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The Interplay between Motivation and Employee Engagement. Key Findings from Private and Public Sector

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Abstract

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Work motivation has an impact on quality of work, efficiency, and wellbeing of the employee and the workplace. Also, engaged employees are acknowledged to reach better results. The aim of the master's thesis is to show an interplay between work motivation and employee engagement, moreover, highlight key findings from public and private sector.

The thesis includes two main parts: the theoretical and the empirical part. The theoretical part introduces work motivation concentrating on recent theories of drive by Pink and results-only work environment by Ressler and Thompson. The employee engagement part cover theories, literature and previous research results. The empirical part is conducted based on the theoretical findings to understand the interplay of work of employee engagement, as well as research the differences between public and private sector. Data for the research was collected using the qualitative interview method. Interviewees represented equally private and public sector.

The results of the study show clearly an interplay between motivation and employee engagement, which employee engagement can be described as an outcome of motivation. The interplay between these two is complicated as different factors motivate individuals, also engagement is experienced differently. The research identified that in the public sector one of the main motivational factors was the client, which is considered to be crucial to private sector. However, the respondents of the private sector did not mention clients as a motivational or engaging factor.

Based on the findings the important factors of employee motivation and engagement reveal similarities both in the public and private sector. Motivating and engaging work environment highlights the importance of colleagues, learning and development opportunities, possibility to work self-managed, as well as fair and knowledgeable management. The results of the research support the findings of the literature part. The respondents are motivated and engaged at their current workplace. However, it is important to provide learning and development opportunities to retain the talent in the long term.

Keywords: Work motivation, employee engagement, self-management

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1   Introduction

Personnel is one of the main resources of any business often also including, the highest cost and hardest asset to replace in the organisation. Therefore, supporting wellbeing of personnel is important. Employee motivation has a high impact on the quality of the work results, efficiency and wellbeing of the workforce (Sinokki 2016, p.11).

Personnel represent the organisation to the internal and external stakeholders. Consequently, personnel are extremely important for business success. Employees can be forced to work, but the excitement and willingness to work come from the employees themselves (Sinokki 2016, p. 11). Furthermore, it is important to understand the personnel needs and requirements to support work motivation as well as increase employee engagement.

Employee engagement is important because retaining talent is more cost effective than recruiting and training new employees. Employee engagement is seen as a long-term and ongoing process that needs to be developed continuously (Saks 2006). By building employee engagement, the results are seen in an output of an organisational culture (Elliott and Corey 2018, p. 13). In other words, culture is something that appears on the ways of behaviour and procedures (Savaspuro. 2019, p. 44). If the turnover rate is high it has an impact on the company culture and the employees' staying in the organisation. Furthermore, increasing competition for talent is also one reason that highlights the importance of employers to increasingly ensure that employees are motivated and engaged to their work.

Work environment has changed dramatically during the past decades towards creativity, innovation and self-management. Manual labour has widely been replaced by machines and the work is more talent and knowledge based. Technology has enabled working practically from anywhere and anytime, the requirements for work have changed radically as well as managing work life balance. Consequently, this has increased the need for employees to be motivated, adapt to change, have time management skills and commit to lifelong learning.

The purpose of this master's thesis is to recognise the importance of interconnection between work motivation and employee engagement. These two topics

are introduced in the literature part. Furthermore, to understand the phenomenon under investigation empirical research is completed by using a qualitative semi-structured interview method. The interviews are conducted to employees working in the public and private sector, the results are compared to find similarities and differences. The research aims to find trends that influence and increase work motivation and employee engagement.

1.1 Research background and significance

The theoretical focus of the research is on work motivation and engagement. Work motivation has been studied since the 20th century while employee engagement was hardly heard of before 1990s' (Holbeche & Matthews 2012, p. 7). It is suggested that due to the change of nature of work from largely self-employed economy to an economy where most are employed by an organisation motivational and employee engagement factors have raised importance (Holbeche & Matthews 2012, p. 7).

Furthermore, work motivation and employee engagement are current topics because the work environment has changed dramatically within the past decades. It is suggested that many jobs have changed in the western countries from a role including routine tasks to more creative and problem solving based. Therefore, the early motivational theories created by Maslow and Herzberg are introduced briefly to bring the developmental point of view.

However, the main concentration in the research is given to the more recent motivational theories. These later models reflect the changes in the environment, nature of work and requirements of work. The main theoretical foundation for the motivation on the research concentrates on drive, self-determination and result focused environments. The recent theories suggest that employee motivation is mainly intrinsic and that employees require for example autonomy, mastery and purpose (Pink 2011, pp.207-208).

The topic of employee engagement is researched for relatively short amount of time, only from the 1990's, however it has been proven to be an important topic in contributing to organisations success. In addition, it has become more and

more common for employees to change employer (Holbeche & Matthews 2012, p. 7).

One of the trends in the quickly changing work environment is that most of us are required to do more work with less resources in an environment, where there are fewer instructions on how to master the work but a target of what to reach (Brynjolfsson & McAfee 2014). On the top of motivational and engagement factors this brings up related topics: employee wellbeing and employee management of workload. Therefore, recently the interest towards the topic has raised.

Literature, publications, academic researchers, and employers in all levels are interested in the motivational and engagement factors. The previous studies have covered rewarding, coaching, management and leadership topics to cover few.

The research relates to current hot topics: managing work life balance, employee wellbeing, managing workload and retaining talent in workplace. The topic is interesting due to the human factor, and to the fact that organisations can update the policies at all time.

Furthermore, all the time changing work environment requires more from the employees. According to Pink (2011) as well as Ressler and Thompson (2011), motivation has changed and in current stage of employment the employees need power to choose when to work and how to work. And it is suggested that the best results are reached when the employees are self-motivated and able to manage their own workload.

During tough economic conditions, or on the downturn of a business, it is proven to be possible to maintain and even increase the level of employee engagement (Holbeche & Matthews 2012, pp. 231-232). During the end of the writing process the world is facing a new economic crisis due to the COVID-19 pandemic. The effects of the health crisis do not impact the literature or empirical part of the research, both parts were completed prior the widespread effects.

Current and near future shapes the employee motivation to work and organisations are under pressure to come up with solutions during the new economic sit-

uation. During the previous recession employers have used opportunities as offering unpaid leave, pay freezes, flexible working and unpaid sabbaticals as well as offering alternative positions within the organisation (Holbeche & Matthews 2012, p. 234). An extreme example of increasing employee engagement is to convert investment properties to apartments where employees are able to live in order to decrease the monthly salary costs and utilising existing resources (Hsieh 2010). As a result, the organisation built up a tight community and saved in costs so that redundancies were not necessary.

1.2 Objectives

The research is beneficial for employers and employees. The aim of the master thesis is to understand and define motivation in a business setting, trying to discover the reasons and topics that motivate employees. The thesis defines and discusses also, employee engagement in a business setting, the current knowledge about the topic and how to increase employee engagement. The research concentrates on finding out if there is a relationship between motivation and employee engagement.

Secondly, the study aims to find if there is an impact on working in public or private sector to the employee motivation or engagement level. Also, to discover employees' personal opinions about the motivating and engaging factors. The employees in the research do not have managerial or leadership responsibilities.

Furthermore, the goal is to find out how to motivate employees so that the personnel are as motivated and engaged as possible to meet the organisational targets.

The objective is to define and understand the two terms: employee motivation and employee engagement in a business setting. As well as to combine information from different academic sources and researches to find out motivational and employee engagement factors. The theoretical framework is used to form questions for qualitative research.

The hypothesis for the study is that the public sector employees are more engaged to their work than the private sector employees. This is due to the length of public sector careers.

1.3 Research questions

Motivated and engaged employees bring more value and deliver better service for customers. Using the research questions, the research aims to find a connection between employee motivation and employee engagement. The main research question is

"What is the relationship between motivation and employee engagement in a business setting?".

The supporting research question is: "Does the business, in this case public or private sector, have an influence on the employee motivation and engagement?" The aim is to find out if there are differences in the motivational factors or employee engagement factors when comparing these two business sectors.

The goal of the thesis is to find out what is the relationship between employee motivation and engaged employees. As well as to discuss what are the factors that would increase employee motivation and employee engagement at workplace. Motivation and engagement are subjective terms and different factors increase and decrease employee engagement. In recent years it has become popular to measure employee engagement rate by surveys to measure the level of engagement.

Secondly, the master thesis finds out if there is correlation between motivation and engagement factors in public and private sectors. Are there any specific actions that are taken in the public or private sector to increase employee engagement? Furthermore, finding out if there is something that each sector can learn from the other. The Research highlights the importance of increasing motivation and engagement in a business setting.

1.4   Delimitations of the study

After the literature review the two concepts of motivation and employee engagement are defined. The contemporary theories and research findings are used to define the qualitative interview questions. The research aims to provide comprehensive information of the two main concepts; motivation and engagement. However, the delimitations of the research are as follows. The first delimitation of the research is leadership and management which is, however, considered as part of employee engagement and motivation theories and methods. In the light of motivational and employee engagement factors management and leadership have an effect to the personnel. It is even suggested that employees leave managers not companies. Despite this, management and leadership topics will not be considered in the research alone or as a concept, only as part of the theories and models.

Leading from the top and having a hierarchical model in place in the organisation has shown that the knowledge of the employees' opinions differs depending on the hierarchical level. Therefore, the interviews will be conducted to the employee level, and the interviewees do not have managerial or leadership responsibilities.
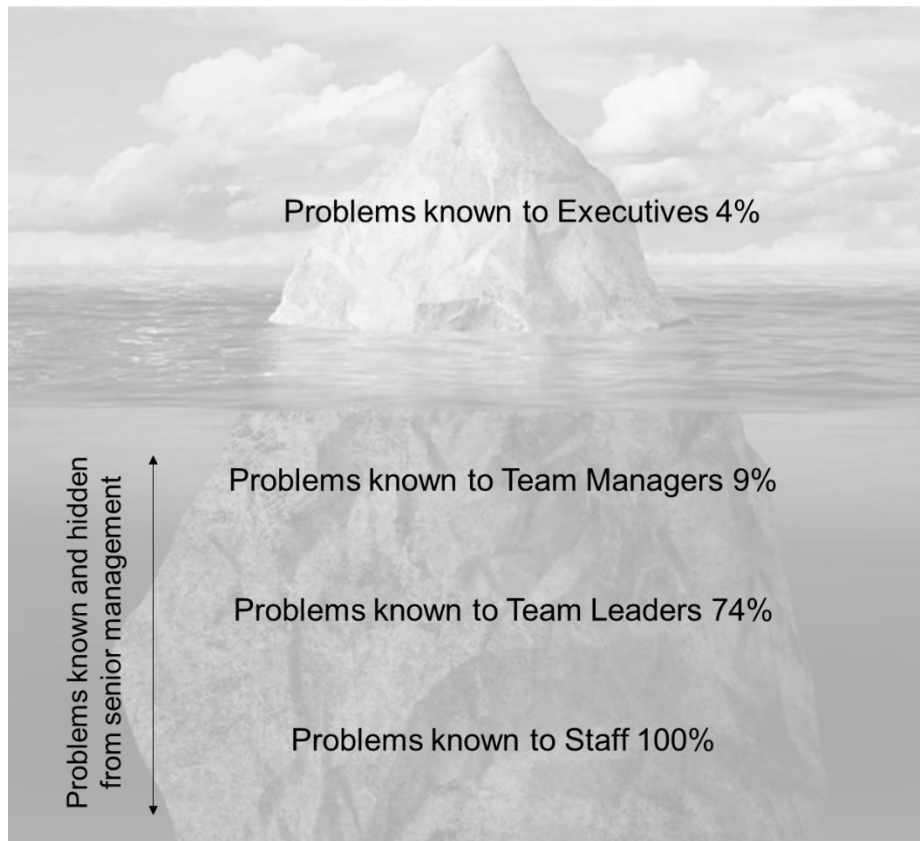
Figure 1. Iceberg of ignorance (Elliott & Corey 2018, p. 24)

The interviews are conducted to the employee level to find the opinions of the personnel. The goal is to concentrate on individual motivational and engagement aspects. This limitation helps to identify personnel challenges on the "ground" level. Leadership and management will be considered in the research only as part of employee engagement and motivation theories and methods.

