

Bachelor's Thesis

Degree Programme in International business

International business management

2012

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Employee Motivation and its effects on job performance



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BACHELOR'S THESIS

TURKU UNIVERSITY OF APPLIED SCIENCES

Degree Programme in International business / International business management

Completed 04.06.2012 / total of 42 pages

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TURUN AMMATTIKORKEAKOULU THESIS

1. Abstract

Individuals' motivation is influenced by biological, intellectual, social and emotional factors. People have different kinds of activities, events, people, and goals in their lives that they find motivating enough to work for. Therefore motivation will show in each person's consciousness and actions.

There are four approaches to motivation: physiological, behavioral, cognitive and social. When we look at employee motivation we see that it's a driver that keeps employees working towards a reward, usually it's a salary.

This thesis is about employees drive and intrinsic enthusiasm to accomplish and complete the activities and settled goals related to work environment. I completed this research to understand how many people really are motivated and what the drivers are that keeps them working towards the goals settled.

There are seven strategies that managers could and should use; positive reinforcement/ expectations, effective discipline and punishment, fair treatment, satisfying employee's needs, work related goals, restructuring jobs if needed, basic rewards from the job done.

Motivation can be either intrinsic or extrinsic, meaning that the motivation itself can come either from outside reward or from an individual her-/ himself. Intrinsic motivation means that a person is working and pushing towards the goal because of the pleasure that the situation causes. Extrinsic motivation is an opposite. The motivation is coming from outside of an individual.

There are many drive reduction theories, but the first one was developed by a behaviorist Clark Hull during 1940s and 1950s.

According to Hull, and later further developed by his collaborator Kenneth Spence, the reduction of drives is the primary force behind motivation. Hull was the first person to start designing a theory that would explain human behavior. Hull believed that behavior is one of the ways that an organism is maintaining this balance.

Abraham Maslow's need hierarchy theory is focusing on describing the stages of growth in humans. It is also including observations of human's innate curiosity. Maslow is using the following terms to describe the pattern that human motivations usually move through; physiology, safety, belongingness and love, esteem and self-actualization needs.

Keywords: motivation, work, people, person, theory, workers, need, employees, working, employer, environment, most, goals, human, managers, behavior, satisfied, factors, motivated

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3. The idea and goal about this research project

I chose employee motivation as my thesis topic since I wanted to study and learn about the factors that are affecting the workers and what could be done by the managers and leaders to increase motivation and have satisfied, happy, and goal-oriented workers.

Motivation is a term that refers to a certain behavior that elicits controls and sustains during a process. It's a factor that pushes a person to work for the goal that he/ she have settled. Motivation is a general term for a group of phenomena that affect the nature of an individual's behavior, the strength of the behavior, and the persistence of the behavior.

During my research I wanted to find out about the things that are the most important factors to employees. Their willingness to adapt a certain workplace distance to achieve the great working environment for instance.

There are four approaches to motivation: physiological, behavioral, cognitive and social. When we look at employee motivation we see that it's a driver that keeps employees working towards a reward, usually it's a salary. There are still some other factors that keep employees motivated and I have also listed the tips for the managers from what to follow in order to receive motivated and satisfied workers.

Individuals' motivation is not easily defined, since it may also include influencing external factors. People have different kinds of activities, events, people, and goals in their lives that they find motivating enough to work for. Therefore motivation will show in each person's consciousness and actions.

4. Motivation

The term motivation refers to a process that elicits, controls and sustains certain behaviors and actions. This is actually a group of phenomena which affect the nature of an individual's behavior, the strength of the behavior and the persistence of the behavior (Wikipedia/motivation).

For instance: An employee doesn't have enough money, and would like to go for a trip. As response he or she goes to work and earns those needed money and diminishes the starting feeling.

There are four approaches to motivation; those are physiological, behavioral, cognitive and social. When people are setting up their goals and trying to reach and attain them. People can influence on their own level of motivation and self-control. The entire idea during this "process" is to minimize physical pain and maximize pleasure. It may also include some certain needs such as eating and resting or a wanted object or a goal. This can also be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Motivation is related to emotions, and it shouldn't be confused with either volition or optimism.

Motivation is an employee's drive and intrinsic enthusiasm to accomplish activities and settled goals related to work. Motivation is that internal drive that causes an individual to decide to take action. Every persons and employees motivation is influenced by biological, intellectual, social and emotional factors. Motivation isn't an easily defined term, but it's a complex intrinsic driving force that can also be influenced by external factors. These external factors are opportunities and threats outside of an organization, meaning competitors, technology, government or customer preferences.

The causes that motivate us in our lives are some activities, events, people and goals. This means that motivation about some aspect of life exists in each person's consciousness and actions. Past experiences influence motivation and therefore the motivation changes when a person grows and learns what are really the most important factors in their lives and what are worth fighting for.

The most common and obvious reason towards employee motivation is money. People work to earn money, to retain the certain quality of life, to pay the bills and buy food and other necessities. There are some tricks and motivators that employers should take into account, so that they can get the most of the employees. This win-win situation requires commitment and connection from both sides. The challenge for the employer is to find out the ways how he or she can inspire and increase the motivation level at workplace. The motivating work environment involves intrinsically satisfying and extrinsically encouraging factors. These perceptions will be discussed and explained in the next chapter.

It is a challenging job to create a working place that is fulfilling the employee's needs and expectations for work and to have an increasing effect on the

employee's motivation. Some employers understand the fact that the environment has to be motivating, but unfortunately many employers fail to understand the significance of motivation in accomplishing their mission and vision. And even though they would understand the importance of motivation, they lack the skill and knowledge to provide a work environment that fosters employee motivation.

There are three key elements in motivation and those are intensity, direction and persistence. Intensity is showing how hard the person really tries. This is usually most focused element when talking about motivation. The employees' high intensity must be directed and channeled so that it would benefit the organization. Also the effort should be considered in this case and it should be directed and consistent with the organization's goals. Finally, the motivation has a persistence dimension. This is a measurement of how long the person is willing to maintain his or her effort. If a person is motivated he or she will stay with the task as long as the goal has been reached. (Robbins, 2001,155-156)

5. Job performance

Job performance is part of the human resource management. It is usually referring and showing how well the person is completing their job. This performance is really important criteria that relates to organizational outcomes and success. John P. Campbell has given a psychological perspective to this job performance is defined as an individual level variable. This is usually considered to be a measurement and definition for the action that one person does.

Performance is defined as a behavior, and done by the employee. This is not a measurement of the results or influences. Campbell is clarifying that performance does not have to be directly observable actions of an individual; it can also include mental productions, like answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral (Wikipedia/job-performance).

6. Motivation concepts

6.1 Intrinsic and extrinsic motivation

The term intrinsic motivation refers to motivation that is coming from an individual her-/himself rather than any external or outside reward, such as money or other measurements. Every employee has their own lines and measurements for them to be satisfied in their job.

This is the desire to work on something because it's interesting, involving, exciting, satisfying and also personally challenging. This motivation component is really turning creativity potential into the actual creative ideas (Robbins, 2001,135)

This means the pleasure that a person gets when completing the task or from the sense of satisfaction in completing the job. Person is working on the given task because it's enjoyable. Intrinsically person is solving mathematical problems and finding solutions to problems due to the fact that those challenges are providing pleasure. Therefore a person is not working neither towards a reward or a grade.

These certain types of people just want to maintain their interest and those external rewards just aren't enough for them. Intrinsic motivation does not mean that a person will not seek rewards, but they just find it more interesting if there a bit of a challenge to maintain their interest. And even though they would get a good price or salary for the given task, which may not be enough so that they would be highly motivated.

