Improving Motivation in the Service Department

Sevarine Sosingot-Sundström

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Teacher(s) or supervisor(s)
Aarni Moisala

Abstract

The objective of this study is to improve motivation of the employees in the Service Department. What motivates employees in this century beyond the normal norms of job security and money. The study is based on improving the motivation of the Service Department of Company X. This research was based on the service's department low score in motivation after the results of the 2012 annual staff survey. The research aims to find out the cause(s) for the low motivation and also find a solution that can increase the level of motivation in the department.

The thesis was carried out using qualitative research methods. Data input was gathered from 20 the Service Department employees. A method known as AI was used in the research to conduct and analyse the interviews. AI's approach focuses on what is working instead of what is not working (i.e. positive focus instead of negative focus). AI 4-D model was also used during the research.

The research findings suggested that employee motivation is a two way street, both the employee and the employer must work together. The findings also showed that job satisfaction is one of the major reasons for motivation and that employers cannot gurantee employees 100% motivation.

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Terminologies

AI Appreciative Inquiry

4-DAppreciative Inquiry model Discovery, Dream, Design, Destiny

1 Introduction

This study is inspired by the constant low motivation in the Service Department. Every year Company X holds a staff satisfaction survey. Among the questions, the survey includes a specific section on motivation. Although the results of the survey for the past three years (i.e. 2011, 2012 and 2013) showed that the Service Department score on motivation had been increasing, the increase was slow compared to other departments' whose motivational score was over 70%. The slow increase called for concern from the management level, and the head of the department was given the task of rooting out the cause of low motivation in the department. Company X knows the importance of employee motivation; it knows that having motivated employees creates a good working environment and increases employee performance as that is one of the ways an employee's performance can be measured. A motivated employee leads to better job performance and higher productivity. Performance = ability × motivation (Work Motivation Harry P. Lanthman).

Motivation is derived from the latin word "Movere" which means movement (Vroom 1964). It is a human behaviour that makes a person want to do something enthusiastically. Motivation can be personal; it can be instilled by others or brought about by the environment one is living in. It is a force of energy that originate both within as well as beyond an individual. Employee motivation is of great value. Many research studies have been done on different motivational techniques used by various organisations. However, the main challenge for management is to identify the fundamental truth about motivation. Armstrong (2011) describes these fundamentals as (1) the multiplicity of needs, goals and actions which depend on the person and the situation and (2) the fact that while we can observe how people behave, the actions they take we cannot be certain about what has motivated them to behave that way. It is important for the managers to always note the above fundamentals while performing motivational exercises. An employee's motivation is affected by different needs and goals.

I will approach this study as a qualitative research. As the thesis is about motivation a complicated human behaviour. Doing qualitative research will enable me to uncover the human behaviour that leads to demotivation in the Service Department. This study will also touch upon a qualitative research methods. The data for this study will be collected using in-depth interviews and to do this I will use a method known as Appreciative Inquiry (AI). AI is an approach to change based on discovering the core strengths in an organisation. It is based on discovering the positiveness of the people in the organisation; it is based on focusing on what works well in the organisation rather than what is not working. I will use AI 4-D model (i.e. Discovery, Dream, Design and Destiny) to gather and analyse the findings of the study. The success of the study will be measured according to Company X annual staff survey.

About Company X and Service Department

The thesis research is based on a Public Sector Company. The company wishes to remain anonymous and, therefore, will be called Company X. Company X is a multicultural company with over 500 employees.

One of the departments in the Company is the Service Department whose job is to provide advice to the stakeholders on Company X's main activities and IT tools. It also promotes the appropriate capacity-building of national services for customer support. The department is made up of employees from different cultural and career background.

1.1   Background of the Study

This thesis will elaborate a study that was undertaken to improve motivation in Company X's Service Department. The Service Department is comprised of 25 individuals whose main tasks is to act as the face of the company by being the main contact point for its stakeholders who need advice on the different laws implemented by the company. In order to keep the staff happy and to enable the management to im-

prove their managerial skills, the Company sends out an annual staff survey on staff wellbeing. The staff survey covers nine dimensions, these are:

Motivation: This dimension looks at employee motivation. Questions on job satisfaction and the level of job dedication and workload are asked.

Responsibility: In this dimension questions on taking responsibility and initiative for ones work are asked.

Authority: This dimension looks at the ability of the employees to act on their free will, employee empowerment and decision-making.**Cooperation:** This dimension looks at the employee cooperation with others on a personal, team and company level.

Organisational Efficiency: This dimension looks if the employee has clear defined roles and responsibilities, good organisation in their team, good use of their skills set, effective working methods and decision making in the team.

Learning: This dimension looks if the employee can easily find information needed to do his/her job and if there is knowledge sharing in the team.

Job enhancement: This dimension looks if the employee receives support for new ideas and if the team does all that is possible to achieve their objectives.

Mission and Objectives: This dimension looks at the employees understanding of the company's mission and vision, his/her work objectives and their relation to the company's goals.

Competence: This dimension looks if the employees know what is required of them for the company's success, and if they feel that they have the skills required to do perform well in their job.

NOTE: The annual staff survey is sent out with the same questions every year. This is to facilitate the assignment of benchmarks given to each section of the survey.

The survey is provided and analysed by an external company, and the general results are presented to the Company as a whole and later each Department leader is asked to present the results to their specific department. As a consequence of the results, the department is always asked to have a half / full day workshop to discuss the dimensions that did not score high results. The main aim of the workshop is to enable the members of the department to express themselves and find out why the scores for a specific dimension are low. During the discussions, ideas will be gathered, and improvements are made.

After the presentation of the 2012 staff survey results, it showed that the Service Department had motivation score of 57%. On March 2013, the staff of the Service Department felt that there was a need to have their personal benchmarks for each of the dimensions. The current benchmarks were the general ones defined by Company X (for Motivation benchmark was set to 80%). The Service Department felt that to be a high performing department they would need to define their benchmarks (see attachment 1). Motivation was one of the dimensions that were set to <100> (i.e. it could be less or more than 100%).

The result from the 2012 staff survey on motivation was 57%. Even though this was an improvement from the 2011 staff survey results that was 38%, the Service Department felt that the results can be improved further. The decision triggered our Head of Department together with other members to decide that an enquiry should be launched so that the department can pinpoint the areas of improvement that could boost the motivation. After a meeting and further discussion, it was decided that the enquiry should be done in the form of Appreciative Inquiry. Appreciative Inquiry would give people an opportunity to express themselves and at the same time enable us to collect the needed information as to the cause to the demotivation in the department.

1.2 Research Problem, Goals and Objectives

This research is inspired by the topic of employee motivation and the case study of Service Department of company X. The research is triggered by the low score of motivation by the Service Department in the annual staff survey of Company X. In

order to ensure that all the low scored dimensions in the annual staff survey are improved, the management of Company X asks the department heads to have a half / full day workshop to root out the cause of the low scores. In this case, the Service Department was asked to hold a workshop in order to discuss the low score on motivation. However before going ahead with the workshop, the Department noted that the low score on motivation has been ongoing for several years. A decision was made that a research should be undertaken, and the findings should be discussed in a workshop.

Table 1: Motivation score of the Service Department

Year	2010	2011	2012
Motivation score	30%	38%	57%

The main objective of the research was to find out why the employees of the Service Department have low motivation when it comes to doing their tasks even though their competence skills are good. The other aim is to find ways of improving the motivation in the department by implementing the changes provided in the research findings.

The following is the main objective and its supporting questions.

1. To find out the cause of low motivation in the Service Department and ways of improving it
    a. Why is there a low level of motivation in the Service Department?
    b. How can we increase the motivation level?
    c. How can we ensure that the motivation level does not drop once it has been increased?

As discussed the research findings should be able to outline clearly the main reasons for low motivation in the department. After the causes have been outlined, the research should avail ways of getting rid of the root causes and also offer improvement techniques.

1.3   Structure of the Thesis

Chapter one is an introduction to the research where I explain the background of the study, the research problem it goals and objectives. I introduce employee motivation and its importance for the Service Department and Company X.

Chapter two provides the literature research findings for this thesis. This chapter discusses employee motivation in various forms. It touches upon the psychology; it explains its theories and the benefits for both the employer and the employees.

Chapter three explains the research methodology. It describes the approach and the methods used for this study. It explains the data collection method and the reasons it was used in the research.

Chapter four presents the findings of the research derived from the interviews. The analysis of the results and its relationship with the objectives of the research. Chapter five discusses the recommendations for both the employer and the employee and Chapter six concludes the thesis.

2 Literature Review

This chapter discusses the definition of employee motivation, its theories, and its benefits to both employees and the employers. It also touches upon the psychology of motivation and the relationship between employee motivation, job satisfaction and performance.

2.1 Employee Motivation

According to Pinder (1998 in Ambrose & Kulik, 1999) work motivation may be regarded as a set of internal and external forces that initiate work-related behaviour, and determine its form, direction, intensity and duration.

Employee motivation has become one of the most important aspects in an organisation. Understanding why employees are motivated or demotivated is very important, as only when organisations truly understand their employees motives, can organisations understand how best to motivate them.

Ever since the credit crunch, retaining the very best employees has become very important to an organisation. During the crisis, most companies were forced to lay off their staff leaving them with very little manpower. The employees who remained did not only have to do their jobs but had to take the jobs of the people who had been laid off. With heavy workloads, the management had to work hard on employee motivation to mainly try and retain the current employees. Keeping these talented employees adequately motivated, however, can be a challenging task. Employees often start a new job highly motivated, wanting to make a good impression in an organisation. Over time however, motivation levels can fall. As the market improves, so do the opportunities for key employees to move job. Strategies to retain talent are best planned before employees hand in their resignation.

As mentioned above, it is important for organisations to understand what motivates employees. I believe the top five motivators for employees include: (1) Job satisfaction, (2) praise and recognition for work well done, (3 positive working environment and rewards), (4) the right organisational culture, (5) successful achievement of set goals. Personal satisfaction for employees comes as a result of how well they can balance both work and personal lives.

One of the most known demotivation factor in employees is caused by management. In many surveys, the employees always mention among other things that the main cause of demotivation is the managerial style. It is clear that managers need to change their attitude towards employee motivation.

There are many written statements, theories and practices regarding employee motivation. We know that it is of vital importance to a company that the employees are motivated. However, having said that, we should take into account that each and every employee is different and are motivated by different things. Every employee also has different personalities and thus it is almost impossible to motivate each and everyone in the organisation.

Peter Drucker a highly regarded thought leader for managers throughout much of the 20th century argued.

"An employer has no business with a man's personality. Employment is a specific construct calling for specific performance, and for nothing else. Any attempt of an employer to go beyond this is usurpation. It is immoral as well as illegal intrusion of privacy. It is abuse of power. An employee owes no "loyalty" he owes no "love" and no "attitudes" – he owes performance and nothing else.... Management and manager development should concern themselves with changes in behavior likely to make a man more effective." (Drucker, 1997 pp. 424-425) (Work Motivation Gary P. Lathman).

I agree to disagree with Peter Drucker on the above statement. I agree that the employer has no business getting involved with the employees' private lives. I agree that the employers should endeavor to find ways of maximizing efficiency. However, I do not agree that employees owe no love or attitude towards their job and that they only owe performance. Employees perform better when they love their job. Most employees seek specific work because it is what they love to do and want to do. Yes

I agree that employees owe performance to the employer but employers should note that, employees who love their job will yield higher performance than was intended and in this competitive world a company needs to retain such employees. We live in a world of 7 billion people whom over half are educated and possess unique skills it is important that employers show a different attitude than the one suggested by Peter Drucker.

McGregor (1960) formulated two management style theories (X) and (Y) when he was examining the behaviour of individuals at work. Although old, the theories are still used in one way or another especially in the case of theory Y.

Lanthman (2012) describes McGregor's Theory X underlying assumption that "without active intervention by management, people are as passive even resistant to organisational needs. This is because the average man is by nature indolent, without ambition, inherently self-centered and not very bright. He then goes on to describe the essence of McGregor's theory Y as:

"The motivation, the potential for development, the capacity for assuming responsibility, the readiness to direct bahaviour toward organisational goals are all present in people. Management does not put them there. A responsibility of management is to make it possible for people to recognize and develop these human characteristics for themselves".

McGregor's theory Y is harsh and in these modern times it is rarely practiced. However theory Y is what everyone wants. Managers practicing Theory Y are more likely to have an organisation full of motivated employees.

2.2   Motivation, Job Satisfaction and Employee Performance

It is difficult to write about employee motivation without linking it to job satisfaction and performance. Motivation, job satisfaction and performance go hand in hand. The only way motivation can be measured by the level of satisfaction and performance.

"Job satisfaction simply refers to the level your employees are not only actively, positively engaged in their jobs but also in the level of joy they find in their work"

(Mclaughin 2012). Satisfied employees engage actively in their work. They enjoy their job boosting their morale and also the image of the company. Satisfied employees are advantageous to the organisation as they: perform better than anyone else in their work, they show up to work on time, are less absent from their job, act as ambassadors of the company thus giving it a good image in the outside world. They al-so take up responsibility in protecting the company assets.

Job satisfaction directly influences the employees' relation to the outside world. If they are not happy in their jobs, the impact is significant in their personal lives. Employees will feel the stress and will always be demotivated to wake up every morning to go to work. Unsatisfied employees also will only come to work because they have no other choice, and when another opportunity avails itself they will be the first ones to send in resignation letters.

Researchers have also proven that in some cases, people who are satisfied with their jobs do not perform well in the job. I can give an example where when employees are hired according to different grades, the employee hired with a lower grade although in love with their job will not see the need of performing to a level of the one hired with the high grade. This will be mainly because of the mentality that there is already a person employed to perform to that level. They feel that it is not fair for them to perform more than they are required to when they do not get paid for that. This feeling describes exactly what Anne Bruce (2011) explains in her book "Motivating employees". She explains to the managers that "Employees work harder and smarter not for you but themselves". It is indeed true that only employees can challenge themselves to work harder, and when they do this, it is mostly to give themselves a sense of accomplishment.

