

Examining employee motivation in large scale organizations in Cyprus

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Abstract

This research study has substantially revised the large scale organizations and has also reflected the changes that are taking place in the world of work and organizations. Firstly, the ways in which different motivation approaches are affecting all aspects of behavior in organizations has received increased attention in this research. This research study has expanded the already extension coverage of the ways in which work motivation and employee satisfaction are transforming, how people perform their jobs, how teams function, and how organization achieve their goals. Secondly, the increasing globalization of business and diversity of the workforce have led this research study to discuss and present the many opportunities and challenges globalization and diversity pose for understanding and managing organizational behavior. Finally, the continuing advances made by organizational behavior scholars and researchers as they develop new and improved theories and models to explain why and how people and

teams behave as they do has led the researcher to modify, update, and refine her coverage of many different aspects of organizational behavior.

Purpose of study.

The purpose statement of this research is to examine the important of motivation in a large firms, in the business world, covering in particular: employee motivation in large firms and it will be concentrated on the different variables that lead to motivation and job satisfaction. Intrinsic and extrinsic motivation was determined using a scaled work preference inventory (Amabile, Hill, Hennessey, Tighe, 1994).

Research questions

- ❖ To what extent does employee motivation in large firm affect performance?
- ❖ How can one employee of a firm be able to spot problems easier and faster than others?
- ❖ How can dynamics natures of needs affect employee's motivation?

The findings can be related to existing theories of motivation, since motivational orientation differs depending on the individual involvement, managers should employ the use of both intrinsic and extrinsic rewards to increase job satisfaction for their employees.

Brief review of the research approach.

The research will illustrate several important issues, business decision makers must be aware of to resolve managerial problems as well as the causes of demotivation and dissatisfaction of employees. Since management quite often are faced with problem situations where important questions cannot be adequately addressed or resolved

merely with secondary information, so therefore, the meaningful insight of this research will be gain only through the collection of primary data. Recall that primary data typically are collected using a set of formal procedures in which researchers question or observe individual and record their findings. Therefore, in the findings on how employee can be motivated in large firms, this research study made use of qualitative research method. Under the qualitative research, this research study used data collection through an exploratory design. Exploratory research can be use when the research objectives focus on gaining background information and clarifying the research problems to create hypothesis and establish priorities. And in exploratory research method, the researcher made used of focus group research to gain a clearer understanding of the conflict that indicated the reason why employees are demotivated and dissatisfied in large firm. With the help of focus group, the researcher called on the business research method to gather information about how employees can also be motivated. Additionally, with the help of focus group, this research study was able to figure out employees attitudes, perceptions and behaviors towards the organization that they work for by using some form of recording and questioning to capture a person's attitude, feelings and / or behaviors.

Brief review of the literature.

How do employers determine what their employees are motivated by? What is motivation? Motivation can be defined in many different ways; one operation definition explains that motivation can be defined as inner force that drives individual to accomplish personal and organizational goals (Linder, 1998). Within business and industry, this research study found that there is a vast, never ending array of many

different factors that employees can be motivated by. Thus, many psychologists and economists have long studied what changes could lead to enduring improvements in quality of work and satisfied employees. They attempts to explain what motivates people to achieve success not only for themselves but for their company as well (Sunil, 2004).

One of the main differences between the economists and psychologists view point is in their explanation of rational behavior. Industrial presumptions stress that people act rationally, while psychologists' theories call attention to the naturally non rational ways in which people act. For example, thinking economically, a person will choose the most profitable venue to take action; this person would be considered completely rational in choosing the position which lead to the greatest monetary gain, *ceterus peribus*. But in reality, people do not always choose the job which pays the most, they often take a different option for varying reasons. A person may choose a job which pays less, but they felt the work may be more enjoyable or fulfilling to them. In short, some people forgo superior financial benefits in favor of having a job which provides them with personal enjoyment and feeling good about what they do (Kremer, Sheehy, Reilly, Trew & Muldoon, 2003). Kremer, Sheehy, Reilly, Trew and Muldoon, (2003) identify work motivation as 'a broad construct pertaining to the conditions and processes that account for the arousal, direction, magnitude, and maintenance of effort in a person's job. That definition is the characteristic of what one would find from the organizational behavioral perspective. Overall, it seems apparent to the researcher that motivation is more of a relative term that can be defined in many different ways depending on the context of the situation (Sunil, 2004).

