.001
N of Valid Cases	119		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.34.

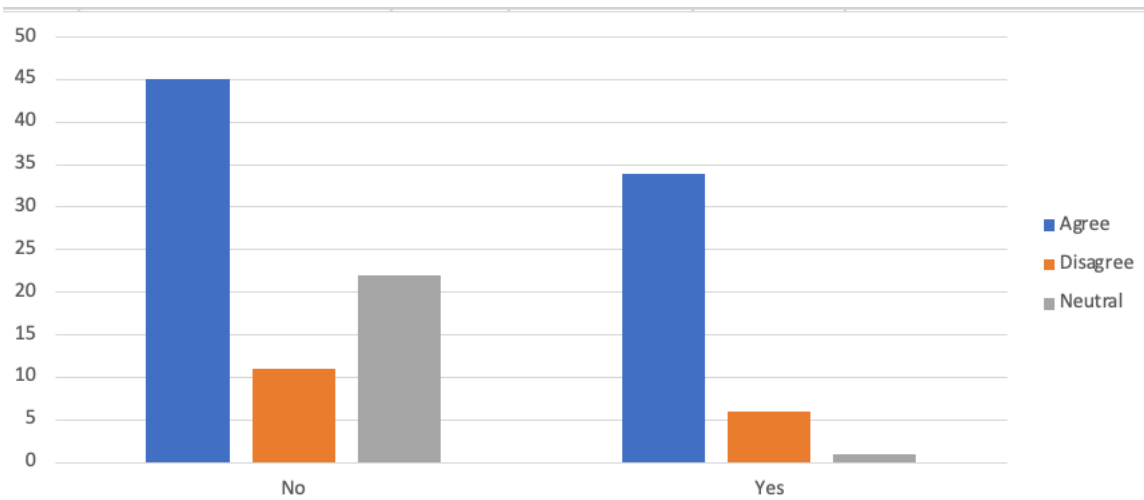
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: “How satisfied are you with your salary” and “Is your good performance being rewarded” variables are not related.
- Ha: “How satisfied are you with your salary” and “Is your good performance being rewarded” variables are related.
- P = 0.001
- $0.001 < 0.05$ and therefore, the null hypothesis is rejected. The alternative is accepted, and it can be said by the author that receiving rewards for good performance is inevitably something that either increases or decreases one’s satisfaction with his or her salary and it has a statistically significant effect on this perception, which was exactly something suggested by the author.

Then, the author proceeds to the eighth hypothesis about the relationship between the variables of feeling valued and receiving rewards for good performance.

Figure 16, receiving rewards for good performance and feeling valued



Source: own research

Receiving rewards is located on the x-axis, while the variable of feeling valued is marked with different colours. Evidently, there is no significant difference in the degree of perception of employees relatively to the fact of being rewarded for their good performance or not, which might suggest that in Tajikistan, there are other much more important aspects that prompt workers to feel valued, such as the attitude of top management and their colleagues regardless of the pecuniary rewards that people receive. Nevertheless, this hypothesis will also be tested based on the output from the figure below.

Figure 17, "I feel valued" and "Is your good performance being rewarded"

**I feel valued in my team * Is your good performance being rewarded?
Crosstabulation**

			Is your good performance being rewarded?		Total
			No	Yes	
I feel valued in my team	Agree	Count	45	34	79
		Expected Count	51.8	27.2	79.0
	Disagree	Count	11	6	17
		Expected Count	11.1	5.9	17.0
	Neutral	Count	22	1	23
		Expected Count	15.1	7.9	23.0
Total	Count	78	41	119	
	Expected Count	78.0	41.0	119.0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.814 ^a	2	.003
Likelihood Ratio	14.990	2	<.001
N of Valid Cases	119		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.86.