When searching intrinsic motivation Wikipedia.com gives the following explanation;" Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure." Meaning that a person is working to get a pleasure rather than working towards an external reward.

It has also being mentioned that educational psychologist have studied intrinsic motivation since the early 1970s. Intrinsic motivated students are more engaging in the task and willing to improve their skills and education which effects on their capabilities.

When we are talking about students and employees that are intrinsically motivated they usually have some of the following characters.

1. They attribute their educational results under their own control
2. They feel like they have the skills rather than just luck to be effective in reaching towards the settled goals.
3. They want to master every interesting topic rather than just studying the basics in order to get the good grade.

Extrinsic motivation, in the other hand means the motivation that is coming from outside of an individual. The rewards and goals are external, meaning money and grades. These rewards provide satisfaction and pleasure that the task itself may not provide.

This motivation is reward driving and even though the person would not have a lot of interest towards the given task, they will complete it with anticipation. The rewards can be a lot smaller than one would imagine like a smile, or something major like fame or fortune. Extrinsically motivated would work on a mathematical problem because the reward is waiting for them afterwards.

The one fact that needs to be remembered is that the pleasure comes from the reward itself. This doesn't mean that a person would get any pleasure from working on or completing a task. It means that the pleasure they anticipate from some external reward will continue to be a motivator even when the task to be done holds little or no interest.

A student or an employee may find the given assignment or a task boring or irrelevant, but the possibility for a good grade or a bonus can be enough to maintain the motivation, and putting effort on it till the end of the assignment.

For this concept Wikipedia gives the following explanation; "Extrinsic motivation refers to the performance of an activity in order to attain an outcome, which then contradicts intrinsic motivation. Extrinsic motivation comes from outside of the individual."

In these cases motivation is driven by rewards like money, grades, and the threat of a punishment. Therefore competition is familiar in these cases since the person is encouraged to win and beat the competitors. The idea is not to enjoy about the intrinsic rewards.

6.2. Self-control

Self-control is a very interesting term since its controlling person's emotions and behaviors when trying to reach for the reward or in the other hand avoid punishment and negative feelings. When people are making decisions and making plans for the near future they will think about the smaller rewards. And for the long term plans the rewards are usually bigger and wider. As an example I could mention for example graduation and getting a degree. Even though the education may take for 6 years to be completed, the price, valued degree, is affecting the person's future when it comes to working. The end price; a title, payment and all the opportunities are worth fighting for. An individual can also feel the pressure and the force to manage and complete the task, and those two, self-control and pressure are directly related (Wikipedia/self-control).

An individual is feeling good pressure when he or she is in an environment which is competitive, but in a way that person doesn't feel judged or threatened. It's positive and motivating that makes a person inspired and gains self-control.

An individual may lose self-control in an environment where is no competition and is very judgmental. This bad pressure may cause depression, and increases the un-motivation.

In a free environment, person may feel either motivated or less motivated depending on the urgency on the task. A person is not feeling any pressure since there's no competition or comparing to one another. Self-control is affecting the person's feelings and motivation.

7.1 Maslow's need hierarchy theory

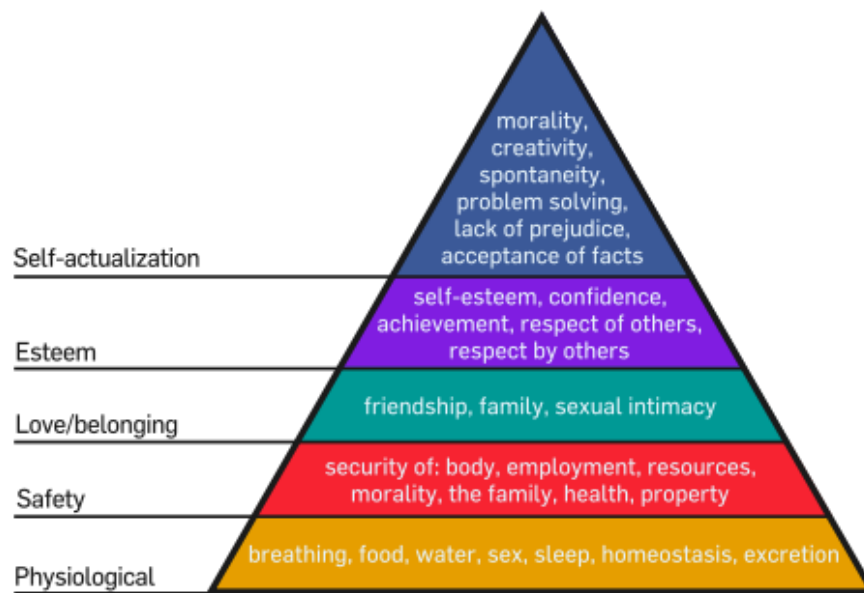
The 1950s was the decade of new motivation concepts development. There were three specific theories formulated and one of them is Maslow's need hierarchy theory. This one included is considered to be one of the greatest explanations for employee motivation (Robbins, 2001, 156-157).

This Abraham Maslow's theory about hierarchy of needs is including his observations of human's innate curiosity. These theories focus on the human developmental psychology, which is focusing on describing the stages of growth in humans.

Maslow is using the following terms to describe the pattern that human motivations usually move through. These five needs are:

1. **Physiological**
Including hunger, thirst, shelter and other body needs.
2. **Safety**
Including the security and protection from physical and emotional harm
3. **Social**
Includes affection, belongingness, acceptance, and friendship
4. **Esteem**
Includes the internal esteem factors such as self-respect, autonomy and achievement. This also includes external esteem factors including status, recognition and attention.
5. **Self-actualization**
This is about the drive that a person has to become what he/ she is really capable of becoming to. This stage includes growth, achieving potential, and self-fulfillment (Robbins, 2001, 156-157).

Even though Maslow never personally used the pyramid shown below his hierarchy of needs is often pictured like this (Wikipedia/Maslow's_hierarchy_of_needs). The widest and most fundamental levels of needs are at the bottom, and the need for self-actualization at the top.



The four top layers of the pyramid contain most fundamental and basic, “deficiency needs”, like Maslow has explained. If these “deficiency needs” are not met, body gives no physical indication which makes a person feel anxious and tense as well. Maslow’s theory is also suggesting that the bottom, basic level needs must be filled before the person can focus or desire about the secondary or higher level needs.

Because of the parallel processes happening in the human mind, different levels of this pyramid may occur at the same time. Maslow also wanted to be clear about the fact that these levels are relative and general, and says that a human organism is dominated by a certain need, rather than thinking and saying that a person would be focusing on certain need at any given time. The basic belief is that different levels of motivation are likely to happen at one time and he was trying to find the hierarchies in what order those are needs are.

When a person reaches one stage and is satisfied there the other one becomes dominant. Individual is basically moving up the steps of the hierarchy. It is also mentioned that the satisfied need is no longer motivating (Robbins, 2001, 156-157). Therefore people should always have new projects and tasks in the workplaces as well, so that they don’t lose their motivation towards the job.

I think that Maslow’s hierarchy of needs is listing all the important needs is general but for my own experience I appreciate the social needs more than the safety needs.

If you want to motivate someone, according to Maslow’s theory you should find out on which level of the hierarchy that person is and then try to satisfy the needs above that level (Robbins, 2001, 156-157).

I feel like people find different things motivating in the different times in their lives and it may also be that on Monday some things may feel motivating but the same things don't interest in the end of the week.

Maslow also separated these five needs into higher and lower orders. Physiological and safety needs were described as lower-order needs. Higher-order of needs included social, esteem and self-actualization. He states that the lower-order needs are predominantly satisfied internally meaning that the needs occur within a person. Lower-order needs are on the other hand satisfied externally, meaning payment and other contacts.