Whether small or large, every business has to have employees. At one time, employees were considered just another input into the production of goods and services. For every single business, it is important to build a good foundation for employees to feel themselves as part of the team. The different categories of business ownerships that is; sole proprietorship, partnership, and corporation has different affect on how employees are motivated. Especially that is important in large business because that can improve in an instant one business's chance to win in competition with another business. But topic still remains why it is important for business to have their employees motivated? The answer is motivated employees can help organization to survive and succeed in competitive market. Motivated employees are more productive and creative. To be effective, managers need to understand what motivate employees within the context of the role they perform. Of all many functions that managers have, motivation and communication with employees is one of the important and complex ones. In fact, factors that motivate employees changes all the time. So, for managers that is really essential to make their employees to be motivated in order to achieve business goals. There are four main types of organization structure: line, line and staff, committee and matrix structure (Sunil, 2004).

A line organization is the oldest and simplest organization structure. It is a direct relationship of chief executive and subordinate. In this type of organizational structure, decisions are making quickly, due to manager's authority over subordinate's actions. This model is ineffective for mid size and large firms, because manager is responsible for many activities and he can't be an expert at all of them. Small organizations are perfect for this kind of organization structure. Managers in this model will be too busy

with detail and paper work, so they will have less time left for other organizational moment like planning, motivating employees. Also employees will have too many tasks and they will feel confused about what their main tasks are, what their objectives are.

A line and staff organization consists of line managers and staff managers. Where line managers have authority throughout the organization and staff managers have authority only in their departments (Emery & Oertel, 2006). This structure is effective because it has line organization's ability to make quick decision as well as direct communication and help of staff specialists. In this model, it is easy to improve employee motivation by assigning individuals with tasks that they will concentrate on or will be particularly good at. And employees who are successful at one time will have self confidence to deal with new project with renewed energy and excitement (Efron, Gandossy, & Goldsmith, 2003).

A committee organization is a structure where authority and responsibility is in the hands of group of individuals. Committees are usually slow in making decisions, and decisions they make are often the compromise between conflicting interests. However, committees improve business planning and employees morale (Emery & Oertel, 2006).

A matrix organization is the structure when employees from different parts of organization work together on particular projects. The matrix structure is popular because of its flexibility in adapting quickly changes in the environment and its capability of concentrating on main problems. It provides a good base for employee's creativity and initiative, which makes all employees feel worthwhile and important. By allowing employees to show initiative often leads them into leadership positions that will allow them to grow and develop. And if the employees are highly motivated, that leads them

to the effective ability of the self critique which can have huge impact on successful work productivity (Grant, 2010).

Significance of research.

The discoveries resulting from this study will have a significant impact on managers in a business setting. Therefore, this study will contribute to the academic fields of management. This research will also have impact on the field of management in a positive way because it will create new insights regarding the implementation of the different ways in which employees can be motivated in an organization and the strategies that can be used in a business setting. Consequently, the research will help not just the top management but all managerial level in the business setting to fully consider the implementation and the importance of employee motivation in the business field. In addition this research study will create an impact in the working environment so employees can learn more about how they can be motivated, which can help them to be able to handle managerial positions in the nearest future. With the help of this research, they will be capable to manage their employees effectively and efficiently through motivation.

Limitations of the study.

The major limitation of this research is the fact that the gathering of information was difficult and it took time that is; data access especially the information that could help the researcher in backing her point. In addition, the researcher does not know if the information that was gathered is accurate because the correction of data is not being controlled. For example, a situation whereby the researcher conducted focus group interviews, he found it difficult to know if the respondents are telling the truth.

Information that the researcher might get, may not be design specifically to meet the researcher's needs. And if the information is even available, it might not be adequate, that is; it might not be enough to cover the researcher's needs. The researcher can even get the information but the information may be outdated, that is; information can be too old to use. And if the researcher is even lucky to get the information that will be needed for the research topic, it may not be comparable due to different timing of collections and different use of units of measurement.

Research design

This research study used primary research method, and under primary research method, the researcher made use of focus group discussions. This research study but focused on face to face settings because it could offer preliminary insight into hidden business phenomena. Face to face setting helped the researcher to distinguish the differences between symptoms and problems by revealing several unexpected factors of the problem. it can directly helped the researcher to determine what specific data to be collected. The use of face to face interview to collect data in this research helped the researcher to collect data that can be useful in understanding the reasons why employees are demotivated in large firms and it also gave answers to the research questions. And not just that, it also helped in finding a better ways in which employees can be motivated and be satisfied at their work places. Face to face interview enabled the researcher to ask questions on a wide variety of topics on employee's motivation. The question and answer process gave the researcher the flexibility to collect data and not only on the subject's activities and behavior pattern, but also on the attitudes,

motivation, and opinion that underlie the report of the behavior that was explored and examined.