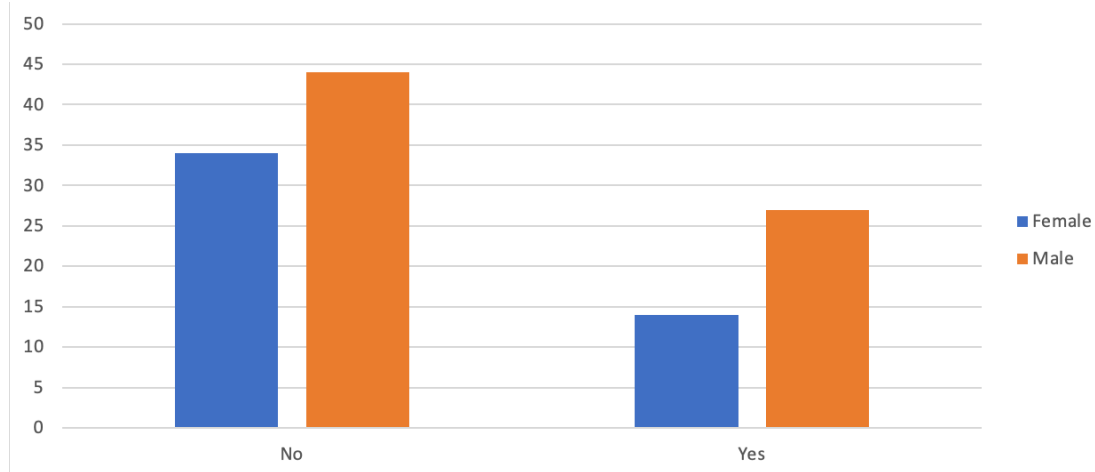
Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: “I feel valued” and “Is your good performance being rewarded” variables are not related.
- Ha: “I feel valued” and “Is your good performance being rewarded” variables are related.
- P = 0.003
- $0.003 < 0.05$ and therefore, the null hypothesis is rejected. In fact, two variables are related, but when observing the real distribution of responses, it becomes evident that this statistical relatedness is primarily driven not by a proportion of employees feeling valued when they receive award for their performance, but by employees who are neutral to the question, who do not receive any awards. The author suggests that his original assumption was partially accepted.

Finally, the author proceeds to the very last hypothesis related to gender and rewarding good performance.

Figure 18, gender and rewarding good performance



Source: own research

Gender is marked by different colours, while the variable of being rewarded for good performance is located on x-axis. Based on the distribution of responses, it can be suggested that the visible difference in answers for the question of whether his or her good performance being rewarded or not is explained by the fact that there were slightly more men than women engaged into the questionnaire participation. The author proceeds to the test of the claim according to the same steps of hypothesis testing.

Figure 19, “Is your good performance being rewarded” and gender

**Gender * Is your good performance being rewarded?
Crosstabulation**

		Is your good performance being rewarded?		Total	
		No	Yes		
Gender	Female	Count	34	14	48
		Expected Count	31.5	16.5	48.0
	Male	Count	44	27	71
		Expected Count	46.5	24.5	71.0
Total		Count	78	41	119
		Expected Count	78.0	41.0	119.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.996 ^a	1	.318		
Continuity Correction ^b	.642	1	.423		
Likelihood Ratio	1.006	1	.316		
Fisher's Exact Test				.334	.212
N of Valid Cases	119				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.54.

b. Computed only for a 2x2 table

Source: own processing

According to relevant test statistics, the author proceeds to the hypothesis testing:

- Ho: Gender and “Is your good performance being rewarded” variables are not related.
- Ha: Gender and “Is your good performance being rewarded” variables are related.
- P = 0.318
- $0.318 > 0.05$ and therefore, the null hypothesis is not rejected. In fact, the original assumption made by the author was true: there is no real difference in the way how different genders are being awarded for their performance.

The author will continue to the summarization of his findings and further elaboration on them in the results and discussion chapter.

5 Results and Discussion

5.1 Perception of Work in Tajikistan

In order to summarize the results of the hypothesis testing, which took over 20 pages of the bachelor thesis, the author creates a table, where he provides a quick overview of the results of the hypothesis testing and the situation with each assumption that had been mentioned in the beginning of the practical part.

Table 1, overview of the hypothesis testing

#	Hypothesis	Result
1.	Employees whose manager values their feedback are more prone to enjoy their work	Rejected, no relation is found.
2.	Employees who regularly get rewarded for good performance are more prone to enjoy their work	Not rejected, expected to be true due to statistical relatedness of two variables with significantly higher frequency for people not enjoying their work and not experiencing any rewards for performance.
3.	Actively receiving training from manager leads to higher job satisfaction	Not rejected, in fact, the proportion of people who enjoy they work and at the same time have a helpful manager is high, and two variables are statistically related to each other.
4.	There is no difference in the way how different sexes enjoy their work	The claim is not rejected, no difference is found.
5.	Younger employees are happier with their work	The claim is rejected, all ages equally enjoy work as no relation was found.

