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“Bob is not Motivated”. What Motivates Employees in Today’s Work?

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Abstract

The focus of this research is in the area of Human Resource - employee motivation. To investigate whether factors that motivate employees in today’s society changed in terms of level of importance placed as compared to previous studies during the times of prosperity. This study is important to enable the reader to have ideas on latest motivation factor suitable and relevant in today’s workers concerned and interest. The research method adopted review of related literature and survey to reliable participants employed as salaried professional and manual labor within the City of Coventry West Midlands United Kingdom.

Keywords: Motivation, Employees, Manager, Reward, Human Resources

Introduction

Employees are the most important and valuable assets, playing a vital role in performing and pursuing the organizational objectives. Each employee is motivated to do what is of best interest for them (Bruce 2006, p.6) and they all work in a distinct way that makes motivation a complicated task faced by managers inside the organization. Written in 2003, Stephen Robins openly tell the truth based on his experienced that managers are asking “why employees are not motivated in today’s work?”. In order for him to know the reasons, he made an examination to confirm the employees situation including their opinions and he discovered three important problems: employees are not happy even if they give their greatest effort at work for the reason that the company do not recognize all of this on their performance appraisal, employees do not receive equivalent organizational rewards for the good accomplishment and the rewards that employees actually receive is not the one that they really want. Throughout his intense thinking, Robbins (2003) realized that if the problem is not on the part of the employees probably the fault is with the managers and the company practices with regards to the performance appraisal and rewards systems (Robin, 2003, p.36).

Background

In 2008, Dr. Alan Fairweather a motivation expert, consultant and speaker in different training programs in the UK and Asia (Fairweather 2008, p.228) conducted a research to identify the importance of employee motivation factor as rated by both the manager and the employees involved in his studies. Fairweather (2008) revealed that manager has identified good salary as the most important and a feeling of being involved as the least important

motivation for staffs while the employee themselves identified interesting work as the best motivation and diplomatic discipline as the least factor for work out of the ten motivation aspect used in his work and this experimentation was accomplished during the motivational manager seminar (Fairweather, 2008, p.213).

Research Focus

This study deals with one of the areas of Human Resource Management through the work of Fairweather (2008) about the identification of the level of importance of the motivational factors conducted to employees of different type of business that describes people's wants from their job in early 2008. Four years later, with the current world's economic crisis affecting all aspects of society, the author would like to evaluate and bring up to date those earlier examinations to inform readers if there is a distinction of the motivational factors that employees may be of interest and as the key in giving their greatest performance that makes them productive at work. The research will be conducted only within the City of Coventry West Midlands United Kingdom both in the public and private industries.

Overall research aim and individual research objectives

Particularly within the level of motivation factors the purpose of this study are to:

1. To identify whether there is a difference or similarity with the motivation factors that may influence today's employee who is faced with challenges from the current economic crisis in comparison with four years ago when the economy seemed prosperous.
2. To identify the most important motivational factor for an employee and why they consider it to be so.
3. To determine the least important motivational factor for an employee and why they think about it.
4. To determine whether there will be a correlation between the rating of identified most and least motivational factors and the demographic data collected especially age, ethnic background, current employment status as well as the employment sector they belong.
5. To discover employees who are happy or not at work and who would like to change their jobs in order to find work that better serves the purpose they want.

Significance of the Study

This study benefits the reader to know the up to date motivation factors that is of interest to employees in pursuit of their company goals as well as empowering them to utilize, maximize their individual's working potential to make them feel satisfied and worthy for the hard work completed by them.

Literature Review

Introduction

This chapter describes the meaning of work and motivation, will examine the purpose of work and the importance of motivation, evaluate the techniques used and influence of giving rewards in motivating employees, methods to assist managers in motivating their people, explore the factors that influence employee motivation, discusses the scope and justifies limitations found in the literature. The analysis in this study concentrates on objectives 1, 2 and 3 specified in the introductory chapter (fourth to fifth objectives will come from the collection of data and analysis).

Description and Purpose of Work

K. Thomas (2009, loc.335-43) a researcher who developed a measure of intrinsic rewards described work as made up of activities that a worker needs to perform and directed toward a purpose. The purpose of work is a key in understanding the motivation of today's employees.

Structure of Motivation

According to M. Armstrong (2008, p.41) a well known author in Human Resource Management Practice, explained that motivation starts from identifying the goal that directed individuals' behavior. Setting of goals must meet those individual needs which are likely influence by the behavior required to reach those goals. Armstrong (2008, pp.43-46) based the process of his motivation on the goal theory develop by Latham and Locke in 1979 and expectancy theory elaborated by Porter and Lawler in 1968. Goal theory involved higher motivation if an individual set their own specific goals to achieve that lead to better employee performance while expectancy theory is about existence of relationship between the performance and the outcome of hard work. Armstrong (2008, p.47) also learned that employees will be motivated by valuing their importance and rewarding them through the combination of financial and non-financial rewards. In addition, S. Robbins (2003, pp.45-46) a writer of managing people and leading management researchers, described that goals will guide employees on what important things to be done and how much time and hard work they will need to carry out to achieve it.

Both explanation given by Armstrong (2008) and Robbins (2003) is the exact and true definition in studying employee motivation. Armstrong's (2008) idea is appropriate that enhancing employee motivation starts from simply valuing people's first to make them feel important that will give them an interest to accomplish their aims, treat them fairly, trust their abilities and by giving them opportunity on how they will demonstrate their capabilities to succeed. After doing their jobs well, people are expecting to receive rewards for the outcome they performed either financially or non-financial rewards or both, but unfortunately people are different in a way on how they will give importance on the reward they receive. Hence it is vital to understand the positive and negative impact on employees of giving the best rewards by their company.

Importance of Motivation

Thomas (2009, loc.252-300) explained why motivation is important as he discussed about the development and the big changes made from early generation against the tools and insights for motivating worker in today's organizations. In the early twentieth century until 1970s Thomas (2009) called this as "compliance era job or sound management". During those times organizations wanted only compliance from workers. They need simple rules to perform their task and supervision to make sure that workers complied with the rules. Workers are paid only by money and in motivation theory this is classified as extrinsic kind of reward, which is the best way to motivate in the compliance era. The organizations buy only the worker's behavior, not commitment and initiative. During the twenty-first century due to economic changes made by technology, workers involves a great deal of "self-management" – more commitment and initiative with a deeper passion and satisfaction than extrinsic rewards can give (Thomas 2009, loc.302-388). It is a psychological reward that workers get directly from their self-managed work. Thomas (2009, loc.176-183) discovered further that intrinsic rewards comes from a sense of "meaningfulness, choices, competence

and progress". Today's jobs are considerably different from previous generation it requires more creativity, judgment and initiative.

