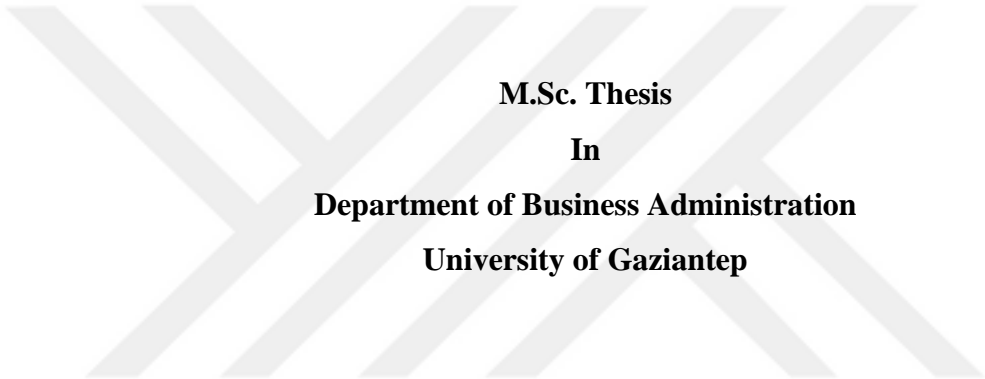# The Effect of Age and Gender on Motivation to Work: A Case Study of Duhok Polytechnic University

M.Sc. Thesis

In

Department of Business Administration

University of Gaziantep

Supervisor

Prof. Dr. Mohammed Meri MERI

By

DILSHAD SHEKH OMAR

October 2016

PREPUBLIC OF TURKEY

UNIVERSITY OF GAZIANTEP

GRADUATE SCHOOL OF SOCIAL SCIENCES

BUSINESS ADMINISTRATION DEPARTMENT

Name of the thesis: The Effect of Age and Gender on Motivation to Work: A Case
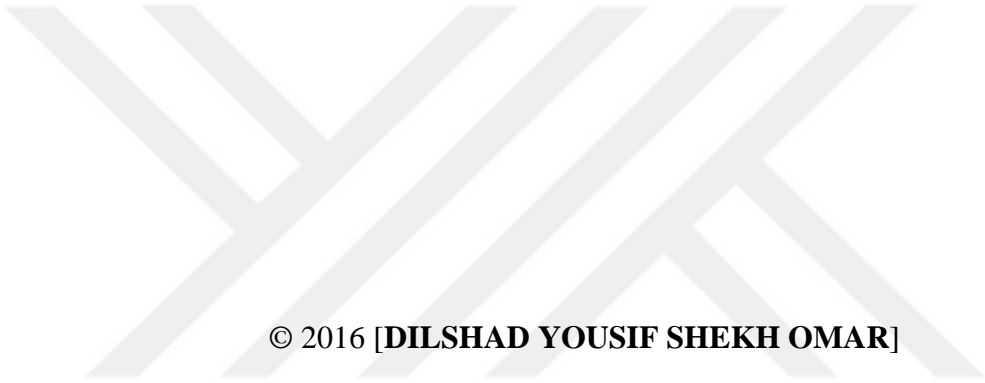Study of Duhok Polytechnic University

Name of the student: Dilshad Yousif SHEKH OMAR

Exam date: 07 October 2016

Approval of the Graduate School of Social Sciences

Doç.Dr.Zekiye ANTAKYALIOĞLU

Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of
Master of Science.

Prof. Dr. Arif ÖZSAĞIR

Head of Department

This is to certify that we have read this thesis and that in our consensus opinion it is
fully adequate, in scope and quality, as a thesis for the degree of Master of Science.

Prof. Dr. Mohammed Meri MERI

Supervisor

Examining Committee Members: Signature

Prof. Dr. Mohammed Meri MERI

Prof. Dr. Cengiz TORAMAN

Yrd.Doç.Dr.Yakup DURMAZ

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Dilshad SHEKH OMAR

ABSTRACT

The Effect of Age and Gender on Motivation to Work

SHEKH OMAR, Dilshad Yousif

MSc. in Business Administration

Supervisor: Prof. Dr. Mohammed MERI

October 2016, 83 pages

Motivation to work remains one of the topics addressed in scientific works because all the actions and behaviors of human resources depend on motivation. That is why; my research as master thesis deals with this theme in one of Iraqi academic institution, this country is lacking with these institutions the basics of motivation to work and reflects negative consequences on performance.

The general aim of this research is to establish the effect of age and gender on motivation level of the employees at Duhok polytechnic university, The research paper begins by discussing previous works about motivation especially theories about motivation. For this purpose, data were collected from 142 people from the initial 150 that had been requested to participate in the study. A questionnaire was designed which was used to collect the data from the participants of the study. A focus group was also developed to extract data that was necessary for the study. The data collected was extrapolated in a table where it was easier to extract during its analysis, and was analyzed using SPSS.

Some of the results were further drawn into graphs, tables and charts, and the results showed that both age and gender have an effect on motivation of an employee at work, and showed that the men were more motivated at work. It also showed that the younger employees were more motivated than their older counterparts at their working stations.

Key Words: Age and gender Effect on Motivation; SPSS, Motivation Theories

ÖZET

Yaş ve Cinsiyetin iş Üzerindeki Motivasyon Etkisi

SHEKH OMAR, Dilshad Yousif

Yüksek Lisans Tezi, inglizce işletme

Tez Yöneticisi prof. Dr. Mohammed MERI

7 Ekim 2016, 83 sayfa

Çalışmadaki motivasyon bilimsel bir konu olarak ele alınır çünkü insanoğlunun bütün hareket ve davranışları motivasyona bağlıdır. Bu nedenledir ki; benim esas araştırma tezim Irak Akademik kurumların temasıyla ilgilidir.Bu konuda bu devlet kurumları sıkıntılar çekmektedir motivasyonun iş üzerindeki etkisi ve yansıması negatif sonuçları var performansın üzerinde.

Bu araştırmanın genel amacı Dohuk Teknik Üniversitesindeki personel motivasyon derecesinin yaşa ve cinsiyete göre etkisi belirlemek. Araştırma makalesi daha önce yapılmış motivasyon teorileri hakkınnda yapılan eserlerden söz eder. Bu amaç için, bilgiler başından beri 142 kişiden derlenmiştir çalışmaya katılmaları için 150 kişiye ricada bulunulmuştur.Bir anket araştırmaya katılan katılımcılaran bilgi toplamak için dizayn edilmiştir.Araştırma için gerekli olan bilgileri almak için hedef grubu genişletilmiş. Bilgiler analiz srırasında daha kolay bir tahminde bulunmak için bir çizelgede toplanmıştır.SPSS bilgilerin toplanmasında analiz edilmiştir.

Bazı sonuçları kolaylaştırmak için grafik , çizelge ve tablo içine çekilmistir.Araştırmanın sonuçları bir personelin yaşı ve cinsiyeti iş üzerindeki motivasyonunu gösteriyor. Sonuçlar gösteriyorki erkekler daha çok motive oluyorlar işlerinde. Genç personeller kendilerinden daha yaşlı meslektaşlarına göre daha çok motivedirler iş yerlerinde.

Anahtar Kelimeler: Yaş ve cinsiyet Motivasyon üzürindeki etkisi ; SPSS.
motivasyon Tezleri

Dedication

This dissertation is dedicated to my exceptionally helpful friends, my family and my wife (YILDIZ FAREEQ MOHAMMED) who has given me the support and encouragement that I needed so much.

I also dedicate this work to my friends who gave me a bounteous time to focus on the research. Lastly but not least my supervisor. Thank you all

ACKNOWLEDGEMENTS

First and foremost, my sincere gratitude and thanks goes to the almighty God who supplied me with strength and the capability to accomplish this work. Without Him, I would have probably tried but perhaps in vain.

I would also wish to thank my supervisor prof. Mohammed Meri Meri who contributed immensely in the preparation of this research proposal and his valuable comments and guidance throughout the writing.

Special thanks goes to my wife who has been such a great inspiration and quite supportive not only through this period but for as long as I have known her. I also thank my family for understanding me. Last but not least many thanks to the entire university fraternity who contributed in different ways and made it possible for me to concentrate on my studies

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER ONE

INTRODUCTION

1.1.Background of the Research

For most employees, the workplace is the most stressful environment one can find oneself. The stressful nature of the environment is caused by multiple factors ranging from the work being done, harsh employers, the wage offered, and evens the comfortability of the workplace.

Motivation is one of the key factors that enable people to keep working even under these stressful conditions. Many European countries, the United States, and other developed countries have a workforce that is aging (Lord & arrington, 2006). At the same time, its labor forces are shrinking.

The growing research body has focused its efforts on age difference about their ability in workplaces (Simpson, Greller, & Stroh, 2002). The researches have however fallen short when it comes to age differences in certain motives and personality traits. The 21st century has seen many organizations coming up to protect the employees (Lord & Farrington, 2006). Research has also shown that the employees are the most important asset for an organization more than any other asset. The age-related changes in motivational variables play a greater role for an employee rather than the cognitive abilities or chronological age per se (Locke & Latham, 2002). The two play a big role in a making the outcomes of work successful. Currently, there are no data that can reflect the effect of age on the degree of motivation for an employee.

The industry has changed, and the emphasis is being laid on the employees more than the machinery (Zhao, Wayne, Glibkowski, & Bravo, 2007). Unlike the industrial revolution where the machine had a higher priority, employees have been gifted with various privileges and they represent the core part of an organization.

Motivational theories have been developed to explain how employees are the cornerstone of any organization (Simpson, Greller, & Stroh, 2002). Due to the importance of employees to an organization, many have gone further to keep its employees as productive as possible through different calculated measures. Most successful companies ensure that their employees are well motivated to provide the required production levels (Locke & Latham, 2002). All employees both young and old are motivated to provide a uniform working platform. One of the main obvious conclusions is that companies place great value on its experienced and knowledgeable workers. As much as these are the core of the organization, other employees also play a greater role.

Research has also dealt greatly with the relationship between age and motivation and neglecting how gender affects the motivation of a worker (Simpson, Greller, & Stroh, 2002). Retaining hardworking, experienced and knowledgeable employees are essential for the growth of an organization. However, this assumption does not bring in the effect of gender. Some of the world-renowned psychologists have also overlooked the effect of gender and their effect on employee motivation (Zhao, Wayne, Glibkowski, & Bravo, 2007). Age plays an important role in any business setting.

Some of the European nations have a 12% proportion of the people at the age group 50-59 still working (Zhao, Wayne, Glibkowski, & Bravo, 2007). This trend has been predicted to grow for the next ten years with the situation expected to worsen further. As these demographics change for the developed countries, the older people will be expected to work into their old age (Lord & Farrington, 2006). Some of the leading economists have predicted that a point will be reached in these developed countries where few employees will be providing for the retired workers and the young individuals in the society (Locke & Latham, 2002). This may cause a social consequence and worse, economic problems to the country. For a setting where a few people support many non-workers, the national investment and saving will reduce. The expense of the government will increase such as expenditure on health care and pension. The results of such a situation will see a slow in economic growth. The standard of living will deteriorate as a result of such a problem as well.

The ratio between the males and females was estimated to be 1.06 males/female. In most countries, the ratio of men outstrips those of females. In the Middle Eastern countries, the number of males is extremely high to those of their female counterparts. When the number of deaths between the two groups is considered, many males die earlier than the females. This is accounted for the groups in the same age bracket. When it comes to the workplace, the number of males is extremely high. It is even higher in countries from the Middle East were the men dwarves the women. As such, motivating women requires extensive ways than male who already have numbers to back them up in case of any problem in the workplace (Zhao, Wayne, Glibkowski, & Bravo, 2007).

Gender differences involve both emotional and physical factors. They are essentially the factors which influence the behavior of an employee in the organization. In a workplace, these influences stem from the upbringing of an employee, psychological factors, physical factors and the capability of the employee to do a certain work. Researches show that motivation works differently for the different genders. Giving orders is one of the areas that the male and female takes differently. For example, women are motivated if orders are given in a soft manner. However, for men giving out orders softly only results in the job being done lazily or rather the males being unresponsive. Women are conditioned to maintain harmony by culture. This makes them to be soft and they prefer soft language. In addition, they react differently to training than men as a motivational tool. Research also shows that males are inclined to ask what they want. When they are in doubt, they will still convey more confidence than the females.

In a meta-analysis carried out by(Markus & Kitayama ,1991), it found out that motivation to work affects the two genders differently. However, they concluded that more research is needed on the subject to finalize the claims.(Locke& Latham 2002), showed that female employees with a male supervisor have more chances or rather, propensity to leave an organization. Another random sample test carried out in the United Kingdom showed that the relationship between age and work satisfaction was U-shaped. Higher levels of work satisfaction were found among the young and old employees. This was for both genders. The same experiment was not carried for gender. As such, this major information is ineffective if gender is incorporated into the scene. The effect of gender has been overlooked time and time

again. The researches, however, do not link these experiments with motivation theories. The results have however been isolated in an age framework concept. This research paper will shed light on the effects of age and gender on motivation to work taking Duhok Polytechnic University Employees in Iraq as a case study.

1.2. Overview of Duhok Polytechnic University Employees

Duhok Polytechnic University Is an institution that is found in by Kurdistan region Duhok Governorate in Iraq (Arwood & Almaee, 2014). The institution offers higher education to the Iraqi people. It is a public multi-campus university with four technical colleges and eight technical institutions. Each of these institutions has its unique community, environmental, cultural, economic, and social development needs. The institution was first established in the year 2012. It is only one of the three universities that are found in the Kurdistan region (Arwood & Almaee, 2014). The institution descended from another university that had been established in 1988. The institution has over 19558 graduates (Dpu.edu.krd. 2016). And the institution has a total of 5543 students currently. The employees of Duhok polytechnic university number 1028 (Arwood & Almaee, 2014). The school is predominantly male dominated. In every area, men double their female counterparts and in others they are triple (Dpu.edu.krd. 2016). In its executive post, they are all men. The institution is one of the fast growing institutions in Iraq, especially with its small government.

1.3. Literature Review

This paragraph will analyze and give a critical evaluation of the past studies and researches regarding this subject. It presents some theories that will back up the study variables and the empirical review showing the contribution of other authors towards the area that is being researched.

In the business sphere, an employee's dedication, hard work, and determination play a big role in ensuring that productivity is attained at the highest level. Few organizations do use strategies that boost the employees confident or inclination towards the job. For the organization to sustain high productivity, it is important for them to keep the workers motivated at all times. This comes in various ways, but if done properly, the company will achieve great success. In understanding motivation, it is definition will be discussed.

Motivation as a part of an organization has been studied in great detail. It is a term that is used to explain behavior (Dweck & Leggett, 1988). Motivation represents the reason for people's desires, actions, and needs (Covington, 1992). Motivation can also be referred to as a person's direction of behavior, or what causes and individual to repeat a certain behavior. What prompts an individual to carry a certain task is known as a motive. It makes an individual be inclined to a specific behavior. Motivation can be classified into two pairs of groups; natural vs. rational, and content vs. process (White, 1959).

The general business sector is moving towards a flexible structure of the organization (Zhao, Wayne, Glibkowski, & Bravo, 2007). This has been done through downsizing (Thomas & Anderson, 1998). Training is one of the ways in which business administration use to train its employees, or rather, make them motivated (Sterns & Miklos, 1995). From studies, a motivated workforce produces the best results (Lord, 2002). It is, therefore, important if the effects of gender and age are taken into account motivation to work by the employees. This can be viewed as one of an integral part for a good company serving the employees of the university.

One of the new trends in the business sector is outsourcing of experienced employers from platforms such as Odesk (Morgan, 2014). Long-term employment is giving away room slowly for contract workers. Most human resource departments are using talent-sourcing strategies to find both experienced workers and contract workers. Additionally, the use of technology is improving with each day where computerization has taken over most of the work (Kock, 2012). Performance reviews is common in many organizations as well. Work-life balance is improving for example, pregnant women are given more time to go for leaves and also men are given such leaves in some countries.