Practicing managers have recognized Maslow's hierarchy of needs theory since its really clear and logical. Even though Maslow was never able to complete the empirical research that would have supported this theory it has still found its place among the motivational theories. (Robbins,2001, 156-157)

7.2. Alderfer's ERG theory

Dr. Clayton Alderfer, an American psychologist, of Yale University, wanted to rework Maslow's need hierarchy theory to align it more closely with the empirical research. His need hierarchy is labeled as ERG theory (Robbins, 2001, 156-157)

Alderfer published his own theory that includes three groups of core needs. Those are existence, relatedness and growth.

Existence is about the basic material needs, and which Maslow considered to be physiological and safety needs.

Relatedness is a desire that we have for maintaining the important interpersonal relationships. These relationships require interaction and communication to be satisfied. Maslow considered this to be social needs and the external component of Maslow's esteem classification.

Growth need is thirdly representing the intrinsic desire for personal development. These include the intrinsic components from Maslow's esteem category and the characteristics included under self-actualization. (Robbins, 2011, 161)

Pro's about this given theory are the facts that all the three needs; existence, relatedness, and growth, have reliable measurements when it comes to desire and satisfaction. It is also important that a fulfillment of human needs is taken into consideration since it affects the human motivation.

Because this theory is so old it's difficult to test with today's research methods. The other con's about this theory are the facts that it tends to approach a set of experimental generalities, and thirdly it doesn't provide a motivational value for each motivator. Nowadays researches are made by case studies, interviews, questionings and questionnaires. It is difficult to measure if a person is totally motivated in one "step" and is feeling motivated about moving to the next stage.

The ERG theory is demonstrating that (1) more than one need may be operative at the same time, and (2) if the gratification of a higher-level need is stifled, the desire to satisfy a lower-level need increases.

I agree with this theory in a way that I think that people can be motivated to do many things at one time, and when he/ she notices that the hard work is paying off and succeeding, it's more likely that they will start new project while they are still feeling motivated and enthusiastic (Robbins, 2011, 161).

ERG theory is seeing as more consistent with the knowledge about the individual differences among people. Stephen P. Robbins has stated at his organizational

behavior book that “Variables such as education, family background, and cultural environment can alter the importance or driving force that a group of needs holds for a particular individual.”

We can notice this in a way that some things are more valued and ranked in one culture than it may be in another.

This theory may not work in all the organizations but it’s still representing a more valid version of the Maslow’s need hierarchy theory.

8. Unconscious motivation

Unconscious motivation is about the human acts that happen naturally without special energizers or directors. According to psychology Abraham Maslow "Psychoanalysis has often demonstrated that the relationship between conscious desire and the ultimate unconscious aim that underlies it need not be all direct."

Professor Steven Reiss has collected data from over 6000 people to be able to list the basic desires that guide human behavior.

These are the 16 basic desires that motivate us towards our actions and goals and also define who we are as persons.

1. Acceptance, the need for approval
2. Curiosity, the need to learn
3. Eating, the need for food
4. Family, the need to raise children
5. Honor, the need to be loyal to the traditional values of one's clan/ethnic group
6. Idealism, the need for social justice
7. Independence, the need for individuality
8. Order, the need for organized, stable, predictable environments
9. Physical activity, the need for exercise
10. Power, the need for influence of will
11. Romance, the need for sex
12. Saving, the need to collect
13. Social contact, the need for friends (peer relationships)
14. Social status, the need for social standing/importance
15. Tranquility, the need to be safe
16. Vengeance, the need to strike back/to win

These factors represent the facts that directly guide us towards our goals that we want to achieve right away (Wikipedia/Unconscious_motivation).

Performance is the accomplished task that has been given. A person is reliable to complete the tasks in order to receive these goals and needs.

9. Employee motivation

Managers most important and challenging job in the workplace is to get the employees do their job in the given time. Motivation in the workplace is something that the manager needs to be able create for the employees. Motivation is a tricky subject with its theories and practices since it includes many disciplines that need to be taken into consideration. Since every person is different, you can't just assume that everyone would be motivated about the same achievements or rewards.

In many workplaces employees motivation is not noticed or if it is, terribly practiced. The term is not understood correctly despite the several researches that have been made about it. To be able to understand and change the motivation, people should understand and study human nature first. Managers do not always put an effort on understanding their employees and their needs. Human nature is thought to be easy, but it can be very tricky as well. To be able to understand the workers drives about motivation makes a good leader an effective one.

Employees are most certainly productive and effective if they receive respect and are treated like individuals and human beings. Motivation includes also respecting the human dignity in all its forms. Workers are not born with the drive or self-motivation. Employer's tasks are to find out and build a work environment that is motivating for everyone. This is an essential for any business to be successful and to survive.

Job performance contains ability and motivation. Ability is a person's education and previous experiences. Training is a thing that will affect the employee in slow and long processes. Employee motivation is a thing that can be improved quickly with certain actions and notifications.

Many managers don't even see or understand the employee's needs or motivation drivers. There are seven guidelines that an uninitiated manager can use for their workers. These strategies for motivation include; positive reinforcement/expectations, effective discipline and punishment, fair treatment, satisfying employee's needs, work related goals, restructuring jobs if needed, basic rewards from the job done.

Of course situations, behaviors and other factors vary from every workplace and there are many factors that have an influence in these, but the before mentioned things are the recipe for a good motivation. These are the basic strategies that are between the individual and the motivator. Employer's task is to link the employee to

the goal with needed motivator. In every situation the motivator must be settled so that it meets the situation and the organization.

10. Research paper questions

QUESTIONNAIRE

1. Job satisfaction

How satisfied you are with your.. (scale from 1 to 5, 5 being extremely satisfied)

-position

-manager/leaders

-co-workers

-salary

-working hours

-work environment

-holidays

2.Do you feel motivated about going to work?

yes/ no

3.What are the reasons that make you want to stay at your job? (from the scale 5 being the most important)

challenges

salary

benefits

security

working hours/ vacation

good & fair boss

location of the workplace

retirement benefit

training opportunities

working environment

4.How often do you have staff meetings?

daily

weekly

few times a month

once a month

rarely

never

5.Do you feel like that is enough?

yes / no

6.Have you had one-on-one discussion with your manager during the last month?

yes /no

7.Do you feel like you´ve been heard and taken cared of?

yes/ no

8.Do you feel like your manager is making an effort to obtain good working environment and satisfied workers?

yes/ no

9.Which week day makes you feel most motivated?

Monday

Tuesday

Wednesday

Thursday

Friday

10.What is your position in the organization?

11.How long have you worked for the same employer?

less than a year

more than a year

over 3 years

over 10 years

12.Choose an age box

under 20

20-27

28-35

36-43

44-51

52-59

over 60

13.Do you work?

full-time

part-time

occasionally

pensioner

14.How many co-workers do you have?

15.How many managers do you have?

one

two

three

four

more than five

10.1 Analyzing the target audience and their working habits

My survey was available on freeonlinesurveys.com. I chose this channel since they have very nice web pages and building this survey and questions was easy. I wanted an online survey so that I could see the results and progress immediately. By doing my research with the quantitative method I can see the results statistically and I think that you can see the variation better when shown in pictures that I have.

I shared this link on my facebook account and also send it by e-mail so all of the answerers are someone that I know even though the answers were given anonymously. I got answers from Finland, Norway, Germany and United States.