Techniques used and Influence of Giving Rewards in Motivating Employees

D. McGregor's (1960, pp.43-59) a management professor who studied human behavior explained his principle about theory X as an autocratic style of management, employees are not willing to bear the risk of their own job responsibilities believing that everything at all times the manager will be responsible to tell them what they have to do and expecting only to receive money and job security. Managers need to have a close supervision, tight command and control over these types of employees while theory Y portrays a participative style of management which is the opposite type of employees. People are motivated to accomplish their organizations objectives and employees are accountable in every responsibility they accept. Manager needs to consult employees regarding what opinion they can contribute to come up with good ideas in the process of decision making and have to provide little control over their working environment.

The motivation studies of Thomas (2003); McGregor (1960) have similarities (sound management/theory X) that employees in earlier years ago are not motivated due to being dependent on their manager's direction of what, how, when to do their jobs and they are not responsible for the outcome of their work. In return employees are expecting to receive salary and benefits as a guarantee (job security/extrinsic reward) for their hard work. Alternatively due to the economic changes employees' behaviors also change. Management believed (theory Y/self-management) it is the time to let employees accomplish their job through their own knowledge and abilities and in order for them to increase their motivation, they need to be accountable for it. In response workers experience that the management give them a chance to progress and importance that they are part of the organizations success (intrinsic reward). Therefore to simplify this is what Armstrong (2008) wants to emphasize, that valuing people needs to be the first to account in order to develop and increase employee stimulation.

According to F. Herzberg (1959, p.113) a US psychologist and professor of management, discussed that humans have two set of needs: "hygiene and motivating" factors. Hygiene aspects includes the type and hours of work, leadership style, long lasting gainful employment, working environment, employee relationships and wages received from their work. According to Herzberg (1959), these factors do not motivate employees to carry out their best at work; if it is insufficient they can be discouraged to work. It produces an adverse effect on the employees' job performance. Alternatively, motivating factors includes challenges, commitment and initiative, positive recognition on their responsibilities and advancement. Herzberg (1959) suggested using these factors would encourage employees to make every effort to do their job well and motivate them to do their best.

On the other hand, A. Maslow (1950s/1960s, p.18-20) the most popular thinker in the area of people management briefly explained his five hierarchies of needs: *Physiological* are the most basic needs, it includes air, water, food and more. After gathering the basic needs the next is thinking of protection, people are looking for a home in order for the family to feel them *safety*. Once the first two are fulfilled, *social acceptance* will follow; it is about giving and receiving affection and has a feeling of *belongingness and acceptance by others*. When people become confident on their task, a feeling of competence will go along, they are expecting that others will give them *respect*, recognition and attention. Considering the four

categories are met, people desire to become everything that is *capable of being*, by maximizing their potential to make a lasting and significant contribution.

However, Armstrong (2008) criticized that the studies of Maslow (1950s/1960s) and Herzberg (1959) are no longer highly regarded (cited in Fairweather 2008, p.43). Armstrong (2008) believed that Maslow's (1950s/1960s) work was not supported by field research and even if Herzberg (1959) had field research, the studies was fault. In comparison with the work of McGregor (1960) and Herzberg (1959) both analysis are comparable, the theory X/hygiene factors do not motivate employees and theory Y/motivating factor also come up with the same effect that workers are encourage and motivated to perform their best at work. As well as Armstrong's (2008) own research he reflected that needs is one of the three requirements in the process of motivation which is related into Maslow's (1950s/1960s) five hierarchy of needs. Through this review the negative criticism of Armstrong (2008) as opposed to Maslow (1950s/1960s) and Herzberg (1959) is evident that both studies were true. The author believed that Maslow's (1950s/1960s) principle is a true measure that needs are the reasons that drives employee to work but considering a person's level of standing in life there may be an exception in the hierarchy of needs. His study gave more emphasis on the type of employees who received a lower wages with low status in employment, experiencing hard work to meet their basic needs and feel progress through promotion in their jobs. The level of involvement affects the needs to motivate employees. Whatever hears say that other researchers will confer, the truth is the work of each renowned motivational researcher helps managers over the years ago and until now people are still recognizing the importance of every idea shared by them. May be not all are applicable for every situation but the important things is their theories are the basis to have a basic foundation in understanding the motivation of people towards work.

Methods to assist manager on how to motivate employees

According to A. Bruce (2006, pp.5-19) a top motivational coach around the world, managers should start to build up motivated workers by assisting them to identify their interest in doing their job and then support them to relate those motives to the company's objectives and performance. Managers need to know their workers what drives them to perform their best at work which is agreed by Fairweather (2008, pp.78) that spending quality time will help manager to understand and know their employees better to develop a motivated workforce. Teach every employee to focus on how to achieve greater performance by means of providing feedback about the outcome of their work which is vital factor to ensure that employees will received an appreciation for the good performance they accomplished which is also written and agreed by Wilson (2007, p.126), coach and explain to them on how to turn their work into stronger and higher productivity (Bruce 2006, pp.41-43). Most importantly is encourage employees to trust themselves in order for the managers to combine, develop and utilize their experiences, different skills and knowledge that are already within them. Individual will be motivated if they have the opportunity to know what they do best and have a feeling of ownership and involvement (Bruce 2006, pp.69-71). Additionally S. Robbins (2003, p.36) pointed out that managers are complaining about the people's attitude towards work that they are not motivated to their jobs anymore. Robbins (2003) realized that if the problem is not on the part of the employees probably the fault is with the managers and the company practices with regards to the performance appraisal and rewards systems. Robbins (2003, pp.37-38) talks about the best way to understand employee motivation is by way of asking three questions. At first, Robbins (2003) asks and examines employees if it is

true that if they are giving their greatest effort do the company recognize this on the performance appraisal? For many employees unhappily the answer was No and on his opinion employees think and feel for themselves that they are giving their best effort may be on the part of the company their skill level is unsatisfactory or incomplete and the company's performance appraisal does not depend only in hard work but it may include the trustworthiness, idea, initiative and guts on the way the employees perform their jobs which is a nonperformance factors that may also contribute for the appraisal. Secondly, do employees think that if they obtain a good accomplishment on their job, do they receive equivalent organizational reward for this? According to Robbins (2003) many employees evaluate their company performance-reward relationship in their work as weak or ineffective due to unfair basis that obviously seen inside the organization for example managers looked on seniority and favoritism that is why there is a tendency that instead of motivating employees it will ends up de-motivating. Lastly, are the rewards that employee really wants is the one that they actually receive? As indicated by Robbins (2003) in this situation it is very difficult on part of manager to individualize rewards due to its limitations like what will be the effect of this for every employee but it is also incorrect to assume that all of them want the same thing.

