

The Effects of Tools and Rewards Provided to White-Collar and Blue-Collar Workers and Impact on Their Motivation and Productivity

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Abstract

We are sure about inspiring white-collar employees who do technical, managerial, or administrative work and are defined as qualified manual workers in the middle class. Motivation usually plays an important role in the workforce and influences workers' efficiency, happiness, absenteeism, relocation, and citizenship actions. Job is carried out in a workplace by white-collar employees, and they are often searching for advancement and professional growth. Blue-collar employees have little management position and are not even linked to increasing professional advancement. They also have no precise occupation to associate their personality with their jobs. They will not be satisfied with their employment. I thought that it was important to establish a plan to improve employees ' morale from my point of view. It is a complicated and often messy query since it cannot be solved immediately. Many workers have diverse outlooks and characters, and what motivates X does not inspire Y. The dynamic phenomenon here is recognizing and anticipating the driving factors that will satisfy and inspire any employee in the job. We also hope that this paper allows the management team to understand their workforce's ability to improve its efficiency and maximize their employees' satisfaction.

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Keywords: Motivation; white/blue-collar workers; rewards; employees' satisfaction; productivity.

Introduction

This project aims to illustrate and further understand the workplace variables that are important to employee engagement. The initiative also seeks to create a plan to improve the incentive for workers [1]. Maybe 'motivation would help improve the efficiency of construction jobs,' and it will shape the technical workers' source in the sector. Two questions after the study are scheduled to answer:

- What core instruments and abilities will improve the incentive for white and blue-collar workers?
- How do you motivate methods and theories that work well for employee happiness and efficiency maximization?

The key conclusions of the report can illustrate the strong value of successful approaches to improve employee motivation. It is also a method of achieving constructive challenges of efficiency and enhancing work at personal and job levels.

Background

The highly dynamic and globalized market today calls for a strategic plan to steer and lift the enterprise in the right direction, one of the core areas of emphasis on effective companies in the development of human capital. Motivation is one of the main drivers for the development of human capital. In management research and hypotheses in recent decades, motivation has been a big problem [2]. Different human capital levels have different motivational criteria. To inspire the various layers of organizational structure situations, it is mandatory to recognize these variations. The column differentiation is one of these classifications. The incentive theories and the various classifications of the collar were incorporated into this mission. The theoretical structure of the analysis is Herzberg's hypothesis of the two variables that took collars into account. In addition to the effect of monetary and non-monetary incentives on morale for lower-ranking workers, several other motivational hypotheses are now being discussed. Today, various supermarket organizations boost their productivity, benefit, and revenue and pursue a systematic approach to incentive management [3].

Popular techniques involve maintaining employee engagement, the conduct of corporate citizenship, and the correct motivation. Managers provide one of the toughest challenges for human resources when developing and managing motivational reward programs [4]. To satisfy them and obtain the requisite incentive, workers need to define their desires and priorities. A correctly crafted motif incentive system is the management's most effective method to mobilize corporate engagement, inefficient implementation, and productive policy [5]. Most major companies profit from a massive motivational calamity. Millions of dollars are invested per year

on courses and promotions to boost workers' motivation, but these interventions do not necessarily increase employees' higher motivation. This is how the managers and subordinates disagree about how corporate priorities need to be accomplished [6]. The various motivational incentives based on the circumstance are essential to workers and managers. Managers should like quickly evolving, highly efficient, and adaptable. On the other side, employees want to inspire creativity, high competence creation, strong growth prospects, and competitive pay [7].

Scope of The Research

The ultimate purpose of the analysis is to explore the motivating position in increasing success in the enterprise. The key tools to maintain white and blue-collar employees are often requested to be found [8]. The research's focus is restricted to managers who are more conscious of the variables that improve employees' morale and happiness. However, the research's essence impacts the community of staff who would not engage in management's decision-making phase [9]. The research concerns include applying the resource-based theory to take advantage of the market to enhance organizations' efficiency and institutional growth. The report would also study the efficacy of financial rewards and the value of non-monetary incentives in terms of encouragement for workers. Therefore, this research would assess how social and internal incentives contribute to workers' success [10].