Secondly, delimitation of the research is the geographical location of the research participants. All interviewees live and work in the Helsinki metropolitan area, this limits the sampling to cover only one region in Finland. The benefit of the delimitation is that the amount and competition of talent is high in the area.

1.5 Structure of the research

The master thesis contains two main parts: the theoretical and empirical part. Firstly, the theoretical, part introduces work motivation and employee engagement theories and studies utilising literature, academic sources as articles, research results, specialist reports and online resources.

The focus is on the motivational research of Drive completed by Pink (2011) and Results-only-work-environment by Ressler and Thompson (2011). Employee engagement is considered as an outcome of work motivation. The employee engagement part concentrates on the importance and effects of employee engagement. In order to understand employee engagement previous researches are presented to cover the topic widely. Also, employee engagement models and organisational model will be presented.

Secondly, the empirical part introduces a qualitative research method, which was used for the research. Selected individuals representing private and public sectors were interviewed. The empirical part introduces the results of the interviews and analyses the reliability and validity of the interview results. The interview questions are based on the theoretical background.

The subsequent chapters of the research summarise the research results and present the conclusion. The research includes recommendations for future studies. The research, both literature and empirical parts, were completed prior to the COVID-19 pandemic had an impact on the Finnish market. Therefore, the impact of the pandemic on the economic, political, social, technological or environmental factors are not considered in this research.

1.6 Private and Public sector

The public sector in Nordic countries impacts on the society providing different services. The conversation has been within the past decades on the ratio of having public and private services. Currently the Nordic welfare societies are responsible for healthcare, teaching and school system and many other social services

(Tuomala 2009, p. 15). This reflects to higher taxation level in the welfare countries comparing to the countries where the services need to be purchased from private sector (Möttönen & Niemelä 2005, p. 131).

Within recent years the trend of the public sector in many countries has included cost cutting which has led to efficiency improvements and furthermore, downsizing operations (Holbeche & Matthews 2012, p. 254). The public sector has traditionally provided job security although generally lower pay (Holbeche & Matthews 2012, p. 254). Therefore, it is not a surprise that employees feel let down when public sector employer reduces the number of employees. Also, in some cases the pensions are more generous in public sector than in private sector (Holbeche & Matthews 2012, p. 254).

Improving efficiency and lowering costs leads to a trend of privatising previously public functions in many European countries (Tuomala 2009, p. 15). The level of privatisation is different in different countries. However, the public sector dominates important functions including air traffic and train networks (Tuomala 2009, p. 15).

Gaining the trust of employees after changes in the organisation downsizing or other major change in public sector organisation may be hard. The employees remaining in the organisation needs to be supported by the management level (Holbeche & Matthews 2012, p. 255). Communication and active approach from the leaders are needed to provide support and provide training for the existing employees (Holbeche & Matthews 2012, p. 255).

There are many private organisations which are not maximising profits, these include for example churches and organisations. The main difference is that in the public sector the accountable positions have been nominated in elections. And the main difference is that the public sector has a monopoly position in the field (Tuomala 2009, p. 17).

Private sector is a large employer and the companies varies greatly from small to large businesses covering wide variety of business fields. The challenge in the private sector is that companies do work differently. The private sector aims to

make profit and due to that reacts quicker to the downturn of the economy (Holbeche & Matthews 2012, p. 255). The employment law sets legal expectations for the organisation. However, much of the motivational and engagement factors are voluntary benefits and extras to provide for the employee.

1.7   Previous studies

The key concepts that are considered in the thesis are motivation, employee engagement furthermore if these two have a relationship. The empirical research is conducted on employees representing both public and private sector organisations to find out if this has a "role" impact on employee motivation and employee engagement.

The topics of employee motivation and employee engagement are researched in other master thesis papers. However, the previous studies have focused on rewarding, coaching and management in relation to employee motivation. Hence this research views employee engagement as an outcome of employee motivation.

A comparison of public and private sector employees' motivation and engagement will be formed.

2   Motivation in a business setting

Employee motivation part introduces the traditional motivation theories of Maslow and Herzberg, likely the most well-known motivational theory is Maslow's hierarchy of needs. This motivational theory sets basics for more recent motivational theories, modern day models, such as Drive, Results-only-work-environment and motivation 3.0. The main consideration is in the more recent motivational theories that concentrate on intrinsic motivation and autonomy.

Oxford reference defines motivation in a business context as *"vital to the design of organizational norms and structures, including reward structures, that encourage effort and achievement on the part of employees."* (Oxford Reference 2020)

Challenge across workplaces is that employees are motivated when joining an organisation, moreover effective onboarding can increase the motivation. The argument is that employees are made unmotivated and disengaged at workplace (MacRae & Furnham 2017, p. 107). Having said that work provides personal status and identity to the employees, in other words, the job title matters to people (MacRae & Furnham 2017, p. 107).

Work motivation is important as work creates structure to daily, weekly rhythm even a longer-term time management for all of us (MacRae & Furnham 2017, pp. 102-107). Work is an activity that fills in the days and providers personal contact, often more time is spent at work than at home with friends and family (MacRae & Furnham 2017, p 102-107).

2.1 Foundational motivation theories

Motivation is a widely researched topic and the pioneering research of the field was completed by Maslow (1943). Work motivation is a topic for current researches, and there are theories that are recently developed based on the previous works. These are developed to meet the current challenges of the changing environment and different needs that employees are showing.

2.1.1 Maslow's hierarchy of needs

Maslow's theory (1943) is based on a hierarchical pyramid underlining that our actions are based on goal orientation. The needs in the higher level are not to be met in case the two lowest layers are not fulfilled first. The two lowest layers include factors as (1) physiological needs and (2) safety needs (Maslow 1943). It is likely that these needs were added to the pyramid due to the historical setting when the theory was introduced.

Currently in the western world these two needs are fulfilled, and the modern theories do not include this type of needs. The third level of the needs include (3) belonging and love needs, then (4) esteem needs and the (5) self-actualisation needs. It is suggested that one is not motivated until the last level has been reached and one can start to pursue inner talent and creativity (Maslow 1943).
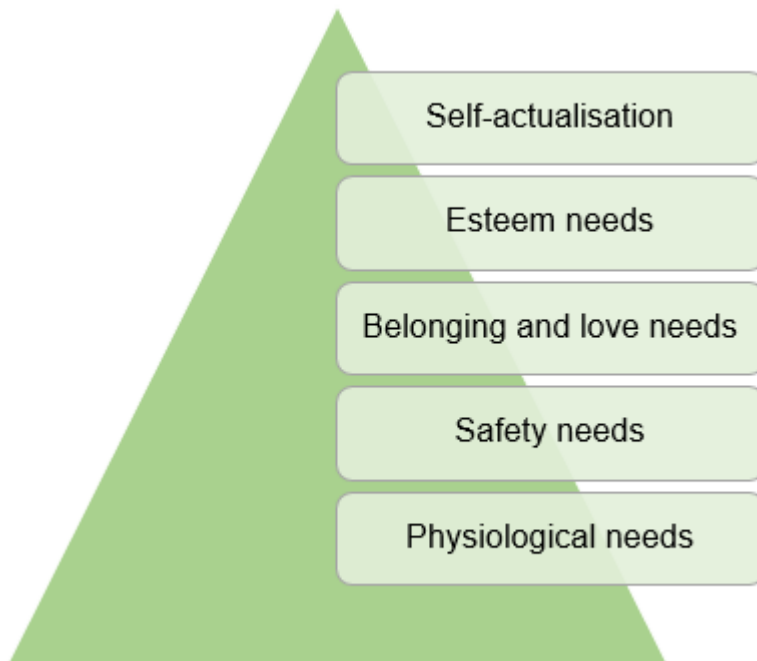
Figure 2. Maslow pyramid (Maslow 1943)

2.1.2 Herzberg's two-factor theory

Herzberg created a two-factor theory, which is said to be based on the Maslow theory (Whiteley 2002, pp. 16-17). The main idea is that there are factors that cause job satisfaction and a separate set of factors that causes dissatisfaction at work. The two-factor theory includes 1) the higher motivating factors such as challenging work, involvement in decision making, being given responsibility, and opportunity to do meaningful work, which results in positive satisfaction from work (MacRae & Furnham 2017, pp. 10-11). Together with intrinsic motivation factors these counts towards recognition for work and personal growth resulting in increased work motivation (MacRae & Furnham 2017, pp. 10-11).

Secondly, the so-called hygiene factors, in Maslow theory these are referred as the basic needs, include for example job security, vacation, salary, working conditions and insurance policy (MacRae & Furnham 2017, pp. 10-11). It is suggested that these factors act as dissatisfaction avoidance factors. Furthermore, lack of these hygiene factors results into unhappiness also operate as demotiva-

tors at workplace. In conclusion, hygiene factors are extrinsic motivational aspects if used correctly, otherwise the result is dissatisfaction (MacRae & Furnham 2017, pp. 10-11; Herzberg 2003).

Hygiene factors
Salary
Work environment
Job security
Vacation
Working conditions
Insurance policy

Higher motivating factors
Achievements
Career development
Recognition
Sustainability
Nature of work
Personal growth and development
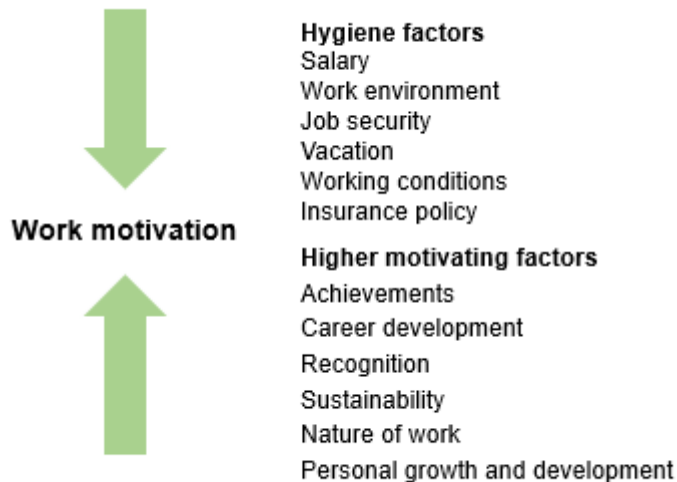
Work motivation

Figure 3. Herzberg two-factor model (Sinokki 2016, p. 106)

Herzberg's model recognised that there are two ways to work: movement and motivation. Movement meaning that one works simply because of the requirement to do so. Motivation reflects that one is performing work because of their willingness to do so (Furnham & Treglown 2018, p. 10).

The most desirable position according to the Herzberg theory for the employer is that the employee's hygiene factor and motivation are high. Therefore, prerequisite for improving job satisfaction is to eliminate the dissatisfaction elements. Above all, the model is mainly remembered from the finding that money has more power to demotivate than to motivate (Furnham & Treglown 2018, pp. 11-12).

The two-factor model has received criticism due to the testing which was completed mainly on white collar employees by the time of development (Furnham & Treglown 2018, pp. 11-12). Obviously, this does not represent the entire workforce.

2.1.3 Flow

The flow theory was discovered by Csikszentmihalyi. The theory reveals a link between feelings and productivity. The test was competed on a sample group, which was asked to write down the current task and their feeling when a buzzer indicated it (Furnham & Treglown, 2018, p. 30). The findings suggest that people felt the best when they were participating in a challenging activity and reaching flow mode. This meant that the track of time was lost, people felt capable, sensitive and self-confident (Furnham & Treglown 2018, p. 30).

The factors that were found out to accompany the feeling of flow were 1) having clear goals where skill and challenge level are high (Furnham & Treglown, 2018, p. 31). Followed with 2) concentration that helps with limited field of attention and 3) loss of self-consciousness, also 4) distort sense of time was felt during the flow (Furnham & Treglown, 2018, p. 31). Also, it is suggested to be 5) direct feedback and 6) balance between challenge and ability to coordinate the role (Furnham & Treglown, 2018, p. 31). It is also suggested that there is a level of 7) control and the work is rewarding intrinsically so that the task can be 8) effortlessly completed. The person with a flow mode is 9) absorbed into the task that they may be hungry without realising it (Furnham & Treglown, 2018, p. 31).

2.2 Contemporary motivation theories

The theories presented in this part are more recently developed and the common theme have moved from having needs to a more person centric. Moreover, attention is given to the persons intrinsic.