Freelancing is also a new phenomenon in the current business industry (Isson & Harriott, 2016). Companies have started to hire temporary consultants and workers because for them, it is financially advantageous over the current set of employees who are only needed for certain work. As such, this new system has made employees to be more concerned about their work thus putting additional effort to be considered in the future for such freelancing work. This has been facilitated by the millennials (Deal & Levenson, 2016). Their main characteristic is job-hopping where they search for their dream jobs. Studies show that job-hopping is a new trend that has been rising over the years. As such, motivation is the best medicine that is left to deal with such a circumstance. Studies emphasize on employers making sure that employees are satisfied with their jobs to deter them from looking for other employment opportunities in other companies (Ltl, 2015).

Empowerment is what has been used by most companies in the current system to make employees motivated. High-performing organizations have excelled in provision of open supportive cultures which has encouraged new ideas from the employees and empowered them as well (Kriegel, 2016). Respect, tolerance and professionalism is the key to their success as well as expression of different opinions or rather accepting the opinions of other staff without stupid judgement (Deal & Levenson, 2016). This has been facilitated by mission such as "it is safe to speak your mind in this company." The new trend has enabled many employees to be motivated in their workplaces.

1.3.1. Motivation Definitions

The term motivation is derived from *movere* which is a Latin name meaning "to move," (Wong, 2010). The term has many definitions that apply to different courses or sectors. Broadly, motivation can be defined as the forces which acts on a person within and that which causes arousal, persistence of a goal directed individual effort and direction. Motivation is concerned with the process which explains how and why human behavior is activated. Motivation is a desire to do something while Sass (1989) defines motivation as an abstract of concept.

According to (Osborn, Irwin, Skosberg, & Felz (2012), motivation is a cognitive process. Motivation is dependent on the innate, fundamental psychological needs for competence, relatedness, and autonomy (Thijs, 2011). Curral & Marques (2009), said: motivation is dependent on three psychological process: intensity, direction, and arousal.

Frank Hawkins (1993) further defines motivation as what drives a person or induces the individual to perform a certain action or behave in a particular way.

Gareth, Jennifer, & Charles (2007) additionally define motivation as the psychological force that determines the behavior and direction of an individual, a person's effort level, and a desire, or need to push a person towards a certain goal.

1.3.2 The history of Motivation research on business administration

Since the dawn of the first human civilizations, countless of writings about classification and ordering of human needs and wants have existed. Thousands of civilization has sought to provide some order in how human beings do things. Human beings came to study how these systems could be developed to boost productivity (Osborn, Irwin, Skogsberg & Feltz, 2012). This has led to the emergence of theories about motivation and how it helps boost productivity in a workplace.

The early illustrations of motivation had its focus on instincts. In the late 19th century and early 20th century, psychologists suggested the individuals where programmed to behave in some way or in a particular order depending on the behavioral prompts which these people were exposed (Weiner, 1972).

One leading psychologists, Sigmund Freud argued that one of the most powerful determinant of a person's behavior was that which such an individual was not aware.

In the early 20th century, researchers such as Steers, Porter, and Bigley started to examine other possible explanations for differences in individual motivation (Weiner, 1972). One of the most developed motivation theory that has been developed by various researchers and psychologists are the content theories of motivation (Spilt, Koomen & Thijs, 2011). These are the theories that are mostly

used for business administration. These theories are based on in large part on the early theories of motivation.

For an organization, there are many motivations strategies that can be used. The motivation theories have been sorted into different groups (Warr, 1992). Some example of these groups of motivation theories includes rational motivation, incentive theories; intrinsic and extrinsic motivation, and behaviorist theories (Lord & Farrington, 2006). Other groupings include push and pull, self-control, cognitive dissonance theory, and content theories.

Some of the content theories include Maslow's Hierarchy of needs, Herzberg's two-factor theory, Alderfer ERG theory, and self-determination Theory (Maurer, 2001). All these theories will go into explaining the effect of gender and age on motivation to work.

In business administration, these theories are highly important to ensure that high productivity is maintained. This applies even to small businesses which are struggling to maintain a foothold in the city's politics. Research has shown that all employees need employers that appreciate their work (McCain, O'Reilly III, & Pfeffer, 1983). To keep a company running, the supervisor should take serious warning of those individuals found with complacency regarding their place in their respective job areas (Noe & Bachhuber, 1990). As discussed above, there are two pairs of grows. Natural vs. rational motivation is where the underlying theory of human cognition is based on natural forces (Rhodes, 1983). It can also be some rationality. The second is content vs. process. It tries to understand how motivation takes place (Simpson, Greller, & Stroh, 2002). When the major corporations are analyzed, their reward system is highly developed which creates a good atmosphere for the employees to work to their maximum. The smaller companies have a poor reward system. This makes the employees lazy and less interested in working to their strengths. Rewards is a way of motivating the employees. The motivation theories will be discussed in details to understand the effect of age and gender on motivation to work

.

8

1.3.3   Motivation Theories

There are many theories about motivation with each applying to a certain sector but can still be used generally in all aspects of life. Some sectors have taken certain theories of motivation which suits its style more than the other theories. This ensures that the theories work optimally and fits the system perfectly to give the desirable end results. In business administration, the theories of motivation which works well for this sector are the content theories.

1.3.3.1 Content of Motivation

Motivation is comprised of many elements. One such element is passion and drive. A person who motivates another individual need to be passionate. A person that is motivated is also passionate about his or her work. This is the main thing that makes such an individual motivated to do the task at hand. Motivation also as a sense of sensitivity. When motivating an individual, a person should be sensitive to the task at hand and the behavior of the individual (Curral & Marques-Quinteiro, 2009). This will reflect better in the end result where the productivity will be exemplary. The content of motivation differs from one sector to the other where each requires a certain element. These are only the few basic s which applies generally. In understanding the content of motivation, the content theories of motivation will be used.

Content theories of motivation main focus are on the factors internal to the person which energizes such an individual directly (Spilt, Koomen & Thijs, 2011). These theories regard motivation as the product of the internal drives which can compel an individual to move or act towards the satisfaction of personal needs. The theories of content are based largely on the early theorist of motivation. These theories trace their paths to internal drives that motivate a person to do a certain task. As such, the content of motivation revolves around drive, passion, and behavior of an individual.

1.3.3.2 Maslow's Hierarchy of Needs

Abraham Maslow is the theorist who developed the hierarchy of needs (Spilt, Koomen & Thijs, 2011). This theory suggests that people's needs exist in a hierarchical form which consists of security needs, physiological needs, belongingness needs, esteem needs, and self-actualization needs (Maslow et al.

1982). The most basic needs of an individual according to Maslow is physiological needs. These needs are water, food, and other factors which are necessary for a person to survive. Security needs according to Maslow include a person's safety in a physical environment, emotional distress freedom, and stability (Jones & George, 2003).

The Maslow's hierarchy needs is always presented in a pyramid. The largest or most fundamental level of need is positioned at the bottom. The need for self-actualization is presented at the top of the pyramid (Hall & Nougaim, 1968). While Maslow himself did not use the pyramid to discuss his theory, the pyramid has become the de facto way in which the Maslow's hierarchy of needs is presented. There are four basic and fundamental layers in the pyramid which Maslow labeled "d-needs" or "deficiency needs." These needs are; friendship, love, esteem and security (McLeod, 2007). If these needs cannot be met, the person may not have any physical indication, but rather be filled with anxiousness and tension. Maslow suggested that for an individual to function properly in the community, the fundamental needs must be fulfilled first (Huitt, 2004). A person will only think about moving to a higher level of needs if the basic ones can be met.

The human mind has many parallel and complex processes which run at the same time. As such, many different motivations can occur at the same time for a person from the various levels of Maslow's hierarchy. Maslow illustrated these satisfactions and the level related to them using terms such as "primarily" and "relative general" (Wahba & Bridwell, 1976). Instead of need dominating the mind of a person, Maslow explained that a particular need dominates humans. Therefore, Maslow accepted that the different level of motivation in could be occurring at the same time in the mind of that individual. He, however, concentrated on identifying the core types of motivation. In addition, he focused on the order in which the needs could be met.

In understanding motivation and how it transcends from one stage to the other, the different orders of Maslow's hierarchy of needs will be discussed. The lowest order is the physiological needs (Maslow et al. 1982). These are the physical needs which are a requirement for human survival. The body cannot function properly if these needs are not met, and it will ultimately fail in a short period (Hall

& Nougaim, 1968). These are the most important needs for a person, and they should be the first to be met. These requirements include shelter, clothing, food, air, and water (Wahba & Bridwell, 1976). These are the necessary elements for a person. These needs are basic for a person to work. This is the basic motivation for a person which can make such an individual take another step in one's life, such as finding a job, or working in a particular place. In the case of an individual working, going without food is likely to reduce the productivity of such a person.

Safety needs come after the physical needs have been relatively satisfied. A person's safety needs dominate the behavior of a person (Maslow et al. 1982). In the absence of physical safety, such as the breakout of war or natural disaster, a person is demotivated and working in such an environment becomes a problem. Safety of an individual includes financial, health and well-being, and personal safety (Huitt, 2004).

Love and belongingness needs according to the theory relate to the desires for acceptance within a community, love and, friendship. This need is fulfilled after safety needs. In young children, this need can override safety needs (Wahba & Bridwell, 1976). For example, young children can be found to cling to abusive parents. Deficiency of this need can lead to an individual being distant from people. However, the opposite can lead to intimacy, friendship, and family relations.

Esteem is the fourth need in the Maslow hierarchy. A person needs to feel respected. Esteem present the desire of a person to be valued and admired by other individuals. Individual engage in hobbies or profession to be recognized by their peers. People with low esteem go to great lengths to get the approval of others (Huitt, 2004). In our case, young people are the most affected by this issue. They go to great lengths to please their bosses. As such, many fail because they get demoralized after getting zero recognition. People need to be stable, have self-respect, self-esteem instead of fishing it from their peers and bosses at work (Maslow et al. 1982). Esteem can affect the work of a person especially in a workplace which has many young individuals. This is the age that people find couples who they can start a family together. As such, the male would try to outdo their counterparts just to win over a woman in the office (Huitt, 2004). As can be seen, age is a factor when it comes to motivation via esteem issues in a person.

Self-actualization according to the theory is those needs which correspond to a personal achievement of a particular potential (Maslow et al. 1982). It also includes the testing and exercising of a person's creative capacity (Wong, 2000). It also postulates the idea of a person attaining the highest level of his or her dreams, ability, or creativeness. This need is achieved by very few. Many ends up disappointed trying to accomplish this need (Hall & Nougaim, 1968). Only the senior citizens in a workplace may be close to this need compared to the younger ones who still have miles to go and numerous challenges ahead. Self-actualization can only heighten the career of a person. There is nothing beyond this need that can make it better.

1.3.3.3 Alderfer ERG Theory

Alderfer ERG theory is a model that was developed by Clayton Alderfer (Schneider & Alderfer, 1973). The model explains the simultaneous nature of Maslow's theory. The theory was first published in 1969, and it compresses the Maslow's Hierarchy of needs to three from five (Alderfer, 1969).

The three primary needs according to Alderfer ERG theory are; Existence, Relatedness, and Growth. At the lowest level is the existence needs. Physiological and safety need in Maslow's five needs have been compressed to Existence in Alderfer ERG theory (Thomas & Velthouse, 1990). This is the need of a person to stay alive and safe currently and also in the foreseeable future. When an individual satisfies the existence needs, such a person can feel physically comfortable, or rather, safe. Existence needs also include the physiological desire in a person such as physical love and affection, water, food, clothing, and air (Alderfer, 1969).

Relatedness needs is the second most basic level in Alderfer ERG Theory (Schneider & Alderfer, 1973). Relatedness needs is where individuals fulfill their need for satisfying interpersonal relationships. This level is based on social and the external part of self-esteem needs in Maslow's hierarchy needs (Alderfer, 1969). Relationships is significant for a person especially among friends, family members, employers, and co-workers. If this need is satisfied in a person, such an individual will feel recognized and secure as a part of a family or a particular group (Schneider & Alderfer, 1973). Relatedness is important in a workplace. It is essential in developing a successful team work activity. Esteem is also important where a person

needs to gain the courage to approach other co-workers in the organization (Thomas & Velthouse, 1990). For any workplace, the essential component to high productivity is a positive environment which can only be achieved through proper relationships among the workers. This need fulfills this part where an individual need to be satisfied by this need to be motivated when carrying out different activities.

Growth needs is the final stage. In this level, the development and personal growth are realized by doing quality work, and which is meaningful (Alderfer, 1969). Growth in Alderfer ERG theory equates to the self-actualization needs and internal part of Maslow's self-esteem needs (Thomas & Velthouse, 1990). Growth is what everyone desires. You individuals in a workplace strive to grow and will do anything just to provide a quality work. However, for older people, growth is not a priority because they have been in that workplace for a long time. In addition, they are nearly retiring. This is the period where they are near self-actualization. In gender, the males in a workplace are more motivated by growth because of the society demands (Schneider & Alderfer, 1973). This is where they start looking out for their families. As such, they are motivated to provide a quality work so that they can grow in a number of ways, for example, their salaries being increased.

1.3.3.4 MC Cleland's Three Needs Theory

McClelland's Theory was developed shortly after the theory of needs by Abraham Maslow. McClelland's theory is also known as learned needs theory (Eagly, Karau, Miner & Johnson, 1994). In the theory, three motivators are identified which is believed that each individual has it no matter the gender, race or culture.

The three motivators are; the need for achievement, the need for affiliation, and the need for power (Leonard, Beauvais, & Scholl, 1999. Depending on the dominant motivator, people will have different characteristics. McClelland explained that any person can learn these motivators (Wanous & Zwany, 1977). This is why the theory sometimes is referred to as the Learned Needs Theory. The dominant motivator in the theory according to McClelland is that it largely depends on from the culture which a person hails from.

A person with the need for achievement has a strong need to accomplish and set challenging goals for him/herself (Leonard, Beauvais, & Scholl, 1999). In addition, such an individual often works alone and takes calculated risk in every endeavor undertaken. Conversely, such individuals like to receive feedback and progress of their achievement regularly. A person with a need for affiliation always wants to belong to a group. They favor collaboration over competition and do not like to take high risk or ventures that are uncertain (Locke, 1996). Such individuals that are motivated by affiliation always want to be liked and will often follow anything that the rest of the group wants to do instead of formulating their strategies.

Lastly, individuals that are motivated by power have the characteristics of wanting to win any argument that is presented (Eagly, Karau, Miner & Johnson, 1994). They enjoy the status of recognition among their peers and enjoy winning in competition. People with strong power motivator are further divided into two groups: institutional and personal. Employees with an institutional power drive always want to organize teams' effort to further the goals of a company while individuals with a personal power drive are prone to controlling other people.

1.3.3.5 Herzberg Two-factor Model

The two-factor theory which is usually known as dual-actor theory and Herzberg's motivation-hygiene theory states that in a workplace, there are certain factors that cause job satisfaction while there are also a separate set of factors which cause dissatisfaction (Lundberg, Gudmundson & Andersson, 2009). The findings by Herzberg revealed that there are certain characteristics in a workplace which is regularly linked to job satisfaction, and these are known as the motivators.

The motivators or factors for motivation include the work itself, achievement, responsibility, advancement, growth, and recognition (Hackman & Oldham, 1976). He also found that there are a different set of factors which do not give a positive satisfaction, or rather, lead to a higher motivation although, with their absence, dissatisfaction may arise.

These different set of factors are known as hygiene factors. These factors include company policies, work conditions, salary, status, security, and relationship with the supervisor (DeShields Jr, Kara, & Kaynak, 2005).

Herzberg concluded that the opposite of dissatisfaction is no dissatisfaction, or the opposite of satisfaction is no satisfaction. He identified that remedying the cause of dissatisfaction will not bring satisfaction to the employees or adding the factors of job satisfaction will lead to an elimination of job dissatisfaction. Herzberg illustrated that the factors which lead to job satisfaction are distinct and separate from those which lead to job dissatisfaction (Lundberg, Gudmundson & Andersson, 2009). If an individual or manager wants to satisfy the employees, satisfaction factors like recognition, achievement and responsibility should be focused on.

1.3.4 Elements of Motivation at Work

Initiating and achieving motivation is usually not hard. However, a successful motivation is hard to attain and maintaining it at a certain level (Yousefiani, 2013). In trying to motivate an employee or oneself, there are some key elements which need to be checked by the concerned party.

One of the elements of motivation is purpose (Graefe, 1977). One of the foremost tasks that need to be done is aligning the employee's purpose with that of the company. Conflicting purposes will only lead to failure and frustrations to both parties.