Theoretical Framework

In recent days, extensive study projects centered on companies' success and employee motivation [11]. It is a prevailing consideration of how much a company motivates its employees (intrinsic or alien) to fulfill its goal and vision. Employers in private and public companies are constantly mindful of efficiency motives [12]. In viewing the present day's economic pattern, it is evident that our market world's pace poses regular new challenges. The preferred theory is Herzberg's Theory of Two Factors, and it reflects primarily on the factors required for a motivated individual [13].

Moreover, Herzberg's hypothesis differentiates between intrinsic and extrinsic variables that could uniquely be measured due to the form of work being conducted [14]. This principle benefits a boss or manager who wants to improve workplace satisfaction and, eventually, job efficiency by discussing the variables affecting job satisfaction for an employee or coworker. Working on the intrinsic, work content considerations is the easiest method [15]. There is nothing popular among employees with poor credentials and a passion for jobs searching for improved results, job growth, or blue-collar jobs [16]. This field is not represented more widely, but research into it is very minimal. It is also evident that the literature fails, and very few scholars speak about the subject, although of great significance. The emphasis of this research on the retail sector alone and solely based on lower-level workers poses questions regarding small studies [17].

Literature Review

Over the years, good pay has been one of the strategies that the Company can implement to improve the employees' output and thus increase the organization's competitiveness. Furthermore, with the new global economic pattern, most workers' employers have recognized that their organization's output goes a fair way towards evaluating its success to succeed favorably [18]. On the other hand, employee success in every organization, not just for the business's growth, but also for individual employee growth. A company must recognize who its excellent employees require extra preparation and who may not contribute to the organization's productivity and well-being [19].

Working Class

Many tests are carried out based on clear and systematic standards, including considerations relating to the employee's skill to do the job [20]. Therefore, a performance appraisal's ultimate goal is to objectively determine how effectively the mission or mission delegated to an individual is accomplished [21]. Based on this material, decisions on the future of a particular employee would be taken. A thorough examination of an individual's results may also identify deficiencies or failures in some fields of work, expertise, or opportunity absence [22]. When detected, further preparation or the availability of the required incentives will fix deficiencies [23]. The essence of the job describes the working class based on disparities between the working places. It can be a professional manual worker, an income amount that can be a salaried payroll, access to services such as money, schooling, and property [24]. Several classifications such as white, brown, pink, gray, grey, and gold have been recognized after several study experiments have been done. In this study, all sides of the ball would be analyzed and examined due to the significance of the white and the blue staff and the disadvantages of the other collars in science research [25].

White Collar

The word white-collar employee applies to an individual who does Company, accounting, or management [26]. In a bureau, the job is typically conducted on a white-collar. Compared to blue jackets, suits, or coveralls of handbook employees or retail staff in the more portion of the West during the 19th and 20th centuries. White-collar employees do fewer "physically arduous" activities but are mostly better paying than blue-collar staff who do manual labor [27]. White-collar employees operate in a workplace or Company and traditionally wear white collars. In the 1930s, Upton Sinclair, a U.S. author, is credited with the term 'white-collar' with references to easy work and a white-collar for modern clerical, administrative, and management workers [28].

Blue Collar

A blue-collar worker is a worker who carries out manual labor in the middle community. Fabricating, mining, manufacturing, mechanical engineering, repair, technological implementation, and several other forms of physical labor can include works for blue collars. In comparison, a white-collar worker who usually carries out work in a workplace and much work

on the table is either physically produced or sustained. Whereas certain professionals can be paying for the project or paying for the task, blue-collar employment is also compensated hourly wage [29]. Depending on the specialty sector and expertise, there are various payroll sizes for such jobs. Training is also gained in a profession. The time is spent measuring pay hours, paying regularly. It is known after "punishing" that the worker does not have any further work duties; typically, the pay is smaller than equivalents in the white-collar (Fontenot, 2007). (Fontenot). Originally the term "blue necklace" came from some U.S. industries [30].

Motivation

Motivation is described as the "attribute that motivates us to do or not to do anything." It is a feature of motivation. The contemporary job incentive study paradigm in the early 21st century involves all the ideas that discuss the desires, attitudes, beliefs, awareness, environmental effect, and Behavior [31]. Motivation is broadly described in this literature: "Motivation is an inner impulse that is centered on values and psychosis biological stimulation and stimulates the actions of the human being in the self, other and environment, fosters intrinsic happiness and deliberate fulfillment of fundamental human drives, perceived needs and desired aims [32]."