Bruce (2011) insists that employers should not assume that employees know what they mean by "performance" and that the responsibility falls on the managers to define performance standards for their employees. Knowing the standard and level of performance required from them by the employers triggers employees motivation. This is a set goal and when achieved and praised increases the level of motivation.

2.3   Employee Motivation in the 21st century

In the 20th Century it was believed that money was the sole motivator to an employee. Monetary incentives were tied to task completion and the employer noted that the employee performance rose. However, it was soon discovered that the employees were not solely driven by money to perform better but they were also emotionally invested in the job. Maslow's law proved that the job itself can be an enabler or frustrator of the attainment of a person's higher-order growth needs. A person's needs enables one to set goals and motivates them to achieve the set goals. Vroom's expectancy theory argues that it is not only the presence or absence of characteristics of the job that is important to motivation in the workplace, it is also the employees' perception of those characteristics that cause him or her to form beliefs and attitudes about choices to be made (Lathman, 2012, p.123).

As motivation is a human behaviour, it is always difficult for all of us to be on one page with everything we believe in. Everyone is entitled to their opinion about various subjects. And so when it comes to employee motivation some employees will perceive certain behaviours differently than others. For example in the Service Department of company X some employees always felt that their names should never be mentioned in the department meeting because they did not want to be centre of attention, whether they were being mentioned to be complemented or not. Others did not see this as a big deal. On one meeting, an employee got very angry at the manager for mentioning their name and made a big deal out of it and to the rest of us this was not an issue. The big question is "Where do you draw the line?" Are we supposed to come up with rules that cater for everyone's feeling? Is this even possible? I believe this will be an impossible task. There are obviously basic rules that protect the employee e.g. harassment rules, wages, rights, etc. However, when it comes down to employees nifty gritty feelings it is just impossible to cater for everyone.

At the dawn of the 21st century it was clear that motivation was integrated with both personality and affective processes (Latham 2012, p.132). Latham, also mentions that to influence employee motivation in the 21st century we have to take into account seven variables: 1) the need for physical and psychological well-being 2) the individuals personal traits 3) the individuals values 4) the individuals context i.e. societal culture, job design, persons con-

text 5) the individuals cognition 6) individuals effect on emotions 7) individuals rewards and incentives.

Maslow's theory of need continues to be used in the 21stcentury as the base for motivation. As mentioned before an individual is motivated by a need he or she has. The 21st century has taken the employees feelings to a whole new level. Their psychological needs are incorporated when deciding on office furniture, offices, lighting, etc. These are needs that would never have been taken into consideration in the 20th century. Haslam 2004 self-categorization theory explains a social based phenomenon derived from a person's social identity. The theory states that "employees who categorise themselves at the personal level have a propensity to behave in ways that maintain if not increase their personal identity. Individuals can also categorise themselves at a social level by associating themselves with a group" (Latham 2012, p. 135). Self-categorization helps an individual reach his/her self-actualization (Maslow's law) although unlike Maslow's law self-categorization theory does not state that the so-called higher needs are more important than lower needs. Motivation is simply a function of a person's need for self-esteem at a personal level or as a member of a group (Latham 2012, p.135).

We can agree that the rules of the game have changed from the previous century to the current. This century requires employees to be mindful of others; there are tough consequences when the rules are broken. The work ethics have changed, people are required to be more sensitive, they are required to possess certain "soft skills" before they can be allowed to work. The rules have also changed due to migration of people around the world and the cultural differences they bring to organisations. You have to be politically correct when talking about certain topics. In the 20th-century discipline and using one's time efficiently was the considered good work ethics. "The old work ethics was founded on self-disciplined use of one's time, with emphasis laid on self imposed, voluntary practice rather than merely passive submission to schedules or routine." (Senette 98).

2.4 Theories of Motivation

Psychologist have presented us with a number of motivational theories.

Maslows Theory

aslow (1970) stated that there is a connection between the behaviour of individuals and their needs, and the strongest "felt needs" determine the behaviour of an individual at given times. Maslow believes that individuals take work as a personal commitment and its accomplishment create satisfaction and self-actualization and provide ways to achieve individual goals. Maslow's hierarchy of needs is divided into five categories.

Psychological → *Safety* → *Belonging* → *Esteem* → *Self-actualization.*

Maslow's law can also be designed to fulfill the hierarchy of needs that gives an em ployee job satisfaction through motivation.

Table 2 : Maslow's law on employee satisfaction (URL: http://www.analytictech.com/mb021/motivation.htm)

Need	Home	Job
Self-actualization	Education, religion, hobbies, personal growth	Training, advancement, growth, creativity
Esteem	Approval of family, friends, commdepartmenty	Recognition, high status, responsibilities
Belongingness	Family, friends, clubs	Teams, depts., coworkers, clients, supervisors, subordinates
Safety	Freedom from war, poison, violence	Work safety, job security, health insurance
Physiological	Food, water, sex	Heat, air, base salary

The table above explains very well the advancement that should take place when in a work place. We are always motivated when there is a reward in the work that we do. If an employee gets stuck e.g. in the base, any of the steps set above this will not only trigger demotivation of that employee in that work place but will also trigger motivation in that employee to look for another work place that will fulfill his needs.

Hezberg Two Factor Theory

Fredrik Herzberg's two-factor theory was designed in 1959 based on research conducted among 200 employees (engineers and accountants) regarding employee motivation. The employees were asked to think of what motivates and demotivate them in the workplace. After analyzing the results, Herzberg defined two sets of factors in deciding employees working attitudes and level of performance named Motivation and Hygiene Factors (Robbins, 2009). Motivation factors are Intrinsic factors that increase employee motivation (e.g. achievement, recognition, advancement, work challenges etc.). Hygiene factors are Extrsinc factors that will prevent employee demotivation (e.g. salary, job security, job benefits, working conditions, etc.).

Two-Factor Theory is related to Maslow's hierarchy of needs but has introduced more factors that can measure individuals' motivation in the workplace. The theory argues that meeting only the lower-level needs (extrinsic or hygiene factors) of individuals would not increase their motivation, but would only prevent them from being dissatisfied. To motivate employees to a higher level both Motivation and Hygiene factors must be applied.

Vroom Theory

Vroom's expectancy theory is quite different from Maslow and Herzberg theories. Vroom believe that people are motivated if: (1) they believe in the work that they are doing (2) they believe their goals will be attained by their actions. Vroom's theory shows that individuals are motivated by actions that will lead them in achieving their goals. Although you could say that Vroom's theory could only happen after one has reached Maslow's Self Actualization stage.

Key elements in Vroom theory are: (URL: http://www.yourcoach.be/en/employee-motivation-theories/vroom-expectancy-motivation-theory.php)

Valence - refers to emotional orientations which people hold with respect to outcomes (rewards) – the value the person attaches to first and second order outcomes

Expectancy – refers to employees' different expectations and levels of confidence about what they are capable of doing – the belief that effort will lead to first order outcomes

Instrumentality – refers to the perception of employees whether they will actually receive what they desire, even if it has been promised by a manager – the perceived link between first order and second order outcomes

These three factors interact together to create a motivational force for an employee to work towards pleasure and avoid pain.

Other Theories

Instincts: The instinct theory of motivation suggests that behaviors are motivated by instincts, which are fixed and inborn patterns of behavior. The Instincts theory has been explained differently by many psychologists. It has even faced criticisms from some psychologists who say that:

–Not all behaviours can be explained by instincts
–Instincts cannot be observed or tested scientifically
–Not all behaviours labelled instincts are necessarily that

In employee job satisfaction, the instinct could be seen as the ability of an employee to think outside the box. The ability to act fast, but not carelessly when making decisions. In layman's term we can explain instinct motivation as "Gut feeling". (URL: http://psychology.about.com/od/mindex/g/motivation-definition.htm)

Arousal Levels: The arousal theory of motivation suggests that people are motivated to engage in behaviors that help them maintain their optimal level of arousal. A person with low arousal needs might pursue relaxing activities, while those with high arousal needs might be motivated to engage in exciting, thrill-seeking behaviors. (URL: http://psychology.about.com/od/mindex/g/motivation-definition.htm)

The arousal need in the job market will vary. As described above one will tend to find work that suits their needs best. For example if someone loves to do outdoor

activities they might feel the need to become pro athlete or do something related to outdoor activities. If money is the main arousal factor then it does not matter what kind of work one does as long as they get to earn the amount they want.

2.5   Psychology of Motivation

"Each of us is motivated by needs. Our most basic needs are inborn, having evolved over tens of thousands of years" (Maslow's law). Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development. This is where employee motivation comes in.

Motivation is what causes us to act; it's the process that initiates, guides, and maintains goal-oriented behaviors. It involves the biological, emotional, social, and cognitive forces that activate behavior. In everyday usage, the term "Motivation" is frequently used to describe "Why" a person does something (URL: http://psychology.about.com/od/mindex/g/motivation-definition.htm).

In most of the 20th-century employees were considered as just inputs in the production of goods and services. However, this has since changed through various research studies. Researchers have proven that employees are motivated by various attributes in the organisation and their personal lives. Having motivated employees is of the utmost importance, it is a requirement for every company. Motivated employees mean high performance that leads to higher productivity that leads to a positive working environment. Motivated employees are mostly satisfied with their job. One can simply say that happy employees = good results.

Latham and Pinder (2005) describe Motivation is a psychological process resulting from the interaction between the individual and the environment. They also mention that ability to predict, inspire and understand motivation in the workplace has increased considerably as a result of the consideration given to all, rather than only a few, elements of an employee's motivation.

There are three major components to motivation: activation, persistence, and intensity. Activation involves the decision to initiate a behavior, e.g. deciding to get a job. Persistence is the continued effort toward a goal even though obstacles may exist, e.g. applying for a job and taking an offer to start working, although it requires a significant investment of time, energy, and resources. Intensity is the concentration and vigor that goes into pursuing a goal. For example by taking a job offer one employee can perform the minimum level required while another can put in more effort and perform exceptionally well above the level required of him/her. (URL: http://psychology.about.com/od/mindex/g/motivation-definition.htm).

In his book "How to Manage people" Armstrong (2011) describes the two types of motivation Extrinsic and Intrinsic as:

Extrinsic motivation – What is done to or for people to motivate them. This includes rewards such as increased pay, praise, promotion and punishments, such as disciplinary action, withholding pay, or criticism

Intrinsic motivation – the aspect of the work they do and the work environment which create job satisfaction and influence people to behave in a particular way or to move in a particular direction. These factors include responsibility, freedom to cat, scope to use and develop skills and abilities interesting and challenging work and opportunities for advancement.

Employee motivation is both Extrinsic and Intrinsic. Many employees work towards a bonus at the end of the year or towards a promotion. They also work towards self-development. No one wants to work in a boring job every day. People tend to love their job if they feel like they are advancing mentally. Just like the crossword puzzles a person feels fulfilled when they are given a challenging job to do. The Service Department employees mentioned during the interviews that they would feel more motivated of their work was recognized and appreciated by their supervisors, they also mentioned the need of breaking off from doing boring tasks to doing more interesting jobs. Some of them mentioned in the interviews that they would like to feel fulfilled when they come to work.

2.6 Boosting Employee Motivation

If an employee is truly unmotivated, it's probably time to take him off the payroll. Meanwhile, the critical issue isn't how to motivate but, rather, how to keep people from becoming demotivated. And the strongest business leaders understand this distinction (Roulet 2009 URL http://www.forbes.com/2009/05/18/motivation-demotivation-employees-leadership-managing-stop.html).

I strongly agree with the above statement. For example when I first got my job, my motivation level was very high, I was excited to face the challenge of the new job, be part of a team, and impress! Impress! Impress!. And it is true that after some time my motivation level started going down, not because of the job but because of the working structure, there was no recognition, unclear processes that made me feel like there was no direction. I also felt afraid to do the job. I was also afraid to contact the customer without any supervision. These issues for me created a negative environment in the workplace and turn made me feel demotivated.

On the academic front, Turner and Lawrence suggested that there are three basic characteristics of a "motivating" job: (Turner & Laurence. 1965. URL http://www.referenceforbusiness.com/small/Di-Eq/Employee-Motivation.html#ixzz3IgPsFoRZ

It must allow a worker to feel personally responsible for a meaningful portion of the work accomplished. An employee must feel ownership of and connection with the work he or she performs. Even in team situations, a successful effort will foster an awareness in an individual that his or her contributions were important in accomplishing the group's tasks.

It must provide outcomes which have intrinsic meaning to the individual. Effective work that does not lead a worker to feel that his or her efforts matter will not be maintained. The outcome of an employee's work must have value to himself or herself and to others in the organisation.

It must provide the employee with feedback about his or her accomplishments. A constructive, believable critique of the work performed is crucial to a worker's motivation to improve)

To keep the employees motivated, the organisation's managers should ensure that the employees feel that they are respected and appreciated. Everyone deserves re-

spect whether employed or not. In an organisation, everyone wants to feel that their work is valued and that they are respected for who they are and for the work that is being done. They want to believe that all that they have accomplished is recognised and rewarded. During the interviews with the Service Department work recognition was one of the areas that we asked about and most participants mentioned that it was very important for them to have their work recognized by their bosses.

Having challenging work is also very motivating to employees. Most people do not wants to do a boring job. Stimulation of the mind is very important. It makes one active and creative. Creative and active people are good for the organisation.

An interactive work environment is also good for motivation. Having colleagues you can bounce ideas off is very motivating. It makes one feel like they are in a team and that they can depend on their colleagues. It is also well known that some people like working alone but the number of those who like working in an interactive environment is greater.

Organisations should be able to provide the employees with work-life balance. Spending all your days at work is never an ideal choice for any employee but it is well known that sometimes this is necessary. Most people have families and would like to be given the opportunity to spend as much time with them as possible.

Having a good relationship with your managers and being rewarded for good work improves motivation in an organisation. The reward could be in a monetary form (e.g. bonuses) or by promotion to a higher level. Working with the knowledge that your efforts will not go unfulfilled makes the employees motivated and also enhances positive competition that, in the long run, is good for the organisation. When rewarding the employees, it is also good for the organisation to encourage their employees to take up new tasks by providing various training for them. Through the training, they will be able to have a diversity of skills.