Ethical assurances:

The nature of this research study indicates the existence of some potential ethical problems in the areas that are related to the maintenance of confidentiality, disclosures, avoidance of false or deceptive statements, institutional approval, informed consent to research inducements for research participation and reporting of research results. All responsible precautions were taken regarding the collection of primary data and reporting of the results. In addition, the study knew the limit of the confidentiality pursuant to an ethical code of conduct that made every attempt to keep private and confidential the identities of all the respondents. As a result, the researcher stated during the face to face interview that all information provided by the respondents is for research purposes only, and will be treated with strict confidence.

Critical analysis of primary data / face to face interview / or focus group.

There are several purposes for conducting this study. The researcher wanted to discover what make employees to be motivated as well as what make some other employees to be demotivated. Also, the researcher wanted to know if employees in large firm are satisfy with what they do at their work place. To determine that, researcher decided to make use of primary data with the help of face to face interview (one on one interview). The researcher chose to use employees of franchise companies, especially in the fast food industry and he conducted 3 focus groups discussions in order to test the following research questions

1. To what extent does employee motivation in large firm affect performance?

2. How can one employee of a firm be able to spot problems easier and faster than others?

3. How can dynamic natures of needs affect employees' motivation?

By discovering what motivates employees it may be possible to determine similar factors which could lead to job satisfaction. The participants were classified to be at the age range of 20 to 50. Before conducting the interview, the researcher also informed the respondents that any information provided by them is for research purpose only, and will be treated with strict confidence. The questions designed for the interview are as follows:

1). Are you interested in the work you do at your work place? And how?

2). Do you think you are making a meaningful contribution at your work place?

3). Did your organization encourage you to change job within the company (getting additional training if needed) so that you can continue to be interested in your work and don't grow bored with what you do?

4). Is your organization concerned with fairly and equitably reward to encourage for a job well done?

5). Do you think you have attractive work environment?

6). Can you tell me why one employee want to do a good job while another employee with the same abilities couldn't care less?

7). How do your manager motivate you as an employee to contribute input to their jobs and to the organization?

8). You as an employee of the organization you work for, do you believe that performing at a particular level lead you to the outcomes you wants?

- 9). Are the outcomes you received as an employee in appropriate level in comparison to the inputs?
- 10). Do you think that the procedures use to assess inputs and performance and distribute the outcome perceived in your organization fair?
- 11). What outcomes are individual motivated to obtain in your workplace?
- 12). Do you have good relationship with your co-workers and supervisors?
- 13). Do you think your manager know which needs each employee's need to be satisfied at work?

Findings

The focus for this investigation was the attempt the extrinsic and the intrinsic things that motivate and demotivate employees in a large firm. The respondents used for the research represented the research in a positive manner because they helped in indicating that there was more that goes into being motivated; especially with respect to individual differences. According to the research conducted with the help of the focus group participants, the fast food restaurants need to adjust in some method they use in motivating their employees as well as adopting more method of motivation. For example, a question about what outcome is an individual motivated to obtain from a job and an organization? The principle message of need theory is that employees have needs that they are motivated to satisfy in the workplace. In order to determine which outcomes motivate employees most, managers must first learn which needs employees are trying to satisfy. After an employee's needs are determined, the manager of this organization must make sure that she or he can control either administer or withhold the outcomes satisfying those needs. The manager should make it clear to the employee

that receiving the outcomes depends on the desired behaviors being performed. Then the manager must administer the outcomes contingent upon that performance. In this way, the employee satisfies her or his needs while also contributing important inputs to the organization. Also, a manager who wants to motivate an employee to perform at a certain level must first make sure the employee believes he or she can achieve the performance level. Then the manager of this organization must make sure the employee believes he or she will receive, and actually does receive, the desired outcomes after the performance level has been achieved. Moreover, managers need to ensure that different employee' outcomes/ input ratios are approximately equal so that employees who contribute more inputs receive more outcomes and vice versa. Also, when procedures used to assess inputs and performance and distribute the outcomes are perceived to be unfair, motivation suffers because all the relationships in the motivation equation are weakened; assessing the inputs, determining the performance, and ultimately distributing the outcomes. There are four theories of motivation namely; need theory, expectancy theory, equity theory and procedural theory, each of these approaches have different implications for what managers should do to motivate their subordinate to achieve high performance level. These theories suggested different factors that lead to personal motivation. However, it is apparent from the various theories proposed on motivation that there will always be individual factors that will make a difference in what motivates people. This supposition is in accord with the Amabile Hill, Hennessey, and Tighe, (1994) findings that people can be concurrently intrinsically and extrinsically motivated. With that in mind, managers should use a mixture of methods (monetary rewards, praise, recognition, and the like) to effectively

motivate employees and promote job satisfaction in the workplace. Overall, it is apparent to the current researcher that people obtain jobs for extrinsic factors, but they retain employment not only for the extrinsic benefits but also for the intrinsic rewards involved. Promoting healthy relationships between coworkers, and good customer service should assist managers in providing the intrinsic rewards their employees' desire.