Motivational Theories

In 1913, psychologist John B. Watson developed incentive theory in behavioralism. Since the 20th century, management and philosophy have been fundamental in employee motivation [33]. There are many desires of humans, and their objective is to fulfill them. The primary emphasis was on developing a workplace atmosphere that would promote self-motivation and establish motivating techniques to directly boost or mitigate efficiency. The quality and substance of work results are determined by motives to work, highly significant. These notions of job incentive are embedded deeply in motivational philosophies such as motivational philosophy, such as philosophy, equity theory, and goal-setting theory. In the 1930s, Taylor published early research on job inspiration by science administration, and later and inspired content-based motivating ideas that have been researched well [34].

Need theories & Process theories

To explain motivational questions, including work motivation levels, job satisfaction, and what impact these factors have on working Behavior, there are two primary forms of work motivation theory [35]. These hypotheses are related to hypotheses and theories of systems. Although necessity theories focus on emotional motivation, process motivation theories illustrate the function of cognitive processes. Theories of the method are sufficient for comprehensive case studies, while theories of need offer a sufficient approach for achieving our target. Theories emphasize the recognition of multiple needs that motivate behaviors. It is believed that people are inspired at work by finding and meeting their needs. The theories of motivation used in this analysis are connected to intrinsic and extrinsic motivation for figuring out how these two constructions could affect them [36].

Extrinsic versus Intrinsic Motivation

Motivation may be either extrinsic or inherent, and Extrinsic motivations such as compensation, job environments, and jobs are unrelated to the mission. While our citizens' incentives are fundamental factors, on the other side, certain incentives that can be considered "psychological reasons and instances" are opportunities to utilize one's abilities, a sense of challenge and accomplishment [37]. Personal enjoyment, desire, or enjoyment is correlated with intrinsic motivation. The intrinsic incentive is typically more desirable than external motivation. It leads to improved learning that workers often listed motives to be pleased with jobs, although similar motives have been established as causes of job discontent. In 1960, McGregor suggested that administrators promote workers because workers are driven externally or inherently. There is meaningful differentiation between the external and intrinsic motive variables, with people focusing on global (money) results, while others focus on the intrinsic (employment satisfaction) results [38]. Both these concerns describe attempts to explore how the effective pay plan will influence employees to cultivate a favorable outlook about their jobs and improve efficiency. The theory of motivation, which is important for this study, is equity, anticipation, and fixed objectives theory.

Equity theory

This is a theory that focuses on an individual's perceived justice. An employee talks of the amount of work he has placed into doing and relates it to what he received. Upon appraisal of his input-output ratio, he contrasts his ratio with other people's input-output ratios, especially the immediate peers. Where the employee's pay ratio is deemed equivalent to the other related workers' percentages, there is a position of equity [39]. The individual is satisfied and will behave not to balance the position in this circumstance of equity. Of necessity, there would be a condition of inequity if an individual perceives an unfair arrangement between him and his colleagues. The equity hypothesis for the trial has been finalized, so the distinction of workers is interesting. The main point is the philosophy of equity demonstrates the motivation of values, expectations, and behaviors. Employees are highly encouraged to address circumstances where injustice is perceived.

Expectancy theory

It applies to a variety of incentive and success decision theories. In the philosophy of expectancy, interpretation plays a key position in highlighting the neural capacity to predict possible behavioral outcomes. There are two main principles of expectation theory. The first premise is that the effects arising from their interpersonal behaviors and the causal relationship of such results are interpreted by individuals. These perceptions or convictions are called assumptions. Secondly, people have effective responses to such results. Efficient responses represent the valence (positive or negative value) of performance. The person is encouraged to execute two goals based on the expectation principle. The first is the possibility that the sacrifices taken would end in the results that are expected. The second is the chance of such favorite effects being

obtained for a given score. If the chance of any effort is not compensated for completing a certain job, the worker would not be inspired. External incentives are seen as stimulating motivating conditions that motivate comportsment rather than internal motivators where comportsments originate from inner factors like job satisfaction itself because it is demanding, interesting, etc.