Organisations should be able to provide the employees with a conflict-free zone. The organisation should not tolerate any form of harassment, and the physical working environment should also be safe. Good ergonomics in the workplace and a clean

working environment means that the employees feel healthy both physically and mentally to do a good job. It is also advantageous for the organisation as they will not have problems of having people away from their work desks because of various illnesses.

Organisations should provide employees with all the resources needed for their work. For example, most organisations today use IT systems to do their job. The computers provided to the employees should be current and not computers from the 80s. Employees feel motivated if they are provided with sufficient resources they need to perform their jobs.

Organisations should empower their employees. Employees need to feel empowered in their job. Making them responsible for major decision-making and giving them control over different tasks makes them feel responsible and energetic. The feel of responsibility motivates them to take their job seriously and ensure the production of good results

The employees should be given the opportunity to be creative and innovative. Employees with creative ideas should not fear to express themselves but should be encouraged to use their ideas to improve the organisations work processes. Both the employee and the organisation benefit by increasing the exchange of ideas and information among different departments and it also creates an environment that is open and easy to work in.

Work-life balance is also very important to all employees. The number of hours worked is on the rise and many workers are left wondering how to meet the demands of their lives outside the workplace. Often, this concern occurs while at work and may reduce an employee's productivity and morale. Organisations should be able to come up with a feasible plan whereby employees can balance their lives outside and in work. Employees with work-life balance are motivated thus increasing productivity in their organisation.

Money is and always will be one of the biggest employee motivators. Peter Drucker says it all "Insufficient monetary reward cannot be compensated by good human re-

lations". Giving monetary incentive for work well done is good for the employees. For example giving your employees huge Christmas bonuses to appreciate their work every year will motivate them into making the company more profit every year. However, it should be noted that, money is also an insufficient motivator. Partly because individual employees have a disparity in their salaries, and this might cause a divide in the organisation. For example, some companies give out Christmas bonuses to their management only living out the other employees who also gave input into the company's profit. It has been proven that nonmonetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers, who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. (http://www.referenceforbusiness.com/small/Di-Eq/Employee-Motivation.html)

2.7   Benefits of Employee Motivation

To Companies

As mentioned before companies have a lot to gain from motivated employees. Motivation does not only increase performance, but also generates a healthy workplace and a happier environment. It reduces stress and work pressure are managed well. Motivated employees bring different benefits to the organisation some of these benefits are:

High work performance which means better productivity and profit increase. The company also saves time from solving problems related to motivation. Lower levels of absenteeism as the employees feel good when they come to work. Improved relations with employee representatives like the trade unions

Better employee retention, employees would want to stay in a company they feel good to work in. This enables the company to save costs in training and recruiting new employees. The money can be used to enhance the skills of the current employees by offering them different types of training.

Happy employees enhance the company's image. Making it a company many people would want to work for. This gives the company a selection of the best when recruiting. Motivated employees are likely to improve product quality or the customer service associated with a product

Motivated employees create a pleasant work environment. Good morale is contagious; it leads to an innovation and better productivity. Motivated employees create efficient job processes as they would like to see the company succeed.

Motivated employees will not be afraid to talk to management regarding their experiences (if management allows it), and this leads to open communication between the two. Motivated employees love to pursue additional tasks. They volunteer for different tasks as they would like to learn and instead of just doing what they have been asked for they do more. Motivated employees provide customer satisfaction by working harder to speed up the orders, queries, etc. from the customers. This ensures that the customers are happy thus creates returning customers.

Motivated employees have patience. Whenever a company has major changes whether e.g. managerial changes, the employees are patient enough and work with the management in implementing the change. They would take the change positively. They will offer suggestions to make the transition smoother and help in implementing the change quickly and efficiently as possible. They also go an extra mile while serving the customers.

To Employees

As an employee your motivation does not only benefit the company you are working for but also benefits you in your work, social and personal life. Being motivated helps you:

Have a positive impact to your colleagues: A motivated person creates a good working environment for everyone in the workplace. As most of us know emotions are contagious. A positive person being a positive person also makes the people around

you feel good about themselves. It improves the mood and moral of your team / colleagues.

Good mental health: There is growing evidence of the global impact of mental illness. Mental health problems are among the most important contributors to the burden of disease and disability worldwide. Five of the ten leading causes of disability worldwide are mental health problems. (World Health Organisation 2002). When motivated in your job you are not at a risk of developing mental health issues. When motivated you, create a positive life and a positive working environment. Employees also avoid burnout.

Self-confidence: Motivation increases one's confidence. Self-confidence changes the way you view life in general. It makes one aim higher in their career because they know they can do it. It enables one take on more projects at work, and it allows you to create a life that you enjoy and cherish. It also encourages you to live have positive thoughts concerning your work, social and personal life.

Real focus: Motivation keeps you focused in the right direction and to the right things. Being focused enables you to quickly know what is important and what is not. You can prioritise your work, social and personal life without too much stress. Being focused enhances your vision and enables you to reach your goals.

Work-life balance: When motivated you can have a work life balance. It means that you can do your job and finish your projects without the stress. Therefore, when you go home, you can relax without the stress of the job.

High productivity: A motivated employee is a very productive employee. With motivation, the employee gets to be innovative and through when doing their job. They can take in challenging projects and produce surprising results.

Career advancement: It is with no doubt that motivation is the key to career advancement. When motivated you, get to have the attributes mentioned above and with this attributes your career will most undoubtedly advance. A person who possesses all the attributes above can overcome all obstacles and challenges in life.

2.8   Challenges of Employee Motivation

Everyone's motivation is caused by different reasons. This means that employees can be purely motivated but for their reasons and not necessarily yours. It should also be noted that motivation is a human behaviour and, therefore, cannot be quantified; this makes it difficult for managers to deal with feelings of different varieties.

One of the challenges management face when motivating their employees is the ever-changing workforce. When companies are always recruiting, it is difficult for the management to have everyone on the same page. Most of the employees come into the organisation with different needs, beliefs, attitudes, values, background, way of working and thinking. The diversity in the workforce makes it difficult for employers to motivate their employees in diverse ways. However having said that I believe that there are unspoken rules when one enters a workplace. For example, there is an unspoken rule about how one should behave towards their colleagues meaning that they should show respect towards each other. In my opinion, this is not something an adult should be taught but it is a behaviour that should come easily to you as your reflexes.

As mentioned above employees are motivated by different reasons. Management can only assume that certain things make an employee motivated. For example, you can have two employees with the same salary, same job, same lifestyles but whose performance vary. The main reason being that each is motivated by different things. However, this issue can easily be solved by asking each employee for example through a staff survey to mention what motivates them. The downside of the survey is that the management is not able to cater for everyone's personal needs, but they will at least have an overall idea on what their employees want.

Another challenge faced by the managers when motivating their employees is when they have to make tough decisions concerning job cuts or changes in the company. Most employees do not take change well unless it is positive change. However we all know that change is constant and, therefore, inevitable. Management will always

have to make difficult decisions that will have an impact on its employees. When these decisions are made, it is often difficult to keep up employee motivation. To ease the burden management have to bare, it is often a good strategy for the organisation to hire experts who can help the employees integrate smoothly into the new change.

Managers are also face challenges when motivating their employees because of the structure of the company. For example public sectors have certain rules that cannot be broken because of their need to look good in the eyes of the public.

Managers also face challenges when they try to keep the employee motivated by catering to their every need. As mentioned already the needs of the employees vary and they can vary monthly, weekly or yearly. If a manager sets himself up to carter for these needs then there is a high chance of failure. In their book "The Why of Work" Dave and Wendy Ulrich propose four categories of motivation ('Perception', 'Realization', 'Connection' and 'Delegation of Power') distributed in two dimensions (focus on the achievement and focus on relations). (URL: http://www.wobi.com/articles/challenge-motivation)

The individual who is more aligned with Perception isn't overly interested in external achievements nor in relationships with others. They direct themselves more towards the world of ideas and personal experience. In the right environment these individuals are reflective and creative. In the wrong environment they become employees with little passion for their work, doing the bear minimum and just wanting to be left in peace, separated from those around them.

People whose motivation is linked to Realization find their sense of purpose in action and executing tasks. In the right environment we'll find an employee committed to executing a strategy and to the growth of the company as a whole. In a negative context these people can be cruel and only interested in making themselves look good.

Employees located in the Connection category place high value on relationships with people. A positive environment will encourage a professional who excels in communication or who appreciates working in teams or with networks. These people create meaning through interaction with colleagues or customers. But without meaning, as we find an individual who depends excessively on the attention of others.

Those people found in the Delegation of Power category feel a great need to link their professional fulfillment with helping others. In a positive context, people in this category will make good teachers, religious leaders or social workers. However a lack of meaning will give rise to authoritarians and despots who impose their will instead of sharing power.

How can you as a leader identify and direct these profiles to create a positive environment? The Ulrich's suggest the following:

1. Know yourself and find out what motivation profile you are

2. Know your employees and identify their profiles

3. Know your organisation and ask yourself if it is closer to perception, realization, connection or delegation of power

4. Involve your business in a social responsibility initiative

Summary of the Chapter

The chapter clearly shows that there is a wealth of information and research employee motivation. The literature shows that employee motivation is important however not easy to implement. It is not easy to manipulate human emotion. We also found out that motivation is different with each individual. Everyone is motivated by different situation in their professional and personal lives. Employers have been presented with different ways of increasing employee motivation in their organisations. Although everyone is motivated by different situations, some of these situations are common. We have also learnt that employee motivation does not benefit only the organisation but also the employees. It is also important to know the psychology behind motivation it is a human behaviour after all.

3   Research Methodology

The purpose of this study is to improve motivation in Company X's Service Department. The main purpose of this chapter is to outline the research methodology used for this study. The chapter will also explain the relationship between the research objectives of the study and the questions. The research was conducted using a qualitative approach and by using a method known as Appreciative Inquiry (AI).

3.1   Qualitative Research

"Not everything that can be counted counts and not everything that counts can be counted" (Albert Einstein)

"Qualitative research is an umbrella term for an array of attitudes towards and strategies for conducting inquiry that are aimed at discovering how human beings understand, experience, interpret and produce the social world". (Sandelowski 2004).
My study has applied Sandelowski description in the form that qualitative research will help us understand motivation a human behaviour. It will help us discover how the employees of the Service Department understand the meaning of motivation, the feelings they experience when they are motivated and how motivation in the job affects their lives professionally and socially.

The objective of using qualitative research is to gather in-depth understanding of human behaviour and the reasons behind it. In my study, it is to understand motivation and the cause of it. Qualitative research focuses mainly on words and texts as opposed to numbers like in the case of quantitative research. It is an intellectual, creative, and rigorous craft that the researcher learns and develops through practice. Qualitative research comprises diverse perspectives and methods for generating knowledge.

In this study as the researcher, I have an interest in understanding the main reasons for low motivation and to do this I must ask in-depth questions to all the participants. The research method is also best suited for the small group of people, and it is also best suited for the topic of "Motivation" as it is a human behavior. The research method will enable me to look for meaning from the participants' experiences, circumstances and situations. As the researcher, I will deeply understand the Service Department as a whole e.g. their belief system, their perspective and their experiences.

Inductive Thematic Analysis

This is a qualitative research method that involves searching through data to identify recurrent patterns from the data. I chose to use this process because the mode of data collection for this study is by in-depth interviews with the participants. This pro-cess will help me as a researcher sift through the raw data of the interviews so as to try and find if there are any recurrent issues that the participants have mentioned.

Inductive Thematic Analysis method includes the following: (1) prepare the data for analysis (2) Read the text and note the terms of interest (first reading, and second reading) (3) categorise items to form themes (4) Examine the categories and provide definition (5) Examine the text again (6) Construct the final form for each theme (6) report each theme.

3.2   Appreciative Inquiry

Appreciative Inquiry is a process for positive change. It's a method that focuses on the positive instead of the negatives. AI can be applied to different parts of the organisation. It can also be applied in one's personal life.

In this context, to "Appreciate" means valuing the best in people. Appreciating the strengths in your colleagues and the organisation. Valuing the strong characters makes it successful. The term "Inquire" means to find out what the best attributes in your organisation are. It is discovering the positivity of your organisation.

Appreciative Inquiry is an approach to change based on discovering the core strengths in an organisation. It is based on discovering the positiveness of the people in the organisation; it is based on focusing on what works well in the organisation rather than what is not working (Hayes 2006).

Appreciative Inquiry will enable me as the researcher to get in-depth information as to the feelings and causes of the employees' motivation. It will also allow the employees to express their feelings freely without any limitations. The fact that Appreciative Inquiry focuses on the positive is also a good factor when collecting the data. Discussing their issues in a positive manner would enable them to feel like not all is bad that there are some things that are working well in the department and building upon them might be the best way to enhance their motivation.

3.2.1   History of Appreciative Inquiry (AI)

Appreciative Inquiry was first developed in 1980 by David Cooperrider and Suresh Srivastva while they were working on their doctoral program in Organisational Behaviour at the Case Western Reserve University. Cooperider asked the employees to tell their stories of success and failures. He was impressed with the stories told. When transcribing the data, he chose to look at data that described the positive moments in the organisation. "The results of the study created such a powerful positive stir that the board requested this "Appreciative Inquiry" method be used at all levels of the 8000-person organisation to facilitate change". (Cooperrider, Whitney, and Starvros, 2003)

Over the past two decades, appreciative inquiry has evolved to a practical and powerful process for organisations. The idea of appreciative inquiry has progressed and be-come quite popular:

In 1987, a Canadian firm became the first to use AI as a large-scale change approach. In 1990, Cooperrider created the beginning of his 4-D model for AI when working with Romania's health care system.   Later that year, when working with the US Company X for International Development (USAID) he further developed the model. Work done at the USAID created innovative ways to expand AI globally. In

1996, GTE won an award for the "Best Organisation Change Program" which was an AI system designed by David Cooperrider. In 1998, a book of cases was published summarizing projects based on appreciative inquiry. In 2002, Nokia conducted an appreciative inquiry summit for their employees which generated a very positive response. (URL: https://appreciativeinquiry.case.edu/intro/timeline.cfm).