Both assessment made by Bruce (2006); Robbins (2003) help managers from the past until today to see the reality based on the studies made not only by them but also the other researchers, especially the work of Robbins (2003) it is very clear and pointed out that this is actually experience in the everyday operation of the company and the managers' application of the organizations practices in terms of performance-reward relationship.

Factors that influence Employee Motivation

Fairweather (2008, p.211) conducted a research through survey using closed format written questionnaires into 20 managers and 20 employees from various industries to classify the significance of certain aspect in employee motivation. Fairweather (2008) gathered ten factors in any order that describes people may possibly look for from their job:

Table 1.

| Motivation Factors | Manager Rating | Employee Rating |
|------------------------------|-----------------------|------------------------|
| Job security | 2 | 4 |
| Considerate understanding | 9 | 9 |
| Company loyalty to employees | 7 | 8 |
| Interesting work | 5 | 1 |
| Good working condition | 4 | 7 |
| Diplomatic discipline | 6 | 10 |
| Good salary | 1 | 5 |
| Growth and promotion | 3 | 6 |
| A feeling of being involved | 10 | 3 |
| Appreciation for work done | 8 | 2 |

Source: Alan Fairweather 10 motivational factors 2008, p.213

Both managers and employees are asked to rank those factors from 1 to 10, with 1 being the most important. Managers should think of what they believe is the most important factors for their employees or team members and employees are also asked to do the same. Based on the result on the table shown above, managers rating - good salary is the first among those ten factors. Managers tend to believe that money is the best factor that motivates employees while a feeling of being involve was the least motivation for work. On the other hand in employee rating, interesting work rank as their first reason that employees come to work whereas diplomatic discipline rank as the least concerned to employees and these are all the outcomes of the examination done during their seminars (Fairweather, 2008, p.212). Therefore Fairweather (2008) concluded that managers rate their employees by way of thinking what they deem to be the major reason but not what they believed to be the best motivation factor for their workers. In other words through the differences of the results, Fairweather (2008) believed that lack of understanding in their relationship is the true cause of the dissimilar outcome of the findings (Fairweather, 2008, pp.213-217).

Scope of Literature and Justification of its Limitation

Through the findings of all those researchers especially the experimentation of Dr. Alan Fairweather (2008) where the same list of motivational factors will be apply to solve the research problem. However, the studies carried out by Fairweather (2008) did not give the types of employment sector it is simply the generalization of the industries on his studies, nor the demographic data that he used, the place where he conducted his studies was during the motivational manager seminar only. To avoid different interpretation in understanding the meaning of each factors the author provides an accompanying standard definition to assist in the accuracy of the quantitative aspect of the study. Even though the previous research found of with limitations, the author believed in spite of that through the techniques utilized in gathering and analyzing the research data will successfully achieve the research objectives.

Methodology of Research

Introduction

This chapter presents a brief discussion of the research methods used, the design and instruments applied in data gathering including the roles and responsibilities of the main people involved in this study. The limitations of the study, the research ethics and possible problems connected to the implementation of this study at the City of Coventry West Midlands, United Kingdom.

Research Methods Used

- **Primary data source** – this research utilize the inductive type approach. Data are collected through the combination of quantitative technique using written questionnaires and qualitative methods through personal interviews in order to gather more reliable and accurate data.

- **Secondary data source** - through review of related literature, secondary data were based on textbooks, e-books, websites and dictionaries to define those terms related to the studies of employee motivation both theoretical and practical application.

Research Design and Instrument

- **Questionnaire Survey** – it serves as the main tools used by the author in data gathering through the written questionnaires. It will be divided into 2 parts: the first part aim is to gather

as much demographic data (gender, marital status, age, ethnic background and employment status) as possible and the second part will include ten motivation factors that each respondent will be asked to rate from 1 to 10 as 1 being the most and 10 as least important. Each of the 10 motivation factor has accompanying standard definition set by the author to assist in the accuracy of the quantitative aspect of the study.

• **Interview Survey** – the author conducted personal or face to face interview from experience and knowledgeable managers in City of Coventry. The author interviewed two personalities of different private and public companies – Ms. Roselyn Bernaldez, current Manager of Arden Cancer Centre in University Hospitals Coventry & Warwickshire NHS Trust and Mrs. Catherine Tranter, present Manager of Victoria Park Care Centre, Southern Cross group of Company to possibly obtain more information and ensure to have sufficient and accurate data.

• **Extent of the study** - The target population will be 100 employees and proportionately apportion into white and blue collar job sector; all respondent employee should be 18 years old and above and are currently employed in either government or different private entities in Coventry West Midlands, United Kingdom. The random sample size includes 100 employees as the target population.

Data Gathering

The author gathered all the data from the people of City of Coventry in West Midlands by means of written questionnaires hand-delivered to the participants, filled out and returned through intra-company mailbox or hand over to the researcher individually. The author prepared a letter of consent submitted to the company's administration and directly addressed to the managers asking for approval to have an arrangement in respect of the face to face interview of 20 to 30 minutes to get information and to answer all the researcher's questions intended to achieve the research objectives.

Data Analysis

The results of data collected are tallied to see how many correspondents based on the number of samples answered the survey questionnaires and how they responded to specific questions. After tallying, the data are presented using the charts to make the data clear and understandable for the reader.