Goal-setting theory

It is a theory that defines an objective as the purpose or goal of any behavior which a person attempts to accomplish. The underlying assumption that targets are controls for human Behavior instantly. The principal research for the setting of targets suggests that complex objectives contribute to better success. When people embrace them, it contributes to higher success than easy goals. As far as the influence of the setting of objectives on motivation is concerned, it is seen that the effect of success on motivation depends on the individual's degree of performance orientation. Thus, the targets are the source of inflection or comparison for fulfillment rather than frustration.

Herzberg's Theory

Herzberg's Two Factor Hypothesis implies that human beings have two separate requirements and that the multiple aspects of the job scenario fulfill or do not fulfill both requirements. Herzberg and his colleagues suggested a new theory of job satisfaction, which analyzed the early work satisfaction literature, both theoretical and functional. They did not see any correlation between job satisfaction and job results. They also concluded that employees' attitudes and actions are systematically related, but these links also gone overlooked because scientists have misunderstood work fulfillment and dissatisfaction. They decided that happiness with the position relies on a certain collection of factors, while position frustration typically arises from various employment conditions. Therefore, while happiness and disappointment can be seen as two poles in a common spectrum, two distinct factors decide them themselves, as shown in figure 1.



Figure 1. Herzberg's Two Factor Hypothesis

The hypothesis indicates that individuals have two main kinds of needs. Hygiene needs are shaped by the physical and psychological circumstances underlying humans and the needs of motivators defined in Maslow's organizational theory by Herzberg as quite close to the higher-order need. Supervision, organizational relations, physical environments, salaries, business policy, and management procedures, and compensation and employment protection are said to fulfill a degree of those environments, named hygiene factor or dissatisfied. Both of these considerations contribute to the setting in which analysis needs to be carried out. In theory, work frustration can result when these factors are unfavorable. On the other side, workplace satisfaction obstacles are eliminated when hygiene indicators are favorable, as when employees perceive that their wage is equal and the work conditions are good. However, the fulfillment of hygiene criteria cannot contribute to work satisfaction but can only minimize or minimize frustration.

Contrary to the hygiene criteria, Herzberg's motivating requirements are satisfied through inspiring or fulfilling causes. Achievement, appreciation, the job itself, obligation, and growth, whereas hygiene variables contribute to working incentive variables, the job's quality, and its effect. Theory shows that those who satisfy the demand for self-actualization and self-fulfillment in a person's work are the factors leading to job fulfillment. Only through the success of the job can people enjoy the prizes that enhance their aspirations. When appreciation, obligation, and other motivator element are not missing from work, the outcome won't be discontent, as with the absence of hygiene factors, but rather the same neutrality as a hygiene factor, which contributes to a neutral condition, which is either not acceptable or not happy at present. Furthermore, two Variables' hypothesis was criticized for failing to consider human desires and beliefs in understanding inspiration for function, as shown in figure 2.



Figure 2. Herzberg's Hygiene and Motivational Factors

Maslow's Theory

In the 1940–the 50s, Abraham Maslow created the Requires Hierarchy model, and the principle of Requires remains relevant today for an interpretation of human motivation. Maslow's theories about the Hierarchy of Needs about workers' obligation to have a working atmosphere that supports and allows employees to reach their special (self-realization) capacity have been more important than ever now, as shown in figure 3.