Expectation is the second element of motivation at work which needs to be taken seriously by the employee. Communication between the different stakeholders is essential for this element. Communicating exactly what is needed will help improve motivation. Clear expectations have been known to promote longer periods of sustained effort to achieving desired outcomes (Thomas & Velthouse, 1990).

Intensity is another fundamental element of motivation at work (Pintrich, 1999). When a person tries to achieve a certain goal during the motivation process, the intensity is what helps a person overcome the hurdles in the way. Intensity may refer to hard-work and dedication of a person in the motivation process. How a person tries to achieve a certain goal is significant for successful motivation.

Goals and rewards influence the intensity of motivation of an individual (Dweck, 1991). If a person wants to achieve a certain goal or finish a particular task, intensity should be high for that person to achieve it. This is the period where picking the correct motive out of the many present becomes essential in the whole process.

Direction is the choice for action or decision which is made out of the various alternatives available (Herzberg, Mausner, & Snyderman, 2011).

This is another element of motivation which is ever present in a workplace. An individual who wants to be motivated in his or her work will have to follow certain paths such as choosing what to address, what time to address it, and how to address the problem. The quality of a person's direction is essential in motivational efforts, and it should be well-channeled to ensure effort is not wasted on areas that do not matter (Sansone & Harackiewicz, 2000). Having clear goals is a part of direction. In addition, a person should believe in what he or he is doing or trying to achieve. For example, if an individual is trying to motivate an employee, the motivational efforts should be directed to areas that are likely to trigger the right emotions. By doing so, the entire process will be well-directed thereby being effective and efficient.

Persistence is the last element of motivation at work (Gagné, Forest, Gilbert, Aubé, Morin, & Malorni, 2010). Persistence is how long duration wills a person or employee expends energy and effort on the decision or action that individual makes. A successful motivation is that which should be persistent and long enough to achieve the desired effects. If a person has directed his or her efforts of motivation correctly, it will work for a while. However, being persistent will give the desired results. This is a measure of how long a person is motivated in the workplace. More than often people are motivated only in the short period then they return to their normal ways (Gottfried, Fleming, & Gottfried, 1998). This hinders the success of the motivation process and as such, the productivity of the company. Combining these elements is key to having a well-motivated workforce. When one sector fails, it is likely the others will fail too due to the negative energy that the other demotivated group brings. Therefore, upholding all the elements is essential for the success of motivation in an organization and among the employees.

1.3.5 The Importance of Motivation of Employees within Organizations

Motivation is one of the imperative elements of managerial functions. A manager fails as a leader if he or she does not motivate the employees in a workplace. Motivation is what maintains, energizes, and controls the behavior of employees.

Theoretically, the role of motivation is straightforward. However, it is difficult to measure. Salary in some areas or countries is often enough to motivate employees in an organization, but it is always not enough to push them in their quest to fulfill their potential.

A successfully motivated group of employees, however, will retain a high level of innovation while at the same time producing a high-quality work in an efficient manner (Sansone & Harackiewicz, 2000). In motivating employees, the opportunity cost is essentially zero. In understanding the effect of motivation in a workplace, the importance will first be discussed.

One of the importance's of motivation is that it helps to change the indifferent or negative attitudes of employees (Carstensen, Isaacowitz, & Charles, 1999). A negative attitude is bound to arise in any organization at any time. For example, when an employee does excess work, a negative attitude may appear if there are no compliments, or if that employee feels that his/her hard work will not bring any credit. For example, such an employee can be motivated through a number of ways. One is being recognized. The employee can also be rewarded with the increase of remuneration. Praising the work of the employee will also goal long way in making such an individual motivated.

Motivation in Organizations also reduces employee turnover and absenteeism. If employees feel they are not motivated enough, many will quit and seek greener pastures where they can feel they are motivated (Kennedy, Mather, & Carstensen, 2004). This creates a problem for the company where they will have to hire new employees after a short period. This causes and funds wastage through recruiting and having to train the new employees. Apart from quitting, the employees may feign various sickness or problems just to skip work. This creates a shortage of employees regularly thereby hindering the progress of the organization (Carstensen, Isaacowitz, & Charles, 1999). Motivating employees ensure that this kind of scenario cannot happen. The employees feel like part of an organization and most of the time they give above par performances.

Motivation improves the performance level of the employees as well (Frey & Osterloh, 2002). A well-motivated workforce will be willing to work effectively

and efficiently. They will also work for long hours just to meet their objectives and that of the company as well. In addition, the employees will be satisfied with their workplaces. Conversely, motivation promotes discipline in an organization (Klein & Hodges, 2001). Where there is discipline, motivation carries it to a positive discipline. Motivation also satisfies the needs of a person. People join an organization to fulfill certain needs which are personal. The motivation function of a Manager aids in fulfilling this need in an employee.

As can be identified, there are many benefits of having a motivated workforce. Motivation is essential for any company and should always be one of the aspects of an organization that should be fulfilled. Without motivation, many problems tend to arise from having a workforce who are not willing to work to having objectives which are not met. Having a good leader who can motivate the employees should be the first main objective of an organization otherwise the whole workforce will fall apart leaving the company with a distraught personnel.

1.3.6 Gender and Motivation in Organization

The role of gender in shaping achievement motivation has been an area of contention for some years, especially in psychological and educational research (Tavris, 1999). In organizations, the gender differences in motivation can be examined using four contemporary theories of achievement of motivation.

These theories are expectancy-value, attribution, self-efficacy, and achievement goal perspectives (Klein & Hodges, 2001). In all the theories, findings show that motivation related behavior and beliefs follow gender role stereotypes. However, it can be noted that the relationship between gender and motivation is moderated by socioeconomic status, ethnicity, ability and classroom context (Tavris, 1999).

In a workplace, some of the motivation techniques that are used for the employees work the same for both genders (Klein & Hodges, 2001). One example is a financial reward. When remuneration is increased for all the employees, the overall response from both the male and female workers is the same (Kaylani, 1996). However, this is a short term motivator for both genders. The motivation of the employee will only rise for a brief time after receiving the financial reward. When

pay is increased, the spending of that person also increases which makes the financial situation of such an individual to remain unchanged (Klein & Hodges, 2001). When it comes to acknowledgment, women respond more favorably than their male counterparts (Tavris, 1999). Women like to get written and verbal forms acknowledgment for their work more than men.

Training has a different impact as a motivator to women and men. Training help employee improves their performances at work. However, for women, they need to have it structured differently than men (Weiss & Smith, 2002).

Compared to males, females have more responsibilities and as such, giving them training exercises just increases their responsibilities (Klein & Hodges, 2001). Therefore, women may be motivated to take training classes because it will limit them from carrying other responsibilities since they will have a reason to avoid that responsibility (Tavris, 1999). Respect in a workplace as a way of motivating employees tends to be favored by women more than male. The differences are however small between the two groups of gender.

1.3.7   Age and Motivation in Organization

Among researchers, there is little consensus on how values and needs change during the life of a person and how these changes may affect the work motivation (Nikitin & Freund, 2011). When age is mentioned in the same line as motivation, the life stage of a person also comes into question. Motivation not only is it linked to the chronological age of a person. Research shows that motivation changes as a person grow in a business setting (Kooij, de Lange, Jansen, & Dikkers, 2008). For example, a young person is highly motivated in his work. This may be due to the drive of having a job. Many are afraid to lose that work and as a result do their best so that they could establish themselves. Others seek to increase their salaries by seeking a higher office. This is their main reason or motivation in a workplace.

For older workers with young children, they are motivated to work and provide for their families (Kennedy, Mather, & Carstensen, 2004). They are also primary caretakers of the elderly especially their parents or older relatives. Therefore, these employees coordinate their daily working hours with personal duties at home

and other places. As such, they rarely concentrate at work and prefer to work part time or using flexible working hours. Older employees also are on the lookout for new challenges (Nurmi, 1992). Having been in one organization for long makes such an environment boring for a person. in their middle ages, these individual may change work to strike a balance between work and their personal life. Their priorities their home life more than their work life. In addition, if their children become self-supportive, their drive for monetary values reduce and as such, they become careless or rather, uninterested on work life (Bourne, 1982). It can therefore be identified that younger folks are more motivated in their work than their elder counterparts.

1.3.8 The Role of Motivation vs of Productivity in Organization

One of the roles of motivation in an organization is dynamism (Cleveland & McFarlane, 1992). Motivation helps to generate a kinetic energy in the organization where it produces a tremendous effect such as improved productivity or profits for a company. In addition, this energy builds the company's public image, industrial relations, stability and future development (Chiu, Chan, Snape, & Redman, 2001). When there is dynamism in the company, all the latest trends can be used easily in the organization without any friction of whatsoever nature. Without motivation, however, a static environment can be seen. The environment will be more than likely be toxic after some time (Bandura, 1977).

Motivation also generates the energy where teamwork can strive (Clark, Oswald & Warr, 1996). This is established through the benefits of motivation here an individual develops self-discipline. This helps build a strong relationship between the employee's thereby improving teamwork and the productivity of the organization. Another role of motivation for an organization is to foster loyalty among the employees (Bal, Lange, Jansen, & Van Der Velde, 2008). Loyalty ensures that the company will not be losing its best employees to other organizations. This will save the company money and time during training and recruit of new employees. The primary role of motivation is to ensure that every employee works to his or her optimum. This will help to meet the organization's objectives.

1.3.9 The Effects of Intrinsic Motivation Factors on Employees

Intrinsic motivation is derived from intangible factors in an organization (Thomas, 2000). This is the kind of motivation which comes from within a person rather than arising from external ones.

Employers can use the intrinsic motivation if an employee to ensure that they get the maximum productivity from his or her efforts or to help them reach their career development goals (Sansone & Harackiewicz, 2000). One of the effects of intrinsic motivation factors on an employee is responsibility. When an employee is motivated towards achieving a certain task, such an individual will rarely depend on the drive from his superiors. Responsibility can be a strong inspiration to achieve even greater things in the workplace.

Accomplishment is one of the intrinsic motivations in an employee (Staw, 1976). In the pursuit of a certain achievement, an employee becomes determined and hardworking. This is a positive energy for the company due to the many tasks that such an individual can cover in a short time (Thomas, 2010). In addition, teamwork in a company is more than likely to improve. A person will have to work with different teammates even if they are difficult to work with. Intrinsic motivation is one of the best element or quality that is needed in an organization to achieve the institution's goals.

1.3.10 The Effects of Extrinsic Motivation Factors on Employees

Extrinsic motivation is where a person is cajoled into doing something. It does not come from within, but the external forces play a role in making such an individual be motivated (Dweck, 2000). Examples of extrinsic motivational factors include financial rewards, praise, and recognition or consequence and punishment (Frey & Osterloh, 2002). One of the effects of extrinsic motivation factor on an employee is poor job satisfaction. For example, if a company uses a consequence and punishment as the extrinsic motivator, such an individual will be working just because he or she has to. Failure may result in a negative effect for such an individual (Bal, Lange, Jansen & Van Der Velde, 2008). In such a scenario, the job done is usually poor. Goals of the company are met with many problems.

In addition, the environment will be toxic if negative motivators are used. Using punishment will create an environment of fear (Sansone & Harackiewicz, 2000). This will only make the quality of service poor because the employee does not have any otherwise. It is like they are being forced into working for the organization.

Another effect of extrinsic motivator factors is that there is a high rate of people leaving their jobs (Thomas, 2000). The company will incur excess cost in hiring and training new employees as a result. Extrinsic motivator factors can also make employees be hard working. Promising workers an improved pay will make them be diligent in their work and determined to have their salaries increased. As a result, the company's goals will be met earlier.

1.4 Purpose of Motivation Research

Motivation is one of the most important qualities or aspect of a workplace if not the best. Over time, motivation has always been one of the key factors that enable people to work. Motivation can be imparted to the people through various means (Whiteley, 2002). Some are barbaric while others friendly. In the current generation, motivation has come to be a factor that is dearly yearned by employees to perform better in their respective workplaces. Motivation enables an employee to perform above par. This increases the quality of goods or services offered by the organization. Motivation makes people be motivated towards their work which enables them to be careful with the way the handle the organizations services products, or customers. Additionally, a motivated workforce becomes loyal to the organization. The opposite leads to massive employee loss due to resigning of those workers that are not motivated. This increases the cost of production for the organization through hiring and training of new employees. Additionally, the talented employees are hard to replace which may compromise the quality of services and products that such an organization produces.

Training which is a part of motivation improves both the mental health of the employees as well as the skills and knowledge. Additionally, the attitude of the workers changes as a result and they can tackle any activity they are given without any sort of complaints. The behavior of the employees also improves thereby enhancing the organizational effectiveness and performance. The advantage of using training as a means of motivating the employee's rests in its benefit of improving

both the employee as an individual, as a group and the organizations objectives and goals. This is one of the most important elements in motivation due to the dynamism of the world currently especially areas that are laden with the technological material, instruments and equipment. The employees will be needed to possess the necessary skills and knowledge regularly to cope with the ever increasing new technologies that are disposed at our doorstep every now and then (Whiteley, 2002).

Motivation also improves job satisfaction. Many people currently have issues with the place they work which makes them hop from one job to the other to find that which fits their lifestyle or rather, which makes such a person satisfied with his or her place of work. People that are not satisfied with their work end up producing substandard goods and services which compromise the reputation of such an organization or institution. As such, it is important that employees are motivated at all times. Motivation may include such things as increased remuneration, reduced work hours, increased vacation, improved working environment and the overall relationship between the leaders of the organization and the other employees and also among the employees (Noe, Michael, and Alison, 2010). Team building exercises also help in motivating the employees and this can be carried out a certain amount of times per year to always keep the workforce happy.

In motivation, the essential thing is that all the employees should be treated equally for them to be satisfied or rather be well motivated. Any situation which may seem disadvantageous to one party may compromise the whole practice of motivating the employees. As such, age and gender are one of the important differences in an organization which need to be looked upon to avoid any favorable motivation to one side. As such, the issue of motivation in a workplace also depends on the way it is implemented either by the organization or the people in the higher positions. Without a proper mechanism, the act of motivating the employees may lead to an even worse situation in an organization or institution. Motivation is, therefore, a primary objective that each organization needs if it really needs to perform excellently compared to its competitors. This study will look into the issue of motivation in Duhok polytechnic university in relation to how it works across the age of the employees and gender. Any differences in motivation that exist between the employees of different ages and also across gender will be established and discussion will be carried out to comprehend how it has affected the performance of

23

the institution and also how the employees are feeling about the whole situation. (Noe, Michael, and Alison, 2010).

1.5 Scope of the Research

The research will target the entire department in the university. This will include the administrative offices, special units, professional support departments, and other supporting staff. With an employee population of 1028, this research will have to narrow down it's sample size so that it can cover each area (Dpu.edu.krd, 2016). The research will also have to balance the gender because of its unbalanced nature. It is believed that with this sample, and the nature of the institution, a clear understanding of the problem will be reached, and adequate information will be provided about the subject.

The research will be of great use to all organizations. The polytechnic university will benefit more because the school will be used as a benchmark for other organizations. The information will be critical for employers who need their workers to have the highest productivity level. For the business setting, this is good information to boost business activities. Employers will be able to produce high production which will better the company's revenue position.

To the discipline, effective strategies will be formulated to help with future motivation techniques. Employee performance will be improved for example ensuring that the motivation embraces the quality of work life. Business wise, change is needed because of the competition that has engulfed the market in current markets. As such, this research will provide insight on the topic and this insight will be used to improve various sectors.

1.6 Statement of Problem

The 21st century has brought change on how employees should be treated in a workplace. During the industrial revolution, most countries were controlled by the capitalist, and people suffered on their hands (Maslow, Frager, & Cox, 1970). Care was given to the machines more than human beings. This led to many deaths due to the inhumane conditions that the employees were subjected. With the development of motivation theories, the workplace has ceased to be a torture chamber (Baumeister

& Leary, 1995). Many individuals are finding themselves enjoying arriving at the workplace than their previous counterparts.

Employees perform better when they are motivated by their employers. When they are treated in a positive manner, positive energy is created which helps boost their production (Locke & Latham, 2002). Recently, challenges have arisen regarding how the employees should be motivated. The different theories come up with various ways to motivate a worker. All the ways discussed give different effects or provide different end results depending on the employees being motivated. Many organizations such as Google have incorporated various ways of motivating its employees (Ryan & Deci, 2000). One such method is through the use of shares to make the employee productive.