When developing AI, Cooperrider was influenced by research studies from various fields that demonstrated the power of positive thinking e.g. sports, anthropology, medicine, behavioral sciences, etc. One of the studies that had a significant impact on AI was "the placebo effect". In this study one- to two-thirds of patients who received fake treatment, showed improvement in symptoms by believing they had received effective treatment. The other was from the "Pygmalion studies", which showed that there is a relationship between the perception teachers have of their students and the students' levels of performance. The other study came from surgical patients that showed that patients with positive thoughts recovered faster than the ones with negative thoughts. (Cooperrider and Whitney, 2000).

Cooperrider and others applied the theories of social constructionism and the power of image to organisational change and developed the following five core principles for the practice of Appreciative Inquiry (Cooperrider and Whitney, 2000):

1. Constructivist Principle. Related to the notion that multiple realities exist based on perceptions and shared understandings, this principle sug- gests that what is known about an organisation and the organisation's actual destiny are interwoven.
2. Principle of Simultaneity: Because reality is an evolving social con- struction, it is possible through inquiry to influence the reality an organi- zation creates for itself. Inquiry and change are simultaneous and "inquiry is intervention." Thus, the nature of the inquiry itself is critically important where the very first questions we ask set the stage for what people discover and learn and the way they construct their future.
3. Poetic Principle. Because reality is a human construction, an organi- zation is like an open book in which its story is being coauthored continu- ally by its members and those who interact with them. Consequently, members are free to choose which part of the story to study or in- quire about—its problems and needs, or its moments of creativity or joy, or both.
4. Anticipatory Principle. This principle postulates that the image an organisation has of its future guides that organisation's current behavior. Thus, an organisation's positive images of its future will anticipate, or lead to, positive actions.

5. Positive Principle. This principle arose from extensive experience with Appreciative Inquiry. Early Appreciative Inquiry practitioners found that the more positive the questions they asked were, the more engaged and excited participants were and the more successful and longer lasting the change effort was. This is in large part because human beings and organi- zations want to turn toward positive images that give them energy and nourish happiness.

Based on these principles, eight assumptions form the foundation for Appreciative Inquiry's processes and methods (Hammond, 1996, pp. 20–21):

1. In every society, organisation, or group, something works.
2. What we focus on becomes our reality.
3. Reality is created in the moment, and there are multiple realities.
4. The act of asking questions of an organisation or group influences the group in some way.
5. People have more confidence and comfort to journey to the future (the unknown) when they carry forward parts of the past (the known).
6. If we carry parts of the past forward, they should be what is best about the past.
7. It is important to value differences.
8. The language we use creates our reality.

These principles and assumptions underlie both the philosophy of Appreciative Inquiry and the ways in which it is conducted.

3.2.2 Benefits of Appreciative Inquiry

Positive change comes from within the organisation. Employees need to be empowered to build on their strengths, so as to feel the need to perform and excel in their work. They are motivated when their employer notices the good work they are doing instead of the problems. AI believes that every individual has some untapped positive experiences that are useful in motivating change and development. AI does not analyse mistakes and problems of the organisation but inquires on what is working well in the organisation (i.e the strengths of the employees, their motivation etc) and help build upon it in order to strengthen it.

Understanding AI means that you should be able to understand the individuals in your organisation, how they work together and the types of groups they form. Thus enabling you to have concrete assumptions. Hammond (2013) describes assump-

tions as "A set of beliefs shared by a group that cause the group to think and act in certain ways." he also mentions that "The longer the belief is in effect the harder it is for the group to see any new information that contradicts the belief."

For the Service Department, AI needed to be used because we were doing a research on the employees' motivation. We are asking about a human behaviour that cannot be quantified and the only way we could get the best possible explanation as to why the motivation in the department was low was to set up positive questions and perform individual interviews. In this sense, AI came in handy when doing this study.

With AI, you can engage the participants in a positive conversation, and in turn get them to interact and expand on their thinking. AI creates opportunities in the department and possibilities previously not considered. A balance is created be-tween employees and management; both feel they are involved at the same level. AI builds upon the organisation, department and team strengths and value things that are done well. This gives a very positive influence on morale, confidence and esteem of individuals and groups. Participants can become energised and motivated because they feel valued and appreciated. It is easy to include people who don't usually take part in this kind of activity because of the different approach to interviews.

Table 3: Comparing basic practices and philosophies (ICMA press "Positive problem solving – How appreciative inquiry works")

Comparing basic practices and philosophies	
Problem solving	Appreciative Inquiry
Identify the problems	Identify current successes and strengths
Analyse the causes of the problems	Identify the factors that enable our success, envision our desired future
Treat the problems	Involve to build more support for those factors that enable success and move us towards the future we desire
"We get better by solving our prob-	"We get better by enabling our best

lems"	work"

3.2.3 The 4-D Model for Appreciative Inquiry

The AI 4-D Cycle represents Discovery, Dream, Design, and Destiny. It was first de-scribed by David Cooperrider and Ada Jo Mann while on a project in Zimbabwe.

Discovery phase lets the participants of the AI project reflect on and discuss the best of what is concerning the object of inquiry. They focus of what is working well in the organisation. The discussion can only be positive. The information is mainly gathered in the form of interviews. For example in the Service Department a set of questions was asked to gather the information for the Discovery phase. The interviews were in the form of positive inquiry and, therefore, focused on satisfied positive experiences from the Service Department employees. The discovery face helps the organisation understand and get to the positive core of the organisation. What do the employees love about working in the organisation? The positive core represents the key indicators for high performance and is the foundation upon which the organisation will base their growth and development.

Dream: This phase challenges the norm by envisioning the preferred future of the organisation. The positive core discovered in the previous stage is used and applied on the dream stage. The goal is to have a description of the desired strengths 1) to continue building on the past strengths 2) develop new ones for the future. The dream phase builds upon the best parts of the past and encourages

Innovation and extension of those parts in the future. For many, this is the first time they have been invited to think great thoughts and create great possibilities for the organisation (Watkins et al. 2011).

All members of the organisation and its stakeholders engage in processes to envision the future of the organisation. They discuss what they learned in 'Discovery' and then go one step further—to imagine a more inspiring, positive, life-giving world and organisation. In the process they share rich personal dreams, describe and crea-

tively enact collective dreams, and often write an organisational mission or purpose statement. (Whitney & Trosten-Bloom, 2003)

Cooperrider, Whitney, and Stavros (2008, p. 44.) emphasise that the dream Phase should be practical and grounded in the organisation's history. It should be generative in that it seeks to expand the organisation's potential, keeping in mind the voices and hopes of its stakeholders. This phase utilises the best that the organisation has experienced to that point to shape its future.

Design: With a common dream in place, participants are asked to develop concrete proposals for the new organisation. The design is based around the core values and themes from the discovery and dream phases. This phase engages large groups of people in conversations about the nature of organising and about the kind of organisation that will enable the realisation of their values and dreams. In short, it involves sorting, sifting, and serious choices about what will be. (Whitney & Trosten-Bloom, 2003).

Watt et al. (2011) mentions that the design phase includes the creation of the social architecture of the organisation and the generation of "possibility" statements. While constructing the social architecture, it is important to discuss carefully the structure and the process of the organisation. The structure should be aligned with the overall organisation's vision to ensure that everything about the organisation reflects and is responsive to the dream phase. Organisational design embodies the organisational worldview and encompasses everything from the "structures, systems, strategies, relationships, roles, policies, procedures, [to the organisation's] products and services and embeds the organisation's values at every level and in every aspect of the whole organisational system." (Whitney & Trosten-Bloom, 2003, p. 198).

The four steps of the 'Design' phase are: (1) Identify a meaningful social architecture (2) Select relevantly and strategic 'Design' elements (3) Identify organisational 'Design' preferences (4) Craft provocative propositions (Whitney & Trosten-Bloom, 2003, p. 206)

Destiny: On this stage the design is adopted by the organisation. This stage requires participants to take responsibility for actions arising from the discovery, dream and design phases. Everything that has been done in the previous phases needs to be implemented to make the destiny complete. This phase provides ways that can deliver the overall vision of the dream phase and the social architecture of the design phase. The key decisions in the 'Destiny' phase are: "How will we learn about the gains we've already made? How will we celebrate? What are our parameters for self-organised action? How shall we self-organise? How will we support success?" (Whitney & Trosten-Bloom, 2003, p. 218).

The five steps in the Destiny phase are: (1) Review, communicate, and celebrate accomplishments (2) Generate a list of potential actions (3) Self-organise for inspired action projects (4) Support the success of self-organised projects (5) Systemic application of Appreciative Inquiry (Whitney & Trosten-Bloom, 2003, p. 219).

The Destiny phase is an ongoing phase. In its best case it is full of continuing dialogue, revisited and updated possibility discussions and statements, additional interviewing sessions, especially with new members of the organisation and a high level of innovation and continued learning about the meaning of creating an organisation. (Watt et al. 2011 p. 89).
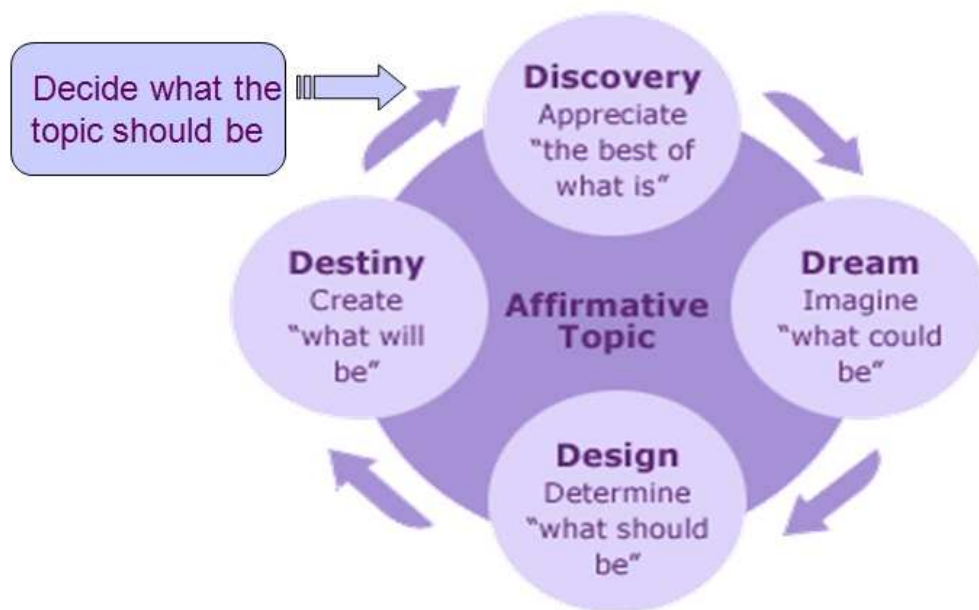
Figure 1: Appreciative Inquiry 4-D model - Discovery, Dream, Design, Destiny. URL: http://itcilo.wordpress.com/2013/07/02/appreciative-inquiry/

4-D model of the Service Department

Discovery	Sharing the positives	What works well in the department?	How are we currently staying motivated?
Dream	Sharing a vision	How should our department work?	How can we continue staying motivated?
Design	Sharing what we think	What are the rules to be followed?	What should we do to stay motivated?
Destiny	Sharing a commitment to change	What steps should we take towards the future?	What is role do we play in implementing our future?

Figure 2: 4-D model of the Service Department

3.2.4   Challenges of Appreciative Inquiry

AI just like any other research method does not come without faults. AI can be time-consuming. It took almost half a year to work on the AI study for the Service Department. The long process is not motivating for the people involved the example of the Service Department was that by the time we had the workshop most peo-

ple felt that it was a waste of time or they felt that the project should have been done earlier.

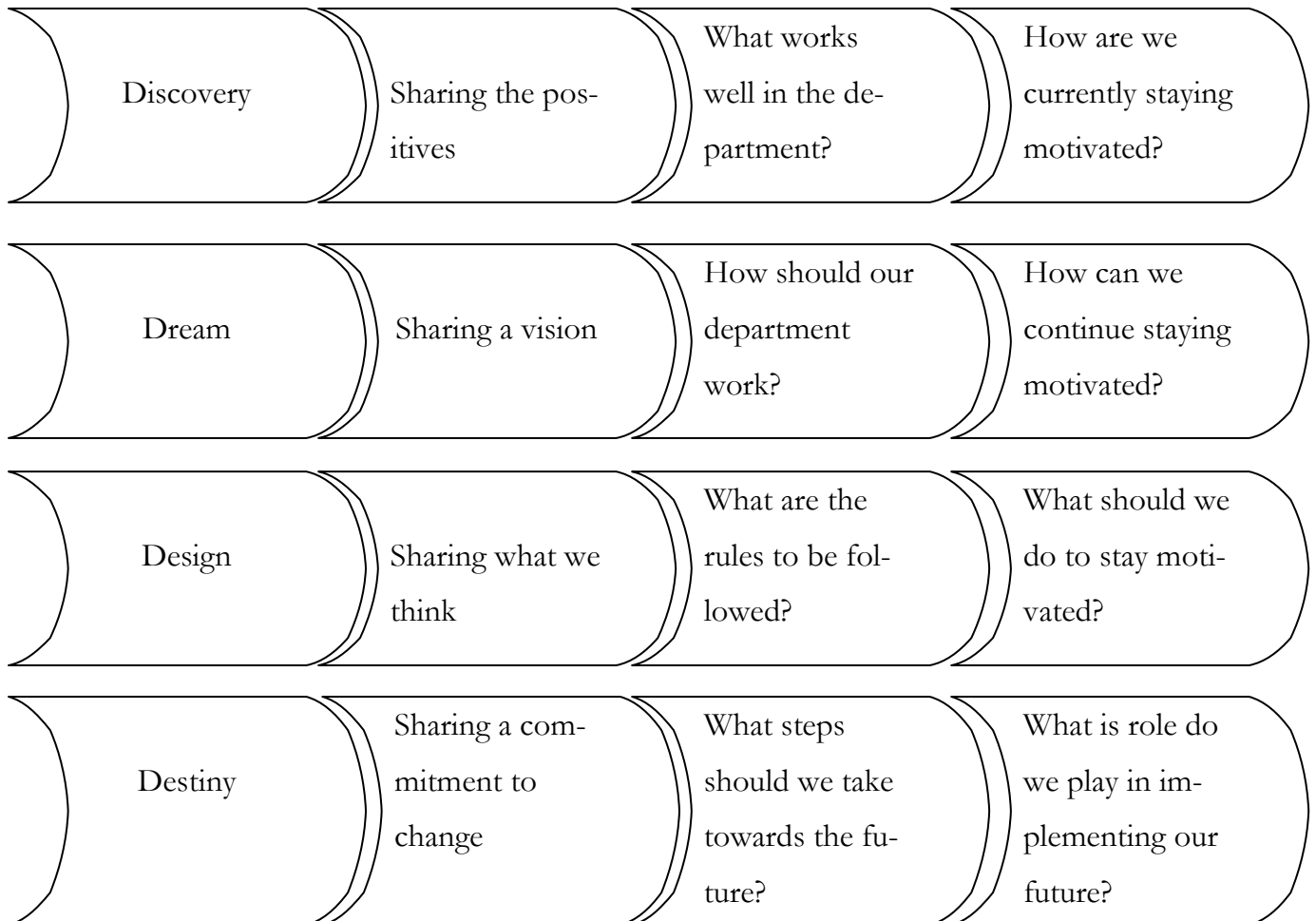It might not work if you need to involve all key stakeholders. Too many people might make it difficult to control, and the data will be too much to handle especially if you are just one researcher. AI needs a motivated core group to involve lots of people. It needs people who want to solve their problems and people who think that AI is the only way they could move forward.