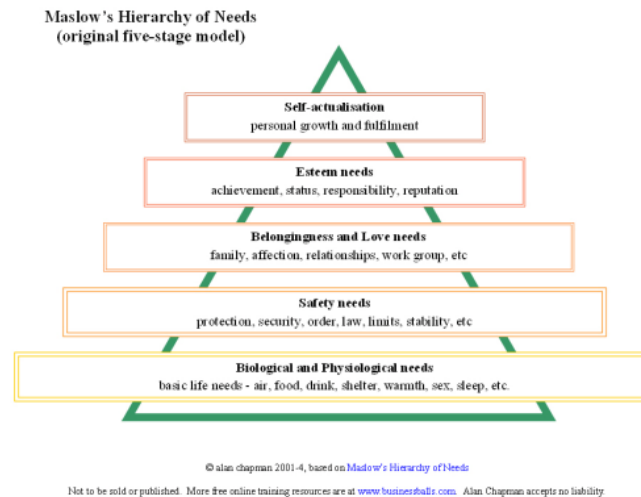


Figure 3. Maslow's Hierarchy of Needs five-stage model

It needs to guide everyone. Our fundamental requirements are born, and over ten thousand years have been active. The Hierarchy of Desires, Abraham Maslow, allows one to explain the drive of all of us. Maslow's hierarchy of needs, where we have to fulfill each need, first addresses the most evident survival needs. We only resolve the desire for greater control and personal advancement where the lower order of physical and emotional health requirements is met when we are not obsessed with maintaining our higher-order needs anymore with the items that fulfill our lower order criteria.

1. Biological and Physiological needs: air, food, drink, shelter, warmth, sex, sleep, etc.
- Safety needs: protection from elements, security, order, law, limits, stability, etc.
- Belongingness and Love need workgroup, family, affection, relationships, etc.
- Esteem needs self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.
- Self-Actualization needs: realizing personal potential, self-fulfillment, seeking personal growth, and peak experiences.

Maslow said that needs must be satisfied in the given order. Aims and drive always shift to the next higher-order needs. For example, we cannot motivate someone to achieve their sales target

when they have problems with their marriage. We cannot expect someone to work as a team member when they are having their house re-possessed.

Methodology and Research Results

High-quality inquiries are intended rather than surface explanations to achieve a deep understanding of a particular entity or incident. It attempts to include an explicit description of a community of participants' organization, order, and broad trends. The qualitative analysis does not implement or manipulate treatments or enforce organizational variables' meanings of the study subjects. Instead, it helps the participants to offer sense. The changes to the environment are more adjustable. The study advances will adapt principles, data collection techniques, and data collection processes. The qualitative analysis seeks to enhance the awareness and interpretation of real conversations through practice, genuine reporting, and quotes. It attempts to explain how participants derive their sense from their setting and how they impact how they behave. As a form of data gathering, quality research utilizes observation. The selection and recording of people's actions in their surroundings is observation. Observations are valuable for creating detailed explanations of organizations or accidents, acquiring previously unavailable knowledge, and carrying out analysis when other insufficient approaches.

Overview and Hypothesis

Since this study is quality-oriented, it requires assessing results based on the objectivity of analysis observation on recognition and inspiration in the organization. This analysis comprises a series of sections where all of the management and non-management staff in Carrefour have to address all relevant type questions. The following study hypotheses have been observed because of the aims and related literature:

H1: There is no significant effect of monetary rewards on employee motivation.

H2: Non-monetary rewards have a significant effect on employee motivation.

H3: Recognition is the best motivating factor for lower-level employees.

Measuring Instruments and Data Collection

To gather data from the respondents, a standardized questionnaire of incentive objects is used. This questionnaire specifies if incentives are linked to the motivation of the workers. Each of the three variables analyzed, monetary, non-monetary, and motivational, is demanded in individual parts. Section A submitted demographic statistics from workers. Section B questioned the staff regarding the degree to which chosen the organization utilized money benefits. These benefits included regular wages, reimbursement for merit, incentives, commissions, allowances, and incentive compensation. These objects had been assessed on a five-point, largely to a smaller degree scale. The second argument was non-monetary compensation. Respondents were challenged to determine how well they should do well when compensation like appreciation, advancement, pension payments, clothing, flexible job hours, and decision-making positions was

earned. The response categories on a five-point scale were rather unlikely. The third issue explored the degree of incentive for workers taking into account concrete incentive measures varying from meaningful jobs, a palate, passion for the task, freedom to do the task, and the principal aim of working attained to a satisfactory or unsatisfactory work environment. Finally, the questionnaire offered the staff a segment to display their strongest compensation.

1 Administration of The Questionnaire

The questionnaire was distributed among lower-level employees such as cashiers, baggers, and shelf packers by different section managers in the shop. Most of the employees were given time to complete the questionnaires. The section manager of each department randomly picked shop stewards to collect the filled in questionnaires.