6.	Employees who actively receive training and assistance from their manager have easier communication within the organization	The claim is rejected, no difference is found.
7.	Employees who receive rewards for good performance are more satisfied with their salary	The claim is not rejected: the difference is found.
8.	Employees who receive incentives and whose good performance is rewarded are more prone to feeling valued in their team	The claim is partially true – there is statistical relationship between two variables, but it is mostly driven by employees, who feel neutral about the question, and who at the same time are not being rewarded for their good performance. In other words, the only difference in the actual situation from the assumed one is the intensity of attitude towards feeling valued according to receiving rewards for good performance.
9.	There is no difference in the way how frequent different genders are being rewarded for good performance	No difference between two variables, as it was revealed after testing the relationship according to Chi-Square test. The claim is not rejected.

Source: own research

In fact, upon summarizing the author’s findings and comparing them with what had been assumed earlier, it turns out that just three claims were rejected – the one related to receiving assistance and better communication within the organization, the one related to age and enjoying work being related and finally, the one related to relationship between valuation of feedback my manager and enjoying the work.

Effectively, the author can suggest that money can still be considered to be a big motivation for the case of Tajikistan, since receiving award for good performance still drives the job satisfaction higher and according to many research done on the very same subject, such as Rehman (2013), money is considered to be a good incentive, but there are still serious limitations to always relying on incentives as a fuel for additional motivation for workers. The author believes that pecuniary rewards stop being effective after a given amount of time, which is also suggested by Vroom's Expectancy theory which suggests that for constantly keeping employees and generally people motivated with something, it is essential to follow three principles – expectancy, instrumentality and valence, where always keeping employees with awards is not enough since it is also wise to make them understand and share the real value of the work that they are doing, which was concluded by Lee (2007) based on the critical assessment of the Vroom's theory in Vroom (1964). In fact, the theory itself might be partially outdated as modern people have more and more drivers that keep them motivated, but the author believes that the core remains.

As for specific aspects of working processes in Tajikistan, it is worth mentioning that valuation of feedback and generally good communication are not something that can prompt workers to enjoy their working routine, as it was revealed after conducting the hypothesis testing. The author believes that for the case of Tajikistan, given the overall level of economic development and the stage of development of corporate culture, where the whole culture is just beginning to develop with more and more international organizations setting their foot in Tajikistan, money remains the main motivation and it serves as the best tool of intrinsic motivation even despite the author's conclusion about ineffectiveness of pecuniary rewards in the long-term horizon. The author believes that given the overall level of economic development of the country and long-lasting problems with unemployment, people who eventually end up being hired by big companies value the very idea of being in their position the most, so they did not fully start to think about the real value of their job. A similar conclusion was obtained by Yusoff (2013). In fact, Asliddin (2015) also suggests that people who finally manage to get hired in Tajikistan are considered to be quite lucky due to the series of ongoing issues with unemployment in the country, which underpins the author's suggestion.

5.2 Recommendations

In fact, the author believes that the best suggestion will be conducting a similar kind of research in a couple of years, when the corporate culture will eventually find its own shape for the case of Tajikistan. As for the recommendation for firms, the author believes that in fact, the situation that is going on with the economic domain of the country and to be more specific, with unemployment, puts firms in a significantly better position since workers now are willing to work for significantly low wages and on almost any conditions offered by those firms, as Olimova (2010) suggested.

Yet, for the long-term perspective, the author believes that the situation will change as more and more international organizations will set their foot in Tajikistan, more and more working places will be available. It is expected that if domestic firms will not be able to make their employees understand the value of the work that they are doing and make them believe in some common goal, those employees working for domestic companies will soon start leaving in a search of better paid working positions, which is a common situation in transition economies and developing countries just opening their market to foreigners.

6 Conclusion

To conclude, the author is able to highlight one of the most important findings made by him – in fact, the role that incentives play for worker's satisfaction and perception of working processes is tremendous, as it was revealed in the hypothesis testing conducted by the author. Yet, the author believes that the ongoing situation is explained by the fact that the corporate structure and generally corporate culture of the country is just on its first steps of development with the economy just opening its doors to international companies after the long-lasting economic crisis caused by the civil war of the 90s.

The author suggests that the situation is likely to change in the nearest future as working in an organization will become something more common among inhabitants of the country. Therefore, it is vital for domestic firms, in order to be able to compete with international ones to make employees understand that there is some real value behind their jobs so that they will not be leaving the organization in search of better paid jobs. Contrary to that, when employees will start to value the common goal of the organization and believe in it, they will inevitably feel themselves a part of the organization even regardless of the fact if they receive rewards for their good performance or not, which seems to be the most important factor, as the author has identified in his analysis.

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