A common concern is with the possibility that a focus on positive stories and experiences during the discovery phase will invalidate the negative organisational experiences of participants and repress potentially important and meaningful conversations that need to take place (Egan et al. 2000). The focus on the positive has its good effects, but it suppresses the negative feelings people have towards certain issues. Most people would like to be given a chance to complain and AI deviates from the negativity. This could compromise the findings in a research. It is true that it is impossible to focus on the positive stories without mentioning the negative stories. I noted when interviewing the Service Department that most people did mention a few negative aspects during the interviews.

Lack of understanding of the AI method tends to put off managers. Some still believe that if everything is positive there is the no need for change. They believe that concentrating on what is not working. Focusing on the negative aspects are more likely to make the changes needed.

AI is described as a method of change that doesn't focus on problems, but research suggests transformational change will not occur from AI unless it addresses problems of real concern to organisational members (Bushe, 2010).

3.3   Research Process

The research was conducted in June 2013. The research came about after Company X 2012 annual staff survey was presented, and it was noted the Service Department had low score in motivation. After the presentation of the results a workshop was organised and a project, a group was formed with me as the project leader. As the

project leader, I had the privilege of picking a few colleagues to help me in conducting the AI interviews. At that time we had 5 newcomers (I was a newcomer also) and I decided to have them help me conduct the interviews as they were not biased and had not been involved in the Service Department for a long time. This was a good idea because as newcomers in the Service Department staff we were all curious about the issue, and we were able to ask in-depth questions without any judgment or biases thus gathering good results. The newcomers to the Service Department were tasked with conducting interviews. 11 questions were asked. 20 out of 25 employees participated in the interviews.

Before the interviews were conducted, there were a few issues that had arisen during the workshop that needed to be dealt with. These issues were? (1) Did the staff really understand the benchmarks as defined in the annual staff survey? (2) Did the staff really understand the questions regarding motivation as asked in the annual staff survey?

Annual staff survey: The annual staff survey on staff wellbeing is a quantitative survey sent to all the employees of Company X in the month of October every year. The staff survey is done by an external company, who then analyses and present the results to Company X.

Issue 1 – Understanding the Benchmarks

To tackle the first issue that arose from the workshop, a quantitative survey was sent out to the Service Department with two main statements:

Statement 1: "I understand what the staff survey benchmarks represent for each of the nine dimensions". (see chapter 1 for the 9 dimensions). This statement is set to ensure that all the employees in the department clearly interpreted and understood the benchmarks they have set for dimensions of the annual staff survey.
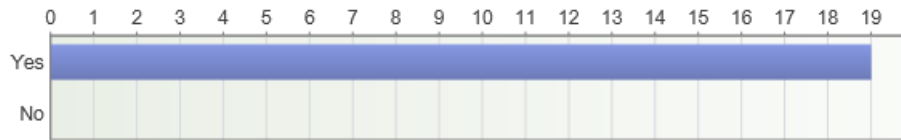
Statement 2: "I can clearly explain to a new comer what the staff survey benchmark represent and share their understanding of the questions". This statement meant that if the Service Department could clearly explain the representation of the benchmark to a new comer, it meant that they were comfortable with the benchmarks set.

The survey was sent to all the 25 employees of the Service Department and only 19 responded. After the survey had been sent the results collected were as follows:

Staff survey follow up
1. I understand what the staff survey benchmarks represent for each of the nine dimensions.
Number of respondents: 19

2. I can clearly explain to a new comer what the staff survey benchmark represent and share their understanding of the questions.
Number of respondents: 19
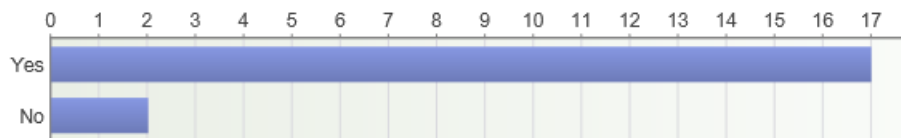
Figure 3: Staff Survey follow up 2013 (Company X internal document)

The results showed that 100% of those that responded understood what the benchmarks represented, and 80% could clearly explain the benchmarks to a new comer. The results gotten from the survey meant that we could move to the next issue which was "understanding the staff survey questions on motivation".

Issue 2 - Understanding the Staff Survey Questions on Motivation

In this phase, we find out what the department's interpretations of the question on motivation are. The annual staff survey has two main questions on motivation. To know their interpretations we thought it easier to have the questions written on a board and the department was asked to write their interpretations of the questions on a post-it and stick them on the board. After everyone had written their interpretation, the results were analysed and presented as follows:

NOTE: The same questions are asked every year.

Question 1: How much of the time at work do you feel satisfied with your job?

The meanings of the question as interpreted by Service Department were as follows:

−It meant - what percentage of work time do you feel happy about what you are doing

−It meant performing tasks related to your job/ skills

−It meant - how happy are you to wake up and come to work and how satisfied do I feel when I go back home

−It meant -how much do I like what I do

−It meant - if you feel your tasks are meaningful and match with your competence you feel satisfied with your job

−It meant - I have a healthy mix of enthusiasm and satisfaction for the tasks I do and the daily challenges I face.

Question 2: Here are two people discussing their work at ECHA. Their statements represent the extremes on a scale. To which statement do you agree?

Statement A: In my job, I do what I have to do and nobody can complain about me, but I see no need to make any extra effort

The meanings of the question as interpreted by Service Department were as follows:

−I do what's in my job objectives/description

−I do what I am paid for

−I Support core workers when necessary

−I Work according to my job description and pay

−If my colleagues do just what is required and it is fine with the management, then should I also do the same?

−I do a 9 – 17 job not more

−I just do my tasks (nothing extra)

−I do what is needed for the team to be successful and if I have to go the extra mile sometimes I do it

Statement B: I feel strongly involved in my job and often do more than I have to

The meanings of the question as interpreted by Service Department were as follows:

−I feel good in the team I work with and therefore I am initiative
−I am happy, which means I am motivated and I am willing to help other colleagues all the time
−Liking and enjoying my job is important
−If I am doing more than others, does that feel good? Does it feel fair?
−I am willing to go the extra mile
−I am responsible and take care of our customers and my colleagues
−Responsibility and/or job satisfaction
−I like my job and do what is needed for the department, doing more than I have without hesitating

Further to the results above it was now very clear that the department understood the questions very well even though there were slight variations.

Table 4: Results for the staff survey 2011 and 2012

Results of the staff survey 2011 and 2012	
	Motivation
Results 2011	38
Results 2012	57
Benchmark	100

After the two issues above had been tackled and I as the researcher and project manager together with our department head were satisfied with the results, we moved on to the next step of conducting the interviews.

3.4   Research Method

In terms of analysis, the data was analysed using qualitative analysis method "Inductive approach". The primary purpose of the inductive approach is to allow research findings to emerge from the frequent, dominant or significant themes inherent in raw data, without the restraints imposed by structured methodologies (Iqbal 2007). In this method, the project team used the research questions to group the data and then look for similarities and differences from the data collected. We first typed up all the interview responses and grouped them together by question. The next step was to code each comment to discover the patterns embedded in the code.

In an inductive approach, the theory evolves later after the data has been analysed. It considers the consequences of people's actions based on the way they perceived the phenomena. The flexible methodology of an inductive approach allows for alternative explanations of what is going on. The focus of my study concerns specific context of employee motivation, and, therefore, the research is done through inductive approach; a small sample of subjects is studied through conducting interviews. Inductive research is further characterized by the researcher being part of the re-search process. I have been involved in the whole process by actively participating and observing different phases of the study. There is also less concern for generalisation of outcome in this case. (Saunders et al. 2009.124-127.)

In inductive approach there is no theory at the beginning point of the research, and theories may evolve as a result of the research:

Figure   4:   Inductive   approach   pattern   (URL: http://research-methodology.net/research-methodology/research-approach/inductive-approach-2/))

It is noted that "inductive reasoning is often referred to as a "bottom-up" approach to knowing, in which the researcher uses observations to build an abstraction or to describe a picture of the phenomenon that is being studied" (Lodico et al, 2010, p.10). In other words, in inductive studies no known theories or patterns need to be tested during the research process. (Research and Methodol-

ogy URL: http://research-methodology.net/research-methodology/research-approach/inductive-approach-2/)

I also used Inductive Thematic Analysis method to analyse the findings from the study. Thematic analysis is a qualitative research method that involves searching through data to identify recurrent patterns from the data. I chose to use this process because the mode of data collection for this study is by in-depth interviews of the participants.

I followed the steps included in the method. The steps are: (1) prepare the data for analysis (2) Read the text and note the terms of interest (initial reading, and second reading) (3) sort the items into categories forming themes (4) Examine the categories and attempt initial definition (5) Re-examine the text (6) Construct the final form for each theme (6) report each theme.

Techniques and Procedure

The information for the study was accumulated from various range of information. The accumulation came from primary and secondary sources.

The primary data was collected by means of field work (workshop). The workshop was an important part of my data collection as it was where the whole research process begun. In the workshop, I was able to observe the participants, and I was also able to have an in-depth conversation with them concerning what they expected from the study. Knowing what they wanted enabled me as a researcher to have a focus for the study. However, there are some minor disadvantages when you get involved in the workshop as part of the team and not as an outsider. As part of the team, you tend to think like everyone else and, therefore, the information you give might be compromised and might also be biased. There is also the tendency to miss important information. I have been cautious of the challenges that I was faced with.

The primary data was also gotten from the participants themselves through interviews. The interviews were designed to be done as a qualitative research. The type of qualitative research interview used was Semi-structured interviews. A semi-structured interview consists of several key questions that help to define the areas to be ex-

plored, while at the same time allowing the interviewer and the interviewee to diverge when needed so as to pursue an idea or response in more detail. I choose this method because of the research topic itself. Motivation is a topic that needs in-depth information and by choosing the semi-structured interview I was able to have the information I required. The interviews were also designed as Appreciative Inquiry concept, the questions were designed in a positive manner and asked about what was working and not what was not working. Having the questions set in a positive manner enabled the employees to engage more deeply with interviewers because they were talking about the work that they love. It also helped them to talk about the improvements they would like to have in the department.

The secondary data was collected from literature and the Internet. I was able to view similar research on motivation and AI methods. I was also able to gain knowledge in the different methods used when researching this specific topic. I was also able to save time, and I enjoyed the feasibility of the internet. When collecting the secondary data, I was careful not to let it override my primary data, and I was also aware that some data might not be appropriate for my study. Descome (2007) explains that secondary data sources may provide you with a vast amount of information, but quantity is not synonymous of appropriateness. This is simply because it has been collected to answer a different research question or objectives.

3.5   Research Questions

Coming up with research questions in the form of AI was a process by itself. Following the AI principles, I as the researcher gathered the team helping me do the interviews and we had a brainstorming meeting on the type of questions we were going to use for the interviews. It was important that the questions were positive as required in AI method and that they focused on motivation. During the meeting several topics were identified – work-life balance, enjoyment of work, care and respect for people, teamwork, leadership, empowerment, common goals and direction, commitment and recognition. It was identified that all these topics constitute the core of a motivated employee. After brainstorming the team came up with the first draft of questions which were then checked by me as the project leader with the final

approval from our head of department. There were 3 drafts done and the final approval was made by the department head.

The questions are open-ended. Working on a complex subject like motivation needs the communication between the interviewer and the interviewee to be fluent from both sides. Open-ended questions have an inviting quality they encourage authentic responses and it's a two-way communication. The questions were put into three groups (1) questions asking about employees feelings (2) questions asking about employees relationships with others (3) questions asking about employees future.

The downside to coming up with the interview questions was that the final say came from the head of the department. This meant that although I had the freedom to choose the type of questions for the interviews the final say came from the head of the department. Some changes were made to the questions even though I would have liked to have them different. The other downside was that there were so many questions we would have liked to ask but had not time and having 11 questions was already too much.