2.2.1 Intrinsic motivation

The key to intrinsic motivation is to provide self-managed work environment. There are four main aspects in self-management; firstly commitment to meaningful purpose, which means that one has a responsibility to get the tasks completed (Thomas 2000). Secondly, one chooses activities that help to accomplish the target (Thomas 2000). Thirdly, one performs and monitors the activities including to meet one's own standards. Lastly, monitoring the progress towards the purpose, where necessary checks are made to achieving the purpose (Thomas 2000).

Intrinsic rewards are opportunity and accomplishment. The opportunity provides meaningfulness of the task and accomplishment provides a feeling of progress (Thomas 2000). The main idea of intrinsic motivation is that management is not able to increase motivation level of all employees with rewards and incentives (Nicholson 2003). However, rewards and incentives are proven to energise the employees who are already motivated (Nicholson 2003). The solution for motivating employees is to create circumstances that helps them to use intrinsic motivation towards reaching personal goals (Nicholson 2003).

2.2.2 Self-Determination theory

The self-determination theory was created by Deci and Ryan and the theory can be applied on technically any situation from free time to work environment. (Ryan & Deci 2000). The main argument is that people have three needs; competence, autonomy, and relatedness, to be filled to achieve a feeling of being motivated, productive, and happy (Deci & Ryan 2008). The self-determination theory has been found to have similar effect to motivation as gamification, when the work gets slowly harder enabling a knowledge building is motivating (Kapp 2014).

Motivation gained through competence means that existing skills and knowledge can be utilised as well as there is a possibility to learn new and master in tasks (Ryan & Deci 2000). When the autonomy need is filled the person is free to perform tasks at their own pace, need for autonomy comes from inside rather than being forced to complete certain tasks. Lastly, relatedness which means that one requires a community to be connected to and have a feeling of being cared and valued (Ryan & Deci 2000).

Correspondingly, it is suggested that the organisation culture should include these three factors; trust, autonomy and relatedness, to enable employees to feel motivated and ensure enjoyability of work (Savaspuro 2019, p. 52). An employee requires trust to be able to take responsibility of own workload. Having autonomy to complete work is suggested to have a positive impact on the results. Autonomy can be related to previously mentioned flow feeling, which is an effective and productive stage of reaching results, excitedness, engagement and increases employee well-being (Savaspuro 2019, p. 52). Thirdly, with the relatedness it is

meant that the relationship between an employee and an employer should include a level of trust so that a discussion can be open and honest. All these factors combined increase the possibility of information flowing from employee to employer level. Moreover, this is a way to increase employee motivation (Savaspuro 2019, p. 52).

2.2.3 Drive

The drive theory was introduced by Daniel Pink (2011) suggesting that 21st century work basis on autonomy, mastery, and purpose. The drive theory of motivation includes similarities towards other motivational theories such as Deci and Ryan work self-determination, Theory X and Y among others (Latham 2012, p.37).

Autonomy refers to an instinct to direct and do own decisions, even if it is difficult to embrace this in workplace, it is suggested that offering an opportunity for autonomy to employees motivates them (Pink 2011, p. 86). The motivational theory of Results-only-work-environment is based completely on the autonomy where an individual is measured by the results rather than by the time spent in the office. Autonomy is clearly in a central position in the current motivational theories.

The main point of giving autonomy is to provide guidance and help to the employees rather than giving directions on how to complete the task. According to Pink's (2011) book on testing autonomy by giving employees a chance to use part of working time for a chosen development project. This level of autonomy resulted in innovative creation of products and ideas, which many organisations are currently using (Pink 2011, p. 86). These case examples are providing that if not ultimate, then some aspect of autonomy will be beneficial for the organisation. (Pink 2011, p. 86)

Secondly, mastery is suggested to be a driver that motivates employees, having challenging tasks which are not too complex neither too easy results in getting better and better with work that matters (Furnham & Treglown 2018, pp. 33-34). It is proved that tasks which are too problematic causes anxiety, and tasks that are too simple and leads to boredom. People are naturally willing to learn and

develop, environment which encourages to such growth is motivating to employees (Pink 2011, p. 86).

Lastly, purpose which supports the natural reason where people are happy to contribute towards common purpose and goal that is not only monetary profitable goal (Pink. 2011, p.86). The well-being of employees comes from rather reaching a purpose than monetary rewards. Human psychological needs will need to be filled for the person to reach health and well-being (Pink. 2011, p.86).

The idea of traditional "carrot and stick"-model is proven not to work in current environment. Equally incentive of money is proven to block creativity, which is needed in many cases in the modern work, when manual tasks are widely automated, and the nature of work has changed (Pink 2017). The current examples of motivation come from open source development, which is purely based on intrinsic motivation with free labour and no incentives (Pink 2011, pp. 15-17 & Lakhani & Wolf 2003). For example, Wikipedia represents an open source development and is currently the largest encyclopaedia (Pink 2011, pp. 21).

2.2.4 Motivation 3.0

Systems of motivation change according to the changing world. Motivation 1.0 suggested that the human only need to survive furthermore moving to the Motivation 2.0, which highly supports the meaning of people reacting to a reward and punishment environment (Pink 2011, pp. 77-78). The 21st century motivation has moved from external rewards, carrot and stick world, towards a phase of Motivation 3.0. Motivation 3.0 concentrates on people's need to learn, create and live better in the world (Pink 2011, pp. 77-78).

Motivation 3.0 is fuelled according to Pink by intrinsic factors rather than extrinsic. Type I represents this Motivation 3.0. The motivators for Type I representatives are suggested to value freedom, challenge, and purpose when other motivators are welcome but not necessary (Pink 2011, pp. 77-79). These motivating factors are learnt patterns of behaviour, which can be adopted by anyone not depending on age, gender, or nationality (Pink 2011, pp. 77-79).

Intrinsically motivated Type I will usually seek solutions that are longer lasting and benefit business even after some time compared to a fast money reward reaching Type X. Type I is, according to Pink, an outperformer compared to Type X (Pink 2011, pp. 77-79).

2.2.5 Results-Only Work Environment (ROWE)

The Results-Only Work Environment model, later called also ROWE, emphasises the results of one's work encouraging employees to contribute. To put in another way, employee's commit to work rather than just show up and work classical 9 to 5 routine (Ressler & Thompson 2011, p. 1). Only the results will be measured, and employees are free to work as and when they wish.

"Each person is free to do whatever they want, whenever they want, as long as the work gets done" (Ressler and Thompson 2011, p. 66)

Voices behind working in a ROWE environment describes the work culture and the ideology of the current generations as trading work for money. Rather than previously they are devoting life for work and having an expectation to work for one company until retirement. The relationship between the company and the employee is currently different (Ressler and Thompson. 2011, p. 9). The changing behaviour of employees calls for actions from the employer side.

It is highlighted that having a flexibility to go to the dentist is not actually having flexible work. ROWE is putting the power for the employee to decide what to do and how to do, and when to work (Ressler and Thompson 2011, pp. 68-69). Individuals have naturally different times of the day when they work effectively, some prefer to work early on the mornings and others prefer to work late at night. ROWE enables all of us to work exactly when one wants and as long as the expected result is reached (Ressler and Thompson 2011, pp. 68-69).

The differences highlighted between ROWE and flexible work environment are illustrated below. The main idea is that the employee has a full control over their work and reaching the results of the work, employee is in control (Ressler & Thompson 2011. p. 69-70). The second important part is that there are clear goals which have deadlines. The importance of working in a team and meeting

timelines needs to be clear. The sense of urgency will have another meaning and tasks require precise deadlines due to nonspecific working hours. By having deadlines flexible working hours can be met. The ROWE environment is there-fore, enabling high control of tasks to each employee (Ressler & Thompson 2011. p. 69-70).

Comparison of flexible work and Result-Only-Work-Environment	
Flexible Work Arrangement	Results-Only Work Environment
Permission Required	No permission needed
Limited options – inflexible	Unlimited – fluid
Management controlled	Employee managed
Requires policies/ guidelines	Requires accountability/ clear goals
Focus on "time off"	Focus on "results"
High demand/ Low control	High demand/ High control

Table 1. Comparison between flexible working and ROWE (Ressler and Thompson 2011, p. 69)

The main idea is that an employee is not tied to a time but to have a freedom of working when and how it is suitable for him or her. The only concrete requirement is to complete the required tasks and reach the clear goal. In other words: to get the work done (Ressler & Thompson 2011, pp. 69-70).

3   Employee engagement in a business setting

The definition of employee engagement and meaning often overlaps with other terms in practicing literature. In academic research Saks (2006) defines job en-gagement to include cognitive, behavioural and emotional aspects. However, these can be separated from organisational engagement, including organisation behaviour and job involvement (Saks 2006).

Alternatively, employee engagement is described by feeling pride and loyalty to work for the organisation (Macleod & Clarke 2009, p. 9). Furthermore, an employee is being a great advocate for the company and going an extra mile to achieve results for internal and external stakeholders. This demonstrates great attitude and behaviour (Macleod & Clarke 2009, p. 9). An engaged employee is suggested to be more productive and more innovative, and an outcome is greater retention rate among other positive factors. The three mentioned attributes: attitude, behaviour and outcome, strengthen each other (Macleod & Clarke 2009, p. 9).

Employee engagement received more than 50 different definitions in a research completed by MacLeod (2009). Due to the complexity of defining the term there will be many differences in experiencing engagement at workplace. The definition or clarification to the term given by MacLeod is as follows:

"We believe it is most helpful to see employee engagement as a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being." (MacLeod. 2009, p. 9)

Towers Perrin definition of employee engagement:

"Employees' willingness and ability to contribute to company success. Put another way, engagement is the extent to which employees "go the extra mile" and put discretionary effort into their work – contributing more energy, creativity and passion on their job." (Towers Perrin 2008)

3.1 Overview of employee engagement

In order to understand employee engagement, Sale and Jones (2019) have listed four characteristics that build employee engagement and these characteristics are: commitment, motivation, success and well-being. Increasing and enabling these factors to grow in the workplace will contribute to a higher level of employee engagement (Sale & Jones 2019, p. 16).
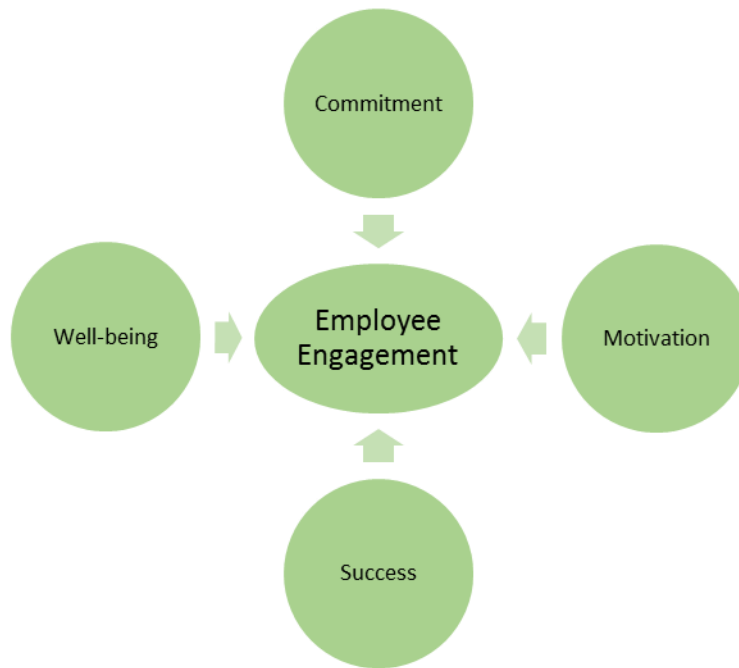
Figure 4. Employee Engagement (Sale & Jones 2019, p. 16)

While Sale and Jones (2019) concentrate on different factors that create engagement, Kahn suggest that there are three types of employees depending on their engagement level. There are engaged employees who are loyal, focused and enthusiastic (Kahn 1990). The second group involves disengaged employees who lack initiative and participation, they also might have increased absence. Third group of employees are actively disengaged employees who tend to be dishonest, demotivated and openly dissatisfied with workplace (Kahn 1990). Literature has defined that employee engagement relates to better organisational performance (Arkin 2011).

The benefits of the high rate of employee engagement are visible when measuring client feedback and average on leave of absence due to illness (Arkin 2011). Furthermore, the employee engagement rate impact increases when an organisation provides knowledge-based services rather than products, knowledge-based organisations include services such as banking and professional services industries. (Elliott & Corey 2018, pp. 2-3; Holbeche & Matthews 2012, p. 22).