Statistical Analysis

The motivation level was measured using motivational factors such as the job's meaningfulness, sufficient rewards, satisfying environment, job security, and freedom in doing work. A correlation between the three variables was calculated using the Pearson Product Moment Correlation.

Table 1. Correlation Results for effect of monetary rewards and motivation

		Financial Reward	Non-financial Reward	Motivation
Financial Reward	Pearson Correlation	1.000	.278	.161
	N	50	50	50
Non-financial Reward	Pearson Correlation	.278	1.000	.607
	N	50	40	50
Motivation	Pearson Correlation	.161	.607	1.000
	N	50	50	50

Table 2. Correlation Results for effect of non-monetary rewards and motivation

		Non-financial Reward	Motivation
Non-financial Reward	Pearson Correlation	1.000	.607
	N	50	50
Motivation	Pearson Correlation	.607	1.000
	N	50	50

Results

Study Hypothesis 1: The monetary incentives on employee motivation had no major impact. There was no meaningful correlation between monetary/financial compensation and inspiring workers ($r = 0.161$, $p < 0.01$) as described in Table 1. Consequently, the analysis theory was not discounted. Study Assumption 2: Non-monetary awards have a significant influence on morale among lower workers. The association between non-monetary compensation and the connection of motivation ($r = 0.607$, $p > 0.01$) is mild in importance as seen in table 2; that implies that non-monetary incentives are strong motivators for lower workers. This is following the two motivating philosophies of Herzberg. Consequently, forensic theory was not dismissed. Overall, the association between income and motivation, in general, is important but weak ($r = .436$ $p > .01$). Hypothesis 3: Acknowledgement for lower-level workers is the strongest motivational force. The study hypothesis 3 was dismissed in Figure 4 indicates. The plurality (40%), led by the merit pay/success pay (33 percent), then the appreciation (12 percent), suggested that flexible working hours was its strongest incentive, as shown in table 3.

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Table 3. Correlation for all rewards and motivation

		Overall Rewards	Motivation
Overall Rewards	Pearson Correlation	1.000	.436
	N	50	50
Motivation	Pearson Correlation	.436	1.000
	N	50	50

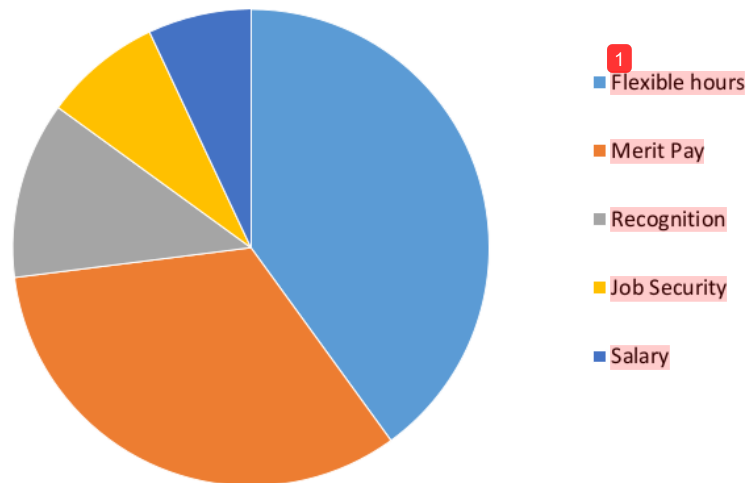


Figure 4. This shows that research hypothesis 3 was rejected

Conclusion

The empirical findings indicate that the low³ t-level workers rating, especially for non-monetary incentives. These findings are compatible with Herzberg's two-factor theory of motivation of Nelson, which showed that 78 percent of workers stated that when they do successful work, it is somewhat or very necessary for their bosses to be appreciated but that these are contradictory to the general expectations, for example in a well-known survey. Therefore, these observations contradict Arnolds and Venter's reports, the financial benefit being the best motivator. Empirical research has found that rises in pay and monetary bonuses for lower workers are no significant motivational benefits. This contrasts recent research, such as the U.S. study of 612 workers, which showed that the greatest five motivating benefits are in financial compensation such as annual salaries and market-related wages. However, the research findings indicate that administrators who adopt motivational techniques would increase employee efficiency and morals. This incentive is not a driving force in workers at lower levels but is not deemed more speculative.