Table 5: AI interview questions

Group	Interview Questions	Objectives
Employees' own feelings about him/herself	1. Which activities do you most enjoy at work	These questions will establish how the employees feel about themselves while at work, it will establish if they enjoy their work and if they are happy to be at work
	2. How do you stay energized and inspired?	
	3. What is the most positive thing that you would tell of working at the Service Department?	
	4. What do you most value about yourself and how do you benefit from this at work?	
Employees' relationship with others	5. Describe a work situation in which you feel that you were best supported by your team	These questions will establish how the employees' of the Service Department re-

	6. Describe a situation when your team members supported you in your personal issues	late to each other in a team or personally
	7. Give an example of the moment when you felt really appreciated by one of your peers or your supervisor	
	8. Describe a situation where you had good interaction between you and your supervisor?	
	9. What time did you feel your creativity was developed the most at work. What were you doing, thinking, and feeling?	
Employees' future	10. What do you consider as the most significant developments shaping the future of this department?	These questions will establish the changes the employees' would like to make in the department
	11. Describe a situation where you have dealt successfully with conflict	

3.5.1 Ethical Considerations and Aspects of Confidentiality

Before conducting the interviews, the human resource department presented us with the ethical policies to be followed in the company when conducting interviews. We were also briefed on the confidentiality policies regarding the interviews. Each interviewer was given a statement before the interview started. The statement explained the implications of being involved in the project and their right to withdraw at any point prior to the start of the interviews.

The findings of the interviews are reported in an aggregated manner to avoid directly identifying the interviewee or the organisation. The interviewers involved emphasized the importance to maintain confidentially. Due to the confidentiality aspect the interviewers did the following. Firstly, any personal quotes that could identify

the interviewee were taken out, all the names were removed and made anonymous, and anything that could identify the department was also removed. This was all done with my supervision as the project manager and also with the accurate supervision of the head of department.

4 Presentation of the Findings

4.1 Discovery Phase

Group 1 – To understand Employees' own feelings about him/herself

(1) Which activities do you most enjoy at work?

We spend a third of our lives at work, we wake up every morning and get dressed go to work and then repeat the same thing every day with the exception of weekends (unless you are a shift worker). It is, therefore, essential to be happy in your job, to wake up with a smile when going to work. If it were possible, we would be doing what we love but as life has it, some people have to take on a job that they do not like. However, taking on a job that you do not like does not mean that you have to be miserable at your work. I believe that one can be happy with in the work place if one chooses to do so. Albert Schweitzer said: "Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful."

Having activities in your work that makes it fun is very important. It is part of the job that you should be able to have fun and leave work feeling satisfied with yourself, your job and your colleagues. The Service Department offers various activities or rather tasks and, even though, some tasks are assigned to certain people permanently there are still other tasks that employees are free to volunteer for. The findings from this question showed various tasks and activities the employees of the Service Department enjoy doing while at work. These activities are;

- -Interaction with colleagues
- -Replying to customer incidents
- -Interacting with stake holders
- -New projects
- -Solving cases
- -Being part of a team

-Troubleshooting

-Being jack of all trades

-No restriction on tasks

-Staff training

-Working with people on different skills

-Not having routine tasks

The list shows a lot of activities that are enjoyable in the department. These are the activities that the department will keep working on so as to continue to boost the motivation of the employees.

(2) How do you stay energized and inspired?

Whenever I come back from the holidays, I always feel beat after 1 week at work. It is very important to try and keep the energy and the inspiration flowing. Most of us have to juggle a lot of things at one go not only do we have to deal with our work life but also our family life. Therefore, it is imperative that we have a work-life balance. Department of Trade and Industry, UK (2001) states that Worklife balance isn't only about families and child care. Nor is it about working less. It's about working 'smart'. About being fresh enough to give you all you need for both work and home, without jeopardizing one for the other. And it's a necessity for everyone, at whatever stage you are in your life.

When asked how they stay energized and inspired, the Service Department had this to say:

-By socializing with people at home and work

-By doing different types of work

-By having a work life balance

-By having quick results and taking up on the next challenging task

-By volunteering for extra tasks

-By finding own comfort zone

-By having a good working environment

-By getting good feedback

-By having my own personal time

-By avoiding burnout from the workload

-By enjoying my work

-By knowing the objectives and meaning of the tasks given

(3) What is the most positive thing that you would tell of working at the Service Department?

The main aim of this question was to find out if the employee's liked working in the department. To love one's job means that you should also like working with the people around you and that the environment you work in is a positive one. If the department's employee had something positive to say about the department, it meant that not all is lost, and there was still hope in fixing what is broken. The department head was very curious about the findings of this question as it would challenge the image of the department. The findings would also show us let us know what to keep doing to create a positive working environment. The findings of were:

-I get to working with old and new tasks

-I work with a great team and good people

-I enjoy great customer interactions

-Cooperation between departments

-Learning more about Company X

-Challenging tasks

-We are given tasks according to our skills set

-We get help in career development

-We get praise for work well done

(4) What do you most value about yourself and how do you benefit from this at work?

Valuing oneself is very important. Valuing your knowledge and skills and how you can use them at work gives one a sense of pride. It also empowers you to take on challenging tasks and to make changes in the job when there is a need to. Self-value gives one courage to tackle any problems that may occur at work. It gives you the courage to tell the truth about issues that you face on the job; it gives you courage to

confront your management and demand to be heard. When asked about their self-value the Service Department had this to say:

-I value the skills that enable me to do various different tasks

-I value my experience

-I value my supportiveness

-I value my comfort with change and my self confidence

-I value my empathy towards colleagues and customers

-I value my personality, self-worth and accepting criticism

-I value the possibility to develop and work well with people

The above mentioned values are what the Service Department uses when they are at their jobs. For example a person who accepts criticism with no hard feelings gets better on the job and works well with his/her colleagues.

Group 2 – To understand Employees' Relationship with Others

(5) Describe a work situation in which you feel that you were best supported by your team

The Service Department needs people to work together as a team. The job itself cannot be done solely but can only be accomplished with the support of your team or other colleagues. It is therefore very important to have people working together towards the same goals. Working and supporting each other is imperative. Working in a team that functions well is not only advantageous to the company but also to the employees themselves. Working in a team enables the members to exchange knowledge and skills, it also helps in generating new ideas, gives one a sense of belonging, enhance communication skills, generates commitment and develops each other among other things. With this question, we mainly want to find out if the employees work well in their respective teams by supporting each other. The department felt supported:

-When sharing knowledge

-When working on a project

-When there is huge workload

-When solving customer incidents

-When coordinating tasks

-When giving positive feedback on management skills

The findings above suggest that the team has been supporting each other well at work.

(6) Describe a situation when your team members supported you in your personal issues

As we spend a third of our lives at work, we also tend to get attached to some of our colleagues and with this friendship blossoms. However, not all of us have this opportunity. Some prefer to keep relationships with colleagues professional. However when an employee is stressed at work, it is our duty to try and help the colleague, her/his lack of enthusiasm for work might affect the team and the department as a whole. When asked whether their personal issues have been supported by other colleagues, the Service Department had this to say:

-When I need advice on personal issues I received it from a colleague

-When I needed to be on holiday at certain times I was able to swap with my colleague

-I have given up my holidays for a colleague

-I have gotten translation help when I receive my personal mail in Finnish

-I prefer to keep my personal issues personal

This question was not a big hit many colleagues prefer to keep their work life separate from their private lives. However the listed points above suggest that there is help when needed. All an employee needs to do is ask for it.

(7) Give an example of the moment when you felt really appreciated by one of your peers or your supervisor

Appreciation is one of the top motivators at work. Employees feel good when their work is appreciated their satisfaction and productivity rises, and they are motivated to maintain or improve their work. Feeling genuinely appreciated lifts people up. At the most basic level, it makes us feel safe, which is what frees us to do our best work. It's also energizing. When our value feels at risk, as it so often does, that wor-

ry becomes preoccupying; this drains and diverts our energy from creating value. (Schwartz 2012).

I also believe every employee in the workplace is entitled to an appreciation for work well done, and the managers are obliged to appreciate their employees. Appreciation improves employees' wellbeing and makes them enthusiastic about their job and the workplace in general. The Service Department employees had this to say about appreciation by their supervisors:

      -I feel appreciated when I get constant support from colleagues and supervisor

      -Support from supervisor means appreciation

      -When I get emails or calls from people saying that they appreciate my work

      -When I receive good feedback after a project or when I do a good job

      -When the customer is happy

It is clear from the statements above that there is support and appreciation in the Service Department, however is it enough? Do we need to improve in this section?

(8) Describe a situation where you had good interaction between you and your supervisor?

Supervisors act as a bridge between the employees and the management thus communication between the two is of uttermost importance. A supervisor also acts as an image of the management and at the same time acts as an image of the employees. As a representative of the two parties, there is always a risk of taking sides. Supervisors may sometimes side with the managers who may lead to miscommunication with the employees, and they may also side with the employees leading to miscommunication with the managers. The latter is not as important as the former. A good relationship with the employees is very crucial for their motivational boost and their performance. It is, however, important for them to stay neutral and make sound judgments in all situations.

The Service Department is made of teams and each time has their immediate supervisor. Interaction with the supervisor is done on a daily basis. This is what they had to say about their interactions:

-I have good interactions during performance appraisal

-During info exchange before a project begins

-When encountering difficulties on the job

-When giving career advice

(9) What time did you feel your creativity was developed the most at work. What were you doing, thinking, and feeling?

When you are appreciated at your work, you feel encouraged to go an extra mile and use your creative skills to improve your work and sometimes you might also get to improve the way things work for the whole department. In the Service Department, creativity is encouraged and all ideas that can improve the way work is done or improve the way the system works are appreciated. This is what the department had to say concerning creativity:

-When taking up new tasks

-When identifying and solving problems

-When drafting answers to the customer

-When brainstorming with colleagues

-When I get time to finish the tasks at hand

Group 3 – To understand Employees' what the employee's what in the future

(10) What do you consider as the most significant developments shaping the future of this department?

The question above was one of the most important and the most interesting. When conducting the interviews, I was very curious to know what the department thought of its future development. I believe it is very important for the employees to feel like they are part of the managerial decisions as a whole and that they have an influence when decisions are undertaken. They should be able to use their creativity to improve the future of the department, I believe that they have the first-hand information on what works well and what doesn't. With this information the managers' job is made easy when it comes to decision-making, and the employees feel positive

about the company they are working for and also feel an obligation to be productive and give high performance.

The Service Department believes that their future will be shaped by:
    -Current resources
    -Transparency and contract renewals
    -Structure of the teams within the department
    -Better training for new comers
    -Working closer with other departments
    -Having simpler working processes
    -Change in management style
    -People not being afraid of making mistakes and being open to new changes
    -Being less dependent on other departments
    -Giving more support to the customers

The findings from this questions shows that there is a lot of changes that the people of the department would like to implement in the future. Some of the changes are ongoing but it will take time before all can be implemented.

(11) Describe a situation where you have dealt successfully with conflict

Webster's Dictionary defines conflict as a sharp disagreement or opposition of interests or ideas. Conflict is part of our daily lives, at one point in the work place or home we are forced to deal with it. When conflict occurs, it demoralizes your self-esteem and your motivation to do anything. When it occurs at work, it causes the team to suffer, causes low performance, creates work backlog that needs to be picked up by your colleague and it also causes absenteeism. All in all, we can agree that conflict is not good for business. When conflict occurs, it needs to be resolved immediately. Working in a team means that all the team members must be able to have good chemistry and must be able to work together.

Dealing with conflicts is not easy. In the Service Department, we all come from various nationalities and the way people deal with conflict is sometimes due to their cultural upbringing. Some people might deal with it in a rough and unkind manner

all the while thinking that they have done it properly while others might do it in a very professional manner. It is important to teach everyone at the workplace how to deal with conflicts, and it is also important to note that as we all come from different cultures we need have an understanding of each other. This is how the employees of the Service Department deal with conflict:

-By having open face to face communication

-By avoiding confrontations

-By having a positive attitude

-By avoiding conflicts

-By avoiding dealing with conflicts

The findings above shows that some people prefer not to deal with conflicts and others have a difficulty when it comes to dealing with it that they'd rather not. This however is not an option whenever there is a conflict it has to be dealt with. If you are unable to do it is advisable to have a neutral person in the room who can guide the both of you or you can explain the situation to your supervisor or your staff representative in the company (if you have one).

4.2   Summary of Findings

Inductive Thematic Analysis (ITA) was used to analyse the findings and group them into two main points. With ITA we were able to familiarize ourselves with the data from the findings, searched for the main themes and put them into their respective groups. After the analysis of the findings the main points were described as follows:

1. In Service Department there is no boring routine, everyone is given variety of tasks to do and are given opportunities in the department to change when they need to. The tasks in the Service Department are challenging which is something the department enjoys. Having to work in different, challenging areas our professional development is enhanced and we are able to use our core competence and skills (e.g. project management).

2. In the Service Department we enjoy cooperating with colleagues, stake holders, customers and people at home thus enhancing work life balance. By cooperating with others we have been able to build good team spirits, share our skills and

knowledge with each other through formal and informal social events. Cooperation has also encourages us to have positive communication when giving and receiving feedback

The next phases after the findings are done in the workshop. These phases are Dream, Design and Destiny.

4.3   Appreciative Inquiry Workshop

These last three phases were done in a 1-day workshop organized for the Service Department. The workshop was held on 20 October 2013. At the workshop, the results were explained through a power point presentation containing quantitative the graphs. After the presentation, the department was divided into four groups A, B, C and D. Each group was made up of 6 – 7 individuals. Each group was asked to perform a task for each phase of the AI model. Each group was assigned a moderator from the project team to help steer them in the right direction.

To facilitate better discussion during the three phases of the workshop, a method known as the "world café" was used. A world café is a method that facilitates open and intimate discussion around questions that matter. Berrett-Koehler (2005) describes it well when he says "A world café is an exploration of the power of conversations that matter -- ALL conversations that matter. It is also an exploration of the conditions under which questions that matter can be deeply and productively explored."