Research for the happiest and unhappiest jobs highlights the importance of having a freedom in workplace and having an impact on workload. The research covered more than 25 000 replies and the results were collected over two-year timeline. The survey covered different categories that impact on employee happiness and engagement to organisation (Adams 2015).

The main findings of the study were that the occupations giving employees high level of independence generally create happiness (Adams. 2015). At the same time the top three of unhappiest jobs were jobs which give employees less flexibility and creativity, for instance security guard, merchandiser and salesperson (Adams. 2015). Conversely these results confront the retail chain Marks and Spencer which has succeeded in reaching high employee engagement scores (Elliott & Corey 2018, pp. 2-3).

The research suggested that the high employee engagement rates of Marks and Spencer follow the efforts and activity the organisation has taken in engaging employees at work (Elliott & Corey 2018, pp. 2-3). The employees show pride in working for the organisation, similarly the employer is investing in shared values and goals which the employer and employees agree such as sustainability. Also, proactively investing in employee's well-being despite the trading conditions are tough for traditional retail organisations in the rise of online businesses (Elliott & Corey 2018, pp. 2-3).

Therefore, the importance of actions taken within the organisation is increasingly valuable. According to Speitzer and Porath (2012) research of which revealed that happy employees which they like to call more precisely as thriving employees are 16% better performance overall and they are 32% more committed to the organisation than an average employee. These factors include that happy employees are more likely to show up to work as well as go beyond work duties (Speitzer & Porath 2012).

Provided that happy employees are more committed and perform better, how to ensure organisation has happy employees? The happiness research suggests that there are four aspects that can increase the level of happiness in the workplace (Kangasluoma 2019). Firstly, sharing the subjects that create happiness

within team members (Kangasluoma 2019). Secondly, it is suggested that feelings are contagious therefore if one is happy, others around senses it and feels happiness (Kangasluoma 2019).

Thirdly, it is highlighted that there are two different types of happiness in the hedonistic concentrating on happiness and things that bring temporary happiness. Furthermore, eudemonistic happiness that come from helping and supporting others, this is suggested to bring greater happiness, recognising these and the differences is important (Kangasluoma 2019). Lastly, concentrating on breathing exercise calms and relaxes as well as helps to concentrate to the moment (Kangasluoma 2019).

On the other hand, the research of Towers Perrin (2008) highlights the learning and growing opportunities, job security and work-life balance. According to the research of Tower Perrin (2008) employee engagement that studied nearly 90,000 employees. The research results revealed that employees are looking for opportunities for growth and learning during their employment (Towers Perrin 2008 & Sommers 2020). Furthermore, stability and security of the work were important requirements for employees to increase commitment to the organisation. As well as increasingly important topic for the employees were to be able to reach work-life balance. However, above all the employees wanted to share similar values and purpose with the organisation (Towers Perrin 2008).

There are many ways to prove the connection between employee engagement and business results, numerally and through employee engagement surveys. Companies such as Gallup, Glassdoor, and Best Companies rank top companies to work for using ratings from past and present employees, Glassdoor, being the main channel with over 41 million visits on its website monthly (Elliott & Corey 2018, p. 70).

In order to increase employee engagement there needs to be an understanding of the current situation. Current state analysis can be started by asking the following questions of the figure 5 (Sale & Jones 2019, p. 13). Furthermore, the answers provide guidelines for actions to reach a desired engagement level of the organisation (Sale & Jones 2019, p. 13).

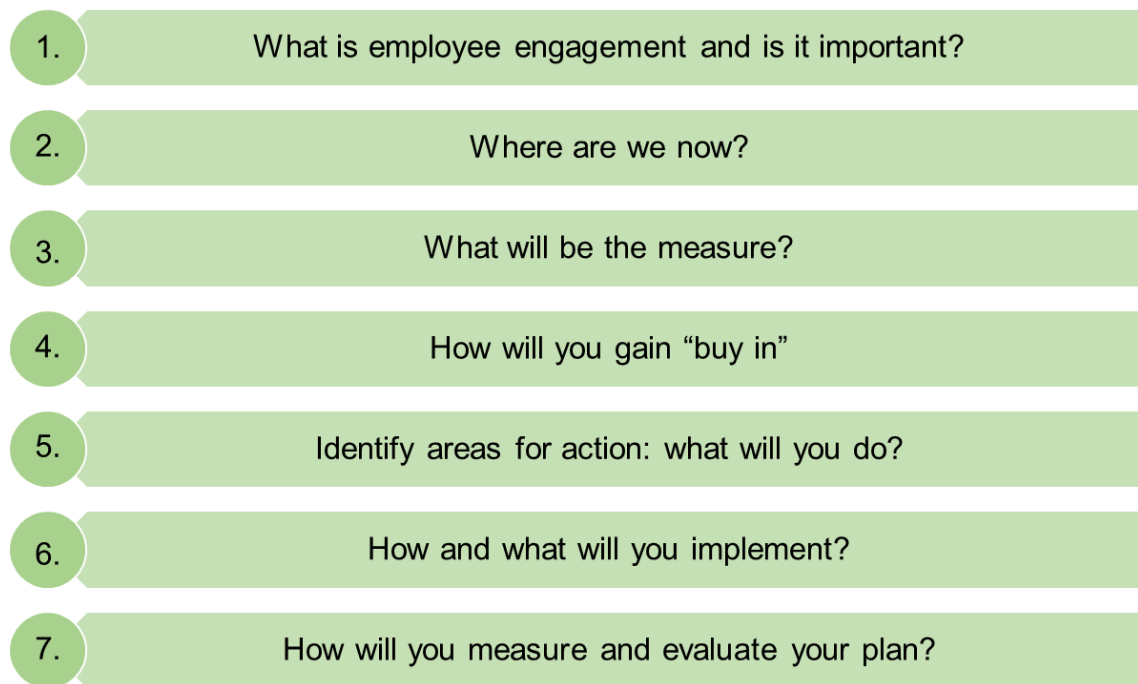| 1. | What is employee engagement and is it important? |
2.	Where are we now?
3.	What will be the measure?
4.	How will you gain "buy in"
5.	Identify areas for action: what will you do?
6.	How and what will you implement?
7.	How will you measure and evaluate your plan?

Figure 5. Seven steps to employee engagement (Sale & Jones 2019, p. 13)

While Smith and Bititci (2017) raise a critical point on sustainability of performance management measurement theories and the negative impact these can have on employee engagement. The suggestion is that managing and measuring performance in work environment will increase fear, reduce trust, possibly promote control and diminish employee engagement (Smith & Bititci 2017). The organisations should adopt a fear-free attitude towards management, openness, participation and democracy atmosphere (Smith & Bititci 2017).

Relationship between management skills and employee engagement seem to be clear. Similar ideas are found from international and Finnish literature, which suggest that there is a fine line in similar ideas and transitions within companies have happened or will happen in near future locally as well as globally.

Disengagement

Previously mentioned Kahn's (1990) three different categories of employees including two of these are disengaged. Considering Kahn's types of employees, what creates disengaged employees which surely all organisations want to avoid.

Furnham and Treglown (2018) have listed four factors that they believe create disenchanted employees at workplace. Firstly, 1) distrust to the company when the truth is different from the image that is given publicly about the company (Furnham & Treglown 2018, pp. 249-250). Secondly, inequality perceived by the employees especially around rewarding, promotion and assessment it is important to treat everyone fairly (Furnham & Treglown 2018, pp. 249-250).

Thirdly, bullying and mistreating employees will make employees trust the organisation less. Distrust within colleagues promote secretive and uncooperative environment (Furnham & Treglown 2018, pp. 249-250). And finally, having distrust in the management level towards employees will increase monitoring in the workplace. Also, the importance of keeping promises cannot be undermined, any promises made during the interview process or development discussions will need to be actioned and acted upon the employment lifecycle (Furnham & Treglown 2018, pp. 249-250).

3.2 Employee Engagement model: action areas

Employee engagement is a topic that has received attention only recently (Holbeche & Matthews 2012, p. 7). Subsequently there are only few employee engagement models developed, and the models have not gained the similar presence as the well-known motivational theories have.

Research around employee engagement is limited in academic publications although the topic is increasingly important. The characteristics of the employee engagement models considered in this research include that these are not widely known neither the models are old. Moreover, the theories will provide an overview of employee engagement.

Holbeche and Matthews (2012) include three fundamental drivers to the employee engagement: intellectual, social and emotional (Holbeche & Matthews

2012, p. 57). Intellectual refers to having a challenging role where one has a possibility to grow and learn. It is important to have a social connection to belong to a team. In wider context, corporate responsibility and organisations actions to the local community are increasingly important to the employees (Holbeche & Matthews 2012, p. 57).

Furthermore, emotional aspect refers to the organisations leadership team's values and do these connect with the employee values. (Holbeche & Matthews 2012, p. 57). It is easier to be engaged to the work if there is space for growth, the organisation is actively engaged to meaningful community events, and organisation and the employee have similar values. It is important to consider social, emotional and intellectual or mental aspects which implies that employee engagement is rather something that is experienced than purely based on the actions of the organisation.

Connection
Vision, Strategic narrative, customer focus, leadership, organization design, values, ethics & CSR

Scope
Job design & enrichment, empowerment, lifelong learning, career development, focus and flow

Intellectual

Employee engagement

Social

Emotional

Support
Empathy & concern, Supervision, feedback & coaching, Tools and resources, Learning & development, Recognition, Health & safety, Deliver on the employer brand

Voice
Communication, Consultation and participation in decisions & change, diversity & openness to new ideas, teamwork & teambuilding
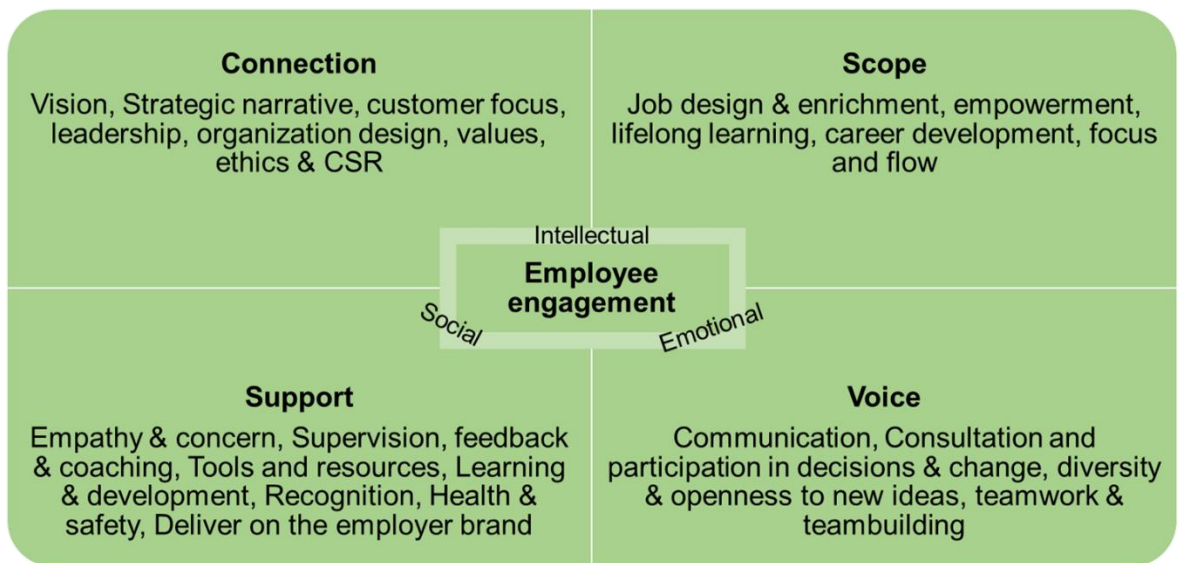
Figure 6. Employee engagement model: action areas (Holbeche & Matthews 2012, p. 300)

The employee engagement model includes four action areas to address increasing employee engagement levels. Firstly, connection reflects to contributing to the organisation's goals and what an individual can do to work towards the same goals, one example could be ethical behaviour (Holbeche & Matthews 2012, p.

298). Secondly, scope which refers to offering challenge and growth opportunities for employee. In addition, giving space for creativity will feed engagement (Holbeche & Matthews 2012, p. 299).