Limitation of the Study

The author encountered the following limitations:

• **Sample Size**

The data presented were based mainly on the 100 random sample sized of the correspondents only within the City of Coventry West Midlands United Kingdom. The sample size was allocated proportionately on the type of employment sector the white and blue-collar job in both private and public industries but there was no allocated ratio to the proportionate each category namely: gender, age, marital status, ethnic background, employment status and salary, as long as the author still reached the 100 random sample size to start the presentation of data and to complete the analysis of the findings.

• **Questionnaire Survey**

The survey questionnaires were given only to those correspondents who are capable and willing to answer it seriously in order to gather a reliable and more accurate data.

• **Interview Survey**

The author's personal interviews were conducted only to those known and closely related to her to make it simple, comfortable and straightforward in getting reliable information in answering the research questions.

Research Ethics

The author believed that it is important to study the code of conduct in doing a research to understand and distinguish the acceptable and unacceptable behavior (Biggam 2008, pp.199-202). The author abides and keeps minding the rightful and respectful way of doing and getting information from the people or correspondents involved in her studies.

Survey Findings and Discussion

Introduction

This chapter discloses the results of study explained in Chapter 3 Methodology. The research gives attention to the level of importance of employee motivational factors and the relationship of demographic data based on the current findings.

Data Presentation

A. Questionnaire Survey

Exhibit 1.1.

| No. | Types of Demographic Data | 100% Sample Size | 41% Job Security | 59% Diplomatic Discipline |
|-----|---|------------------------|------------------------|---------------------------------|
| I | Gender | | | |
| | Male | 47 | 20 | 26 |
| | Female | 53 | 21 | 33 |
| II | Marital Status | | | |
| | Single | 16 | 6 | 9 |
| | Widowed/widower or surviving partner | 4 | 3 | 4 |
| | Divorced or dissolved civil partnership | 8 | 3 | 1 |
| | Married or civil partner | 45 | 20 | 23 |
| | Unmarried partner | 18 | 7 | 15 |
| | Separated or separation order | 9 | 2 | 7 |
| III | Age | | | |
| | 18-27 | 22 | 9 | 16 |
| | 28-36 | 47 | 13 | 25 |
| | 37-45 | 23 | 14 | 13 |
| | 45-54 | 1 | 0 | 0 |
| | 55-65 | 7 | 5 | 5 |
| | 65 and over | 0 | 0 | 0 |

| No. | Types of Demographic Data | | 100% Sample Size | 41% Job Security | 59% Diplomatic Discipline |
|-----|---|---|------------------------|------------------------|---------------------------------|
| IV | Ethnic Background | | | | |
| | A | White | | | |
| | 1 | British | 36 | 15 | 25 |
| | 2 | Irish | 2 | 1 | 2 |
| | 3 | Any other white background | 1 | 0 | 1 |
| | B | Mixed | | | |
| | 1 | White and Black Caribbean | 0 | 0 | 0 |
| | 2 | White and Black African | 0 | 0 | 0 |
| | 3 | White and Asian | 0 | 0 | 0 |
| | 4 | Any other mixed background | 1 | 0 | 0 |
| | C | Asian or Asian British | | | |
| | 1 | Indian | 9 | 3 | 1 |
| | 2 | Pakistani | 6 | 3 | 0 |
| | 3 | Bangladeshi | 3 | 0 | 3 |
| | 4 | Any other Asian background within C | 28 | 13 | 21 |
| | D | Black or Black British | | | |
| | 1 | Caribbean | 0 | 0 | 0 |
| | 2 | African | 9 | 2 | 3 |
| | 3 | Any other Black background within D | 5 | 4 | 3 |
| | E | Other ethnic groups | | | |
| | 1 | Chinese | 0 | 0 | 0 |
| | 2 | Any other ethnic group | 0 | 0 | 0 |
| | 3 | Not stated | 0 | 0 | 0 |
| V | Employment Status | | | | |
| | A | Contract | | | |
| | 1 | Part-time employee/staff | 35 | 13 | 22 |
| | 2 | Full-time employee/staff | 20 | 11 | 10 |
| | B | Permanent | | | |
| | 1 | Part-time employee/staff | 13 | 3 | 6 |
| | 2 | Full-time employee/staff | 32 | 14 | 21 |
| | C | Rank/Position | | | |
| | 1 | Working Student | 34 | 12 | 22 |
| | 2 | Junior Staff (employed less than 3 years) | 37 | 19 | 18 |
| | 3 | Senior Staff (employed more than 3 years) | 29 | 10 | 19 |
| No. | Types of Demographic Data | | 100% Sample Size | 41% Job Security | 59% Diplomatic Discipline |
| VI | Employment Sector | | | | |
| | White-collar job (salaried professionals, clerical workers, and customer service) | | 50 | 20 | 31 |
| | Blue-collar job (manual labor) | | 50 | 21 | 28 |
| VII | Salary | | | | |
| | £ 100-2,000 | | 90 | 36 | 51 |
| | £ 2,001-4,000 | | 10 | 5 | 8 |
| | £ 4,001-6,000 | | 0 | 0 | 0 |
| | £ 6,001-8,000 | | 0 | 0 | 0 |
| | £ 8,001-10,000 | | 0 | 0 | 0 |
| | £ 10,001 and above | | 0 | 0 | 0 |

Derived from 100 random sample sizes, the author collects proportionate ratio of 50:50 in the employment sector involving white and blue-collar job, both men and women. The survey was fully participated by single, widowed, divorce, married, unmarried partner together with the separated individual. The author also present the extensive figures on the subject of the most (Job security) and least (Diplomatic discipline) important aspects of motivation essential to help the reader to figure out the complete set-up and picture of the 41% and 59% ratio gathered from the total number of participants and ranking of the factors parallel to its demographic information. The study was openly presented to employees of age 18 to 65 years and above. The ethnic background arranged into five groups namely the White, Mixed, Asian or Asian British, Black or Black British and Other ethnic groups (www.statistics.gov.uk). Each group is segregated to clearly understand each cluster of employees from different races to form a sub groups. The author used two types of

employment status: contract and permanent. Each status was categorized to distinguish their characteristics into part-time and full-time staff or employees. To properly differentiate the author provides three kinds of workforce in which all titles are commonly used in the organization's workplace specifically working student, junior staff who are employed for less than 3 years and senior staff who are employed for more than 3 years. In addition, the author believed that it will be fair to include the salary or wages received by each employee to test the accuracy and the relationship in evaluating these to other demographic data and to link their reaction based on the feedback given in answering the level of motivational factors. The range starts from £100-10,000 and above.