I wasn't completely satisfied with the answers rate since I only got 40 people responding to my survey. But this is a topic that I have been discussing with my friends and family and therefore I have been able to add the people's example stories and tips to the theory part of this thesis.

I collected my primary data from the results that were shown every time someone answered the survey. I launched it in the beginning of May and I waited for the results for a week. I was satisfied with the variation of answers from the questions that has multiple choices. I also noticed that there were people answering from many fields of businesses. Because the variation in age groups and also the positions are so wide, the results aren't very reliable. Also most of the answerers has been working for the same employer more than a year but still less than 3 years so they are considered to be still in an 'excited learning phase'

Even though 61,5 % of the answerers were 20-27 years old I was pleased that the variation was still noticeable.

Most of the answerers, 40%, have worked for the same employer more than a year, but still under 3 years.

Other answers:

Less than a year 30%,

More than a year 40%

Over 3 years 20%,

Over 10 years 10%.

Since we are talking about this age group, I think it's a good thing that people still change workplaces and don't settle for too comfortable workplace. For me, at least,
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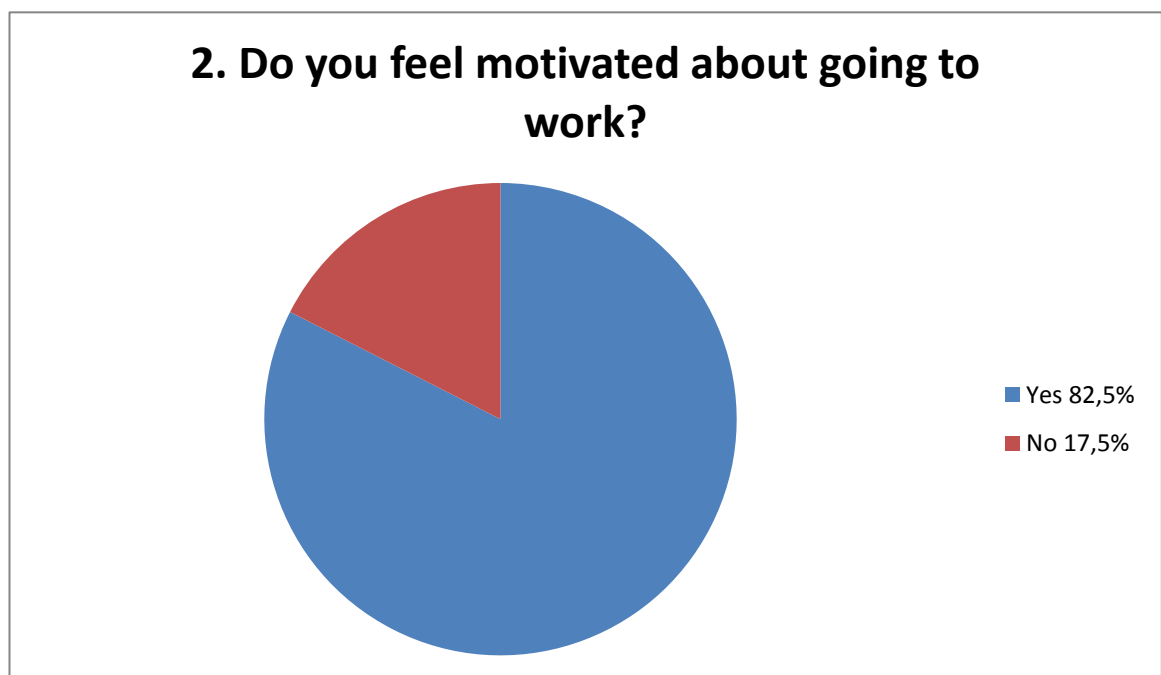
I think it really important that you keep developing yourself and keep looking and facing new opportunities and experiences.

Because of the changing world and industry fields, people should be trained all the time to keep up with the markets. Let's say that you're working for the high tech company, you should be ready to basically switch job every few years because of the constant changes and improvements that are required to be successful.

When people are planning their future and making career plans, they shouldn't just count on one employer to offer a job. An employee's task and responsibility is, with a help of an employer, to renew skills and knowledge. This is a motivation boost that keeps workers interested towards their jobs.

I also wanted to find out the peoples positions in the organizations that they work in. The variation was once again pretty wide.

Purchasers, formal sewer, seller, manager, office worker, customer servants, bank officers, assistants, trainees, company owner, assistant managers, quality and r&d section workers, sales assistant, sales associate, clerical position worker, cleaner, owner/operator, investment advisor, secretary, marketing manager and a product expert transporting products.



From this variation of interesting jobs and tasks, I was surprised to notice that 17,5 % people don't feel motivated about going to work. Even though people are facing

bad days and working hours feel like never ending continual lack of motivation for work will affect the person's job performance in many ways. An employee may struggle with the most simple, routine tasks, miss deadlines and make the work in a last minute ending up with bad results. Too bad that an employer will see the results pretty quickly and that may cause a person to lose their job.

Poor motivation has also an impact on the absenteeism and showing up at work. Some people may be facing difficulties getting out of bed. This will harm the co-workers since someone needs to replace the person who is absent.

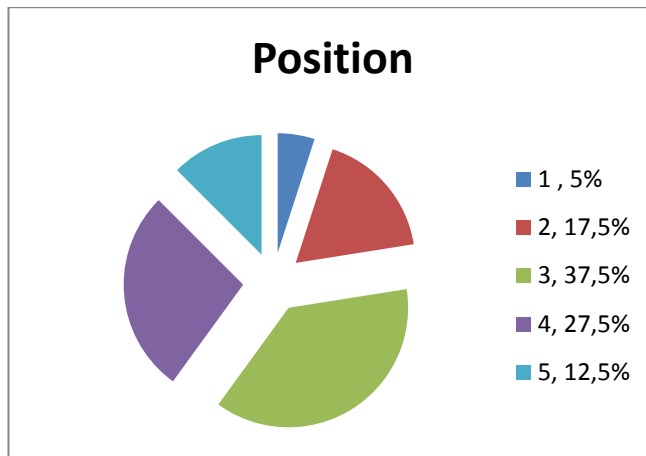
Having zero or a little motivation towards the current job can also make your work relationships to fall apart. Employee trainings and other improvements arranged by the employer could make the person more efficient and social. If a person is constantly on a sick leave or has other reasons to be absent, someone has to do his/ her job and pretty easily and employer will start to see if the person is really needed in the organization.

Decreased motivation will also affect the team communication, and a person may find it difficult to work towards the given goals and projects. Let's say that a group of four people are having a project together. Three group members are giving ideas, making plans and noticing the challenges and discussing about those. If a one person is experiencing a lack of motivation it will affect the entire project. These things are causing more work and worries to the rest of the group members.

A person who is willing to increase motivation and is aware of this fact must talk to the employer and other motivated people about the new responsibilities and tasks that could add the interest towards the job. A person can increase enthusiasm by reading books and by watching motivating videos.

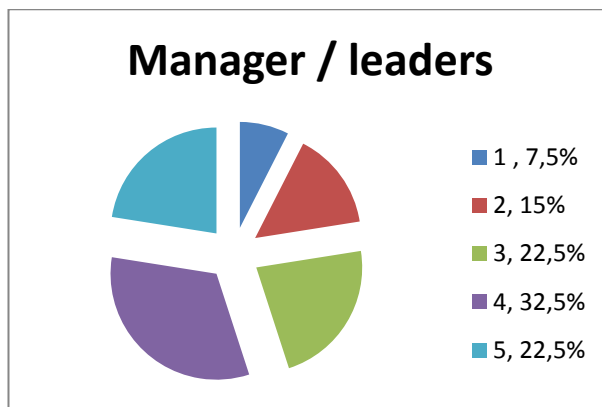
To be able to see the big picture and to understand the factors that are decreasing and increasing the job performance and motivation I made a question about job satisfaction.