Age plays a big role in many aspects of the employment sector. Experience is one of the essential elements that are needed for an employee to be employed (Simpson, Greller, & Stroh, 2002).

Gender is another aspect that was an issue during the 20th century. However, this has changed, and equality has ensured that women and men are treated the same in an organization.

The motivation which is an essential part of an organization has many factors that determine its effectiveness.

Duhok Polytechnic University being in an area that is gender sensitive is a good institution for studying how age and gender affect motivation to work. This is essential in establishing better motivational strategies that can apply to the different ages and gender.

1.7 Limitation of the Research

One of the limitations that may occur in the field is getting information from the respondent (Weiner, 1985). This is one of the main challenges when gathering information in a new territory.

Individuals fear giving out information due to the fear of sanction. If the information divulged is sensitive, most may resolve to lie which will affect the overall results of the research.

To minimize this challenge, the researcher will assure the respondent about the academic nature of research. The researcher will also assure the respondent his or her anonymity regarding the information provided.

The second limitation that may arise in the course of the research is the time allocated. The time is not enough for the whole project to be completed and this will be a challenge in finding all the needed information. Good time management skills will be required in this case to tackle the issue of limited time. For the research to have a clear conclusion and recommendation, all areas should be covered. Discipline regarding time will be highly appreciated.

Another limitation that may arise is finding the need materials to carry out the research. Stationeries are needed including a guide. As such, the funds might not be enough with the inclusion of other necessary materials. This may hinder the research or slow down the research. Finally, this research is a step on the long road at DPU in Iraq that scholars of this University should peruse for enhancing the motivation of it staff.

CHAPTER TWO

METHODOLOGY OF THE RESEARCH

2.1. Introduction

This chapter will begin by explaining the research method that was used for the research. The research will also discuss the strategy that was used and how data was collected for the research. In addition, it will discuss the sample selection and how they relate to the research. From the theoretical background in Chapter one, this section is aimed at exploring a three-way relationship which is between) age, gender and motivation) along the domains of an organizational culture. The main variables in this research are discussed to show how it can impact the construct under investigation. Basically, this chapter will present the practical methods that will help answer the research questions of the research and which will help fulfill the thesis presented in the theoretical chapter. Lastly, the chosen research design will be criticized in this chapter as well to deliver a study that reflects the motivation level in Duhok polytechnic university among the employees correctly.

2.2. Purpose of Research

The main focus of the thesis is a descriptive research strategy. The reason for this selection is because the research involves describing different variables and the relationship between these variables. The thesis at the same time is exploratory and explanatory because the discussion of and explanation of the different concepts will be carried out to give a clear picture of the field of the research.

The purpose of the research as well is ensuring that the research questions can be answered at the end of the thesis. This research is one of a kind in this area especially with the high level of difference between the male and females at work place.

2.3. Research Aims

This research investigates the effect of Age and Gender on motivation to work at Duhok polytechnic University. The research was carried out, employing the highest degree of professionalism. Motivation is one of the most important elements in a workplace.

Without motivation, productivity will be compromised thereby rendering the institution or workplace ineffective in rendering its services to the people. This research has been designed to establish how gender and age influences motivation in a workplace.

So, the aim of the research is to understand these mechanisms and identify a solution or a way in which employees could be motivated across both gender and age. The organizational culture has always favored the old people and male workers in a workplace.

This research will substantiate this claim in regard to motivation and come up with the ways in which it can be handled.

2.4. Research Approach

In ensuring that the purpose of the research is reached, a qualitative and quantitative approach will be used. A qualitative approach is associated with having a holistic perspective. It is known to be prone to interference from the researcher. Alam (2005) illustrates that qualitative approach is one of the least understood research method currently. In addition, it is the most criticized by researchers but that is contrary to what it can offer for a research study. Qualitative researcher enables a researcher to study a variety of projects from different areas. This can help better to capture the complexity of a social setting. This is possible through facilitating the comparison of the activities carried out by another organization or case sty across a variety of situations and setting.

In this research, the contact with the case has already been established. I have already gained the overall view of the case. The main idea of a qualitative approach is that it will be based on observation and analyzed documents. This means that all data in words in a certain local setting for a certain period of time can be considered as a qualitative data. In approaching the target population, the

accessibility of the data should be established before proceeding or taking a conclusion.

Quantitative approach ensures that all the statistical computation taken is converted into a meaningful sentence that best describes the situation Silverman, D. (2000). In our case, our approach included taking statistical data from the employees which is a form of quantitative data at the same time, direct observation was used which is a source of qualitative data.

2.5. Objective of Research
Main objective

The general objective of the research is to establish the effect of gender and age on motivation to work for employees in Duhok Polytechnic University.

Specific objectives

1. To establish the age difference in Duhok Polytechnic University

2. To determine the ratio of the different genders in Duhok Polytechnic University

3. To examine the role of motivation in a workplace about productivity

4. To investigate the effect that gender and age carry on motivation to work.

2.6. Hypotheses

a. If the relationship between the different genders is positive, then the work motivation at Duhok polytechnic university employees will be high.

b. There are statistically differences in work motivation between the two genders in Duhok polytechnic university among the employees.

c. There is not any statistically difference between the old and the young employees at Duhok polytechnic university.

d. Statistics of the differences in work motivation across the ages in Duhok polytechnic university does not exist.

2.7.Research Questions

a. What is the level of work motivation among the Duhok polytechnic University Employees?

b. Are there statistically significant differences in work motivation due to gender?

c. Are there statistically significant differences in work motivation due to age?

2.8.Research Design

Consideration surrounding the timing, convenience and limitation influenced the decision about the choice of the methodology to be used. In line with the above consideration, a quantitative and qualitative research design was chosen because it was deemed to deliver the appropriate results primarily because of the descriptive nature of this project. Both research methods enabled the exploitation of the variables better than using only one method Yin (2003b). It allows the objective and precise measurements of the dimension of the research questions as experienced by the employees (Silverman, 2000).

The research was guided by the aim statement which was presented in the first chapter. This was based on the literature and theory of the survey and the set conceptualization of the whole research. The hypotheses were cited from the research question that was presented which detailed the each of the expected findings especially the relationship between the three variables. Given the situation in Duhok polytechnic university where time was limited and my schedule, data was collected during work hours.

In this way, a substantial amount of data could be collected from the employees from a large number of them in a relatively shorter time. This allowed three measuring instruments to be administered in the same time during a single data collection session. All these process allowed getting the attention of the employees as well and keeping them excited.

2.9.Data Collection

Data collection is the most important aspect in a research. It is the base of the research and what will be used to substantiate the claims which was presented in the thesis. For this research, the source of evidence of documentation that was used was questionnaire. This was carried out by giving the employees a questionnaire where they had to fill it.

In addition, there was an arranged meeting where I was able to meet some employees to discuss about motivation in the institution. According to Yin (2003b), using multiple sources of evidence for a research is essential and contributes with strength for the case being investigated. The kind of evidence according to Yin (2003) can come from questionnaires, archival records, direct observation, physical artifacts and participant observation.

Using multiple sources of finding ensures that the interpretations of the work or conclusion drawn from the study cannot be questioned. Documentation has been used throughout the study to reinforce the case being presented by supporting and supplementing additional evidence from the different sources. The strength of the documentation lies with its stability and how often it can be reviewed or updated to update the study Alam, (2005). The weakness of documentation can be based on the rate of retrieval or its easiness to be retrieved. Conversely, the lack of credible information from the documentation can be a source of weakness.

In the collection of data's, a questionnaire was designed to get data's from the employee. The questionnaire was designed to fit with Duhok Polytechnic university environment. In addition, it considered the sensitivity of the genders. This was designed to reduce any biasness that could have arose from it. The Questionnaire was designed to produce a qualitative data's. This is possible by studying the reply from the participants. All the respondents were subjected to the same questions and each one was encouraged to choose their answer without feeling intimidated or fear of victimization. The questionnaire given was a closed ended where they were only required to choose from the given answer. Five answers where given where each respondent was supposed to choose one among the five answers. In other instances, the respondent was given some variables where they were to choose a number of the

variables which appealed to them. In this scenario, they could choose more than one variable that would be used in the study in the questionnaire.

Direct observation was also employed during the collection of data's. This was carried out to check how the male and female employees relate at work. In addition, it helped establish the closeness between the young and old employees. According to Yin (2003a), direct observation is a good source of first-hand information which is devoid of pressure to the respondent. The observation was carried out around the university especially in crowded places. Some of these areas include the cafeteria, office lounge, during coffee and lunch breaks. This was the time where many employees could be found in a common place. The observation was also carried out in offices where the relationship between genders and the different age groups could be identified in a normal working environment among the employees. This was carried out for a period of one week. This enabled the study to have the necessary data that could be used to answer the research question and test the hypotheses presented.

In addition to direct observation, a focused group was created to discuss the role of motivation in a workplace. The focus group has been established to provide valuable information. It has been identified that respondents or participants in focus group are open. The main reason of forming the focus group was to bring out the differences between male and female in a workplace and what are the characters which make them motivated. Another group was established to see how age differences among the employees affect motivation.

2.10. Participants

The participants selected for the research numbered (142). This number included both the males and females. The data are collected from all the departments at Duhok polytechnic university. The participants comprised of both the young and the old as well. The participants were not equally distributed were the male and the females numbered the same, rather, the males participated more in the study than their female counterparts. The difference between the ages was also well pronounced with the younger employees contributing more to the research than the older folks.

The differences can be traced to the tradition of the area where the females have always been under men. In addition, the difference between the old and the young is based on the same case where the older folks seem to be detached from activities that involve the younger members of the society. In the institution, it could be identified from the theoretical work in the first chapter that the number of female employees at Duhok polytechnic university is less than that of the men in the same institution. This scenario was responsible for the skewed nature of the number and ration of the participants for the study.

The participants were found by giving out questionnaire randomly to the different departments in the institution. This enabled the research to sample the different employees from the different platforms where they could explain the relationship between age, gender and motivation in Duhok polytechnic. In addition, the participants included some of the leaders in the institution. This was to balance the participants and also to provide essential data that will establish the connection between the individuals in high position and those in lower position in relation to the level of motivation in the institution. The questionnaires were given to more than (200) participants but only (160) returned their papers for scrutiny. The Data's collected was then passed through rigorous checking to ensure that all met all the requirements and were fully answered. The selected questionnaires were (142).

The focus group was also established to properly look at the way in which the different variables relate to each other and how the employees converse on a daily basis. The focus group formation was in lieu with the much needed connection between motivation and the two variables to investigate.

Two groups were formed which one had males and females who had an age difference of not more than eight years. The second group was compromised of both males and females but with a larger age difference than the first.

Focus group main objective was to get the first-hand information and face to face interaction which lacked in the questionnaire. The questionnaire had no ability to read the minds, emotions, or listened to the tone of conversation between the different variables of the research.

The focus group was a group of seven people each with a maximum of two groups. In both, the number of males and females were similar to avoid business and one gender from being overpowered by the other.

2.11.Source of Data Collection

The data of this research work was mainly obtained from primary and secondary sources. The purpose of the questionnaire was to investigate how age and gender affects motivation level of the employees in Duhok polytechnic university. Total of (142) respondents out of a sample of (150) employees completed and returned their questionnaires... An extensive discussion was held with the head of departments in their respective offices. These discussions were also intended to provide general perception on how the managers deal with issues of motivation. In addition, focus groups were created to add data to the study or rather, important information which will be used to gauge the hypotheses of the study. The secondary data which constitutes the source of data was gathered from reports of the organizations, its human resource management policy and annual reports.

2.12.Sample Selection

The main focus of the research was the difference of motivation between the young individuals in the workplace and the old and between men and women. The research primary questions focused on how age and gender influence motivation in an organization. Duhok polytechnic university was chosen as the center of the research because of its size and importance in the area taking into mind its approach towards motivation. The big size of Duhok University made it capable to produce results which will closely reflect the nature of motivation in the area across age and gender differences. The sample selection was conducted in such a way that the managers where included in the research as well. It was essential to conduct a convenient discussion with the players of the study to take the best who could reflect the tradition of the organization. Coopers and Schindler (2003) descriptive design is appropriate for the research where the objective is to provide comparative description of the population and cases where researcher wishes to discover association among different variables. Sampling of quantitative research is an important aspect of a study and its collection often involve sampling large data. Sample selection is usually random rather than purposive because its main idea is to take many samples or a large number to get a good picture of the organization. In sampling qualitative data,

its collection involves small sample so that it can better reflect the research area. The important element in its collection is finding individuals who will give the clear picture of the situation. The samples are purposive rather than random (Miles & Huberman, 1994).

Duhok university is located in an urban place which makes its an essential center for collecting data because of the variety of people that can be found in the area. Most come from all walks of life which eliminates any unnecessary weakness from the sample that will be collected. In addition, the chosen center for the study is an institution which increases the credibility and reliability of the study due to the presence of different people from different areas with different traditions, culture and behavior. Duhok University Polytechnic has been an exemplary institution in the region. The institution is also known to treat its employees in a favorable manner ensuring that they are comfortable and satisfied with their jobs. Duhok highly depends on its personnel to get their desired end product. The main product that the institution gives to the society is the number and quality of graduates that it produces. As such, employees play a vital role in ensuring that they play their part of the process properly. Cooper and Schindler (2003) argue that if well-chosen samples of about (10%) of a population can always give a good reliability but due to the low population of the staff.

The sample selection that has been used for the research is made up of textual context from their website which has also been used to determine the number of employees in the institution. Apart from materials from the website, sample selection was also achieved by using focus group where the individuals who possessed a proper knowledge about the institution where given forms to fill. The sample selection was carried out to ensure that the most important information could be extracted from the employees without undermining their relevance in the study or making them feel threatened. During sampling, the supervisor was chosen to simplify the identification of head of departments among the employees of Duhok polytechnic university.

Sampling also took place for employees who would be included in a focus group. Sampling selection was done to ensure that any discrepancies that could affect the study was eliminated earlier. All the selected people to partake in the study were

found to be informative and helpful to the research. This could not have been achieved was it not for a proper sampling selection which took quite some time.

2.13.Instruments of Research (Questionnaire)

The instruments that were used for the research were three. A questionnaire was designed so that quantitative data could be retrieved from the sample. The questionnaire is designed to have two sections. The first section has three key areas that were to be researched.

The first area is questions relating to career. The area has six questions. This section has been designed to be answered by all employees in the institutions regardless of age and gender.

The second area is gender. This area has five questions. These questions specifically target information related to motivation and gender The part is sensitive to gender. Its main focus was to note the different genders answers to some of the questions. The last part in the first section is age. This part also has five questions. The questions have been designed to extract information related to age and motivation in the workplace. This part is sensitive towards the age of the person filling the questionnaire. The first section is closed ended where the participants are requested to tick in the spaces they felt it was their right answer.

The choices are five in the questionnaire ranging from very good to very poor. Each employee had the freedom to tick in the box which they felt was their situation currently. The second section also had some questions but unlike the first chapter, it was only designed to take the numbers of the people agreeing to the different questions. The questionnaires were given to total of (150) employees in the institution. This procedure was conducted randomly.

The second instrument used to acquire data from the employees is a focus group. The focus group was created to establish the interaction between the employees. The interaction was based on the employees from the opposite sexes and across age. As such, the focus group was composed of both the young and the old employees as well as the males and females. The focus group was a success and all the participants responded to all questions that were posed.

2.14.Data Analysis and Presentation

In order to analyze the gathered data properly and compare it to the theories in place, it is essential that a guide is created where certain variables concerning motivation at work can be lift and compared to the theories. Qualitative studies usually build on a theory where there is a new study being carried out in order to expand that theory. Qualitative study can however be also designed to test or confirm an existing theory to identify its validity. Usually, qualitative data is used to supplement the existing quantitative data. It can also be used to explain it, validate, illuminate, and interpret the data for the research paper. This is carried out through the process of data reduction. Data reduction is the process of selecting simplifying, focusing, and transforming the data.

In this research, questionnaires will be sorted and fully completed. Bell (1993) argues that when making results to a variety of readers" simple descriptive statistics such as percentages have a considerable advantage since they are easily understood. The data will be presented using tables, bar graphs and charts. The data will be analyzed with the aid of descriptive statistical techniques such as simple percentage and total score. For the study, both quantitative and qualitative methods were used for the analysis of the primary data which had been collected.