Exhibit 1.2.

| Employee motivation factors | Total number of participants and Ranking of the factors | | | | | | | | | | |
|------------------------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-------|
| | 1 st | 2 nd | 3 rd | 4 th | 5 th | 6 th | 7 th | 8 th | 9 th | 10 th | Total |
| Good salary | 35 | 57 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Growth and promotion | 1 | 3 | 25 | 43 | 27 | 1 | 0 | 0 | 0 | 0 | 100 |
| A feeling of being involved | 0 | 0 | 1 | 0 | 6 | 35 | 40 | 17 | 1 | 0 | 100 |
| Appreciation for work done | 0 | 1 | 5 | 2 | 18 | 38 | 33 | 1 | 2 | 0 | 100 |
| Job security | 41 | 6 | 22 | 16 | 10 | 3 | 1 | 1 | 0 | 0 | 100 |
| Considerate understanding | 0 | 0 | 0 | 0 | 1 | 4 | 7 | 23 | 38 | 27 | 100 |
| Company loyalty to employees | 0 | 1 | 0 | 0 | 1 | 3 | 3 | 45 | 33 | 14 | 100 |
| Interesting work | 22 | 25 | 30 | 12 | 8 | 3 | 0 | 0 | 0 | 0 | 100 |
| Good working condition | 1 | 7 | 9 | 27 | 29 | 13 | 11 | 0 | 3 | 0 | 100 |
| Diplomatic discipline | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 13 | 23 | 59 | 100 |

The table gives the reader an idea to know the total value placed by correspondents for every motivational factors answered by them. The ranking was made by adding together the total quantity of each motivational factor then, downward or vertically compared the summation of each motivational factor until getting the highest total number fall under each rank, place or position, i.e. on the 1st place job security received the highest total number nominated by the participants weigh against the nine remaining factors until the same procedure has been applied comparing all the factors for every position.

Exhibit 1.3.

| Employee Motivational Factors | Importance of the factor | Rank (1-10) |
|--------------------------------------|---|--------------------|
| Job security | Gives an assurance on the continuity of gainful employment for one's work life. | 1 st |
| Good salary | For economic survival and to maximize income potential. | 2 nd |
| Interesting work | The work done is of interest and meaningful to oneself | 3 rd |
| Growth and promotion | Work gives a sense of progress for career development. | 4 th |
| Good working condition | The employer provide directions on to what activities to perform and how to perform them. | 5 th |
| Appreciation for work done | Employer recognizes employee effort through rewards and benefits. | 6 th |
| A feeling of being involved | Feels more choice and participation at work that uses ones skills and abilities to accomplish work. | 7 th |
| Company loyalty to employees | Employee kept informed of important development that may affect their job. | 8 th |
| Considerate understanding | The employers allows for flexibility when need arises. | 9 th |
| Diplomatic discipline | The employer treats all employees fairly and equally. | 10 th |

The respondents' selection in terms of the level of importance placed in motivational factors. The choices consist of 10 factors and standing from 1 up to 10.

Exhibit 1.4.

| No. | Follow up questions | 100% Sample Size | 41% Job Security | 59% Diplomatic Discipline |
|------------|---|-------------------------|-------------------------|----------------------------------|
| IX | Are you happy with your current job? | | | |
| | Yes | 39 | 12 | 24 |
| | No (please refer to next question) | 61 | 29 | 35 |
| X | Will you consider looking for another job? | | | |
| | Yes | 61 | 29 | 35 |
| | No | 39 | 12 | 24 |

It is a follow-up type of questions prepared by the author in consideration and evaluation of the respondents' choices and interest connected in placing the level of importance for the 10 motivational factors.

B. Interview Survey

Exhibit 2.1.

| No. 1 | | |
|---|---------|----|
| Opinion of Managers by way of ranking the factors for employee motivation in order of importance (1 being the most important) | | |
| | Manager | |
| Employee satisfaction factors | I | II |
| Good salary | 2 | 2 |
| Growth and promotion | 3 | 5 |
| A feeling of being involved | 7 | 7 |
| Appreciation for work done | 6 | 10 |
| Job security | 1 | 1 |
| Considerate understanding | 9 | 8 |
| Company loyalty to employees | 8 | 9 |
| Interesting work | 5 | 3 |
| Good working condition | 4 | 4 |
| Diplomatic discipline | 10 | 6 |

| No. | Interview Questions | Manager | Opinion |
|-----|---|---------|---|
| 2 | State your opinion, what do you think is (are) the reason (s) why it is the most important factor for them? | I | <p>a) Job security gives peace of mind especially for the parents to dedicate their non office hours to their family.</p> <p>b) Stable job make employees becoming more motivated to acheive the company's goals and objectives since they believed that the company will give them an assurance of continued employment.</p> |
| | | II | <p>a) Due to economic recession and the situation of our society at the moment employees wants to have a stable job even not receiving the expected earnings they want, as long as they are able to provide and meet the needs of their family whether be a working student, junior or senior employee.</p> |
| 3 | State your opinion what do you think is (are) the reason (s) why it is the least important factor for them? | I | <p>a) Most of the time, employees accept and understand the truth about diplomatic discipline, for them it is really hard to have an equal treatment in an organization's work place since employees are of different attitude, behavior and performed a distinctive way of doing their jobs.</p> |
| | | II | <p>a) Most employees are not after the praise or not necessarily prioritizing to please others of what they successful achieved, they just properly performed their duties and responsibilities.</p> |
| 4 | State your opinion, if the company can provide the most important factor, can employee stay longer to the company? And why? | I | <p>Yes, Considering the condition of our society today many companies are laying off their employees due to profit decline and closing of other establishment. What is important for them right now is to have a job where they can remain and stay in order to continuously get paid in support for the studies of working student and to look after the family's needs for junior and senior employees.</p> |
| | | II | <p>No, for seven years of working as a manager, majority of employees will silently find another job to properly match their real intention even on the part of companies thinking that they offered a just or more than they expected, in view of the fact that most of the workers don't feel satisfied for what they obtain.</p> |

Exhibit 2.1 portrays the managers' point of view on the hierarchy of the motivation factors important to employees. The author would like to be acquainted with the reasons of managers in concluding on the subject of the first and last choice desired by them for their employees. Questions including the statement of opinion on numbers 2 to 4, gives the reader an idea about managers' basis in selecting the truthful motives of employees that cause them to give their best at work.