1. The scale was from 1 to 5. 5 was the best grade and was for "extremely satisfied"

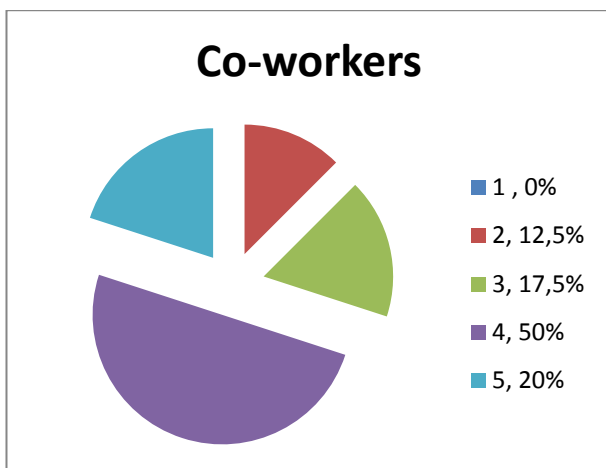


Most of the people seem to be somewhat satisfied with their positions. Like mentioned before, people are nowadays changing work places pretty often and getting more educated than before. This is definitely a good thing since world of work is changing and you need to keep up with the phase.

People should not just settle for one position, but they should show their motivation and apply for the higher ones. This will affect all the fields in work if you are getting more satisfied and motivated towards new achievements.

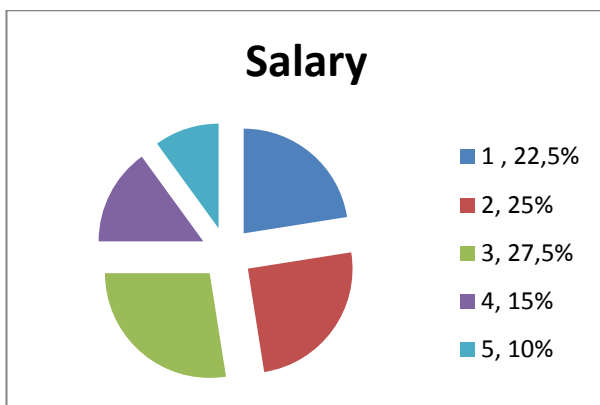


Managers and leaders are seemed to be likeable and respected within this group of people. Only 7,5% of the answerers are not satisfied at all with their leader. Good manager is the key for motivated employees in the work places. They need to forget their personal goals and be able to see the employees as individuals and treat them fairly and show them respect. As the employees are the key to success, a manager is also expected to be humble.

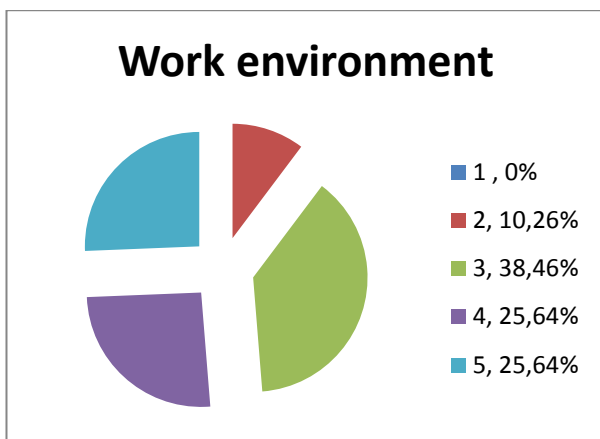


For my own experience, if the work isn't so great, the co-workers can make the work enjoyable. For instance, when I was working in a local grocery store during my studies and even though I was tired I was actually happy working for weekends and evenings since the workplace spirit was so great. There were also other students so we all were facing the same situation. The employer was also very understandable and fair, and even though he knew that the job was only temporary for the most of us, he made us feel needed and was showing his respect.

It's nice to notice that about 70% are very satisfied or extremely satisfied with their co-workers. And yet no one gave grade 1 for this question. We need to notice here that since most of the people answering were 20 to 27 year olds and have been working for the same employer only a few years so we can't generalize this finding. This result is stating that people are willing and capable for getting along with their co-workers to maintain the good working environment.

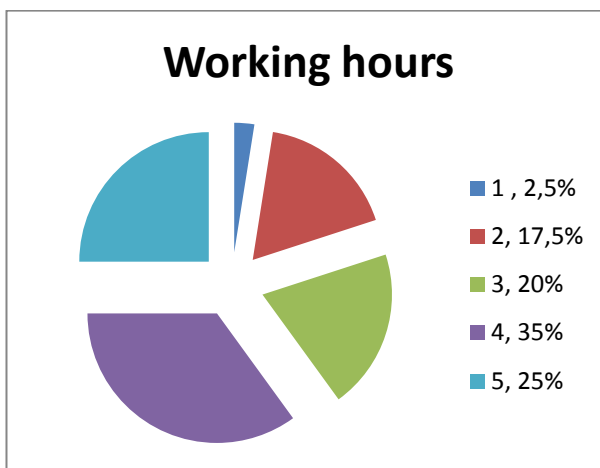


The more you get the more you spend. Most of the people don't seem to be very satisfied with their salaries, and this could be the reason why people change workplaces so often. Looking for new challenges, higher positions and also higher salary. Only 10% of the people taken part for my survey are extremely satisfied for the paycheck that they receive monthly. People don't seem to be too satisfied with their salary but still they are seemed to be pleased with the manager, co-workers and work environment. I should have asked is this something that people are willing to compromise in order to receive respect and satisfaction from other area.



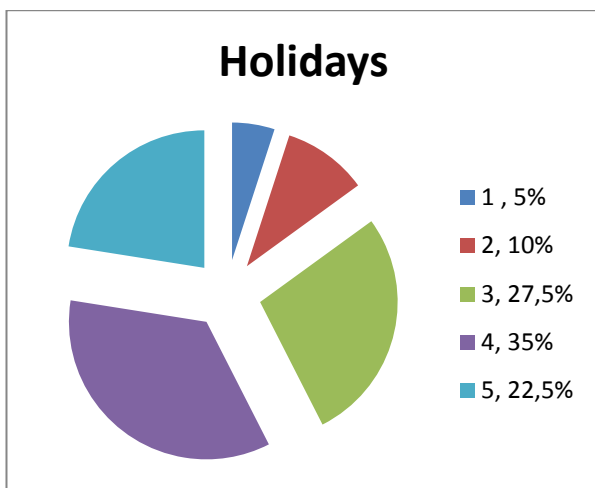
When looking at the results about the satisfaction about the co-workers it automatically reflects to the work environment.

Only 10% gave the grade 2 for the work environment that they work in. The rest almost 90% gave 3, 4 or 5. So we can come to the conclusion that people are happy with the people they work with and with the environment they work for.



When working in an office I have noticed and heard from other people too that working hours are pretty flexible nowadays. The office hours are from 9am to 3pm, and this is the time that everyone needs to be available, but otherwise people can decide if they want to stay from 7am till 3pm or from 9am to 5pm.

I think that this increases motivation since you know that you can change your schedules and timetables when you need to.



People are also pretty satisfied with the holidays that they are receiving. If you're working full-time you will automatically gain some summer-, and winter holidays. I have noticed that employers are pretty fair when it comes to keeping holidays or long weekends for example. I'm glad that the situations go in a way that both parties are fair to one another. If an employee tells about the holiday plans in advance and not a week before the employer can be fair in return, of course after demanding and seeing that the tasks are still done.