The methodology of the World Café is simple: The environment is set up like a café, in the workshop we set up four tables for each of the groups. Each group was then presented with their respective discussion topic. The discussion was to last for about 30 – 45 min. When each group had finished with their discussion, they moved to the next table to continue with the other group's discussion. A person from the previous group is required to remain at each table as the host while the others move to separate tables. Table hosts welcome newcomers to their tables and share the essence of that table's conversation so far. The newcomers chip in on any related conversational

threads they have and then the conversation continues, deepening as the round progress.

4.3.1 Dream

During the dream phase the findings from the interviews get put to constructive use. The dream phase, builds on, amplifies and extends the best in what already exists. This phase answers the core question, "what should be?"

People gather together and share a vision of how their perfect organisation would look like if they were doing all these positive things at the same time. The groups review the summary from the finding. The focus is to have the groups build a common ground based on the success stories, dreams and hopes for the future of the organisation. Typically, the dream or strategic focus becomes articulated as a vision of a better organisational world, a powerful purpose, and a compelling statement of strategic intent. (Cooperrider & Whitney 2000). It is an opportunity to "think big and to imagine bold possibilities for their organisation" (Whitney & Trosten-Bloom, 2003, p. 183)

The participants of the workshop were encouraged to think outside the box so that they could express themselves with no limitation. They were asked to focus on endless possibilities and find new meaning in their work. They were asked to think about how they could take the positives and reinforce them to build real strengths.

Due to the time constraints we could not allow the dream phase to go out of control, therefore we gave the participants some guidance. The dream had to be: Visual, Concrete, Realistic and Common. With the two main points given in the summary of the findings, we set up Group A and B to discuss the first summary and compare results and Group C and D to discuss the second summary and compare results.

Groups A and B (Discuss the first summary)

The Service Department was asked to imagine a department where there is no boring routine, everyone is given variety of tasks to do and are given opportunities to change when they need to. Where the tasks are challenging leading to enjoyment of

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work. Where professional development is enhanced because of working in challenging areas. Where we are able to use our core competence and skills (e.g. project management skills) to achieve our goals.

To help the participants to stay to the right path we gave them a set of questions to guide them in this phase. The questions were derived from the findings of the Discovery phase. The staff were asked to discuss the following questions.

(1) In this exciting department, how are opportunities provided for all the staff?

This question was discussed by groups A and B. They felt that there are opportunities in the department. They compared their results and agreed that they felt strongly about the following:

Staff should seek opportunities by volunteering for different type of work so as not to be bored doing the same job. The department should be able to provide a array of tasks that the staff can choose from. The choice will be according to the individual's skill set. The working routine of the department should be improved; exchange of ideas and ways of working should be flexible. This ensures that there is no boredom in the department. Provide training that will build upon the staffs' skill sets. Management was also asked to pay attention when hiring staff. They should hire persons qualified do the job advertised. It was made clear that some people were surprised when they started work only to find out that their tasks would be different and not those they were hired to do.

(2) What are the different areas of work that can be challenging and fun?

Everyone in both groups had one point for this question i.e. "No routine work". The department believes that getting rid of the routine work will enliven the department.

(3) What kinds of tasks do you enjoy most and which tasks help you develop in your career?

When asked this question the group took time and came up with three main points:

-Tasks that match my skills set
-Working closely with stakeholders
-Working with tasks that will enable me to fulfill my career path

(4)What would be your proudest accomplishment?

When asked about their proudest accomplishments most people had the following three points to say:

-Being able to improve my skill through training
-Being able to help the stakeholders with minimum help from others
-Getting a promotion

(5)How can you make the Service Department a better department than it is?

The following were the main points given by the groups:

-Have a fun working environment
-Allow colleagues to do the tasks they would like to do
-Have more training to improve our skills

Groups C and D (Discuss the second summary)

The Service Department was asked to imagine a department which enjoys cooperation with colleagues, stake holders, customers and even people at home. Where cooperation enhances work life balance. Where by cooperating with others, has built good team spirits and where skills and knowledge are shared with each other through formal and informal social events. Where cooperation has encouraged positive communication when giving and receiving feedback. To enable the participants to stay on the right path we gave them a set of questions to guide them in this phase. The questions were derived from the findings of the Discovery phase. The staff were asked to discuss the following questions.

(1) In this exciting department, how important is cooperation?

The groups came to a common agreement that cooperation is very important because the Service Department need to cooperate with internal departments in order to fully carter to the company's stakeholders.

(2) How is work life balance gotten as a result of cooperation?

After a lengthy discussion, the groups came up with three main points. The first point being that cooperation with colleagues enables them to work efficiently which in turn ensures that they do not stay late at work. The second point was that cooperation enhances learning and knowledge sharing thus improving your skills in various areas of work. The third point stated that cooperation creates a good working environment. Staffs do not feel overwhelmed by work and the exchange of knowledge enhances productivity and high performance.

(3) How would you improve the work life balance of the people in the department?

The group realized during their discussion that work life balance is important for the whole department. If everyone has a work life balance the department becomes a good place to work because of the positive energy everyone will be bringing. Everyone thought that they could improve the work life balance of their colleagues by helping them with tasks when they are overwhelmed, by taking into account their colleagues family life when assigning tasks.

(4) How would you continue giving and receiving feedback?

This is what the group had to say about giving and receiving feedback:

> -Give good feedback when its due and also constructive feedback
> -No feedback should be negative

-Provide training to people struggling with certain skills

-Provide people with the tasks they are skilled for

(5) What would the department need to do to have good team spirit?

The discussion yielded a list of results but the groups agreed on 5 main points they felt would play a major role in uplifting the team spirit. The first point was Honesty – being honest about your roles and work load in the department ensures that people know what needs to be done and if you are unable to finish your tasks you are able to easily get help. The second point was is Respect – showing respect in general by respecting your colleagues work space, their privacy and their work. The third point was to appreciate your colleagues work and effort as this will yield mutual respect. Giving feedback was the fourth point – it is important that feedback is given when good work is done and when improvements need to be made. When negative, the feedback should be constructive. The last point was to improve the skills set in the team by exchanging knowledge and by providing training to improve the skills in the team.

(6) What would be your proudest accomplishment?

The discussion of this question led to discussions about promotion and work recognition. The group felt that the only answer for this question would be that they would feel proudly accomplished when they get promoted and when they receive recognition for their work.

4.3.2 Design

This phase looks at the practicalities needed to support the vision. Here the department starts to drill down the types of systems, processes, and strategies that will enable the dream to be realized. The new tasks will be to look at the dream and make a design that could realize the dream.

In this phase we build on the Dream. The design phase builds the bridge from the best of "what is" (present) within the organisation towards a speculative or intuitive "what might be" (future). Bold statements regarding the future of the organisation

are developed as if it has already happened. Using the themes developed from discovery and dream phases, the design phase seeks to create the social architecture to materialize the desired, ideal organisation. Discussions answering questions such as "how would the future organisation look like?" take over the café. "The 'Design' phase involves the collective construction of positive images of the organisation's future in terms of provocative propositions based on a chosen social architecture. These designs help move the system to positive action and intended results" (Cooperrider et al., 2008, p. 46).

On this phase the design should be: Practical, Rational, and Feasible and can be achieved over a period of time.

The design phase came up with the following points. The Service Department felt strongly that if these points were implemented they would improve the motivation in the department.

Training needs: Company X offers free training opportunities to its employees. The trainings are offered to help the employees reach their career goals and increase their work performance by improving their skills set. The Service Department felt that they were not getting enough training and so it was decided that the department would prioritise training from then on.

Feedback: Giving and receiving constructive feedback was a major point that came across during the workshop. The Service Department felt that they should receive feedback and be recognised for work well done. The feedback should not be negative but constructive.

Knowledge sharing: The department felt that there should be more knowledge sharing. In the past there had been problems when people leave the company and do not share the knowledge of their tasks before leaving. The employees also thought that knowledge sharing will break boring routine by enabling people to easily change their objectives and perform new tasks.

Get to know each other better: Getting to know each other when outside work would enable people to understand each other better. Set-up bi-weekly department drinks off work hours.

Have undisturbed individual working time: Working in open space office tends to annoy sometimes. The employees of the Service Department would like to have a place where they could go every now and then to work in silence.

Newcomer experience: The department felt that they were doing a lousy job when it came to helping newcomers integrate. They felt that they could do more taking better care of newcomers by easing the integration process both to the company and the department.

Efficient planning of department tasks: The department also felt that it lacked efficiency. Some people felt that they took in more work than others. The inefficiency was brought to the attention of the head of department and it was decided that the way tasks are distributed should be changed.

Learn how to work more efficiently: Apart from tasks being assigned efficiently it is also the responsibility of the employees to work efficiently. It was felt that there was lack of efficiency not only from the head of department but also from the employees.

Meeting etiquette: The department felt that there was a need for improving the meeting etiquette. Most people felt that they are invited to meetings that are not relevant to them, or that there are too many meetings most of which can be held once a week or once a month. They also felt that the meetings most of the times went off topic even though there was an agenda.

Team work: Most of the department is divided into teams. Most people felt that the team spirit was not all there. They felt that it should be improved and ways to do that was proposed.

Improve collaboration with Industry stakeholders: The main reason the Service Department exists is because of the industry stakeholders. Therefore it is in the best interest of the department to do everything they can to improve collaboration.

Improve collaboration with operational departments: In order for the Service Department to be able to provide the stakeholders with the information they need, they depend on the other operational department in Company X. It is also therefore in the best interest of the department to improve collaboration with these departments.

Improve customer service: How the department handles the stakeholders' cases and how they communicate is important. It is important for the collaboration. The customer service skills need to be cranked up a notch.

4.3.3 Destiny

The final phase of appreciative inquiry is destiny. In this phase we take a look at the design and pick concrete points on what we can use to move forward from the dream and design phase. This is the phase where we draw a clear path on what needs to be done to achieve our dream. The key decisions in the 'Destiny' phase are: "How will we learn about the gains we've already made? How will we celebrate? What are our parameters for self-organised action? How shall we self-organise? How will we support success?" (Whitney & Trosten-Bloom, 2003, p. 218).

The groups were put together to form 2 main groups. Each group was asked to check the results of the design phase and come up with points that are realistic and feasible to reach the destiny. The groups discussed the findings from the design phase and came up with ways in which the design phase could be realized. It was also made very clear to everyone in the Service Department that they are empowered to make the changes expressed below. For without their action the whole AI project would be an empty shell.

To improve the motivation of the Service Department, the employees need to take action on the following points:

Training needs: The department felt that to get their training needs in motion, they needed to be trained first in the following areas:

- Training on how to organise an effective meeting
- Training on time management and stress management
- Training on writing minutes
- Training on problem solving and decision making

They felt that with the above training they would be able to get organized thus becoming effective when doing their jobs.

Giving and receiving feedback: Giving and receiving feedback could be done in the various ways. This could be having a mailbox for suggestions where the staff put in their suggestions and the management can collect weekly or so. When giving feedback, it is important to communicate with others in a professional manner by giving them both constructive and positive feedback. "Receiving feedback" should be perceived as a gift and not a punishment. We should also aim to understand the intention of the feedback.

Knowledge sharing can be implemented by setting up a database that everyone in the department can have access to.

Get to know each other better: This can be done by having informal gathering with the colleagues. A suggestion to set up a bi weekly department drinks off work hours was proposed.

Have undisturbed individual working time: To enable individual working time the following should be adhered to:

- Evaluate the low use of the silent room - this is an empty room set aside for the purpose of individual working time but is not well utilized. This came about as the Service Department employees' work in an open space office.
- Give clear signals when you do not want to be disturbed
- Respect desk time, plan this in Microsoft outlook calendar and make it visible so everyone can know when you are free and busy.

Newcomer experience: To ease the newcomer into the department, the following should be followed:

−Competence and experience of the new comer should be valued

−Give the new comer positive learning experience

−Consider the use of the term "new comer" is it used in a positive or a negative way?

Efficient planning of department task: The head of department was asked to consider the two main points when assigning tasks: (1) Transparent planning of groups/individual tasks (2) Identification of peak time and scarce human resources.

Learn how to work more efficiently: In order for the department to be efficient the employees need to take a step in changing the way they work. This can be done by doing the following:

−Prioritisation of task, what is the most valuable use of your time

−Learn to say NO. It helps when you have too much to do

−Planning of daily tasks (a training on time management if needed)

−Ad-hoc tasks should be the exception not the norm

−Keep all those concerned by your decisions/prioritization informed

−Strive to find solutions in a team / among colleagues

−Question the scope of tasks and evaluate your expectation

Meeting etiquette: When planning meetings the following should be taken into consideration:

−Respect simple meeting rules: have a moderator, agenda, action points, minutes

−Voice dissatisfaction if needed in the meeting or towards the organiser in a professional manner

−Feel free to attend or leave meetings that are not relevant to you

−Give feedback to the organiser

− In the Department meeting:

      -Agenda should contain only topics of interest for all

- Presenters should present the topics in an understandable manner
- We should consider who take minutes and the style of minutes
- The organiser should invite only the people needed in the meetings

Team work: Team work can be achieved by giving and getting support from your colleagues. Give your colleagues opportunities to volunteer for different tasks. Colleagues should have freedom to accomplish/ do tasks they want. Have spontaneous gatherings as a team (e.g. go out for lunches etc).

Improve collaboration with Industry stakeholders: To improve collaboration with the stakeholders the department needs to engage them in customer support activities. By setting up a forum where they can engage with the stakeholder. They can also have phone contact so they know there is a human behind the machines. It also makes it easier for us to learn more about our customers.

Improve collaboration with operational departments: This can be done by inviting them to meetings where relevant topics are discussed and join those organised by other departments. There was also a suggestion to organise a half day/ one day workshop on a relevant topic so as to learn from them.

Improve customer service by having more phone contact with the customer. Ensuring that there is transparency in the decisions we make. Taking pride in your work by having your signature on it. This also shows a human face to the customer.

The points stated above is what the Service Department want, it is their destiny. Taking action on the points above will help boost motivation in the department.

4.4 Measuring the Results of the AI workshop

After the workshop, the Service Department had an estimate of two months to implement the changes on the findings from the destiny phase. The department felt that it was easy to implement these changes as most of them were very feasible and did not require extra resources. It was also easy to implement the changes as most of the points were about being mindful of the other colleagues in the department.