The third part of the model is support, which highlights the need of coaching others as well as showing empathy and consideration to colleagues (Holbeche & Matthews 2012, p. 298). Lastly, voice refers to having a voice to communicate with the team, sharing knowledge and giving others an opportunity to create an impact. (Holbeche & Matthews 2012, p. 299).

Employee engagement is an important topic in the human resource, learning and development perspective (Nolan 2011). The resources used for talent attraction and learning brings results when the employees commit to working for the organisation. Referring to the views of Sale and Jones (2019), the process of increasing employee engagement will need to be promoted from the management level (Sale & Jones 2019, p. 14). All the above-mentioned aspects build employee engagement: connection, scope, support and voice can be initiated by leadership or management team.

Engaging leadership characteristics will enforce the engagement levels of the employees. These characteristics include openness and honesty, approachability, visibility to frequently collaborate with the employees and leading by example (Holbeche & Matthews 2012, p. 298; Savaspuro 2019).

3.3 The Engagement Bridge model

Elliott and Corey (2018) have developed a model called the Engagement Bridge, the main idea of the bridge model is to highlight that employee engagement is a sum of many factors. The model includes 10 elements that are divided into two different categories: underpinning elements and connecting elements. (Elliott & Corey 2018, pp. 12-13)

The first part of the model is the underpinning category which includes foundational elements include for instance pay, benefit, wellbeing and workspace. The

model suggests that these elements will be required to build employee engagement into a stable ground. However, these factors alone will not engage workforce. (Elliott & Corey 2018, p. 17)
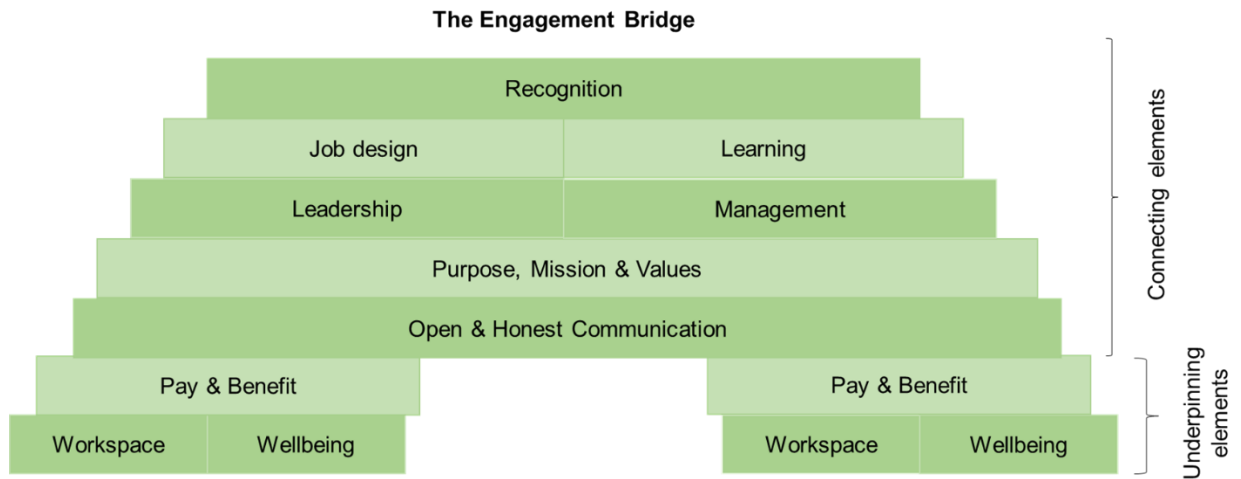

Figure 7. The Engagement Bridge model (Elliott & Corey 2018, pp. 12-13)

The second part of the model includes the connecting elements which are the ones that are building and creating employee engagement. Considering open and honest communication, the first problem is that often the employees hear about incidents, as well as understand the reasons and causes for employee unsatisfaction (Elliott & Corey 2018, p. 25). However, the information does not reach the top management. The main point is to reward the middle management and employees who speak up and enable anonymous communication to increase chances on receiving information (Elliott & Corey 2018, p. 25). This is connected to the previously mentioned iceberg of ignorance that suggests most information does not reach the top management (Elliott & Corey 2018, p. 24).

The purpose of organisations, mission and values, in other words what, why and how the employee is impacting the organisation. Understanding the purpose of organisations, mission and values the employee will understand what impact their work will have even widely to the society (Elliott & Corey 2018, p. 43).

Leadership is changing in the modern world from the command and control style to being humane and setting an example. Great leaders are expected to inspire

others, share recognition, trust employees and add value to the team (Elliott & Corey 2018, p. 70-72). Leadership and management are important factors in the engagement bridge, these are on the same line in the model to highlight the close connection. Management will have the power to hire and fire, which means that management has a direct link effecting on employee engagement (Elliott & Corey 2018, p. 86).

Job design has a part in employee engagement, and the topics to consider are the level of freedom in the role and if it can be increased and the result that can be achieved during the week. Lastly, what does the progress look like and where the role will develop to (Elliott & Corey 2018, p. 114). Learning and development in the workplace are important, when a job is designed to include progression continuous development is needed. Much of the traditional content creation has disappeared because technology has enabled huge amounts of information being spread the main point currently being in choosing the correct content (Elliott & Corey 2018, p. 130).

Recognition being the top part of the engagement bridge includes simple things as "thank you". It is highlighted that recognition needs to be timely, relevant, personal and fair to be effective (Elliott & Corey 2018, p. 150). In recognition and rewarding it is important to consider the achievement and evaluate if it was a personal success or teamwork effort (Elliott & Corey 2018, p. 150). Furthermore, to recognise and reward the team or the individual accordingly.

The model suggests that if an organisation utilises only one part of the model, underpinning elements or connecting elements, employee engagement is not in a firm ground. Moreover, any company should create a firm basis for employee engagement utilising underpinning elements and adding connecting elements (Elliott & Corey 2018, p. 13). Coupled with connecting elements and investing in any of the factors leads to a beginning in order to affect the organisation's employee engagement rate (Elliott & Corey 2018, p. 17).

3.4 Self-management in engagement perspective

Self-management is defined as taking the responsibility for one's behaviour, health and happiness (Oxford Dictionary). Similarly, Cambridge dictionary (2020)

defines self-managed as to make one's own decisions about organising work rather than being led and controlled by a manager.

The self-determination theory is based on Deci and Ryan's (2008) work linking personality, motivation, and optimal functioning. The theory highlights intrinsic and extrinsic motivation which will shape the basic human needs that will contribute to the intrinsic motivation (Savaspuro. 2019, p. 27). Therefore, the idea is to delegate responsibilities and decision making within the organisation in a new way, self-management in organisations is a new way of management although, on the background the power will remain with the same stakeholders as previously (Savaspuro 2019, p. 32).

There are two terms associated to be linked to the topic of self-management, when talking about individual's self-organisation, and self-governance when talking about a group working with shared power (Savaspuro 2019, p. 27).

Currently many organisations include self-management into the strategic operations, the positive element is that self-management is built into us naturally. The more there are possibilities to impact the daily tasks and working in one's own pace have a correlation to well-being at work as mentioned previously (Adams. 2015).

Referring to the views of Martela and Jarenko (2017), self-management has become a mantra at workplace. Firstly, their findings include that the world changes fast and all businesses are under disruptive new inventions. Siloed organisation and lengthy decision-making processes are not possible in the current environment (Martela & Jarenko 2017). Secondly, the tasks have changed and in the western world most routine and physical work can be or is already replaced, and this development happened quickly (Martela & Jarenko 2017). Thirdly, collaboration within organisation has transformed, in many cases there is no need for the management team to get involved. (Savaspuro 2019, p. 39; Martela & Jarenko 2017).

A research that concentrated on a person's inner assets and autonomy at workplace included 5 785 employee respondents from 70 organisations. The main three reasons that were identified as inner assets for employees at workplace

were in positions that enabled continuous learning and development opportunities, immediate feedback, and good team spirit (Savaspuro 2019).

Autonomy of work was only on the sixth place, although currently most employees have a possibility to work remotely that is part of increasing employee autonomy which was not possible previously. The results may reflect the fast-changing work environment, where there are multiple channels and medias that an employee can be reached at anytime and anywhere. Although, work is not tied to a workplace or worktime, the information load and connectedness to work through different devices can result to a feeling that one does not have autonomy over his or her workload. In conclusion the employee is surrounded by tied autonomy (Savaspuro 2019, pp. 46-47).

Self-managed organisations are often working towards agile, scrum and lean environments where the teams are self-managed. Team work as here does not overpower the importance of intrinsic motivation. Instead (of)intrinsic motivation is thought to be in an important part which will be increased through group work (Savaspuro. 2019, p. 28).

There are several examples of the companies that have transformed from traditional hierarchical management model to a self-managed organisation. The case examples of the organisations introducing the change to self-managed organisation are from different fields including banking, telecommunications, manufacturing, healthcare just to name some (Savaspuro 2019, pp. 29-31). The case organisations' life cycle is different from recently established start-ups to a well-known more than 100 years of history organisation (Savaspuro 2019, pp. 29-31). Therefore, following the case examples adopting self-management organisation is possible for any type of organisation.

The strategic aim for one of the case companies was to become one of the best companies to work for. The mindset within the organisation changed to result based instead of attention paid to working (Savaspuro 2019, pp. 29-31). At the same time the office space was transformed to an open office so that it is easy to approach colleagues and management (Savaspuro 2019, pp. 29-31).

A healthcare provider called Burtzorg is used as a case example organisation for utilising intrinsic motivation theory by forming teams of 12 employees without managers (Savaspuro 2019, pp. 29-31). The main idea is that support is provided to the employees by coaches when needed. The key for success in this kind of model is employee happiness, which is suggested to be proven by the quality of care provided by the nurses. The desired goal is not to work without managers but to reach the goal of providing better service in this care better care for the patients (Savaspuro 2019, pp. 29-31).
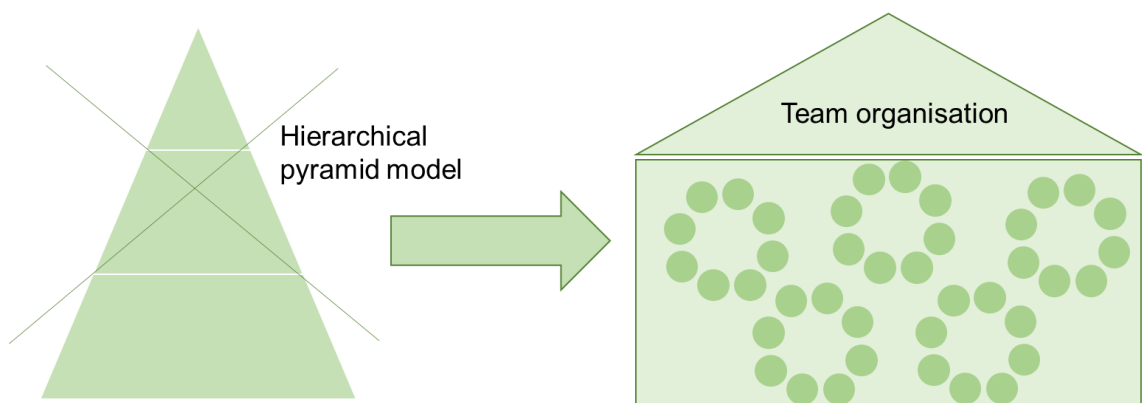
Figure 8. Team based model illustrated (Savaspuro. 2019, pp. 29-31)

The oldest leadership style, which is still typical in many modern-day organisations is a hierarchical model. In this model the employees are led from the top to the lower levels (Savaspuro. 2019; 29-31). Work environment that concentrates on teal organisational model spreads ability for decision making and transparency in the work environment becomes a self-evidential. When the organisation has a clear policy in place to resolve conflicts and decision-making process, the management level becomes less necessary in keeping control and giving guidance.

Keeping in mind the happiness factors for employees, when the organisation prepares on bringing meaningfulness to the daily work of an employee, they are more likely to make wise decisions as well as be more engaged to reach the organisations goals (Savaspuro 2019, pp. 29-31). Furthermore, requirements for managing employees are changing when employees are self-managed. In other

words, the management needs different methods to managing compared to traditional hierarchical model (Savaspuro 2019, pp. 29-31).