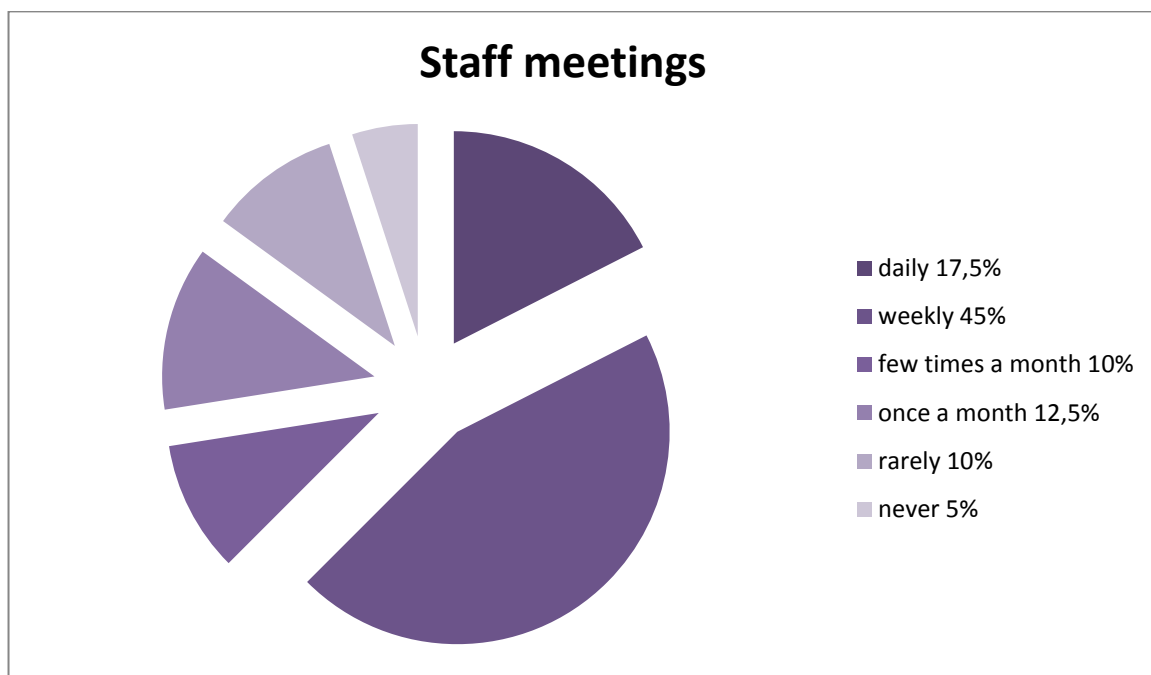
3. What are the reasons that make you want to stay at your job?

I found this following picture from <http://www.shutterstock.com/> , and I wanted to ask my audience what are the most important factors that make them stay at their job. I believe that people can still be motivated and enjoy their job, even though they would have to compromise and settle for a lower salary for example to have the great work environment and overall secure.



	1	2	3	4	5
Challenges	0%	7,50%	17,50%	55%	20%
Salary	7,50%	12,50%	12,50%	37,50%	30%
Benefits	0%	27,50%	35%	27,50%	10%
Security	5%	27,50%	27,50%	27,50%	12,50%
Working hours / vacation	5%	7,50%	35%	25%	27,50%
Good / fair boss	2,50%	5%	15%	45%	32,50%
Location of the workplace	0%	17,50%	42,50%	27,50%	12,50%
Retirement benefit	15%	20%	42,50%	20%	2,50%
Working environment	2,50%	10%	22,50%	42,50%	22,50%

4. How often do you have staff meetings?



A lot of the managers forget the importance of staff meetings. Feedback between managers and employees must be transferred regularly since, the problems need to be solved as soon as those are noticed and also good

ideas should be transferred to work environment so that the workers and the entire business can make the most of them.

Work groups should also find the balance between these meetings. If these are kept too often and if people start to feel like the same things are being analyzed every single time. People lose their interest towards the meetings and stop having new ideas and improvements.

Manager should also show respect and listen to their employees since those are, once again, the once doing the job and affecting the end results.

5. Do you feel like that is enough?

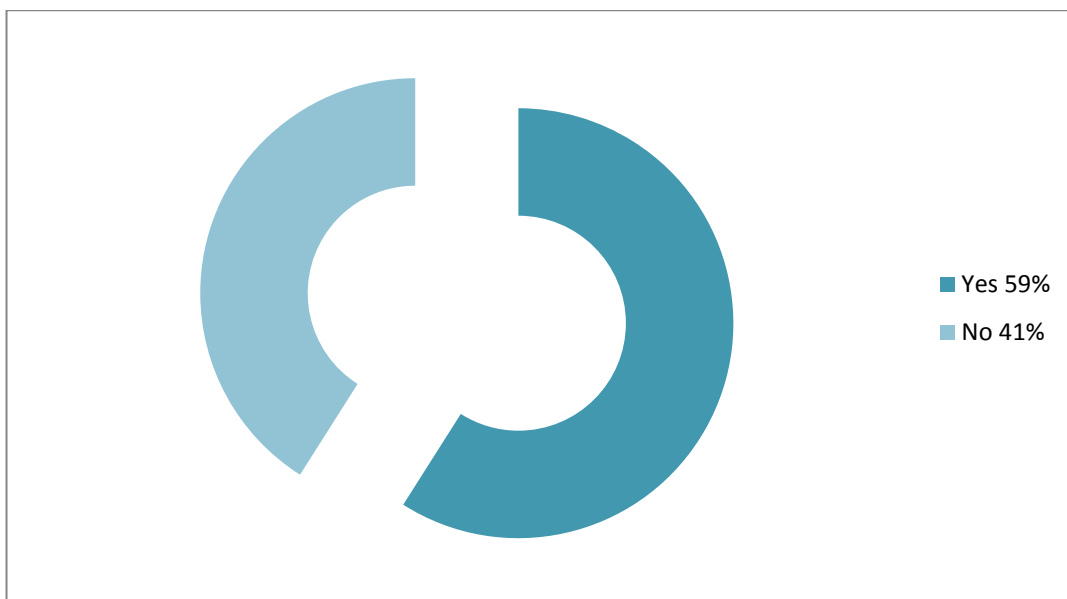
77,5 % said "YES"

22,5 % said "NO"

I think that people can have daily check-ups if needed but weekly staff meetings are helping the co-workers in many ways. All of them get to sit in a same table. Both employer and employees can tell about their projects, what going well and where they need help. Suggestions coming from the other group members can help the person to move forward in their project and unfinished work. These staff meetings where everyone's work is analyzed should motivate people to get things done to show their effectiveness and motivation to get things done in time.

It's both employers and employees responsibility to show and tell if more meetings are needed. The important thing is to have constant check-ups that tasks are in order and moving towards the goals.