Analysis of the Findings

Through a thorough investigation, there was an understandable difference that employees of today's society considered the influence and impact of the current economic conditions. Majority of the answers are not in the same order except for company loyalty to employees (8), considerate understanding (9) and diplomatic discipline (10) and the rest of the factors are of different employees perspective in deciding the level of importance of the motivation factors associated into the nature of their job as a salaried professional or manual labor skilled or unskilled sector (*refer to exhibit 1.3*).

41 out of 100 sample size (*refer to exhibit 1.1*) of workers placed job security nowadays as their top priority among the 10 motivational factors (*refer to exhibit 2.1*). Employees care to have an assurance on the continuity of gainful employment to live on and carry out all things that matters to them. In addition, weighing up the response of the two personalities who work as managers of public and private entities, both of them came up with the same selection, "job security" (*refer to exhibit 2.1; question no.1*). Manager I visualizes its importance specifically on the part of the employees who possessed a greater commitment to their family (*refer to exhibit 2.1; question no. 2*). This will help them to live with calmness and composure; employees are not troubled where they will obtain financial support for their family basic needs. Right through workers will have a spare quality time to spend for their family and social life. She also considered the effect to employees' feelings, mental and emotional state of having a stable job. Workers are driven to achieve the organization's objectives since they accept as true that the company will give them security and assurance of a stable gainful employment. Furthermore, Manager II see things in the same way (*refer to exhibit 2.1; question no. 2*), she pointed out that employees wants to secure the necessary and essential needs for their families and other things for continued existence even though workers receive a return below their desire or expected remuneration. The manager draws her attention that stable job is very important whether you are a working student, junior or senior employees due to the economic downturn faced by today's society.

59 out of 100 sample size (*refer to exhibit 1.1*) of employees' categorized "diplomatic discipline" as their very last priority among the 10 motivational factors (*refer to exhibit 1.2*). Workers give little attention to how the employers treat all of their employees fairly and equally. At the same time managers showed their own assessment concerning the analysis, Manager I go for diplomatic discipline, (*refer to exhibit 2.1; question no.3*), believing that employees of today's society have an open-minded perception that it is really impossible to have reasonable and non-discriminatory action in handling and conducting employees behavior in a workplace. On the other hand, Manager II decided to choose appreciation for work done (*refer to exhibit 2.1; question no.3*). She is aware that most of the workers today pay little attention of the good and excellent performance they achieved and employees in the present day are not after the honor or praise that they will receive perhaps what is significant for them is to properly do their assigned task in accordance with the company's rules and regulations in condition that what workers expected was to collect and obtain the

earnings that the company and employees agreed at the beginning of their employment the reason why it could probably be the least significant motivational aspect for them.

The author makes a distinction between the two sectors: white and blue-collar job. The survey was completed in proportion to 50:50 ratios of participants with detailed list shown in exhibit 1.1.

Correlation between the most important factor and demographic data collected

On the authors measurement 41% is significant compared to the percentage gained by the remaining nine factors. In simple terms, no matter what kind of livelihood or job they performed at the present day, employees want to ensure that they have something to receive in order to use and spend for at least to their family basic needs. Among the 41% of participants, it revealed that ages 37-45 are the individual who had $\frac{23}{100}$ percentage as a whole (refer to exhibit 1.1) but as per details they acquired the biggest portion of $\frac{14}{41}$ ratio weigh against the age of 28-36 ($\frac{47}{100}$; $\frac{13}{41}$), in relation to ages 18-27 ($\frac{22}{100}$; $\frac{9}{41}$) and other part of the group. The author assessed that workers who are now becoming and growing older sincerely need assurance to have a stable job to subsist until meeting their retiring age, rather than ages 18-36 which for them job security was also the most important but they still have the chances to discover and get the job which they actually be fond of, ever since age is one of the qualification and at the same time a limitation in applying for a job position. Out of the 41% of employees proportion of male and female on the type of gender was almost the same 20:21 (refer to exhibit 1.1), in a sense that both category exactly have the indistinguishable mentality and awareness that the key to live through the economic downturn was job security. Subsequently, associated to age and gender was the marital status, appearing on exhibit 1.1 married or civil partner are the topmost provider of information among their group, they usually have a strong family commitment or responsibility particularly if they have children to raise and support with. In so far as the author was knowledgeable that in general, government of United Kingdom helps their citizens to grow and raise their children through child benefits, provided that citizens standing should be in accordance with the applicable and existing policies, rules and regulations to successfully exercise their right to make use of the said child benefits. Married or civil partner in the present day think about how they can protect and secure their family although most of them keep on receiving assistance from the government. The couple realized that from side to side stable job was dominant among all the factors and the major solution for a country's under a bad condition, prepared them to be ready for whatever changes that the government may implement mainly on the subsidies or allowances they are receiving. As well as some single and unmarried individual (refer to exhibit 1.1) while contributing small portion on the total ratio preferred it as their desired and wish shield in overcoming the uncertain event that could unfavorably affect the economy. At this point in time, out of $\frac{36}{100}$ ratio of British citizens and $\frac{15}{41}$ portion (refer to exhibit 1.1) of them modestly accept the reality that stable job was the appropriate element that needs to outlive in unpredictable state of these days financial and market system. Simultaneously the remaining $\frac{26}{41}$ percentage generally are overseas workers who truthfully revealed that the best option today is to look for a company who can offer a job guarantee despite the fact that the foreigner motives and purpose in working abroad was to be paid of good salary or larger than the amount of wages they earned from their home country. Overseas employees need to secure themselves so that they can continuously give support for their family and love ones. Furthermore, in our day whether

employees are under a contract or permanent part-time and full-time think about the importance of getting a stable job. The author was not surprise about the mentality of contracting employees that most of them are giving their best in performing their duties appropriately, with the intention that through company appraisal and getting an excellent or good mark they will be able to promote and reposition them into permanent staff. They obtained a product of $^{24}/_{41}$ (refer to exhibit 1.1) in contrast to $^{17}/_{41}$ ratio of permanent workforce who are also inspired to carry out their task in order to keep their self safe from being a candidate if the company is forced to lay off employees. Plus considering the 41% employment position of respondents (refer to exhibit 1.1) whether working student, stand as junior or senior employees each and every one of them strive to obtain and retain of having a long-standing status in an organization, hoping for a lasting career or employment to finish and achieve their ambition and to keep and live through beside the economic recession.