In December 2013 the annual staff survey was sent to all Company X staff including the Service Department. The survey is sent, analysed and presented to Company X by an external company. Unfortunately the downside for me as a researcher was the fact that I did not have the information of what the survey was based on and how the analysis was done by the external company.

The results were then presented in February 2014. An improvement of 10% in motivation was seen.
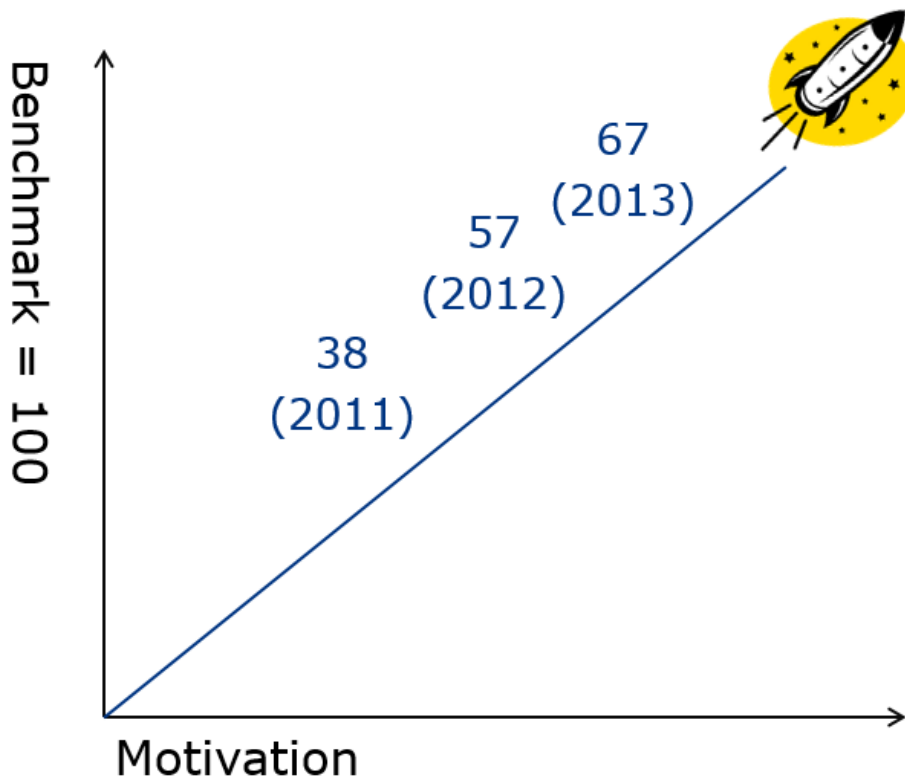
We are even more motivated!

Figure 5: Motivational graph (Company X internal document)

Table 6: Staff survey results on motivation

Results of the staff survey 2011 and 2012 and 2013	
	Motivation (%)
Results 2011	38

Results 2012	57
Results 2013	67
Benchmark	100

The results above were a breath of fresh air for the department. Everyone was enthusiastic that they were able to have a 10% increase even though the department had barely 2 months to implement the changes they wanted and take action. I believed that if there was more time the department would have had a better score in the results. There is hope for the next annual staffs survey which is to be held in December 2014 and whose results will be presented in March 2015.

4.5   Challenges When Doing the Study

The project did not come without some challenges. Below is a list of the challenges I as a researcher faced when doing the study.

1. Lack of motivation from the participants because the department had done similar projects before with very little or no results.
2. Participants did not feel like their suggested changes would be impelemented due to beureaucracy in the department and the company as a whole. Some did not have faith in the head of department.
3. The project was done at a very busy time in the department thus employees felt that this was extra work put upon them and were not motivated in participanting in the study.
4. The participants felt forced to participate even though they would have liked not to thus the results produced might have been compromised.
5. Some participants had no feelings about the project i.e. they did not care about the results of the staff survey thus did not care whether they were motivated or not.
6. Others felt that they were motivated by other drivers like money thus none of the questions asked really mattered to them.
7. Some people did not participated in answering the annaul staff survey hence felt like they had no right to participate in the AI project.

8. Having the head of department as overseer meant that there was no complete freedom for me as a researcher.
9. They saw the project as a waste of time due to the above reasons.

4.6 Summary of the Chapter

Analysing the AI results for the discovery phase was a lengthy process that took a couple of weeks as I was doing it on top of our daily tasks. The results were encoded and presented to the workshop. The finding of the discovery phase gives us concrete points on how the Service Department functions. It shows us what they value in their job and what makes them happy. These findings lead us to the other phases of the 4-D model. The Dream phase enabled the staff to think outside the box in order to come up with a vision of a better organisation. The Dream phase gave us a vision of what a perfect department would look like, however, some of the attributes of the vision are not feasible and, therefore, cannot be used to in the Design phase. The Design phase gave us practical solutions that would help in realising the dream. A list of what need to be done to improve the motivation in the Service Department was presented and thus moving us to the next phase Destiny. The Destiny phase made the points from the design phase feasible. In this phase, the department was given a breakdown of what they need to do in order to achieve their dream.

At the end of the workshop, the destiny phase was immediately implemented, and two months later we could already see an improvement of motivation in the department. The whole research did not come without challenges however I was able to overcome most of them.

5 Recommendations

The finding from the 4-D model gives good results as to what the cause of the low motivation in the Service Department is. This shows that the workshop was a success and that the motivation in the department will keep scoring higher with every annual staff survey. We also have a deeper understanding on the areas of improvement. However as the researcher, I felt that some points were more important than others and I believe that these are the points that should be implemented first. I would recommend that the Service Department pay more attention to the following points:

Training needs: It was apparent when doing the study that there was lack of training opportunities in the Service Department. The employees felt that they lacked basic training in many areas. Some also felt that they were not able to use the opportunities provided by Company X when it came to receiving various trainings. This was all mainly because of the work load in the department and lack of enough resources and time. I would really urge the head of department and the supervisors to follow up on this situation. Constant training is important for the development of the employee and the organisation. There is constant change in the way people work and in the technological equipment they use. Both employees and companies must get on with the change and the only way one can learn is through constant training. The areas in need of training as mentioned by the department were: training on how to organise an effective meeting, training on time management and stress management, training on writing minutes and training on problem solving and decision making.

Efficient planning of department tasks: The Service Department felt that efficiency and planning were very important to them. This was due to the unequal assignment of tasks. They felt that it was important for the supervisors and the head of department to ensure that there was equal distribution of tasks and also proper assignment. Proper assignment meant that the employees received tasks according to their skill set. It was also felt that there should be a back-up resource planning espe-

cially during peak seasons for example like when the company has deadlines or when the flu season hits the department. Having a good plan for the department for emergencies and everyday work ensures that they are not worried and that they feel safe in their job. Planning also reduces stress in the job by ensuring that one person is not overwhelmed with tasks.

Giving and receiving feedback: Positive feedback is the highest form of motivation. The Service Department felt that they did not receive enough feedback. They felt that their job could be of more value if they received more feedback from their supervisors. They also felt that the feedback should not only come from their superiors but also from the employees themselves to their superiors, a two way street. Clear communication was also an important point for the employees. They felt that professionalism should be shown at all times amongst the employees and the supervisors. It was understood that not everyone had to be friends in order to communicate well but professional courtesy should be practiced by all. They understood that receiving feedback did not mean only positive feedback but also negative. Improving communication and giving feedback for work done is something that can increase the motivation in the unit. However it should be noted that negative feedback should be given in a constructive way.

Improve customer service: The main purpose of the Service Department is to help the stakeholders of Company X. They felt that there should be an improvement in the way they communicate with their customers. They felt that there should be more transparency and that the stakeholder should know more details of the person they are dealing with. They felt that they would like to have more contact with the customer than what is allowed. The Service Department wants to be more open to their customers and feel that this will make them take pride in their job.

5.1 Assessment of the Quality of the Results

Validity

The study can be considered valid at this moment. The findings are directly linked to the research problem of the study: improving the low motivation of the Service Department. The study was conducted based on the results of the annual staff survey of Company X. The surveys are conducted by a professional company. The success of the study was also measured using the results of the annual staff survey which showed that there was an improvement in motivation in the Service Department after the findings of the research were presented and implemented in the Service Department. The study was conducted in a professional setting, with the actual participants whose problem the study was trying to help. Therefore, the study can be presumed valid. The literature also supports the research problem that motivation is important for the company and its employees.

Reliability

The reliability of this study supports the validity claims. The results of the study and its interpretation can be considered reliable because the discussion was guided by the selected theoretical framework, and, therefore, the interpretations are based on these methods and processes. Although I am the researcher, I am also a member of the Service Department which means that I am aware of the low motivation. The people who helped conduct the interviews were newcomers thus making the interviews unbiased which makes them reliable for the study. I believe that the study is also reliable because its success is measured on the 2013 annual staff survey, and indeed the results showed that there was an improvement in motivation. The results will also be measured in the upcoming staff surveys.

6   Conclusion

The topics of motivation at work and motivating employees are not new. If you do a search for blog articles on "motivating employees" you'll probably come up with roughly 8,940,000 results in .13 seconds. The problem is; the vast majority of these popular writings on the subject fail to address the core issue – what is good, sustainable motivation? It's nice to have eight new ways to motivate employees with outside the box thinking – or something of the sort – but if you fail to consider why these "How-tos" are (or are not) effective, you're missing the point. (URL. http://www.linkstaffing.com/index.php?action=view&id=105&itemid=61)

Employee motivation is critical to a company, without motivated employees the company will never function as it should. When an employee starts work, they are often motivated and often look forward to the new challenges presented by the new job. However, it has been noted that most of the time the motivation quickly dies out and the main reason is that the job is not what they had anticipated. The job is either dull, or they are given different tasks to those that had been advertised. For some reasons employers do this a lot and this in turn makes the new employee demotivated. Employers should also note that employees who have been working in the same job for years need a change of task. It gets boring to do the same kind of job year after year. It is agreeable that the employees themselves should show incentives on taking up new tasks and the employers should be ready to listen and encourage their employees.

During the research, I also noted that it does not matter where you come from, all human beings want the same things for the most part. In employment, we all want the same rights, more money, respects, promotions, etc. When you spend a third of your life working for someone at some point you would like to see an improvement in your life, brain function, etc. I still believe culture is a big hindrance in some countries, especially countries that have strict religious and cultural rules. In some countries, women are still paid less than their fellow male colleagues, even though; both are doing the same job. This is a factor that can demotivate women employees easily.

As mentioned in the first paragraph it is important to learn why your employees are not motivated. There are many ways to do this. The Service Department had had previously similar workshops where they tried to figure out the cause of their motivation but no one wanted to speak in public. This is why we tried out the use of Appreciative Inquiry and also have the interviews done anonymously. It enabled the Service Department employees to open up about all their issues regarding what motivates them and the changes they would like to have implemented in the department. Using Ai was a success, and this was proven when the recent results of the staff survey showed that motivation in the Service Department had increased by 10%.

Motivation is a human behaviour; very hard to control or detect. Employers sometimes face challenges when they are asked to improve the motivation of their employees. The challenges will only occur if the employees' motivation is connected to some-thing outside the job. However, if the motivation is connected to the job, then employers should have an easy time helping the employees get motivated. It takes mainly listening to what your employees have to say and implementing the feasible changes that they have asked for. Communication is a key factor between employee-employer relationships. It will open up doors that could only lead to a better workplace.

Corporate culture also plays a big role in motivation. Public sector companies sometimes have no option but to have rigid culture because of the perception from the public. Some private companies have a culture that let employees do what they want and have their own schedules. Corporate culture is also very important when it comes to motivating employees.

6.1   Suggestion for further research

Motivation is a tough subject to crack while at the same time an easy one. It is not easy to know in detail what a person is motivated by. Many people are motivated by different goals. However in the work place it is always important to ensure that you have provided your employees with all the possible resources and equipment that

they need to do their job. Communication between management and employees is important.

I believe further research on the relationship between the managers and their employees is needed. Also, research on "Sustainable motivation" is needed. I believe that making employees motivated is not the hardest part the hardest part is keeping them motivated hence the research on sustainable motivation would be encouraged

6.2   Reflection on learning

When I started writing this thesis, I thought that it would be a breeze. I thought that the topic on motivation would be a small challenge. Little did I know that this was a subject with a wide range of information. The literature review was fascinating for me. The theories of motivation, its psychology was all fascinating. Using AI as a research method was also very fascinating for me. Appreciative inquiry is unique not many companies use that on their employees. I was at first skeptical but when I started the interviews it was very clear to me that the strategy of being positive instead of the negative had a good impact on the participants. Also organizing the workshop and coordinating the entire 4-D model task was very interesting for me. I was amazed at how easy it was for the participant to answer the questions and participate fully in the workshop. More than ever I was very impressed that, after the implementation of the findings the motivation score on the 2013 annual staff survey went higher by 10%. I am looking forward to receiving the 2014 staff survey results.

I have also learnt to overcome obstacles when doing research. The staffs of the Service Department are not the easiest people to deal with. I had to convince them on the benefits of the project. Even though I had support from the head of the department, the staff still felt that they were being given more workload. They did not see it as a benefit but as a waste of time. As the researcher, I knew that if I did not elaborate the benefits of the study, they would just do it because they have been told to, and thus my research would be compromised. However, I did manage to get most of them on board with the study and the others opened up during the interviews.

Using AI was a different approach to what they were used to. AI made them realise that there is a lot to like in the Service Department. It made them focus more on the positive and with that they were able to appreciate their job and work environment.

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Attachement 1

Company X Service Department									
	Mo- tivat ion	Responsi- bility and Initiative	Au- thority	Coopera- tion	Organisa- tional effi- ciency	Learn- ing	Renewal Climate	Missi- si- on/Obje ctives	Competence
Results 2011	38	62	38	51	87	69	62	94	88
Results 2012	57	82	57	62	76	82	68	91	93
Benchmark of the Service Department	100	80	85	100	80	80	60	90	70