6. Have you had one-on-one discussion with your manager during the last month?

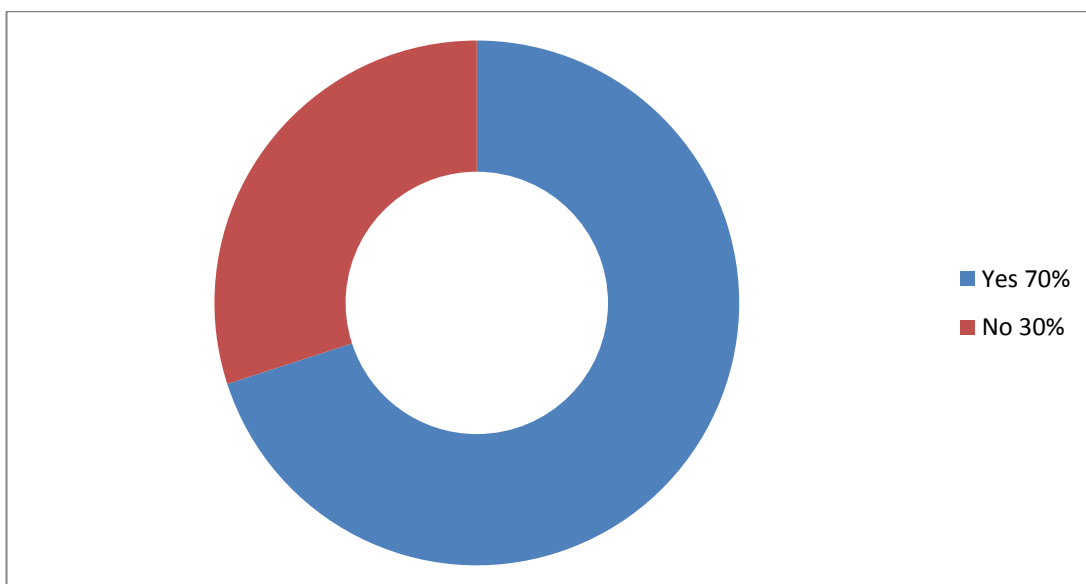


Employers should also take the time to have one-on-one discussion with their workers. The employees must feel like they are needed and wanted in the organization.

Both parties must have the right to give both positive and negative feedback, ideas, improvement and tell about the future plans and expectations.

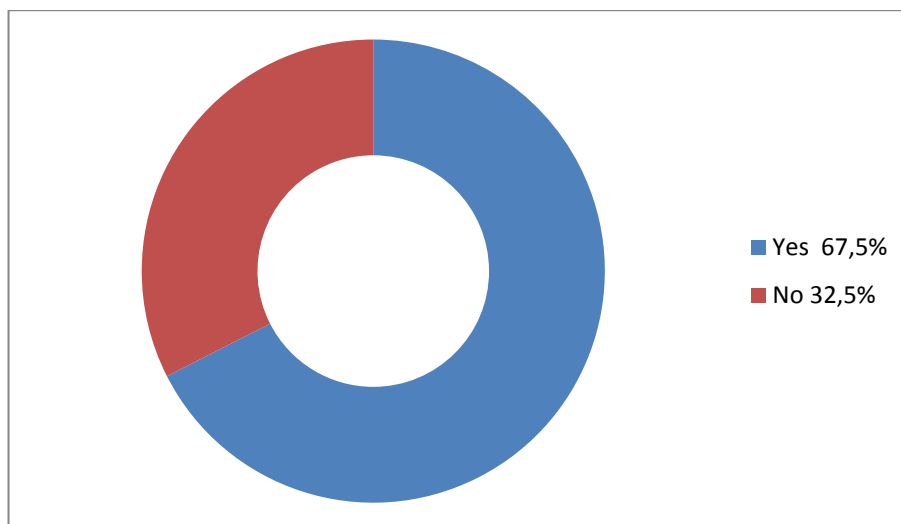
Therefore both employer and employee knows what's coming and can be prepared.

7. Do you feel like you've been heard and taken cared of?

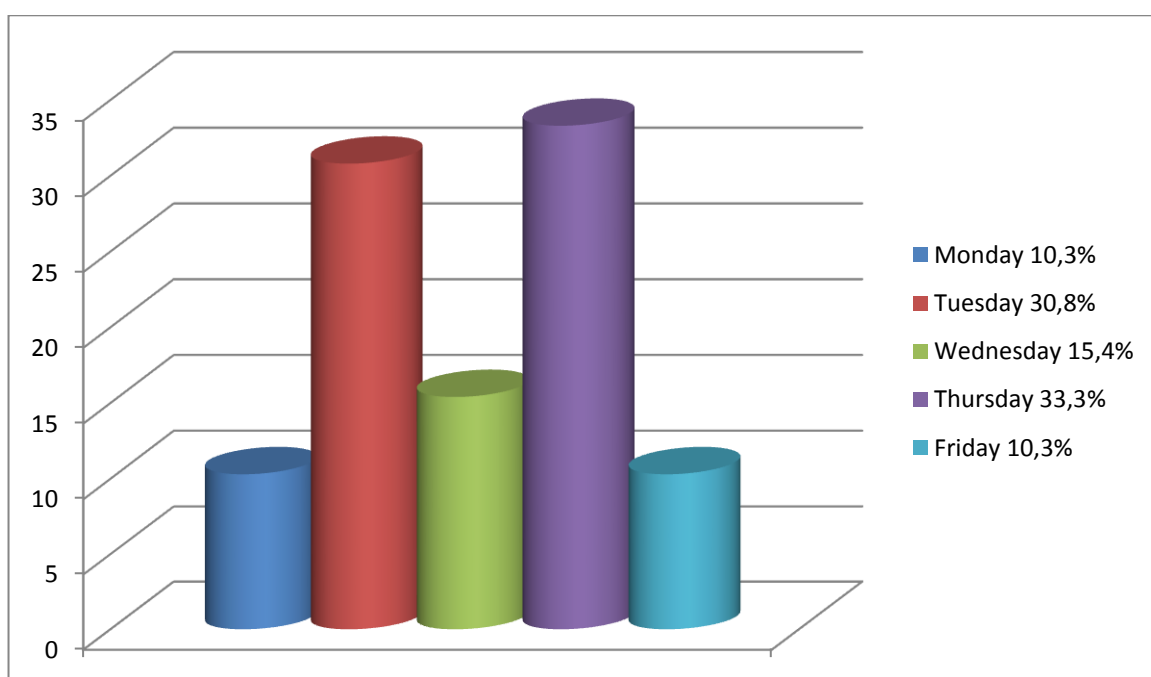


This is showing that something is done correctly in the management side. But if 30% of the 40 people answer “no” it is showing that there are still some improvements that could make this number even lower. In the end of this thesis I have listed the 10 tips for the managers to increase the motivation of employees.

8. Do you feel like your manager is making an effort to obtain good working environment and satisfied workers?



9. Which weekday makes you feel most motivated?



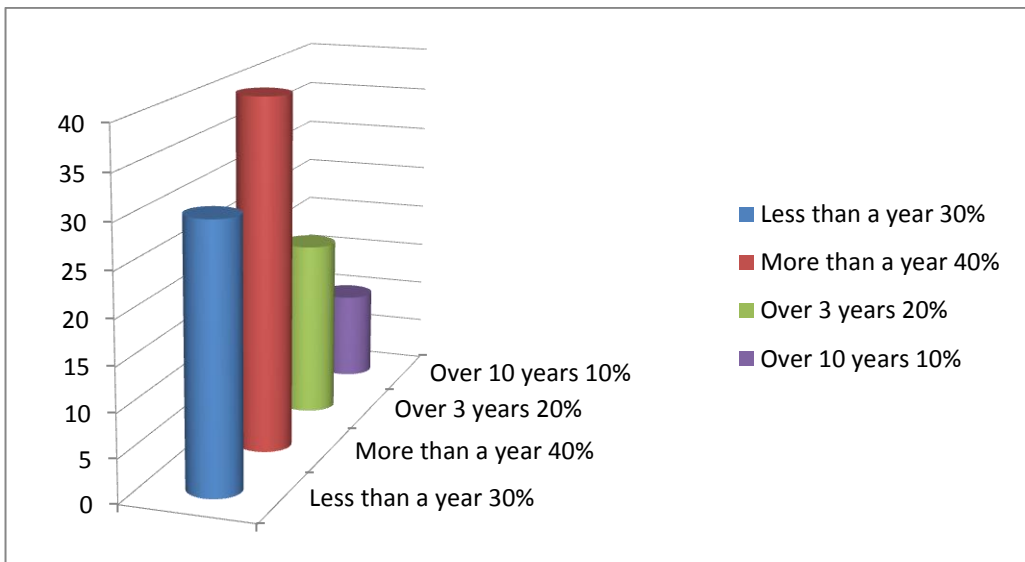
These results are showing that people feel most motivated on Tuesdays and Thursdays. This is a fact that a manager should take into consideration. Of course Mondays will always be “difficult” after a weekend. This is showing the highest motivation but of course the worker should be effective and motivated during every day of the week. I just wanted to ask this question to see the picture about the distribution. At first I was sure that Friday would have had the highest votes since usually people are anxious to get all the unfinished work done before the week ends.