Referring to the views of Savaspuro, during the recruitment processes the organisation should be very conscious when advertising the organisation as a low hierarchy. (Savaspuro 2019, p. 32). Advertising rooms for autonomy and self-management are misleading in the light of aiming to lower hierarchy in the organisations when there is often central management (Savaspuro 2019, p. 32). Also, it should be considered that people are selfish, by nature, and require orders in many occasions (Savaspuro 2019, p. 32).

Current trends include that organisations are reaching towards continuously better results with less workforce in the rapidly changing world. It should be noted that self-management should not lead to more responsibility with less influence (Savaspuro 2019, p. 32). Moreover, this is against the self-management ideology and can lead to weakened opportunity of self-determination and even increase employee anxiety levels (Savaspuro 2019, p. 32). Furthermore, in the situation where the management team does not have the answers to the complicated fast changing business environment requirements self-management strategy should not be the solution (Savaspuro 2019, p. 32). In conclusion, self-management is not a result for management to spread responsibility and solve issues (Savaspuro 2019, p. 32).

With this in mind, there are concerns in the organisations choosing to work as self-management-based organisations as there is no evidence-based conversation, only case study examples. Savaspuro suggests that no conclusions can be drawn using case examples only themes of what works and what does not (Savaspuro 2019, pp. 29-31). Furthermore, self-management is a new approach, it is notable that hierarchical so-called old style of management has enabled organisations to be successful and stay in business for decades (Savaspuro 2019, p. 32). Therefore, the old management model should not be underestimated.

3.5 Collaboration model (Teal)

Evolution of collaboration has developed to the self-management culture. Self-managed organisation is a complete opposite to a highly formal, hierarchical organisation. Laloux (2015) has illustrated the transformation of organisations management model called "Evolutionary breakthroughs in human collaboration". It is suggested that the current stage in organisational collaboration is called Teal. The self-management model is introduced in some organisations with a key breakthrough idea of wholeness and evolutionary purpose. The main idea in a self-management environment is that all employees work towards the same goal, and it is each and everyone's responsibility to reach the goal (Laloux 2015).

Evolutionary Breakthroughs in Human Collaboration

Colour	Description	Guiding Metaphor	Key Breakthroughs	Current Examples
Red				
	Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short term focus.	Wolf pack	• Division of labour • Command authority	• Organised crime • Street gangs • Tribal militias
Amber				
	Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past.	Army	• Formal roles (stable and scalable hierarchies) • Stable, replicable processes (long-term perspective)	• Catholic church • Military • Mort government organisations (public school system, police departments)
Orange				
	Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, freedom over how).	Machine	• Innovation • Accountability • Meritocracy	• Multinational companies • Investment banks • Charter schools
Green				
	Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as a primary purpose.	Family	• Empowerment • Egalitarian management • Stakeholder model	Businesses known for idealistic practices (Ben & Jerry's, Southwest Airlines, Zappos)
Teal				
	Self-management replaces hierarchical pyramid. Organisations are seen as living entities oriented toward realising their potential	Living organism	Self-management Wholeness Evolutionary purpose	A few pioneering organisations

Table 2. Evolutionary Breakthroughs in Human Collaboration (Laloux 2014)

Teal model has been created by Laloux (2014) when he discovered that many organisations tend to focus on self-management that replaces the traditional hierarchical pyramid operating model of the organisations. It is also recognised that many organisations are lacking purpose or passion as well as leaders are getting tired of running power games. Therefore, it is suggested that organisations could

be widely ready for the next organisational model called teal. The teal model concentrates on sharing power, self-management and delegating power to enable faster decision-making processes (Laloux 2014; Laloux 2015).

In collaborative organisations the real benefit comes from employees' possibility to provide input in their daily work (Savaspuro 2019, p. 27). There is a greater possibility to set targets and manage one's own workload from the details of where and when to work, as well as the work will be delegated between the employees and everyone is able to make decisions of their own work (Savaspuro 2019, p. 27).

Nevertheless, the model has received some criticism. It is argued that organisations using teal model in decision-making process do not split the power equally and the responsibility falls often for the leaders (Savaspuro 2019, pp. 26-27). Therefore, it is recognised that many teal organisations do have hierarchy of some sort due to uneven delegation of power and ownership (Savaspuro 2019, pp. 26-27).

Also, it is suggested that teal organisations are concentrated on filing the highest levels of revenue, rather to work towards ethical and sustainable business results (Savaspuro 2019, p. 29-31). This is due to individuals having the possibility to impact on the organisation's functions.

4 Research implementation

The research strategy and research method are chosen depending on the research questions (Hirsjärvi et al. 2004, p. 128). The aim of the research is to approve the interplay between work motivation and employee engagement further on to compare the public sector and private sector employee experience of the topic.

4.1 Research method

The research is completed by using qualitative research method in order to understand the topic and clearly focusing on the respondent's perspective (Cook & Reichardt 1979). During qualitative research it is important to highlight the focus

and target of the research (Cook & Reichardt 1979). Also, this research method provides a possibility for the researcher to learn from the focus group as the responses can include answers that are not considered during the research.

The qualitative research approaches have been separated into different categories; these are referred as "*methodological currents of thought*" (Marshall & Rossman 2011, p.17). The methods aim to explain the different theoretical and empirical ways to research a phenomenon. The negative side of qualitative research is that the sample group size is smaller. Therefore, the choosing the best suited research method is important.

General norms for academic research were developed by a sociologist Robert Merton. The norms guide the work of a researcher, the first norm is universalism which means that the claim must be objective from personal views (Hirsjärvi et al. 2004, p. 23). Secondly, communality which refers that the findings are common property, it is thought that progress relies on open communication and sharing (Hirsjärvi et al. 2004, p. 23). Thirdly, disinterestedness where the research results are published without bias. Lastly, organised scepticism, the results need to be released to be reviewed and replicated by other researchers (BITSS; Hirsjärvi 2004, pp. 25-26).

Research which uses the qualitative research method includes a question: what is the meaning of the research topic during the study? Vilkka (2015) requests a researcher to define the meaning of the study if the research is based on experience or perception (Vilkka 2015, pp. 118-119). The meaning of this research is to find a relationship between motivation and engagement. Furthermore, to research if there are differences on the motivational and engagement factors between the public and private sectors, these replies are based on the experience of the respondents' current workplace.

Furthermore, it is important to remember that the relationship between experience and perception is complicated. Experience is always based on personal knowledge and perceptions come from traditions or typical ways of thinking. Moreover, it is important to keep in mind that the respondent may not be fully understood. Also, the questions asked are based fully on the interviewer's own

experience and understanding (Vilkka 2015, pp. 118-119). The risk of misunderstanding of the question is somewhat smaller in most qualitative researches than quantitative questionnaires.

Grounded theory

The research uses the grounded theory method, which was introduced by Glaser and Strauss on 1967, the theory has evolved during the years to its current format (Marshall & Rossman 2011 and Seale et al. 2007, p. 80). Grounded theory principles are used to form an answer to the research questions utilising theoretical framework. Also, data acquired during the qualitative research is used to ensure that the data is related to the existing theory although new findings would appear. This research is based on the grounded theory where the theoretical information will be closely analysed. The aim of using the grounded theory is to construct a new theory or improve existing theory as in this research (Silverman 2013, p.108-109).

The research will use existing motivational theories and concepts of employee engagement in a business setting. Furthermore, it will compare the current information to the new data gathered during the research. In a grounded theory special interest will be given to empirical data gathered during the research (Silverman 2013, pp.108-109; Marshall & Rossman 2011, p.17).

4.2   Collecting research material

The theoretical part of the research uses wide variety of sources: books, academic articles, research results and published research materials. The sources used for this research are mainly international, written in English, and some were national from Finland.

The empirical part of the research was conducted by using semi-structured interview. Semi-structured interview is the most common way to conduct a qualitative research (Vilkka 2015, pp. 123-124). The most relevant topics or themes from the research question will be discussed during the semi-structured interview. The aim is that all themes are covered during the interview and the interviewee covers all topics in the order that is logical for the interviewee (Vilkka 2015, pp. 123-124).

The study is conducted using the qualitative research method. During the interviews there is a possibility to gain information from the interviewees that has not been thought of earlier. This will be important as both concepts, motivation and engagement, are subjective and largely based on feeling rather than numerical truth.

A set of questions is asked from the interviewees to guarantee that the research finds the answers to the same questions, this way it is ensured that there is a common goal and structure. However, the interviewee can steer the results of the research to the direction that is important for the interviewee, which is important for a subjective topic as the one researched here. Conducting qualitative interviews, the researcher ensures that the research considers all possible trends and viewpoints which may not have been raised earlier.

Furthermore, the qualitative research method is a process itself, the researcher learns during the data collection process, interviews or focus group meetings (Valli et al. 2018, pp. 73-75). It can also be said that the research process is a learning curve for the researcher (Valli et al.2018, pp. 73-75). When conducting qualitative research, the relationship between the researcher and the respondent is closer than when conducting quantitative research (Grey 2017, p. 209). At the beginning of the research process the stages of the research may not be clear. However, the solutions on research task and collecting information will be clarified during the process (Valli et al. 2018, pp. 73-75). The relationship between the theory and the research findings are clarified through conversation when the research results are developing (Grey 2017, p. 209).

During the interview stage the researcher collects large amounts of data (Berg & Lune 2014, p. 55). There are different ways of storing the interview data from recording to typing detailed notes. Firstly, in the data collection organisation process the collected data should be reduced, the stage is called reduction stage. During this stage the data will be transcribed into print in order to be easily accessible and coded (Berg & Lune 2014, p. 55). The method chosen to be used in the research is to record each interview. This enables the data to be replayed and transcribed with limited possibility for the interviewer to impact the respondents' answers. To continue with the process, of reduction of data it can be useful

to create data display that includes a table of frequently appearing themes, phrases or terms used by the respondents (Berg & Lune 2014, p. 56).

4.3 Research analysis

Research material analysis and processing starts as soon as possible after the material is collected. This approach ensures that the collected data is correct and there is a possibility to ask supplement questions in case it is needed from the respondents. (Hirsjärvi et al 2004, pp. 218-219.)

During the research analysis part, the results are presented through commonly appearing themes of the interviews which is the case in this research. In addition, it should be noted that often qualitative research answers are based on a text format rather than numeric answers due to the number of respondents (Grey 2017, p. 209). This means that the research results do not provide results that are easy to be duplicated on the following research, rather viewpoints and representation of current views. If attempting to duplicate the research the surrounding factors should be taken into consideration, it could be argued that changes in political, economic, and social matters effect the employees' relationship to work and in addition to motivation and employee engagement.

5 Research results

This chapter explains how the data was collected and describes the demographic information of the sampling group. Moreover, it covers the empirical research findings. The results part covers and analyses themes that dominated the answers of the interviews. The results are reflected and compared to the theoretical findings. Finally, the reliability and validity of the research are evaluated.

In the beginning of the interview the purpose and reason for the interview was explained. It was highlighted that the purpose of the interview is to find out the interviewee's individual experience and opinion of work motivation and employee engagement factors. There was no need to mention the organisation's name, where the individual works, instead of the concentration was put on the sector

public or private. The interviews were recorded and transcribed within a week of the interview to ensure the timely manner in processing the data.

The empirical research result handling and evaluation is in an important part to ensure that the main research findings are presented (Hirsjärvi et al 2004, p. 213). Also, an evaluation of the hypothesis result is presented. Specific interest is given to differences and similarities of work motivation and employee engagement in the public and private sectors.

5.1 Data collection and sampling group

The interviewees are selected in merits of having specialist knowledge or being experienced in the field in any other way to provide information of the research topic (Vilkka 2015, pp. 134-135). Furthermore, the interviewees were invited to share their thoughts of this research based on the following criteria. Provided that this research studies work motivation and employee engagement; the requirement was that all interviewees were employed. With employed it is meant that the respondents have a contract of employment and they are employed for salary. Secondly, the qualifying aspect is that the interviewee does not have management or leadership responsibilities. In other words, all respondents are employees in non-managerial position in an organisation that functions in public or private sector.

The first part of the interview was to find out background information of the respondents. The information that was gathered was age, gender, career length in the field of representations, public or private, education. The second part of the interview was to cover the interview questions which is covered on the following chapter.