Correlation between the least important factor and demographic data collected

In exhibits 1.1 also itemizes the list of participants who actually share their emotion in response for the “least important motivational aspect - diplomatic discipline”. As a consequence $^{59}/_{100}$ percentage of individual have the same outlook that in today’s work place people do not focus much of their attention in reflecting how the management can offer a uniform or equal treatment among their employees. The author considered that this is what exactly the participants feel and encounter in performing their daily activities. It is tough for the management to possess, control and maintain equal opportunity in dealing and managing their employees since individual are of different age, ethnic background, employment status even the type and environment of their job. Ages 18-36 had a total of $^{41}/_{59}$ ratio (refer to exhibit 1.1) of individual who constructively understand at the moment that during economic recession typically company’s strategies was to cut down the budget through discharging inefficient workers, that is why the author think that the reasons for age 18-36 selection was instead of confronting the way the management deal with their staff that create argument, employees will just simply comply with organization guidelines in order not to become wasteful or incompetent workers in the eyes of the management and there was no reason for them to dismiss because the attitude and ways of thinking for age 18-36 becomes sensible and grown-up. Moreover, as the United Kingdom population becomes more diverse and companies employ international staff, it is challenging for both employees and managers in Coventry to work in organization with different culture. Among the ethnics involved in the survey, British and any other Asian background presented on exhibit 1.1 are the races who take the biggest portion of the 59 percentage outcome. British and any other Asian background nowadays know and understand what kind of behavior is right in the workplace since the organization will provide them the code of ethics that every staff are required to value and exercise the rules of conduct. It is uncomplicated and straightforward for them to decide it as their least important factor. Additionally, as specified in exhibit 1.1 contracting employees showed a greater part than permanent individuals of $^5/_{59}$ percentage. The author sees the reasons behind those circumstances that currently contracting workers are aware of the treatment between having a contract and permanent status in the organization. Since before the start of their employment, everything has been discussed by the person responsible to them and applicants was given the chance to voice disapproval and express their reaction against the company’s operational rules and procedures. Employees are required to sign the employment contract after they are fully interested and knowledgeable of the agreement. After everything else, whether an individual’s occupation was within the

line of salaried professional or manual labor workers mutually agreed that diplomatic discipline now turns to be the very last precedence of today's employment caused by more than half of the participants do not take into account lots of its importance (*refer to exhibit 1.1*).

The author discovered based on exhibit 1.4 that 39:61 ratio of employees are happy and at the same time not happy at work as a whole. Although it revealed that 12:29 is the measure of the participants within the category of jobs security while 24:35 quantify the group belongs to diplomatic discipline. Either whole or in detailed the author find out that many of the employees was not happy currently in performing their duties. Participants decided job security to be their utmost driving force for them to work and as of now 90% of workers are receiving an amount of £100-2,000 and only 10% are receiving £2,001-4,000 per month (*refer to exhibit 1.1*). For working student possibly what is important is to have a job that could really help them to save money for their tuition fee to finish their studies. On the part of junior staff most likely it is not easy for them nowadays to find more jobs that fits their educational background most importantly the current situation of the economy. Once they have been hired they need to grab that opportunity whether they like the nature of it or not and accept it for the sake of having a job. Also, for the senior staff if they have a family and other important obligations then it was necessary for them to concentrate in performing their function in order to maintain in providing financial support for the whole family. Finally, 61% of participants (*refer exhibit 1.4*) who are not happy are willing to discover jobs that are suitable to their needs to make them at ease and feel satisfied. The author realized those individuals was possibly arrived in their workplace, showed and forced themselves to carry out what they have to do and make sure they will accomplish their obligation daily in order to receive compensation that they are waiting for every month. That is why considering the opinion of Manager I, (*refer to exhibit 2.1; question no. 4*) she is in favor that employees will stay if the organization will provide them job security provided that Manager II opposed that whatever rewards or benefits that the company will offer and give to them, employees will never stop finding jobs that will make them happy.

Conclusions and Recommendations**Introduction**

This part re-examine the whole aim and individual research objectives of this study. The overall outcomes are sum up and those that are connected to the research objectives. Conclusions from this study are connected to the research objectives and the implementation of recommendation including its limitation is addressed.

Summary of the Findings and Conclusion

Research Objective 1: Difference or similarity of motivation factors that may influence today's employee

- *Summary of Findings:*

| Comparison of Motivation Factor – Employee Rating | | |
|---|-------------------|------------------|
| Motivation Factors | Previous Findings | Current Findings |
| Job security | 4 | 1 |
| Considerate understanding | 9 | 9 |
| Company loyalty to employees | 8 | 8 |
| Interesting work | 1 | 3 |
| Good working condition | 7 | 5 |
| Diplomatic discipline | 10 | 10 |
| Good salary | 5 | 2 |
| Growth and promotion | 6 | 4 |
| A feeling of being involved | 3 | 7 |
| Appreciation for work done | 2 | 6 |

| Comparison of Motivation Factor – Manager Rating | | | |
|--|-------------------|------------------|------------|
| Motivation Factors | Previous Findings | Current Findings | |
| | | Manager I | Manager II |
| Job security | 2 | 1 | 1 |
| Considerate understanding | 9 | 9 | 8 |
| Company loyalty to employees | 7 | 8 | 9 |
| Interesting work | 5 | 5 | 3 |
| Good working condition | 4 | 4 | 4 |
| Diplomatic discipline | 6 | 10 | 6 |
| Good salary | 1 | 2 | 2 |
| Growth and promotion | 3 | 3 | 5 |
| A feeling of being involved | 10 | 7 | 7 |
| Appreciation for work done | 8 | 6 | 10 |

Conclusion

By reason of economic crisis, people and businesses undertake difficulties that could hardly affect their usual and typical ways of thinking on how they will drive down and overcome the challenges that take place in our today's society. Individual needs to be certain about their purpose at work as learned from the discussion of Thomas 2009 (*refer to 2.1 of*

Chapter 2) to come up with the solution in understanding what motivates them in our present-day as seeing that there was distinction as compared from four year ago when the economy's appears to be well-off.