The findings indicate that low-level employees, particularly blue column employees, want to enrich their employment with more flexibility to select, room for innovation, diversity of skills, and value of the job. This will improve the importance of their employment and contribute to enhanced incentives for internal work and good results. However, extra job obligation is also considered not to be a term commonly identified with lower workers. The findings have shown that workers at lower levels are preferred to function flexibly, compensation, and appreciation, particularly as the top three incentives for motivation. This tells managers that one-on-one monetary incentives paired with non-monetary rewards can yield greater motivating outcomes than monetary incentives alone, as may be the case with certain businesses. Monetary income cannot, in this sense, be associated with non-monetary incentives like appreciation. The money premiums, which aim to promote the Company's short-term goals, centered on the Company's corporate expenditure and never dispersed, consequently are impersonal. Therefore, companies, particularly with the staff of blue collars, such as flexible working hours, should propose juggling monetary or non-monetary benefits. This may be attributed to the latest developments in the workplace climate that inspire people to live healthier lives. The importance of consistency in working hours has greatly improved to ensure that workers retain and enhance their health.

Managerial Implications

Non-monetary incentives are successful for retail managers for lower-level workers' morale, and thus, the way to keep the staff engaged is inexpensive. For this to happen, non-monetary incentives should be³ utilized to create a real emphasis on gratitude. Instead of necessarily as a motivational factor, money should be used for a reward specifically related to compensation. Secondly, the findings have demonstrated that flexible working hours are extremely motivating to this degree. To allow for consistency at work, administrators can implement modern Shamrock preparation organizations. Finally, retail firms should strive to provide a strongly

engaged staff to ensure a high degree of efficiency and consumer loyalty. All these can be accomplished by incorporating motivation strategies strategically to satisfy employee expectations.

3

Limitations and Future Research Direction

The direct focus of this analysis is only on the retail and specifically on lower-level workers. Thus, issues do not indicate all other sectors and all other employee ranks but are restricted in their generalization. There are major nuanced domains behind workers' morale that have not yet been empirically explored, and several more tests will be carried out. A comparative analysis of monetary and non-monetary incentives can provide rich advancement in future studies for management workers.

Recommendations

Employers continuously face designing compensation practices and processes to recruit, inspire, maintain, and satisfy their workers. The outcomes of this analysis may be valuable methods for managing human disputes resulting from a low-cost method. It is interesting to propose more studies on how employee success with private and public entities is connected and affected by incentives. Further experiments are necessary to ensure justice about all variables influencing the success of the worker.

Suggestions for Future Studies

After all past analyses on white-collar inspiration, verse blue collars, some of the analyses have holes for potential research. Age can be a factor affecting motivation. Over time, shifts in priorities, views, and behaviors, diverse age groups may be more prevalent than those classified in blue or white-collar occupations. While Gellerman, Amacom, and Aggarwal considered an age in the studies from 1946 to 1986, age classification⁴ was not at the same time classified with collar classification. Maybe, however, contemplating them simultaneously is an opportunity to explore the effects of age on collars' motivation. It was the same for gender. In the following investigations, whether the impact of age and sex, separately, is investigated on white-collar and blue-collar staff. For, e.g., the following theories are recommended for testing for gender influence.

- Women's blue collars are inspired rather than men's blue collars.
- Blue female collars are more inspired than white male collars.
- White female collar motivates rather than the blue male necklace.
- White shades of women are more inspired than white collars of men.

The same theory could be established for male employees with white and blue collars. However, ages must define the frontier era in which white and blue-collar workers' motivating variables

may be different following their era requirements. In 1987, it was noticed by research by Kovach that the crucial age limits for both classes are 30 years old. These are a number of the theories proposed for research. The same theory must be established for white-collar employees under the age of 30. Jobs with blue-collar under 30 years had fewer incentives than jobs with blue-collar above 30. The staff in blue collars under the age of 30 had fewer enthusiasm than white collars under the age of 30. Jobs under 30 years of age are less inspired than those under 30 years of age who operates for white-collar jobs. The same theory could be established for white collars under and older than 30 years.

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