The use of bar graphs, pie charts, and tables will be constructed to give the reader a good impression of the analyzed data. This will enable simple interpretation.

The presentation of data by these three methods is suited for this study because it only involves three variables. Simple charts and graphs will be used for its presentation rather than complex mechanism. By using frequency distribution and percentage during presentation, for the quantitative data analysis, this will better explain the proportion of respondents choosing the various responses and it will help determine the differences or similarities among the different variables. This will create a pattern that will further be used to analyze the data. In analysis of the data gathered, identified mistakes and data gaps were rectified as soon as possible. This was done before analysis of the data. Few mistakes arose during the analysis as a result of the rectification of these gaps and mistakes. In addition, this ensured that during presentation, there will be zero confusion when reading the data or interpreting.

2.15.Reliability and Validity

For a case study to be valid and reliable for other people to use, it is essential that the guide is used carefully. The questionnaire should also be interpreted carefully to get the most accurate results. For this research to be valid, triangulation method was used which involves documentations of the researched data. After conducting the study, a summary was made an I confirmed the empirical data to add that validity to this thesis. According to McNeill & Chapman (2005), validity refers to the issue of whether the collected data being studied is true or false. Gumesson (2000) explains that there are four tests which can be used to determine the validity of a research paper. These four tests are internal validity, construct validity, reliability validity and external reliability. All these are conducted to improve the quality of a research paper.

In this research, all measures were taken to ensure that it is reliable and valid. All these steps gave the research a sense of reliability due to the nature of its extensiveness as a study. Conversely, the high rate of reply from the participants gave it a sense of seriousness which further established its reliability due to the different people who undertook in the process. The research can be tested to be valid by looking at the data presented and comparing the number of the data and the actual number of employees in the organization. Multiple sources of evidence can be used to establish a chain of evidence. Additionally, informants could be used to review the report give. By using a guide, a consistency was developed in analyzing the data as well. The questionnaire was easy due to the nature of its structure. The use of reference will also reinforce its reliability. Reports taken from the institution will also be used to enhance the data collected. As such, the data presented will be reliable.

CHAPTER THREE

DATA ANALYSIS, RESULTS AND DISCUSSIONS

3.1. Introduction

Chapter three provides detailed results of the study which was undertaken. The second chapter provided the ways and instruments in which data could be collected from the field which would be used for the study. The third chapter provides a good discussion of how the data was collected in the field. Additionally, it has alighted instruments such as questionnaire which was used in the process. Conversely, the first and second chapter has highlighted the issue at hand and what are the hypotheses of the study. This chapter will try to prove whether these hypotheses are true or false. The research questions presented in the first chapter will aid in arriving at the methods that will be used to gauge the hypotheses.

This chapter will analyze the data that was gathered using the instruments discussed in the second chapter. The data analysis will be carried out in multiple ways. One of the instruments that will be used for data analysis is graphs. Graphs will be extensively used to give a clear picture of the situation in Duhok polytechnic university. The situation being researched is how age and gender affect the way in which employees are motivated. Additionally, pie charts will be used to analyze the data and give a clear picture of the situation at the institution. The instruments that will be used greatly in this part is tables. The tables will be used to differentiate the data or rather, make it organized for easy analysis. Data analysis is essential for this chapter in that, results, discussions, conclusion and recommendations greatly depend on its accuracy (Good, 2005). Tables will be used alongside figures to give the data a better angle when approached for analysis. Data analysis will be carried out diligently and carefully to avoid errors. This will make the study reliable. Additionally, being careful will reduce complications when giving the results such as having numbers that do not relate (Bell, 2014). Data analysis is the most important

Part of this study and it will take a considerable amount of coverage and number of pages.

Chapter three will also have the results of the research. In the first chapter, research questions were posted which helped draft the hypotheses in chapter three. The results will help establish which hypotheses were true and which were false. The results of the study will be given after the data that was collected has been analyzed. Results will highlight every detail starting with the differences in ages among the employees and the differences in a number of the males and female's employees in Duhok institution. Results provide a detailed report of the difference in motivation between the different genders and different ages. It will shed light on the importance of having these data and how ensuring that every employee is equally motivated is essential for a good performance of the institution

Lastly, this chapter will have a discussion of what has been researched and its results. It will highlight the importance of the discussion as well as shedding light on the variables involved in the research or rather, the elements involved in arriving at the results of the research. The discussion part is basically giving the picture of the institution in relation to motivation across age and gender. Additionally, chapter three will have a discussion about the issues that have facilitated difference in motivation, or which has helped avoid such a scenario. The discussion part will not have any graphs, pie charts, figures or tables. This part will be purely in prose form using the analyzed data and results to come up with the discussion.

3.2. Data Analysis
3.2.1. Overview of the research project

The research project is aimed at understanding the effect of age and gender on motivation among the employees of Duhok Polytechnic University. The institution to be studied has a large population and is found in an urban area which makes it an ideal place to conduct such a research. The research paper will analyze the data collected to understand how age and gender have affected motivation in this institution. In terms of gender, the research project will analyze whether males are more motivated at their work or females, or they are both equally motivated. In terms of age, the paper will discuss whether the young employees are less motivated or the old employees. The data needed for the project has already been collected. In

ensuring that the project stays true to its cause, research questions were formulated. These research questions have aided the project and it will be useful in this chapter as well. Hypotheses were also drafted to further help in leading the research project.

3.2.2. Research Questions and Data Analysis

The first research question for the research project is understanding the level of work motivation among the Duhok Polytechnic university employees. This question covers both the males and female employees. The question also covers all employees without being sensitive to their ages. The second question was understanding whether there are any statistically significant differences in work motivation due to gender. For this question, it is not sensitive towards age but sensitive to the gender. The last research question is if there are any significant differences statistically in work motivation due to age. This question is sensitive to age. The three questions cover what the research project intended to research on.

3.2.3. Overall Hypothesis and Data Analysis

The hypotheses formulated for the research project numbered four. The first hypothesis put forward is that the relationship between the genders is positive, then the work motivation of Duhok polytechnic university employees will be high. The second hypothesis reads that there are statistical differences in work motivation between the two genders in Duhok polytechnic university among the employees. The third hypothesis formulated suggests that there is not any statistical difference between the old and the young employees at Duhok polytechnic university. Lastly, statistics of the differences in work motivation across the ages in Duhok polytechnic university does not exist. These hypotheses will be tested after the data that have been collected are analyzed.

3.2.4. Respondent Received

The number of questionnaires that were given out was (150). Out of this sample, total of (142) employees turned their papers in with every detail filled. This was a good turn up and it ensured that the study was not compromised in any way. The turn up was (95) percent which is a high number for a good sample. This signified also that the employees were willing to work with the researcher on the topic being researched. The success of the response rate was down to the communication between the sample and the researcher. Instead of using other

individuals to give out the questionnaires, I decided to approach the employees myself so that I could ensure most employees have the questionnaire. In addition, I gave them the assurance that anything they will turn up will not be used against them under any circumstances. Some were afraid of being victimized and my presence ensured that this did not happen.

Table 3-1 Response rate

Response	Frequency	Percentage
Responded	142	95
Not responded	8	5
Total	**150**	**100**

The high response rate ensured that the research started on a higher note compared if few would have replied or rather filled the forms. After collecting the responses from employees, all were checked to ensure that all details were adhered to. Only a few papers had one or two question blank. A follow-up was made to see if the other eight questionnaires had been misplaced but all the hard work proved futile. As such, the collected samples were used rather than giving out other questionnaires to save time for the analysis part. This can be termed as a successful mission up to this point. This research project was also interested in understanding the working experience of the employees. However, this could not be possible because of the complexity of employees understanding which was the first job. Some of the employees were old and could not keep track of time and therefore this could not be possible.

3.2.5.Gender Distribution Response Rate

The researcher also sought to find out the number of each gender respondents. Gender is one of the key variables in this study and getting their response numbers is essential if not critical to the research. To better understand the number of respondents from each gender, the data will be put on a table to make it more appealing, presentable and easy to interpret. The figure below gives the number

of respondents according to their gender. The table also has also incorporated the percentage of each gender response.

Table 03-2 Gender distribution response rate

Gender	Frequency	Percentage
Male	80	56
Female	62	44
Total	142	100

From the research, it can be identified that the men were more willing to partake in the project than their female counterparts. However, the gap between the genders is less pronounced showing that the issue of inequality in the area is minimal. It still, however, spells the problem of women being behind the shadows of the males in the society. Additionally, this can be seen as the new trend where women have started to be more aggressive compared to the males who are laid back and they are being overtaken in most fields. The number of women is increasing in many areas from school enrollment, employment, and also they are getting more vocal and outspoken. According to the data provided, this shows their stance and outspoken nature.it shows that they are coming out of their men shadows. The low gap between the male and female respondents is a positive sign in that it gives a good number in which the research can be carried without the limitation of one gender being extremely many or rather, skewed positively to one gender.

3.2.6.Age Distribution Response Rate

The research also wanted to establish the different ages of the employees who were involved in research. The data is presented in the table below. The table shows the ages of the employees from a certain age to the other. The age difference used under one group is (10) apart from the new employees and the oldest in the institution. The frequency of each group was taken. Additionally, the percentage of the different age groups against the total number is shown in the table as well.

Table 0-3 Age distribution response rate

Years	Frequency	Percentage
0-25	14	10
26- 35	53	37
36-45	43	30
46-55	20	14
56-65	10	7
66 & Above	2	2
Total	**142**	**100**

From the research, we identify that the majority of the respondents who took part in the study are those aged between the ages of (26) to (35). This group amounted to about (37) percent of the whole respondents. This can be taken to mean that most of the employees in the institution are among this age group. At this age, the respondents are in their prime. These are the young folks in the organization. They are the ones that are most active and aggressive. They represent the active employees in the organization. Additionally, most are those that have just started a family and their children are probably young. The second highest numbers of

respondents are the employees found between the ages of (36) to (45). This age group represented about (30) percent of the total respondents. They came close to the employees between the ages of (46) to (55). This group can also be identified to represent a large number of the employees at Duhok polytechnic university. At this age, most of the employees are reaching their peak. It is the age that most have families and the families are dependent on them. This age group are also known to be somewhat satisfied with their job especially those that are more than (40) years old.

The fourth highest respondents are those that have just graduated to (25) years of age. These are the new employees that have probably had zero experience in the job market. They account for (10) percent of the response. Only (14) responded to the questionnaires which were issued out. Lastly, employees aged (66) and above accounted for the least respondent. This may be attributed to their number in the institutions. Most people at this age have retired. They accounted about (2) percent of the total respondents. It can then be concluded that the employees who are most willing to respond to questionnaires are those aged from (26) to (55). Most are active at this age and have realized their potential as well as their position at work. In addition, most are already satisfied with their work or have resigned to their fates at this institution thereby responding to the questionnaire to show their satisfaction or dissatisfaction.

3.2.7.Effect of the Work on the Employees

When research was carried out and questionnaires given out, the participants had a different approach towards their thoughts about their field of work. Generally, many thought that their place of work is fine with them. (36) respondents rated their field of work to be very good. Forty of the respondents were also positive stating their field of work is good. Although good is not the same as excellent, it is better than being average or poor. Most respondents thought that their field of work was average this was supported by their response rate of (42). Only a few thought their field of work was poor and they numbered (20) while 4 more thought that their field of work was very poor. These numbers show that majority of the employees are comfortable at their current workstation. This can be attributed to the high number of respondents who were aged (35) years and above. These are the ones who currently do not have the time to search for another job and they have to be contented with the service they are currently receiving. Most of the employees according to the

questionnaire are comfortable with their workplaces and those that are not satisfied do not have a problem with working there.

Table 3-4 Effect of the work on the Employees

Appreciation	Frequency	Percentage
Very good	36	25
Good	40	28
Average	42	30
Poor	20	14
Very poor	4	3
Total	**142**	**100**

3.2.8.Effectiveness of Tools and Equipment at Work

As much as the employees are satisfied with their field of work, most find the effectiveness of the tools and equipment given to them at work to be average. Few of them are satisfied with the equipment's and tools that are at their disposal. From the questionnaire, it can be identified that only (20) respondents deem these tools and equipment to be very good. Additionally, (28) further deem tools and equipment their disposal to be good. However, the majority of the employees numbering (66) see that the tools and equipment that they are given are average. This is a clear indication that most are dissatisfied with this kind of equipment that is supplied with. (20) Of the respondent deem the equipment and tools to be poor while a further eight deem it to be very poor.

Table 0-5 Effectiveness of tools and equipment at work

Appreciation	Frequency	Percentage
Very good	20	14
Good	28	19
Average	66	46
Poor	20	14
Very poor	8	7
Total	**142**	**100**

The highest number of the respondents were not satisfied but they have no option according to the number which deems the instruments and tools to be average and below. The provision of equipment and tools is the mandate of the institution to provide. These materials should satisfy the employees so that they can do their work diligently and produce services and goods of high quality. As such, the morale of the employees is down because of this spectacle or rather, the situation which the institution has overlooked at the expense of the employees and the end product of the institution in general. This is a kind of motivation which the institution has not taken seriously.

3.2.9. Level of Motivation Received from the Head of Departments by Employees

The respondents had different ideas when it came to the relationship between the head of departments and the other staff. From the respondents, (40) thought that the motivation they receive from their managers is extremely good. When this is compared to the worst case scenario, only (20) saw that the managers did not motivate them. The majority of the employees thought that the motivation they receive from the head of departments is average. However, thirty of the respondents also felt that the motivation they receive from their leaders is good. When the respondents are compared, it can be identified that more of the employees felt that they are motivated above average by their head of departments. The others who feel otherwise are very few which can be attributed to the skewed age differences at work.

Table 3-6 level of motivation received from managers

Appreciation	Frequency	Percentage
Very good	40	28
Good	30	21
Average	50	35
Poor	2	2
Very poor	20	14
Total	**142**	**100**

3.2.10. Appreciation of materials and moral remuneration at work

Many of the employees felt that they received little motivation in terms of materials, moral and remuneration at work. Only (7) thought that these services were

very good and another additional (7) thought they were good. However, the majority of the respondents feel that such motivations are very poor in the institution. This can be shown by the high number of the respondent stating that these services are very poor and poor. All of them combined amount to (74) compared to the ones who feel this service is good who amount to only (14). The most of the respondents felt that these motivation elements were average in the institution. Additionally, many respondents felt that the working environment is poor. This can be shown in the questionnaire where a record (76) respondents state that the environment is average.

Table 3-7 Appreciation of materials and moral remuneration at work

Appreciation	Frequency	Percentage
Very good	7	5
Good	7	5
Average	54	38
Poor	34	24
Very poor	40	28
Total	**142**	**100**

The environment does not elicit hard work or determination. This means that it does not facilitate motivation. A further (20) thought that the environment is poor and another (22) thinks it is very poor. The number of employees who do not approve of the environment outweighs those who does. When it comes to the relationship between the employee and the head of department's relationship, a high number feel that this relationship is average and there is nothing good about it or that bad. Those who deem this relationship to be good outweighs those who feel that relationship to be poor though it is a very small gap. Therefore, the employees are divided regarding the relationship between them and their head of departments.

Table 0-8 Effect of working environment in motivating employees

Appreciation	Frequency	Percentage
Very good	16	11
Good	8	6
Average	76	54
Poor	20	14
Very poor	22	15
Total	**142**	**100**

3.2.11. Relationship between male and female employees

The research project also wanted to establish the relationship between the female and male employees at Duhok polytechnic university. The majority of the respondents felt that the relationship between the genders is average. Most felt that there was nothing special when it comes to the relationship between the two groups. However, many felt that the relationship was better compared to those who felt it was worse. (20) of the respondents felt that the relationship between the two groups was very good compared to only (2) who felt that the relationship was very poor. Those who felt the relationship was good number 46 compared to those who thought it was poor who numbered a mere (10). It can be identified then that the relationship between the male and females is good. This enhances the way they motivate each other in the field compared if they hated each other or worse they kept fighting or hatred manifested within each other.