The first prerequisite for completing the interview was that all interviewees live and work in the Helsinki metropolitan area. Therefore, the research findings represent the population of this area. As a result, the findings of the research are reflecting thoughts and opinions from one region. It should be noted that in Finland many organisations and large part of population is based in the Helsinki area

where the interviews were conducted. Consequently, the competition of employees and retaining talent is possibly more difficult due to the number of available opportunities in the area.

The respondents represented both women and men and they were all millennials, born between 1981 and 1996 (Dimock 2019). The respondents' career length working for the current employer was anything between one to eleven years, the median career length being three years. In this research the median is used due to the large gap between years in service, and average years of service are very high due to few very long careers. Average and median years in service for the current employer were similar within both private and public sectors.

Due to the age and length of service it is difficult to come into a conclusion if the career in public sector is longer than the career in the private sector. Therefore, the hypothesis that the public career is a career for life cannot be proven correct or incorrect in this research. This validation requires further research with a larger sample group.

All the respondents, except one, work for a large organisation. In this context the organisation size is larger than 250 employees, over a medium size enterprise. For the research purposes, it is a good coincidence that the respondents represent similar sized organisations. Although that was not part of a research plan, it is a factor that can help to understand the level of organisation actions on motivational and employee engagement aspects.

The respondents' highest education level had major differences between having vocational education and master level education from a university or university of applied sciences. In the research the public sector employees had in average a higher level of education than the private sector employees.

5.2 Research findings

The second part of the interview concentrated on researching the motivation and employee engagement related questions. Overall, the respondents felt motivated about their work answers and many highlighted that their organisations recognise the need to ensure that employees are motivated. Many interviewees seemed to

understand the market and the position their organisation in comparison to the competitors on public and private sectors.

According to the literature, there are three main reasons for millennials to leave their current employment, these same themes came up during the research frequently. Firstly, it is due to dissatisfaction with pay and rewards 43% agreeing with this (Deloitte Millennial Survey 2019). During the interviews salary was mentioned several occasions as a factor that impacts on motivation and engagement. Also, it was mentioned that the competitors have better pay in the private sector. Furthermore, a noticeable fact is that the public sector has much less rewards and in the private sector the rewards tend to be given rarely.

Secondly, the main reason for leaving an employment were opportunities for advancement in career. Thirdly, learning and development opportunities which are all methods of engagement (Deloitte Millennial Survey 2019). Also, during the interviews career progression, learning and development opportunities were mentioned both within the public and private sector employees. For interviewees it is important to advance skills and learn new.

Enjoyable tasks at work

In the public sector interviews the main aspect impacting enjoyability of work is the clients. Most interviewees raised that clients are the important reason to work, and that there is a possibility to feel the value which one's own actions bring to the clients. Public sector is an employer that provides stability and the nature of the work is not distinguished as focused on customer centrism. Therefore, this is an interesting finding since often in the private sector, clients are mentioned as the focus of the business. On the contrary, the private sector interviewees did not mention clients during any part of the interview.

Also, collaboration with colleagues is an important factor in building enjoyability of work. During the public sector interviews, it was highlighted that enjoyment of work builds up from for example continuous development and learning opportunities. As well as having an opportunity to plan and develop processes and own role within organisation.

The development of one's own position reflected to the self-management opportunities that were at work. Good side of work was mentioned to be a versatility of the role and not having two days that are the same.

On the other hand, respondents working in the private sector mentioned that they enjoy challenging and versatile tasks as well as holding many ropes at the same time in different projects. It was mentioned in various interviews that using one's own specialist knowledge and working with different internal stakeholders to understand business beyond own teams' tasks was motivating. Also, the interviewees mentioned that introducing and helping colleagues was motivating.

Furthermore, the positions that include self-management, as well as having a possibility to continuously learn in the position, brings a feeling of success. In conclusion the private sector employees enjoy working in development projects which should include project management. Level of independence and self-management is seen as a positive aspect.

Management

The expectations from management were discussed to find out the impact of management on the workplace. In public sector few interviewees mentioned that their role is self-managed and independent, there is no daily collaboration between the employee and the management team. Therefore, the role is based fully on self-management. In case the needed support and assistance is available from colleagues however, there are no regular sparring sessions. Recent discussion and transfer relating to self-management, and how far can employees be expected to work self-managed is important to remember. In this case it was suggested that self-management does not include much of support or guidance. For an employee having that freedom of mastering one's own work can have a positive impact on the outcome. However, having self-managed position and possibly a flexible work arrangement, a possibility to work remotely and flexible hours, could reduce the feeling of belonging to a work community and lower the possibility of receiving support when needed. This can lead to cause problems in differentiating work from time off and managing one's own wellbeing and personal time.

In self-managed roles or organisations that do not aim to reach monetary benefit, as is the case in public sector workplaces, the danger is that the work is completed to different standards and according to personal preferences. Also, it is difficult to ensure all professionals reach the same standards of work unless there are clear processes in place. Alternatively, in another end of control, some respondents in public sector indicated that their role is micro-managed.

During the interviews it came up that in some public sector organisations the management team lacks respect from the employees. The interviewees felt that the lack of respect is partly dependent on the internal communication and transparency. It was raised that the team's spirit is affected by the manager although the employees are working well together, the management affects the team spirit negatively.

Furthermore, respondents expect timely and open communication in the work environment. This includes that the communication comes through official sources that reach everyone at the same time. It was mentioned that currently the information does not reach everyone and there is space for rumours. The importance of communication on introduction of change management is also mentioned in an interview.

When discussing communication, the need for performance management was highlighted. The interviewees mentioned that the results of the work are measured purely in numbers. However, receiving qualitative feedback on performance and information on expectation meeting is valuable. The interviewees felt that the work is client centric, meanwhile the personal targets were number focused rather than to increase client satisfaction which they thought was the most important factor. In addition, the client centrism was on a focus on the opinion of the interviewee rather than the management team targets that are not necessarily as client centric.

The public sector interviews raised a point that the management team does not necessarily have qualifications to work in a management position. Often the promotions to leadership roles happen through a long career without simultaneously acquiring necessary management knowledge. Another concern that was raised

through the interview was managements' reliability, trustworthiness and ability to provide support. One interviewee concluded that a manager needs to be persuasive and precise to be a leader. Goals should be equally clear so that all employees work towards the same goal. To conclude the team needs to have clear targets so that all can work towards same goal.

During the interviews it came up that the private organisations have different management styles. Some of the interviewees suggested that the work environment is self-managed and that there is a great level of independence. Furthermore, the management trusts that the work is completed to the deadline. However, it was also suggested that management support and guidance is required to learn and develop skills further. One interviewee felt that there was so much independence that it reflects to a lack of support to complete own role.

Few private sector interviewees also mentioned the quality of management. Generally, the interviewees indicated that their feeling is that there is no management, only one large team which is consequently responsible for the organisation's success. During one interview it was mentioned that the management concentrates on numbers, which makes working environment feel robotic and lacking flexibility. Similar aspect was raised on the public sector, this indicates that the organisation concentrates on profitability or saving, and other important aspects are dismissed.

However, one interviewee thought that their organisation collects frequently feedback from the employees in order to measure employee satisfaction and the respondent indicated that it feels like the organisation cares about the feedback. On the other hand, some organisations have invested in management. As one respondent mentioned that they have exemplary leadership where, the manager has time for a regular conversation showing interest in individual development.

Increasing employee motivation

In the motivational questions how to increase employee motivation the literature suggests that the motivational aspects are personal. People are individuals who are motivated by different factors and understanding the individual motivation is more important than categorising or stereotyping groups (MacRae & Furnham

2017, p.33). The aim is to find motivational factors and compare the trends between public and private sector. In a work environment it is important for the manager to realise the motivational factors of an individual.

Within the public sector employees, it was suggested that the change should be employee driven; at least the work environment should have a way to be heard when changes are driven in the organisation. The common view was that the management is currently running change through too quickly without a prior notice and the employees do not have a possibility to impact on the change or the process.

Additionally, it was noted that the employees have a very little or no impact on the daily processes. It was mentioned that the management decides the processes which effect the daily work. It was suggested that clear processes would increase the motivational aspects of work. The clear process would have only a few systems to enter data and clear workflow instead of having different systems and with only some information.

Motivational aspects were also found form the employer actions, for example, holding regular coaching meetings with the employees to ensure that the employee gets support and feedback. One interviewee mentioned that having open and honest communication, as well as respect within the team and between the manager, is important.

It was also revealed that sharing knowledge and best practices within a team of colleagues would increase motivation within the workplace both in environments that include independent and group work.

Also, having a knowledgeable team and flexibility increases employee motivation. For example, an opportunity to work remotely from home and a possibility to use annual leave flexibly is important. Furthermore, flexible working hours were raised as motivational factors. It was mentioned that the flexibility works both ways and the interviewees are happy to be flexible when the environment allows it.

On the other hand, in the private sector the employees expect the management to participate in conversations of career development opportunities within the organisation. This was described to increase the possibility for the employee to stay in the current organisation for longer term. It was also highlighted that the progression does not need to be upwards, but to different function or to learn a new task to provide challenge and gain understanding of the organisation thoroughly.

Increasing employee engagement

In the public sector the employers' methods engaging employees were mainly limited to learning and development. Also, flexibility in applying for a leave and offering job security were the main aspects of engagement methods.

Many interviewees advised that the employer offers training opportunities and that it would be possible to purchase occupational literature on the employer's expense. On the top of the mandatory trainings. Also, the employees can suggest trainings that benefit developing the professional skills that are needed in the changing environment. It became apparent that in some public sector positions the employees contribute to their daily processes.

Contractual terms were mentioned when asking about employee engagement. It was mentioned that receiving a permanent contract after temporary contract of employment increased the level of engagement to the work. The permanent contract ensured the feeling of stability and longer-term planning of career for the employer. Also, it was mentioned that impacting the work rhythm and having possibility to choose working hours according to personal circumstances is important. Work life balance is ensured by a possibility to request unpaid leave for any reasons, personal development or family requirements.

In the private sector the engagement methods included widely benefits from the company products or services that the organisation offers. Also rewards, healthcare benefit and employee events were mentioned as tools used to engage employees. During an interview it was mentioned that it is widely known that organisation's salaries are lower than those of the competitors within similar field of

business. It was also mentioned that colleagues having short term contracts affects the teams' engagement level. Some mentioned that the benefits received from employer target the well-being of the employees

It is suggested that a work environment concentrates on the strengths of the individuals, which makes the employees to utilise their skills and develop these further. As well as the opportunity to learn and develop skills further were mentioned during few interviews. However, it was recognised that there were only few trainings available.

Furthermore, effective communication, both ways, to ensure openness and honesty was mentioned as an important aspect. The interviewees highlighted the need for being able to give feedback for the employer to develop processes and routines according to employee needs.

Positive aspects of work

During the interview the conversation was shifted towards positive aspects of work. In the interviews in the public sector, it was mentioned that clients were an important and positive part of the work. Clients were mentioned as an important stakeholder group and a reason to work in the field. Also, colleagues, with specialist knowledge and skills, were raised as an important factor of enjoying work. It came up that being surrounded by skilful colleagues is enjoyable.

During an interview it was also noted that the management team is responsible to recruit and manage talent in the team. Managing a team that has a good atmosphere works better. One interviewee described their team as diverse and well-functioning, with all colleagues having different specialist knowledge but working towards the same goal.

The nature of work was mentioned to be versatile and challenging in public sector. One interviewee also mentioned that the motivation comes from having pleasant content in work. Although the salary does not compensate the expertise or the educational level the content makes the work interesting.

In the private sector most of the respondents work for a large employer. Variety of different positive aspects of work environment were mentioned during the interviews. Some of these were for example that the employment feels secure, the organisation has a great reputation and flexibility. Interviewees also highlighted that colleagues are an important part of daily work and increase the level of engagement to the workplace.

It was mentioned that a possibility to have an impact on own workload and flexibility in context of time and workplace increased the level of enjoyment of work. During the interviews it did not come up that any of the workplaces have implemented results only work environment fully. However, the interviewees were positively impacted by having a greater level of independence.

During one interview it was highlighted that there is a feeling that all employees are part of the organisation. This means working towards results together by having clear goals and targets which encourages to perform daily to high standards.

Also, sharing the same values with the organisation, such as sustainability, was mentioned to increase the job satisfaction. It is proven that it is easier to work for a company that has similar values with the employee. Supportive management was stated as a factor for making the work more enjoyable.