Conclusion

This research study rejects the fact that employee motivation in large firm can be affected by performance, because motivation and performance are two different things. Performance is an evaluation of the result of a person's behavior and that involves determining how well or poorly a person has accomplished a task or done a job. While motivation is only one factor among many that contribute to an employee's job performance. The researcher believe that there are lot of factors that affect performance , factors such as personality and ability, the difficulty of the task, the availability of resources, working conditions, and chance or luck. In a simple sentence, a high level of motivation does not always result in a high level of performance. Conversely, high performance does not necessarily imply that motivation is high.

This research study accepted the second research question because all the employees in the fast food industry agreed with the fact that a employee of an organization can spot problems easier and faster than another employee with the same ability. They gave different reason why things like that happen; they said it might be that the other employee might be putting effort at first and may be his or her effort is not noticed while the other employee's effort is being noticed. Therefore, the other

employee will be more active and motivated more than the one who can't spot problems faster and easier. Reward can increase a desired behavior. For example, if a person completes a task well at work and their manager gives them public praise for it, then the person is likely to perform in the same manner again and in other way, if a person completes a task well at work and their manager did not give them any praise, then the employee is not likely to perform in the same manner again. However, if a person does a given task poorly and their manager reprimands them in front of their peers, then the person is likely to avoid making the same mistake again. Reinforcing the behavior either positively or negatively should produce a desired outcome. The only problem is that it is often difficult to discern what is positive or negative with respect to behaviors and rewards.

Finally this research study accepted the third research question of how dynamic natures of needs affect employee's motivation, because a need is a requirement for survival and well – being. Need theory is described as if it is only one theory, need theory is actually a group of theories about work motivation. Collectively, these theories explain what motivate employees to behave in certain ways by focusing on employees' needs as the sources of motivation. Need theories propose that employees seek to satisfy many of their needs at work and that their behavior at work is, therefore, oriented toward need satisfaction. To determine what will motivate an employee, a manager first must determine what needs an employee is trying to satisfy on the job because needs will vary from person to person. The manager then must ensure the employee can satisfy his or her needs by engaging in behaviors that contribute to the organization's effectiveness.

In 2000, Ryan and Deci of university of Rochester investigated intrinsic and extrinsic motivations as they related to school age children. Ryan and Deci (2000) used their self – determination theory (SDT) to differentiate between diverse types of motivation founded on the different reasons that cause people to take action. The basic distinction is between intrinsic and extrinsic motivation. Intrinsic motivation is referred to as doing something because it is inherently interesting or enjoyable (Ryan and Deci, 2000). Whereas, extrinsic motivation is referred to as doing something because it leads to a distinguishable outcome separate from the original factors. They found that social contextual conditions that support one’s feelings of competence, autonomy, and relatedness are the basis for one maintaining intrinsic motivation and becoming more self – determined with respect to extrinsic motivation. In schools, the facilitation of more self – determined learning calls for classroom environments that allow fulfillment of basic human needs (Ryan and Deci, 2000).

Recommendations

The focus for this investigation was to find answers to the research questions and to attempt to delineate extrinsically and intrinsically motivated individuals in large firm. The discovery that there is not a significant statistical difference between the participants from the sample populations indicates that there is more that goes into being motivated; especially with respect to individual differences. The sample size represented may have impacted the research in a negative manner since the populations may not be indicative to the general population, thereby possibly decreasing the validity of the results. It seems apparent to the investigator that if a larger sample size was taken, results may have produces a more significant statistical

difference to support or deny the supposition of the researcher. If this study is to be replicated in future, it is recommended that a more diverse and larger sample be taken from several different organizations. This may eliminate any factors that could distort results based on the existing culture fair of the organization used in the sample.

In addition, the researcher encountered some problems with a few of the questions on the survey. Changing the some questions of the survey allowed the participants to be more at ease to answer some questions. Also, given that this investigation primarily focused on the extrinsic and intrinsic motivation of employees in large firm, it may be possible to expand the research in the future to discover related suppositions. It may be beneficial to research personality factors in relation to intrinsic and extrinsic motivation for the population. Examining personality may provide possible correlations to personality type as it relates to motivation and job satisfaction.

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