Table 0-9 Relationship between Female and Male employees at work

Relationship between Male and Female employees	Frequency	Percentage
Very good	20	14
Good	46	32
Average	64	46
Poor	10	7
Very poor	2	1
Total	**142**	**100**

3.2.12. Thoughts of employees on if female are motivated than male

When data was taken regarding the level of motivation between the female and male employees, it was found that many felt that all were motivated equally without any discrimination. Sixty-eight of the respondents felt that women were averagely motivated than men. However, (16) of the response stated that the female employees were highly motivated than men. This is countered by (14) respondents who felt that the females were not highly motivated than the males. When the data is analyzed properly, it can be identified that every opposite of the response given has the same if not the exact number who oppose. This, therefore, establishes that the institutions do not discriminate along gender lines in motivating its employees. However, the different data or irregular statistics can represent the different departments where there is discrimination. Due to the security or privacy of the respondents, these departments cannot be identified. There are some departments which motivate its female counterparts over the males' whole others motivate its male members than the females.

Table 0-10 Thoughts of employees on if female are motivated than male

Appreciation	Frequency	Percentage
Very good	16	11
Good	24	17
Average	68	49
Poor	20	14
Very poor	14	11
Total	**142**	**100**

3.2.13. Level of motivation among male employees

When the research was done for the males, many felt that they were averagely motivated. The majority of them numbering (82) felt that they were averagely motivated. When compared the bottom half and the top half, the top half number (42) against the respondents who feel they are poorly motivated. They only number (18) which is very low. However, the majority feel that they are just there and not motivated. This can be reflected by the data taken for the females which also had a higher number feeling that they are averagely motivated. As such, it can be established that there is no gender that is favored over the other. The only data which correspond to each other is that they top half for both genders are more than those who feel they are poorly motivated. This similarity further strengthens the notion that there is no discrimination when it comes to motivation. The effect of gender does not apply and all are treated equally.

Table 0-11 Level of motivation among male employees

Appreciation	Frequency	Percentage
Very good	12	9
Good	30	21
Average	82	58
Poor	10	7
Very poor	8	6
Total	**142**	**100**

Research was also carried out to establish the level of motivation for the female employees at Duhok polytechnic university. The questionnaire given came back with a clear indication that motivation among the female employees was high. (18) people thought that the motivation level among the female employees was very good while (30) thought it was good. Majority of the respondents numbering (76) thought that the motivation level was average. However, for those who had a negative perception about the motivation level among the females in the institutions, their number was few. Only ten of the respondents thought that females were poorly motivated while a further (8) thought that they were motivated very poorly. It can be identified that majority had an average perception of how women were motivated at their workplaces.

Table 0-12 Level motivation in female employees

Appreciation	Frequency	Percentage
Very good	18	13
Good	30	20
Average	76	54
Poor	10	7
Very poor	8	6
Total	**142**	**100**

The research was also carried out to establish the effect of age on motivation among the employees of Duhok polytechnic university. To establish one of the most important aspect of motivation, the relationship between the younger and older employees was taken into consideration. Out of the (142) respondents, (30) thought that this relationship was very good. This is like a five-star rating. A further 48 had the perception that their relationship was good. In the research also, (50) people saw the relationship between the two groups as average. However, few had negative thoughts about the relationship between the two sides. Only (10) saw that the relationship was poor and a further (4) saw that it was very poor.

Table 3-13 Effect of Age on motivation

Appreciation	Frequency	Percentage
Very good	30	21
Good	48	34
Average	50	35
Poor	10	7
Very poor	4	3
Total	**142**	**100**

To better understand the effect of age on motivation among the employees, research was also carried out to establish the relationship between the top management and the old employees as well as the relationship between the younger employees and the top management. The relationship between the older people and the head of departments showed that it was very good or rather strong. Around (130) respondents saw that the relationship between the old employees and the head of departments was above average. A record (60) respondents thought that the relationship was very good. A mere (2) respondents thought that it was very poor.

Table 3-14 Relationship between the old employees and top management

Appreciation	Frequency	Percentage
Very good	60	42
Good	34	24
Average	40	28
Poor	6	4
Very poor	2	2
Total	**142**	**100**

For the relationship between the young employees and the head of departments, most respondents think that the relationship is just average. However, when those who think that the relationship is above average are compared to those who think that the relationship is below average, the ones above average are more. Only three respondents think that the relationship is very poor compared to (30) who think that the relationship is very good or very strong. This perception is backed by a further (39) people who think that the relationship is good compared to (12) who think that it is poor.

Table 3-15 Relationship between the young employees and top management

Appreciation	Frequency	Percentage
Very good	30	21
Good	39	27
Average	58	41
Poor	12	9
Very poor	3	2
Total	**142**	**100**

Level of motivation among the young employees and the old employees

Research was also carried out to establish the level of motivation among the employees in order to determine the effect of age on motivation in Duhok institution. Most of the young employees thought that their level of motivation in the workplace is average. This was attested by (66) respondents. In addition, (30) respondents also thought that their level of motivation was good while a further (26) thought that it was very good. On a scale of (1 to 5), majority where above two stars. In contrast, (20) young employees saw that their level of motivation was poor. However, no respondent thought that it was very poor. The least saw it as being just poor.

Table 3-16 Level of motivation among young employees

Appreciation	Frequency	Percentage
Very good	26	18
Good	30	21
Average	66	47
Poor	20	14
Very poor	0	0
Total	**142**	**100**

The older employees also partook in the research and their level of motivation was somehow distributed. However, majority of them also felt that they were averagely motivated. This was same as the young employees with the old employees numbering (68). For those respondents who were old, (12) of them thought that they were very motivated. Conversely, (28) of the respondents also thought that they were somehow motivated but above average. In contrast, the motivation level was seen by (19) of the older employees to be poor. Additionally, (15) saw thought that the level of motivation among them was very poor. When the above average group is compared to the ones below average, they are nearly similar with a slight margin of the above average respondents overcoming those below average.

Table 3-17 Level of motivation among the older employees

Appreciation	Frequency	Percentage
Very good	12	9
Good	28	20
Average	68	48
Poor	19	13
Very poor	15	10
Total	**142**	**100**

3.3 Results & Discussion

The results of the research were derived from the data analysis. From the research, the first noticeable thing is the difference between the male and female employees in the organization. This difference has manifested itself deeply in top management employees where the male overwhelms the females. This is one of the elements which may favor motivation among the men at the expense of the females. The response rate of the questionnaire however was different were the females ensured that they had an impact in the research. Many participated and the margin between the two groups was slight. In terms of the difference in age, the youngest and the oldest employees participated less compared to those employees at the middle ages. These are employees between the ages of (30 to 45). In a way, this had an impact on the study where the large number of respondents had nearly similar ages.

3.3.1. Effect of Gender on motivation

In a work place, motivation is one of the factors that make an individual be satisfied and work energetically in his or her workplace in the organization. Commitment to a worthy course is one of the attributes of motivation which is an attribute of job satisfaction. According to (Benge and Hickey,1984), many of the world's corporations today suffer from low employee's morale and performance, which lead to poor-quality products and services, and higher costs. This is because managers today in most institution lack the listening, feedback, and delegation skills needed to enhance an employee's commitment and improve productivity. In order to ascertain the effect of gender on motivation, respondents were asked to indicate what are the levels of motivation among the males and female in Duhok polytechnic university as well as indicating what is the relationship between the male and female employees in the institution.

The first step was to identify what is the level of job satisfaction. This is the most important element of motivation in a workplace. The results showed that each individual had his or her different job satisfaction. However, those who were satisfied with their work were slightly more than those who were dissatisfied. As usual, the majority where those who their job satisfaction was average. Job satisfaction was identified to establish if many employees were dissatisfied with their jobs. In such a case, the level of motivation for both genders would have been down. In this case however, it is averagely even which is a positive indicator that it will not affect the effect of age and gender on motivation in the institution.

From the research, it can be identified that there is a minor difference between motivation among the males and the females. Gender has an effect on motivation of employees at Duhok polytechnic university. One of the data analysis that shows the effect of gender on motivation is the data from about the level of motivation among the males. When the data is taken, it can be identified that about (12) respondents felt that the males are very motivated. A further (30) second this by stating the motivation level among the males is good. When this is compared to those of females, it reflects the same. About (16) of the respondents feel that the motivation level of the females is very good while a further (24) feel that it is good.

60

The two results show that gender does not have any effect on motivation, however, when further analysis is done on the lower end, a clear indication emerges. Among the male employees, (82) respondents feel that the motivation level is average compared to the females who number (68). This shows that many men are averagely motivated than the females. A combined (22) and (14) respondents among the female employees feel that the level of motivation among the females is poor and very poor respectively.

This results shows that gender has an effect on motivation. A few number of males are on the lower end compared to the females who are many. This can only be identified if the data is looked at closely. Majority of the men level of motivation is average compared to that of their female counterparts. However, many women are highly motivated than the males. As such, it can be identified that gender affects motivation in that, many males are better motivating themselves averagely and above rather than not being motivated at all. For the females, it can be identified that some can be highly motivated while others are poorly motivated. Their numbers are spread evenly compared to that of the males which is concentrated from the average level upwards. As such, the results from the study are that gender has a little impact on motivation of employees at Duhok polytechnic university. Males are highly

3.3.2 Effect of Age on motivation

From the figure below, an overwhelming number of respondents thought that the relationship between the young and old employees was average. As indicated, the second most popular group were those respondents that thought this relationship was good. From data analysis, it can be identified that majority of the respondent had a positive   response regarding this relationship. In contrast, only about (10) thought that this relationship was poor while (4) thought it was very poor. By establishing the relationship between the two groups, a proper deduction can be made regarding the effect of age on motivation.
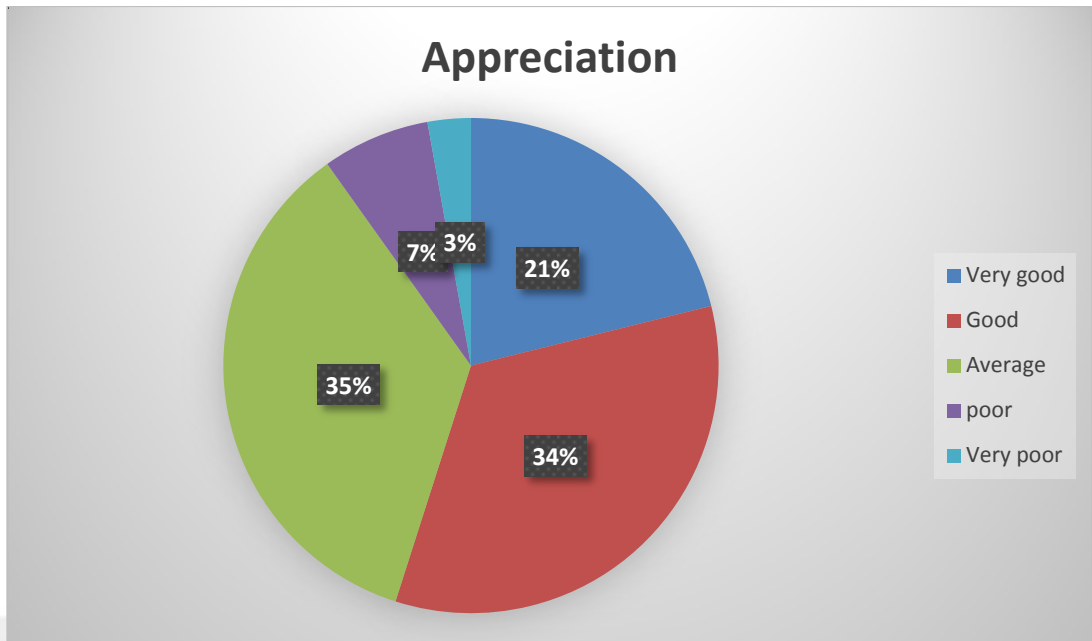
Figure 0-1 Effect of Age on motivation

From data analysis, it can be deduced that the younger employees are highly motivated than the younger employees. This in turn can show that age affects motivation level among employees at Duhok polytechnic university. One of the factors that supports this assertion is the data regarding the relationship between the old employees and the top management. The figure below illustrates how the older employees are more favored at the expense of the younger employees.

Figure 3-2 Relationship between old employees and top management

This close relationship between the top management and the older employees can be attributed by the age difference. Most of these individuals that are head of departments or manage any other areas have experience in their fields. As such, they have worked many years. Their ages make them be more close hence are easily motivated by them.

In contrast, the younger employees are still juniors and have no amassed enough experience to be selected as head of departments. The difference in their ages with the head of departments who most 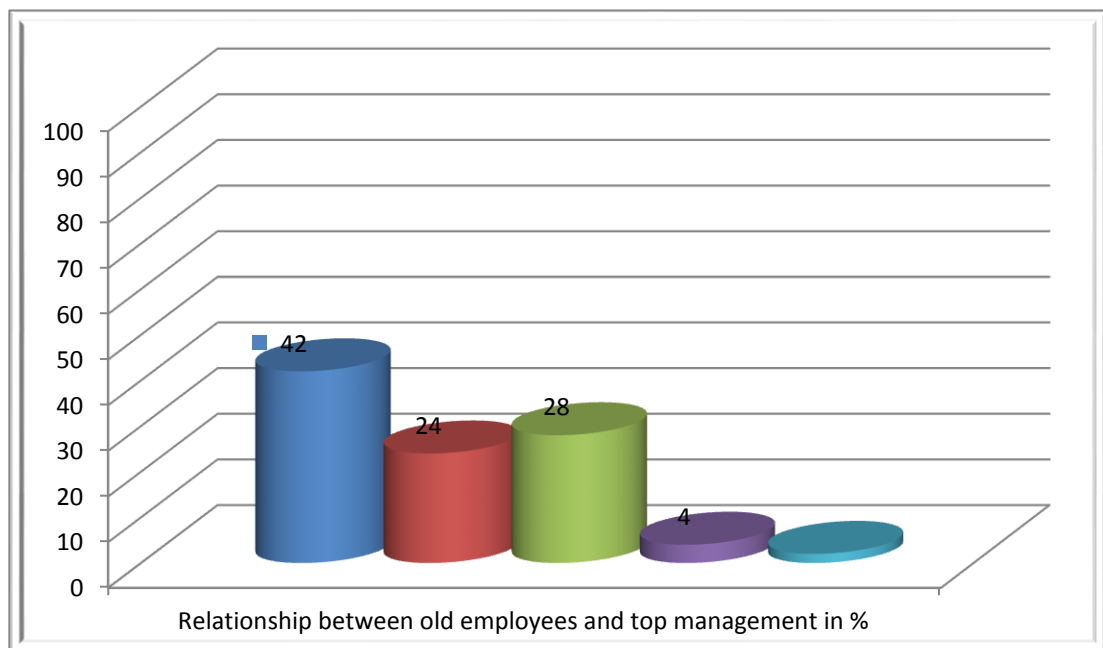are aged makes their relationship weak. As such, they are only close to each other. The data below shows the extent of the relationship between the young employees and head management.
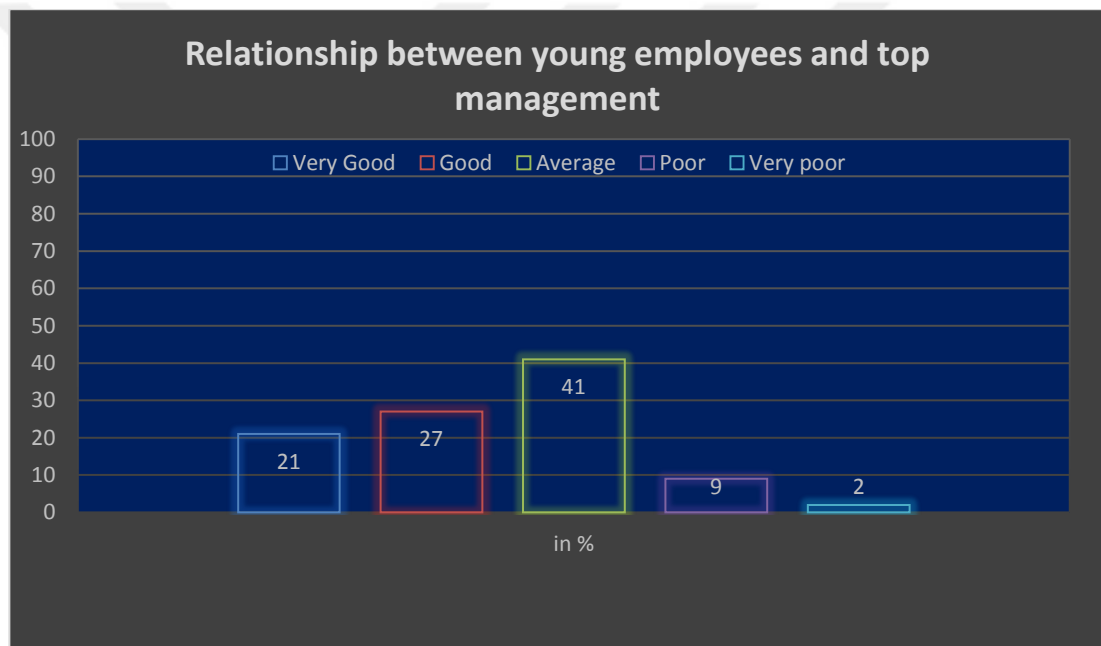
Figure 3-3 Relationships between young employees and top management

As a result of these differences, it can be seen that age affects motivation among the employees in Duhok University. In our case, the older employees can be less motivated due to their closeness with the top management. Any mistake they may make will be easily forgiven or brushed aside due to this positive or close relationship. For the younger employees, this is the opposite. The younger employees are more motivated so that they can be identified by the top management. This is a common phenomenon in many organizations where the young employees are hardworking and determined compared to the older ones who are lazy and only command the interns.