Research Objectives 2 and 3: The most and least important motivational factor for employees

- *Summary of Findings:*

Job security (Fairweather 2008) positioned to be the most important and diplomatic disciplined (Fairweather 2008) still categorized to be the least significant factor among the 10 aspects of motivation with designated description in each caption in Chapter 4 exhibit 1.1 and 1.3 identified by the participants collected through questionnaires survey.

Conclusion

On the earlier research employees gave importance to the intrinsic (Thomas 2009) kind of motivation- interesting work (Fairweather 2008) to make more use of their talents and meaningful to oneself, but as of now individual needs to have extrinsic (Thomas 2009) type of motivation – job security (Fairweather 2008) to have peace of mind, assurance on the continuity of gainful employment to be able to continuously support the needs of their family which is the most important, basic and the most common reason why individual preferred to have it these days. Even on managers' perspective through the application of their knowledge, experiences and observation similarly opt for job security (Fairweather 2008). This means that managers today understand their employees' needs and wants as compared to the managers of the earlier years which is a good indication that employees will be given a chance to take into consideration the rewards that they actually want through the help of their managers. In comparison to the least important motivation factor three years ago, diplomatic discipline (Fairweather 2008) is still of the least concerned for employees. Then, take into account the reason why people is looking and working for a job is to own money; the money that every person considered as essential to exist and be in this world. However, participants gave more importance unexpectedly for job security (Fairweather 2008) rather than good salary (Fairweather 2008) that ranks as their 2nd priority (*refer to exhibit 1.3 of Chapter 4*) even though money is of vital importance for them, they considered that having a stable job will give them lasting gainful employment while good salary (Fairweather 2008) is just a matter of short-term happiness and without guarantee or self-assurance to support their family needs. Then again surprisingly, employees involved in the studies proved that aside from job security (Fairweather 2008), what they seriously want was all the factors of extrinsic motivation (Thomas 2009), out of the 10 identified factors interesting work (Thomas 2009) was the only intrinsic motivator that rank on the 3rd place with good salary, growth and promotion, good working condition and appreciation for work done (Fairweather 2008) are all external to a person in performing their job from 2nd up to 6th order (*refer to exhibit 1.3 of Chapter 4*). It seems that all factors deal with intrinsic motivation (Thomas 2009) is superior for employees when the global market was strong. People engaged to different jobs due to more establishment are operating and continuing to strengthen and expand their businesses than today, economy has experiencing downfall even if the world make use of improved technology, more establishment are trying to cut down the operating cost to meet their budget or if there was no chance they are forced to lay off or terminates employees, who in return are focusing much of their to attention today and put their interest to find a company who can provide the factors of extrinsic motivation (Thomas 2009) for them to live on.

Research Objectives 4 and 5: Relationship between the ratings of identified most, least factors and their demographic data collected with employee who feels like to change their job to make them satisfied

- *Summary of Findings:*

| Demographic data (who are in favor of the factors) | Most important factor 41% | Least important factor 59% |
|---|--------------------------------------|---------------------------------------|
| Gender | Female | Female |
| Marital Status | Married or civil partner | Married or civil partner |
| Age | 37-45 | 28-36 |
| Ethnic background | British | British |
| Contract Employment | Part-time | Part-time |
| Permanent Employment | Full-time | Full-time |
| Status of the job | Junior staff | Working student |
| Employment sector | Blue-collar | White-collar |
| Salary | £100-2,000 | £100-2,000 |
| Not happy with the current job | 29 employees | 35 employees |

Conclusion

There were a lot of things that need to consider before an employee of today's society take hold for job security (Fairweather 2008). Companies commonly evaluate the candidates' educational achievements, knowledge and skills to the work itself, age, marital status, also ethnic background, even the businesses capabilities to enter into a long-term commitment and they ought to handle this question: "do they have power over the attributes to take them into the security that they longing for?" At the same time, the assumption generated by the author at present between the relationship of job security and diplomatic discipline (Fairweather 2008) was individuals will just smoothly acknowledge and comply with the organizations guidelines that cause to encourage employers to give their trust and confidence about their dedication to their jobs, in these manner the company will feel satisfied and happily keep their employees through offering of lasting gainful employment and to keep themselves employed, workers will avoid to question the employers treatment to every employees and accepting the reality that in today society, handling and managing individual will never be fair by reason of different age, ethnic background, employment status and gender that makes it to be of least interest to them. Apparently, employees who are not happy to their job are aspiring to look for work that will give the needs that they want as what Maslow (1950s/1960s) taught about his five hierarchies of needs (*refer to 2.4 of Chapter 2*) and also Armstrong (2008) related to his analysis on the process of motivation (*refer to 2.2 of Chapter 2*). Through this study the reader will come up with an insight that extrinsic rewards (Thomas 2009) of motivation was rising up again, through the different techniques and secrets of motivation shared by the earlier researchers, managers at the present are getting better to know their people needs and wants but how the company can endow these challenges if the nation was under recession. Is this enough for employee of today's nation to rustle up motivation or are we going back to the style-compliance era (Thomas 2009) of early generation.

Recommendations

- The author recommends the Company to check their employees concern on the rewards and benefits they need.
- Have a comprehensive review of the Company's performance reward and appraisal system. Eliminate those earlier rewards and benefits that do not reach and accomplish the company's target direction and objectives and transform it into a meaningful and useful rewards and benefits.
- Consult an expert in motivating individual to discuss and determine if the Company provides the right employee performance reward and appraisal system that meet employees wish to make them more productive.
- Before making a decision as to whether to provide and offer the reward and needs to their employees, this study should be reviewed first and should be thoroughly analyzed before using it as the basis of decision. It may be used as a guide but not as the sole basis for making decisions because some facts may have been overlooked by the author or may have not been available when the author did the data-gathering process. This study it is not representative of all employees working in different business sector.
- Future researchers may be able to use this study as a reference material in doing some related studies. Some facts may be added or some of the data presented may be altered to improve the contents of this study.

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