Employee retention

Lastly, the research wanted to find answers to the interviewees' dedication and persistence working for the same organisation. The interviewees were asked whether they see themselves working for the organisation after 2 two years and/ or after five years.

All the interviewees were millennials which may have an impact on the responses. According to the previous research there are trends that seem to appear when discussing the age group. One of these is an engagement to workplace; a research has found that 43% of millennials plan to change workplace within two years, and only 28% are planning to stay longer than five years within the organisation (2018 Deloitte Millennials survey). This research showed a clear

difference in the employee engagement when comparing the public and the private sector. It became apparent that the respondents working for the public sector organisations were more likely answer that they are happy to continue working for the same employer both in two- and five-years' time. To be precise all respondents working in the public sector saw themselves working for the same employer still after five years. The private sector's responses matched closer to the previous researches' responses.

All respondents of the public sector interviewees were happy to stay in the same organisation for two years and one mentioned that the target is to shift to slightly a different position after the two years. Many of the interviewees responded that there are no opportunities to receive a promotion or grow into a higher-level position after the five years in the organisation. Although the interviewees wanted to move to a new role, they expressed and understanding that the growth is not possible. However, the respondents had recognised an opportunity to gain knowledge and grow professionally.

In the private sector most of the interviewees feel that two years is a realistic time to stay in employment. However, when asking if they would like to stay with the same organisation for five years multiple interviewees suggest that they could stay with the same employer, but hopefully the work task is different and that there is a possibility for career progression.

The reluctancy of an organisation to offer different tasks came up in different interviews. The interviewees mentioned in some occasions that the employer has good reputation which reflects to the overall stability of the workplace and position within the organisation.

6   Summary and reliability

It is important for the organisations, currently and increasingly in future, to ensure personnel wellbeing and commitment to work. Digitalisation and development have changed the ways of working both in public and private sectors. It is likely that the rapid change will continue in future. Also, in many fields of business, the

traditional players are challenged by new innovative start-up companies, which further on challenges the organisations in the competitive market of personnel.

The research priority was to research the relationship between motivation and employee engagement and determine similarities and differences between public and private sector. The aim of the study was to research, what impacts employee motivation and present actions that are taken to advance employee engagement. The responses of the interviews compare the position between public and private sectors.

Theoretical framework is based on the early motivational theories, contemporary motivational theories, and employee engagement theories as well as self-management which is in an important role in the modern work environment. Motivation and employee engagement are emphasized in the changing work environment. Organisations' emphasis should be in retaining workforce by hearing and acting upon the employees' requirements, on providing training, and career development opportunities with long-term plans. Employees' engagement to workplace should be kept on the high level to retain talent.

6.1 Summary

Personnel is the largest cost for the businesses of any kind. Therefore, having motivated employees and a high employee retention make a difference to client satisfaction and business profitability. The goal of the research is to find motivating aspects of work and factors that make employees engaged to work. In the summary part theoretical knowledge is reflected to the empirical findings of the research (Hirsjärvi et al 2004. p. 213).

The interplay between motivation and engagement is clear. Employee engagement can be described as an outcome of motivation, the interplay between these two is complicated as different things motivate employees and engagement is experienced differently by individuals. All the interviewees appeared motivated to their work following this most interviewees were also happy to stay in the same organisation if not five years than two years.

Work is experienced motivating by most of the interviewees, both in the public and private sector. The research identified that in the public sector the main motivational factor were clients. It was mentioned in most of the public sector interviews that clients are an important part of the work, and the meaning of work came from the client experience. This was surprising to find out because more often the importance of clients is brought up in the private sector organisations. Although the private sector comes up with the client centric phrases and thoughts, maybe in the end this is not fully embraced in the employee level. Many public sector interviewees said that they work for the clients and good client feedback gives them a feeling of succeeding at work.

Also, the importance of colleagues was mentioned in many interviews. The work environment with sharing the knowledge and receiving support from colleagues is important both in public and private sectors. Colleagues were also mentioned to increase a level of engagement to work.

Self-management has become more and more important in the currently changing work environment. In both public sector and private sector interviews the respondents mentioned self-management. It is apparent that in different work environments a different degree of self-management is required. Some respondents mentioned that their work is completely self-managed.

According to the literature case examples, this is a very effective way to get an entire team works self-managed towards a common goal. The group needs a clear target and a result to reach to be able to succeed. After all, the change to result targeted work environment happens through leadership. It is likely that not all environments are adaptable to new ways. Summarising that the development of management style is dependent on the culture of the workplace.

Management and leadership are clearly an important factor on motivation and employee engagement. It was mentioned in many interviews and mostly the responses were positive. However, in some work environments the management worsens the atmosphere of the workplace. In few occasions the public sector interviewees mentioned that their management team has gained the position via a long career or relationships, resulting that there are limited people leading skills.

In these occasions, the team spirit of the workplace was mentioned to deteriorate. In comparison, many interviewees suggested that the management is reliable and the support they require is available.

Communication, in both public sector and private sector, was mentioned in a negative sense. The interviewees mentioned that necessary information in the organisation did not reach employees in timely manner and that information was shattered to different channels. During the interviews it was highlighted that not receiving information timely and directly from the organisation or the management team created unhappiness and disengagement. The literature review showed similar cause and effect reaction. Therefore, it can be summarised that in the public and private sector communication in everyday work and during change is important for employee engagement and motivation.

Furthermore, as a motivational factor the interviewees mentioned job security. Some of the private sector respondents mentioned that the employer they work for is a large organisation with a good reputation. Therefore, the respondents want to continue working for the organisation. This proves that the early Maslow motivational theory cannot be dismissed although work itself has changes from the times of creating the theory.

It should be noted that most of the literature is based on international researches and that the empirical research is carried out in Finland. The presumption was that the theoretical knowledge may not support the findings due to the global literature. However, this appears to be incorrect as the motivation and employee engagement theories correspond well with the empirical research.

The main aspects of the employee motivation and engagement are related to people and interaction between people currently, which arises in many interviews. This will offer a challenge for the employers when a working culture is going towards remote working era. It should be carefully thought, whether the employees are ready to reduce the interaction which creates in a large part engagement to workplace. This brings us to the point that possibly the millennials are not that different compared to the previous generations. It is likely that the

online working environment is more suitable due to the competency of using current tools. However, attention should be brought to the concept of reachability, although working hours are often flexible there is a difference between a work time and free time.

The relational analysis of the interplay between motivation and engagement is clear, and it seems that engaged employees are also motivated. The research demonstrates some differences, but more often similarities with motivation and employee engagement in public and private sector. It should be noted that further and wider research, preferably quantitative, is required to ensure the reliability and further on validity of the current results.

6.2 Research reliability and validity

Research reliability and validity differ depending on the chosen research method. Therefore, it is important to evaluate these factors carefully after completing the research (Hirsjärvi et al 2004, p. 217). The research included a rather small sample group and it should be remembered that the findings represent only a small group of respondents.

Reliability, which means that the research is completed on the way that duplicating the research, ends up to the same result (Hirsjärvi et al 2004, p. 216). This means that a qualitative research method, which is used during this research, tends to have a weaker reliability than quantitative research. Quantitative research has normally large number of respondents in a target group and the questions are often in a written questionnaire format, which makes it relatively easy to duplicate anytime in future. To overcome the reliability issue when completing qualitative research is to complete the interview in two different occasions for the same respondents. In case the responses lead to same results, it can be concluded that the research is reliable (Hirsjärvi et al 2004, p. 216). However, due to the time restrictions this research was not possible to be duplicated. Moreover, this is often the case when completing qualitative research.

In the beginning of the interview the interviewees were informed of the purpose of the research. It was emphasised that the respondents will not represent their organisation, only themselves and the sector, public or private. This is likely to

give more reliable and honest answers. The interview questions were formed based on the knowledge from theoretical background which ensured that the topic is well known for the researcher. The interview was kept conversational so that the respondents have a possibility to open up their thoughts and provide more information for the researcher that was expected.

Research validity is dependent on the concepts, questions and tools how the research has been planned and executed. In qualitative research the possibility for the interviewee to misinterpret the question is smaller due to the interaction between the researcher and the respondent, when comparing to quantitative questionnaires (Hirsjärvi et al 2004, p. 217). Validity of the research requires accurate and honest documentation of the results. The validity was ensured by recording the interviews to be able to go back to the material to transcribe it more accurately than relying on meeting notes.

The research findings should be validated with a larger group of respondents. Based on the results of these interviews and the findings quantitative research is suggested. The quantitative questionnaire questions can be formed based on the current results to test the findings using similar words and terms as the respondents used during the interviews. Quantitative research gives validity to the result as there is a possibility to receive large number of responses geographically from different areas as well as including different age groups. Despite this, the research provides information of the specific location and the age group of the respondents. Even if the following research would be completed in the Metropolitan area of Helsinki, and the target respondent group is millennials, the research would help to understand the interplay of motivation and employee engagement further and the differences between public and private sector.

7   Conclusion and recommendations

Conclusions of the research are drawn when verifying the data with covering the questions that the reader may have (Hirsjärvi et al 2004. p. 213). The research proved an interplay between motivation and engagement as well as uncovered differences between motivational and engagement factors between public and private sector. The research provides answers to the research questions. The

main research question was: "What is the relationship between motivation and employee engagement in a business setting?"

The research found out that employee engagement is an outcome of motivation. Motivation impacts work results and happiness in workplace. It was notable that in private sector more employee engagement methods were in use than in the public sector. Also, the form of the employee engagement methods was more benefit based than in public sector. It appears that most of the private organisations offer the products for the employees as well as wider range of benefits available.

When comparing the responses of the respondents from the public and private sectors. The supportive research question was:" Does the business, in this case public or private sector, have an influence on the employee motivation and engagement?"

The supporting question lead to a discovery that was rather surprising. The public sector interviewees responded that work motivation and employee engagement of work comes largely from client interaction. The interviewees highlighted the importance of client satisfaction to their work and an impact their work have to the clients. Private sector employees did not mention clients as a factor in motivation or employee engagement at any point during the interviews.

In both sectors, most employees valued learning and development opportunities. As well as the social aspect of work, the respondents indicated that the colleagues and teamwork impact on their motivation to work. The relationship between employees and management is also in an important part.

Furthermore, communication was raised as an important factor that impacts on the motivation and employee engagement. Communication was brought up in many occasions in public and private sector interviews in normal business setting as well when implementing change. In many workplaces change is continuous, processes changes and new technology is implemented all the time. During change interviewees felt that communication and sharing knowledge is increasingly important. Most work environments encounter change continuously, and yet increasing communication helps employees to stay motivated and engaged.

It seems that many interviewees were interested in staying in the organisation for longer than five years. However, the expectation was that the role or the responsibilities changes in the course of time. In conclusion, offering employees training and development opportunities, teamwork and collaboration within team and management improves employee engagement and furthermore, increase employee retention. Therefore, a conclusion is that the employees are likely looking for new challenges and development opportunities and this leads them to change jobs.

7.1 Future research suggestions

The research contributes to the research of employee motivation and employee engagement interplay providing insight information of the public and private sectors. For future research it is suggested that quantitative research questionnaire is formed based on the main topics that were highlighted during this research. The phenomenon should be researched with a larger respondent group including wider geographical coverage. This helps to understand the phenomenon in a larger scale and remove possibilities of engaging to few employees' responses. As a result, providing further understanding of the motivational and employee engagement factors in both public and private. This also provides a possibility to understand further the clients impact on motivation and engagement.

The aim is that the quantitative research provides deeper understanding on wider geographical area and reach more variety on the age group. Currently the millennials are said to be one of the largest age group of current workforces. To research millennials gives us a good picture of the requirements and demands. However, the suggestion is to cover a wider age range in the future research to provide a comprehensive list of actions for employers to motivate and engage employees more effectively. Also, if covering the phenomenon with larger respondent group in wider age range offers a possibility to compare the phenomenon between the different generations. Furthermore, more in-depth analysis can be drawn from a larger respondent group.

It should be noted that the research, literature review and interviews, were completed by March 2020 prior to COVID-19 pandemic started to have an impact in

Europe. Therefore, the impact of the pandemic on the economic, political, social, technological or environmental factors are not taken into consideration in this research. It is possible that the interviews would provide different answers in the current environment of worldwide lockdown and unsecured employment market.

Figures

Table

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