The results of the level of motivation of the employees also concurs with this statement of age affecting motivation in Duhok polytechnic university. It can be identified that the number of the young employees who felt that the level of motivation was very poor was zero. In contrast, 15 older employees felt that the level of motivation between them was poor. This was further backed up by another (19) who thought that it was poor. When the number of the older employees who thought that they were highly motivated is compared to those of the young employees, the young emerge victorious. As such, this really shows that age affects the motivation of an employee. In our case, the younger employees are more motivated than the older employees due a number of reasons. Some of the reasons discussed include their determination to be known by the older peers in the workplace. Another is that they need to be established a create a good track record so that they can manage to hold a higher position that they already do.
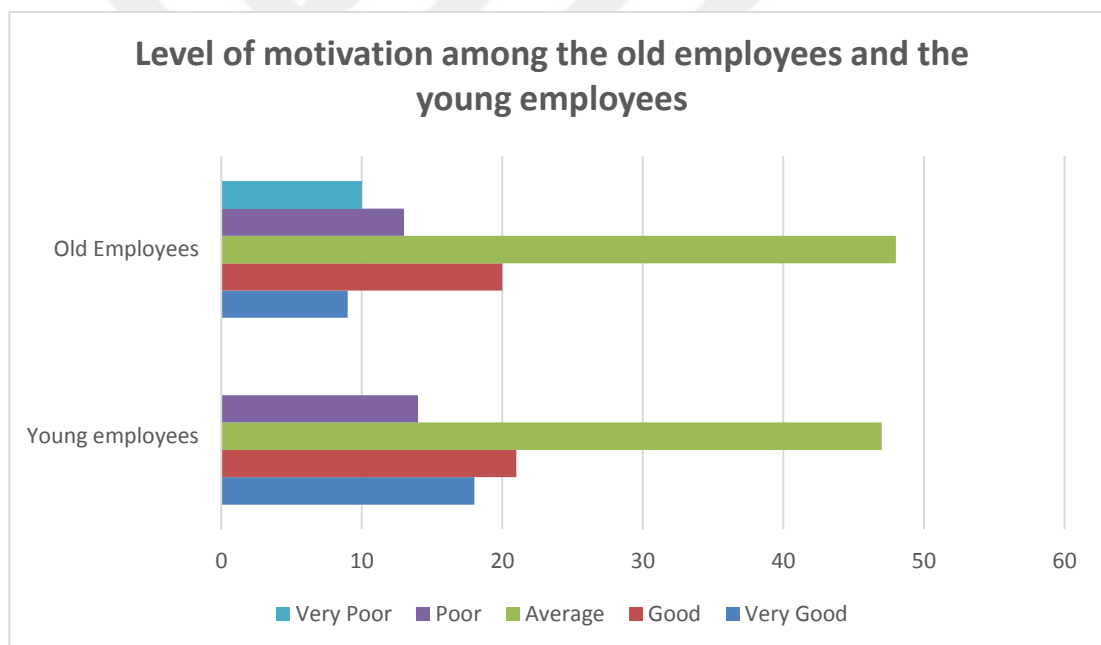

Figure 3-4 Level of motivation among the old employees and the young employees

As seen on the above figure, both the two groups nearly are averagely motivated, however, the young employees edge the older ones by not having respondents who think they are poorly motivated. Additionally, the young employees who feel they are highly motivated exceed those of the older employees.

The first hypotheses formulated for the research project was if the relationship between the genders is positive, then the work motivation of Duhok polytechnic university employees will be high. When this hypothesis is gauged against the results, it holds. The relationship between the two genders is positive. However, there is a difference between the male and female employees at Duhok polytechnic university. The males are however more motivated than the females. The motivation level among the two groups is however high.

The second hypothesis reads that there are statistical differences in work motivation between the two genders in Duhok polytechnic university among the employees. When this hypothesis is tested against the results, it holds. However, the difference is slight compared to what was expected. This may be attributed to the positive relationship between the two genders. Additionally, it can be attributed to the ever growing equality in the workplace.

The third hypothesis formulated suggests that there is a lack of a statistical difference in motivation between the old and the young employees at Duhok polytechnic university. This hypothesis does not because a clear difference in statistics between the old and young employees exist at Duhok polytechnic university.

The last hypothesis was that there is a statistical difference in work motivation across the ages in Duhok polytechnic university does not exist. This hypothesis holds. The younger employees are more motivated as seen from the results than the older employees. In fact, the respondents who thought that the motivation level of the young employees is very poor was zero. For the older employees however, they were many. This is a clear indication that there are differences in statistics between the two groups as much as motivation is involved.

CHAPTER FOUR

CONCLUSIONS AND SUGGESTIONS

4.1. Conclusion

This main objective of this research paper was to establish the effect of age and gender on motivation to work. The questionnaire provided was essential in getting the data needed for the research. This research was conducted over several days employing rigorous analysis in establishing what is the effect of gender on motivation to work. In conclusion, it was found that gender and age has an effect on motivation to work. The research showed that many males are averagely motivated at work. Additionally, it was found that a higher number of males were highly motivated compared to those who were below average. This shows that men prefer being motivated than being less motivated. Their female women employees, however, showed a different trait. Their number was distributed averagely from those who were highly motivated to those who were lowly motivated. As such, gender plays a great role on motivation to work. As such, during working hours, some women could be found highly motivated to work, while an equal number could be found lowly motivated to work. Additionally, an equal number were not highly motivated or lowly motivated.

This can be attributed to a better relationship with the male counterparts. Males can be found having a good relationship with each other with a low level of grudge among each other. Conversely, the male worker's high motivation level to work can be attributed to their traditional role as the head over females. This is a concern for them because having a female who is more motivated makes them feel insecure. As such, the male employee continues to motivate one another to perform better each day and to shun being lowly motivated to the worker. When this concept is applied to the females in a workplace, they mostly do not understand each other. Females do not get along more often like the males do. They are always against each

Other. This does not necessarily mean all of them but most do not get along. Some get along for a certain period of time before the relationship goes sour. Women also do not have the fear of being intimidated by the success of the males. Not all but most are threatened by the success of a male employee. As such, the females have a different motivation to work. Some who are challenging the traditional norm of a males leading are the ones who are highly motivated. As such, there is a regular pattern for the women when it comes to the motivation to work for the women. This gives rise to the effect of age on motivation to work among the employees of Duhok polytechnic university. This pattern can not only be limited to this institution but it may reflect the nature of this study in other institutions across Iraq. This is only a portion of the effect of gender on motivation to work among employees in the country. Additional studies need to be carried out in other organisation to look into this research further.

Age is also affected motivation to work among the employees according to the study. The younger employees are hungry for promotion and success. Additionally, they need a raise in their salary and this may be the main cause of the motivation level being high compared to their older counterparts. The older employees feel like they have already achieved what they had set out. In addition, others have resented finding other opportunities and have decided to be comfortable with their jobs. The hunger in some has decreased and as such, their motivation to work has become stale thereby making them less motivated to work. The relationship between the older employee and management is better compared to the relationship between the younger employees and the top management. Any mistake done by the older employee will go unnoticeable but the same case for a younger employee may mean disaster. As such, age is a factor in the level of motivation to work. This can be attested by this study and the picture painted by the employees of Duhok polytechnic university. The same case may be common in other organisations or institution. Further studies are needed to confirm this behavior. Duhok University may only be a part of the bigger picture in Iraq. It may also be a carbon copy of the state of affairs in the country's organisations and institutions.

In conclusion, this research needs to be used to ensure that age and gender do not have an effect on the level of motivation to work in an organisation. All

employees are equal and all need to be highly motivated to attain the goals of an organisation or its objectives. The current setting of an organisation does not have room for a divided workforce because of the increased competition and the need for an improved service. The difference between a male and female employee is reducing each day. As such, female employees need to adapt to the current work life where every group is treated the same. The older employees also need to get out of their comfort zones which have cushioned them for decades against the new employees. With the increased transparency in every workplace, this difference will be a thing of the past and the difference in motivation across gender and age lines will be gone. Every person is entitled to a fair treatment and as such, every employee should strive to be highly motivated or lose his or her place in the institution or organisation.

4.2. Suggestions

The research study has given rise to some problems in the workplace which needs fixing. The outcome of the research shows that age and gender has an effect on motivation to work. In arriving at that conclusion, some variables were used to gauge the system and some of the data showed a problem in the way things are run in an institution. As such, this section will suggest some of the ways in which the institutions can be made to be perfect. The suggestions will not only be limited to the institution but any other organisation that has the same problem especially in the country.

One of the suggestions regarding the outcome of the research is to pay employees according to their output rather than the years of experience. This is an idea that is based on how well an employee does his or her job. It has been known traditionally that people that are well experienced in their jobs give a better service than the fresh ones. As such, this should be one of the merits in which the employees are rewarded. This will ensure that all employees will be motivated regardless of the age or gender. For example, the older employees who are too comfortable will have to work hard to avoid being left behind. The issue of one party being hardworking over the other will be a thing of the past. Age will not be a factor but just a number. However, this system will also need measures to protect the employees that are old. Some of them are not as strong or mobile as they used to. As such, there should be a

mechanism where each person is expected to do a certain amount of work over a certain period of time. Failure to do so may be subject to some penalties. This is a good way to get everyone to be involved. In addition, the gender equity rule will come into effect to avoid men doing more than women just because they are masculine. The field will be leveled and every person will need to work harder to attain the organisations goals and avoid unnecessary penalties.

Another suggestion to counter the effect of age on motivation to work is designing different weights for different kind of works. Then the different classes will have different remuneration depending on the work that needs to be done. This will encourage workers to work as a unit to achieve a certain task. If every class are successful in achieving their task, the overall objective of the institution or organisation will be achieved. This mechanism will succeed in eliminating work based on gender. All people in a certain class will need to be highly motivated as a team. If one member becomes lazy, the all group fails. This will make the employees be like patrons to each other. The employees in a certain class will need to motivate each other to succeed as a group. The employees will not be thought as old or young, females or males, but as a certain group working in a certain area. The element that will be differentiating the different group is the work they do. As such, motivation will be based on the work itself rather than the age or gender.

The management needs to treat every employee equally. The idea of the older employees being favored greatly reduces the motivation level of the younger employees. This tradition which has been carried forward from one generation of employees to the other is the main factor for age being a factor on motivation to work. If each employee is equal, the older employees will need to work harder as well. The problem is that the new employees are usually assumed to be energetic and are given more work. Any mistake on their part is detrimental to their jobs which make them afraid or rather fear the big guns in the organisation. The motivation, in this case, is fear rather than achieving the goals of the institution. Conversely, women are given less work than men because of their physique. This is the main reason why many are less motivated compared to men in the same situation. Treating the female employees softly only worsens the scenario rather than helping. The gender card works negatively in the institution than positive. As such, all employees

need to be treated equally in the organisation with each given equal task. Any mistake done by an employee should receive equal consequences whether a person is young or old, a woman or a man.

The last suggestion is rewarding exemplary employees. A target is set where any employee that attains that target receives a reward. All employees of different ages and gender will perform better to achieve this target. All employees will be motivated by the reward rather than their gender and ages having an effect on their motivation. The only motivation will be that target. This should keep on going while increasing the target and the reward. Soon each employee will be working hard to get the prize and age or gender will be a thing of the past. Some of the rewards that can be given can be a paid vacation, prize money, promotion, or work leave. These are some of the rewards that employees seek highly but are in short supply in nearly all organisation. Only through such means can age and gender be removed as a factor affecting motivation to work.

All the above suggestion can be done differently from one organisation to the other. A few changes might be needed to suit the different departments. It is, however, a good way to tackle the issue of gender and age being a determining factor in motivation to work.

4.3.Practical Proposed Model

The results from the study showed that men are more motivated than their female counterparts. Additionally, the results showed that the young employees in an organization are more motivated than the older employees. It emerged that both age and gender has an effect on motivation to work. The problem at Duhok polytechnic university can be best solved using this proposed model.

```
                          ┌─────────────┐
                          │  EMPLOYEE   │
                          └─────────────┘
                      ┌────────┐      ┌────────┐
                      │  Age   │      │ Gender │
                      └────────┘      └────────┘
                    ( Old )  ( Young )  [Male]  [Female]
```

Employees from 45 years of age and above should be categorized according to their specialty, abilities and strength. Regular appraisal should be carried out to determine the ones that are adept with their fields and each should be paid accordingly.

Rewards should be designed and awarded along gender lines. Female employees will be motivated to work due to the equal platform.

Additionally, appraisal forms should be given to help them be hardworking thereby motivating them in a way.

Young employees should be assigned their areas and limitation put to what they should do. This will help them from being exploited by the older employees. As such, the older employees' will not exploit them due to the limitation. This will increase their motivation.

Rewards should be designed but awarded along gender lines. The males will be motivated to receive the reward.

Appraisal forms will also help stimulate motivation among the employees. They will be working so as to be seen as hardworking.
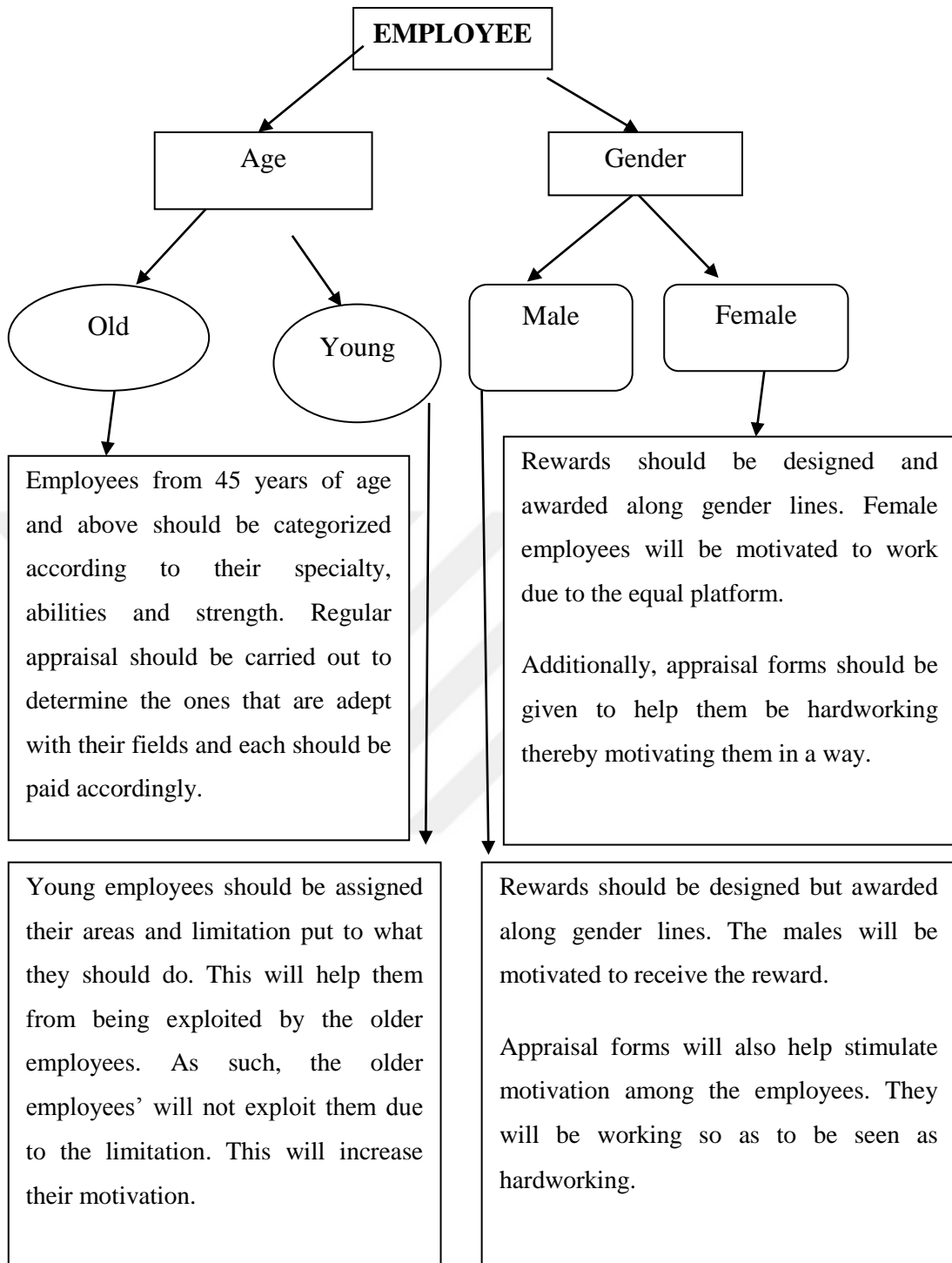
Figure 0-5Practical model proposed for correcting effect of gender on motivation to work

References

Alderfer, C. P. (1969). An empirical test of a new theory of human needs.*Organizational behavior and human performance*, *4*(2), 142-175.

Arwood, K., & Almaee, Z. A. (2014). The Role of Media in 2013 Parliamentary Elections in Duhok City: Methods of Accessing Information and Perceptions of Quality by Young People. *Finding Peace in Iraq Vol 2*, *2*, 77.

Bal, M., de Lange, A., Jansen, P. & Van Der Velde, M. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. *Journal of Vocational Behavior*, *2008*, xxx – xxx (article in press)

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change.

Bourne, B. (1982). Effects of aging on work satisfaction, performance and motivation.

Carstensen, L. L., Isaacowitz, D. M., & Charles, S. T. (1999). Taking time seriously. A theory of socioemotional selectivity. *American Psychologist, 54,* 165–181.

Casey, R., & Robbins, J. (2009). A comparison of the elements of motivation in the hospital industry

Chiu, W.C.K., Chan, A.W., Snape, E., & Redman, T. (2001). Age stereotypes and discriminatory attitudes towards older workers: An East-West comparison. *Human Relations, 54* (5), 629 – 661.

Clark, A., Oswald, A. & Warr, P. (1996). Is job satisfaction U-shaped in age? *Journal of Occupational and Organizational Psychology, 69,* 57-81.

Cleveland, J.N. & McFarlane Shore, L. (1992). Self- and supervisory perspectives on age and work attitudes and performance. *Journal of Applied Psychology*, *77*, 469 – 484.

Covington, M. V. (1992). *Making the grade: A self-worth perspective on motivation and school reform*. Cambridge University Press.

Curral, L., & Marques-Quinteiro, P. (2009). Self-leadership and Work Role Innovation: Testing a Mediation Model with Goal Orientation and Work Motivation Autoliderazgoy Motivación de Rol Laboral: Prueba de un Modelo de Mediación con Orientación de Meta y Orientación Laboral. *Revista de Psicologia del Trabajo y de las Organizaciones*, *25*(2), 165-176.

DeShields Jr, O. W., Kara, A., & Kaynak, E. (2005). Determinants of business student satisfaction and retention in higher education: applying Herzberg's two-factor theory. *International journal of educational management*, *19*(2), 128-139.

Dpu.edu.krd. (2016). *University Executives | Duhok Polytechnic*. (2016). *Dpu.edu.krd*. Retrieved 12 April 2016, from http://dpu.edu.krd/University-Executives

Dweck, C. S. (1991, January). Self-theories and goals: Their role in motivation, personality, and development. In *Nebraska symposium on motivation* (Vol. 38, No. 3, pp. 199-235).

Dweck, C. S. (2000). *Self-theories: Their role in motivation, personality, and development*. Psychology Press.

Dweck, C. S., & Leggett, E. L. (1988). A social-cognitive approach to motivation and personality. *Psychological review*, *95*(2), 256.

Eagly, A. H., Karau, S. J., Miner, J. B., & Johnson, B. T. (1994). Gender and motivation to manage in hierarchic organizations: A meta-analysis. *The Leadership Quarterly*, *5*(2), 135-159.

Eccles, J. S., Wigfield, A., & Schiefele, U. (1998). *Motivation to succeed*. John Wiley & Sons Inc.

Frey, B. S., & Osterloh, M. (2002). *Successful Management by Motivation: Balancing Intrinsic and Extrinsic Incentives*. Berlin, Heidelberg: Springer Berlin Heidelberg.

Gagné, M., Forest, J., Gilbert, M. H., Aubé, C., Morin, E., & Malorni, A. (2010).

The Motivation at Work Scale: Validation evidence in two languages.*Educational and psychological measurement*, *70*(4), 628-646.

Gottfried, A. E., Fleming, J. S., & Gottfried, A. W. (1998). Role of cognitively stimulating home environment in children's academic intrinsic motivation: A longitudinal study. *Child development*, 1448-1460.

Graefe, A. R. (1977). *Elements of motivation and satisfaction in the float trip experience in Big Bend National Park* (Doctoral dissertation, Texas A&M University)

Hackman, J. R.,&Oldham, G. R.(1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, *16*(2), 250-279.

Hall, D. T., & Nougaim, K. E. (1968). An examination of Maslow's need hierarchy in an organizational setting. *Organizational behavior and human performance*, *3*(1), 12-35.

Herzberg, F., Mausner, B., & Snyderman, B. B. (2011). *The motivation to work* (Vol. 1). Transaction publishers.

Huitt, W. (2004). Maslow's hierarchy of needs. *Educational psychology interactive*. London. Springer.

Jones, G. R., & George, J. M. (2003). *Study guide for use with contemporary management*. New York: McGraw-Hill.

Kaylani, C. (1996). The influence of gender and motivation on EFL learning strategy use in Jordan. *Language learning strategies around the world: Cross-cultural perspectives*, *88*.

Kennedy, Q., Mather, M., & Carstensen, L. L. (2004). The role of motivation in the age-related positivity effect in autobiographical memory. *Psychological Science*, *15*(3), 208-214.

Klein, K. J., & Hodges, S. D. (2001). Gender differences, motivation, and empathic accuracy: When it pays to understand. *Personality and Social Psychology Bulletin*, *27*(6), 720-730.

Kooij, D., de Lange, A., Jansen, P., & Dikkers, J. (2008). Older workers' motivation to continue to work: Five meanings of age: A conceptual review.*Journal of*

managerial psychology, *23*(4), 364-394.

Leonard,N.H., Beauvais, L.L.& Scholl, R.W.(1999). Work motivation:the incorporation of self-concept-based processes. *Human Relations*, *52*, 969 – 998.

Locke, E.A. (1996). Motivation through conscious goal setting. *Applied and Preventive Psychology*, 5, 117-124.

Lord, R.L. (2002). Traditional motivation theories and older engineers. *Engineering Management Journal*, 14, 3 – 7.

Lord, R.L., Farrington, P., (2006). Age-related differences in the motivation of knowledge workers. *Engineering Management Journal,* 3, 20 – 26.

Lundberg, C., Gudmundson, A., & Andersson, T. D. (2009). Herzberg's Two-Factor Theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism management*, *30*(6), 890-899.

Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological review*, *98*(2), 224.

Maslow, A. H. (1943). A theory of human motivation. *Psychological review*,*50*(4), 370.

Maslow, A. H., Lowry, R., Maslow, B. G., Freedman, J. L., & International Study Project. (1982). *The journals of Abraham Maslow*. Lexington, Mass: Lewis Pub. Co.

Maurer,T.J.(2001). Career-relevant learning and development worker age,and beliefs about self-efficacy for development. *Journal of Management,*27,123– 140.

McCain, B. E., O'Reilly III, C. A., & Pfeffer, J. (1983). The effects of departmental demography on turnover: The case of a university. *Academy of Management Journal,* 26, 626 – 641.

McLeod, S. (2007). Maslow's hierarchy of needs. *Available from interne t:*

http://www. simplypsychology. org/maslow. html.

Nikitin, J., & Freund, A. M. (2011). Age and motivation predict gaze behavior for facial expressions. *Psychology and aging*, *26*(3), 695.

Noe, R.A., Noe, A.W., Bachhuber, J.A. (1990). An investigation of the correlates of career motivation. *Journal of Vocational Behavior*, 37, 340 – 356.

Nurmi, J. E. (1992). Age differences in adult life goals, concerns, and their temporal extension: A life course approach to future-oriented motivation.*International Journal of Behavioral Development*, *15*(4), 487-508.

Osborn, K. A., Irwin, B. C., Skogsberg, N. J., & Feltz, D. L. (2012). The Köhler effect: Motivation gains and losses in real sports groups. *Sport, Exercise, and Performance Psychology*, *1*(4), 242.

Pintrich, P. R. (1999). The role of motivation in promoting and sustaining self-regulated learning. *International journal of educational research*, *31*(6), 459-470.

Psychological Review, *84*, 191 – 215.*Psychological Review,* Vol. 33, 407-422.

Rhodes, S.R. (1983). Age-related differences in work attitudes and behavior: A review and conceptual analysis. *Psychological Bulletin*, 93, 328 – 367.

Sansone, C., & Harackiewicz, J. M. (2000). *Intrinsic and extrinsic motivation: The search for optimal motivation and performance*. San Diego: Academic Press.

Schneider, B., & Alderfer, C. P. (1973). Three studies of measures of need satisfaction in organizations. *Administrative Science Quarterly*, 489-505.

Simpson, P. A., Greller, M. M., & Stroh, L. K. (2002). Variations in human capital investment activity by age. *Journal of Vocational Behavior*, 61, 109–138.

Simpson, P. A., Greller, M. M., & Stroh, L. K. (2002). Variations in human capital investment activity by age. *Journal of Vocational Behavior*, 61, 109–138.

Spilt, J. L., Koomen, H. M., & Thijs, J. T. (2011). Teacher wellbeing: The importance of teacher–student relationships. *Educational Psychology Review*, *23*(4), 457-477.

Staw, B. M. (1976). *Intrinsic and extrinsic motivation*. Morristown, NJ: General Learning Pr.

Sterns, H.L. & Miklos, S.M. (1995). The Aging Worker in a Changing Environment: Organizational and Individual Issues. *Journal of Vocational Behavior*, 47, 248 – 268.

Tavris, C. (1999). *Gender and Motivation* (Vol. 45). D. Bernstein (Ed.). U of Nebraska Press.

Thomas, H. D. C., & Anderson, N. (1998). Changes in newcomers' psychological contracts during organizational socialization: A study of recruits entering the British Army. *Journal of Organizational Behavior,* 19, 745–767.

Thomas, K. W. (2000). *Intrinsic motivation at work: Building energy & commitment*. Berrett-Koehler Publishers.

Thomas, K. W. (2010). *Intrinsic motivation at work: What really drives employee engagement*. San Francisco: Berrett-Koehler Publishers.

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of management review*, *15*(4), 666-681.

Wahba, M. A., & Bridwell, L. G. (1976). Maslow reconsidered: A review of research on the need hierarchy theory. *Organizational behavior and human performance*, *15*(2), 212-240.

Wanner, R. A. & McDonald, L. (1982). Work Past Age 65 in Canada: A Socioeconomic Analysis. Aging and Work, 5, 169-80. Warr, P. (1992). Age and Occupational well-being. *Psychology and Aging*, 7, 37–45.

Wanous, J. P., & Zwany, A. (1977). A cross-sectional test of need hierarchy theory. *Organizational Behavior and Human Performance*, *18*(1), 78-97.

Weiner, B. (1972). *Theories of motivation; from mechanism to cognition*. Chicago: Markham Pub. Co.

Weiner, B. (Ed.). (1974). *Achievement motivation and attribution theory*. General Learning Press.

Weiss, M. R., & Smith, A. L. (2002). Friendship quality in youth sport: Relationship to age, gender, and motivation variables. *Journal of sport and exercise psychology*, *24*(4), 420-437.

White, R. W. (1959). Motivation reconsidered: the concept of competence.*Psychological review*, *66*(5), 297.

Wong, R. (2000). *Motivation: A biobehavioural approach*. Cambridge [u.a.: Cambridge Univ. Press.

Wright, J. D, & Hamilton, R. F. (1978). Work satisfaction and age: Some evidence for the "job change" hypothesis. *Social Forces*, 56, 1140 – 1158.

Yousefiani, A. (2013). Releasing the Abilities of Achievement-Motivated Employees in Public Organizations as a Positive Outcome of Human Resources Performance Appraisal.

Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology,* 60, 647–680.

Alam, I. (2005). Fieldwork and data collection in qualitative marketing research. *Qualitative market research; an international journal,* 8 (1), p. 97-112.

Bell, J. (1993). *Doing your research project: A guide for first-time researchers in education and social science. B*uckingham: Open University Press.

Cooper, D. R., & Schindler, P. S. (2008). *Business research methods.* Boston: McGraw-Hill Irwin.

Gummesson, E. (2000). *Qualitative methods in management research*, 2nd ed. Clifornia Sage publications.

McNeill, P., & Chapman, S. (2005). Research methods. London: Routledge.

Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. Thousand Oaks: Sage Publications.

Silverman, D. (2000*). Doing quantitative research: Practical handbook.* London: Sage Publications Ltd.

Yin, R. K. (2003a). *Case study research: Design and methods*, 3rd ed. California: sage publications, Inc.

Benge, E. J., & Hickey, J. (1984). *Morale and motivation: How to measure morale and increase productivity*. New York: F. Watts.

Whiteley, P. (2002). *Motivation*. Oxford, U.K: Capstone Pub.

Good, P. I. (2005). *Permutation, parametric and bootstrap tests of hypotheses*. New York: Springer.

Bell, J. (2014). *Doing Your Research Project: A guide for first-time researchers*. McGraw-Hill Education (UK).

Noe, Raymond A., Michael J. Tews, and Alison McConnell Dachner. (2010). "Learner engagement: A new perspective for enhancing our understanding of learner motivation and workplace learning." *The Academy of Management Annals* 4.1: 279-315.

Questionnaire

Employee motivation survey, section 1

Note: - this questionnaire for academic thesis and it is confidential

Name: _____   Date: _____

Gender _____   Age: _____

NO	Questions	Appreciation				
		Very Good 5	Good 4	Average 3	Poor 2	Very Poor 1
	Career					
1	What are your thoughts about your field of work?					
2	How are you evaluating effectiveness of the tools and equipment you use at work?					
3	Do you receive material and moral of remuneration at work?					
4	What is the level of motivation you receive from the managers do?					
5	How is your working environment?					
6	How is your relationship with your employer/manager/boss?					

	Gender					
1	What is your level of job satisfaction?					
2	How is the relationship between the male and female employees at work?					
3	Does female employees get motivated than male?					
4	How is the level of motivation for males					
5	How is the women motivation at work?					
	Age					
1	How is the relationship between the young and old employees					
2	How is the relationship between the old employees and top management?					
3	How is the relationship between the young employees and top management					
4	How is the motivation level of the young employees?					
5	How is the motivation of the old employees					
Very Good 5		Good 4		Average 3	Poor 2	Very Poor 1

Section 2

Employee Motivation questionnaire

Please check the items which appeal to you as a recognition for an

accomplishment:

Age	Gender	Money	Job promotion
		Professional development/conference	Plaque/certificate
		Time off	Admin Leave for School or Volunteer Activities
		Thank you note	Flexible work schedule
		Public praise/thanks	Autonomy over daily work schedule
		Education/classes or seminars	Telecommuting
		Increased responsibilities within current job	Campus or departmental committee work

Other:

_____

____

Please rank order the top five incentives you listed above:

1.

2.

3.

4.

5.

N/B Write your age in the above section 2 questionnaire.

For male, use letter M

For female, use letter F

Thank you for completing the questionnaire!