10. What is your position in the organization?

As mentioned before, I got answers from only 40 people who mostly work in the customer service in a way or another. People answering the survey work as:

purchasers, formal sewers, sellers, managers, office workers, customer servants, bank officers, assistants, trainees, company owners, assistant managers, quality and r&d section workers, sales assistants, sales associates, clerical position workers, cleaners, owner/operators, investment advisors, secretaries, marketing managers and a product experts transporting products.

11. How long have you worked for the same employer?



Here we can see that most of the people have worked for the same employer more than a year but still less than 3 years.

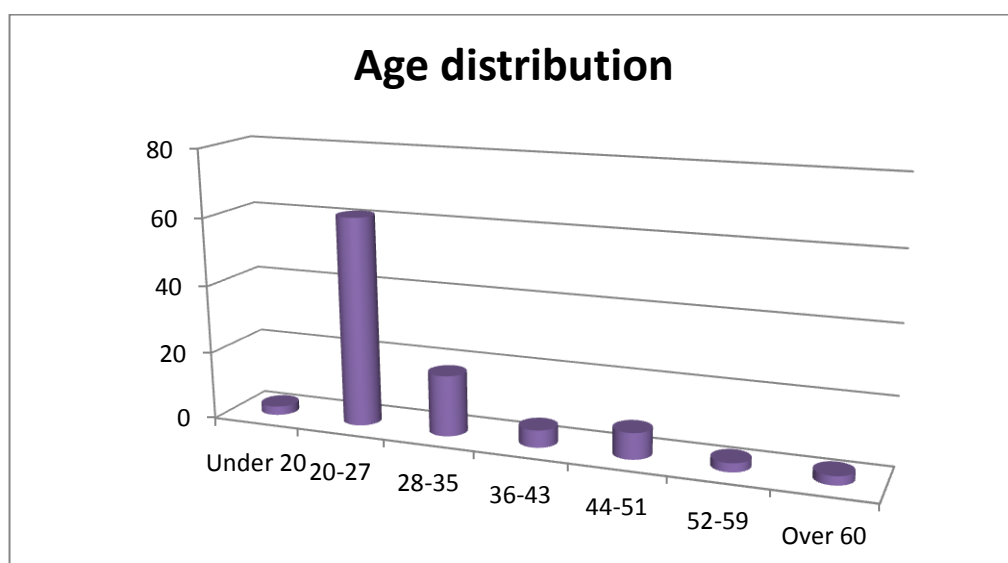
I have noticed that people are changing jobs more often than they used to. Let’s think about for instance the 60’s. If someone was born in the baker’s family, the kids followed the parent’s steps and continued the business.

Nowadays, people are more confident about going to schools, getting education, that is now a lot easier to get than before, and doing what they want and what interests them.

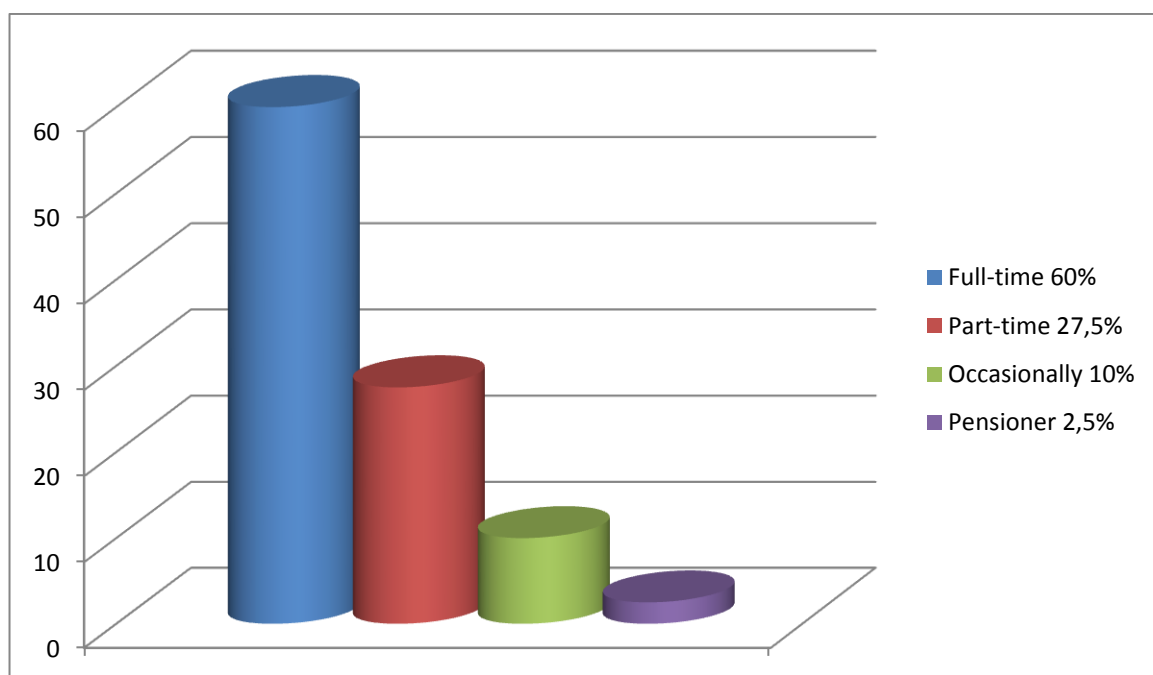
In these manners it's great that the world is changing and both women and men are willing to follow their own dreams and starting up new companies.

Motivated students study full-time and work part-time to earn a living. I know that its tough but its worth it since you know that the work you're doing is only temporary and that the school and education is the driver that opens new doors for you.

12. Choose an age box



13. Do you work?



14. How many co-workers do you have?

My survey shows that 42,5% of the people work in a companies where they have 10 or less co-workers. The other majority 45% work with 20-50 co-workers and the rest 12,5% work in a bigger companies where they have over 50 co-workers.

Co-workers have very important role in employee motivation, since those are the people who you share your workplace with and you have to deal with them weather you like them or not.

Relationships between co-workers can be very tricky and interesting, and complex situations cannot be avoided when we are talking about human behavior. This is resulting from the fact that every person has their own personality and the limit where they might lose their temper. The behavior of an individual is changing constantly and stressful situations are handled differently. Someone may like stressful situations and working “under pressure” but for some other these situations can be impossible to handle and therefore they may lose their motivation to even try to survive.

If a person notices that someone working for the same task is treated differently than the other it will affect the person’s motivation and behavior towards the colleagues or supervisors.

This can also affect the person in a way, that he/ she gets a new drive and enthusiasm which can make the person more noticeable. A lot of friendships are created in work places because of the time spent together and those are often carried outside of the office as well.

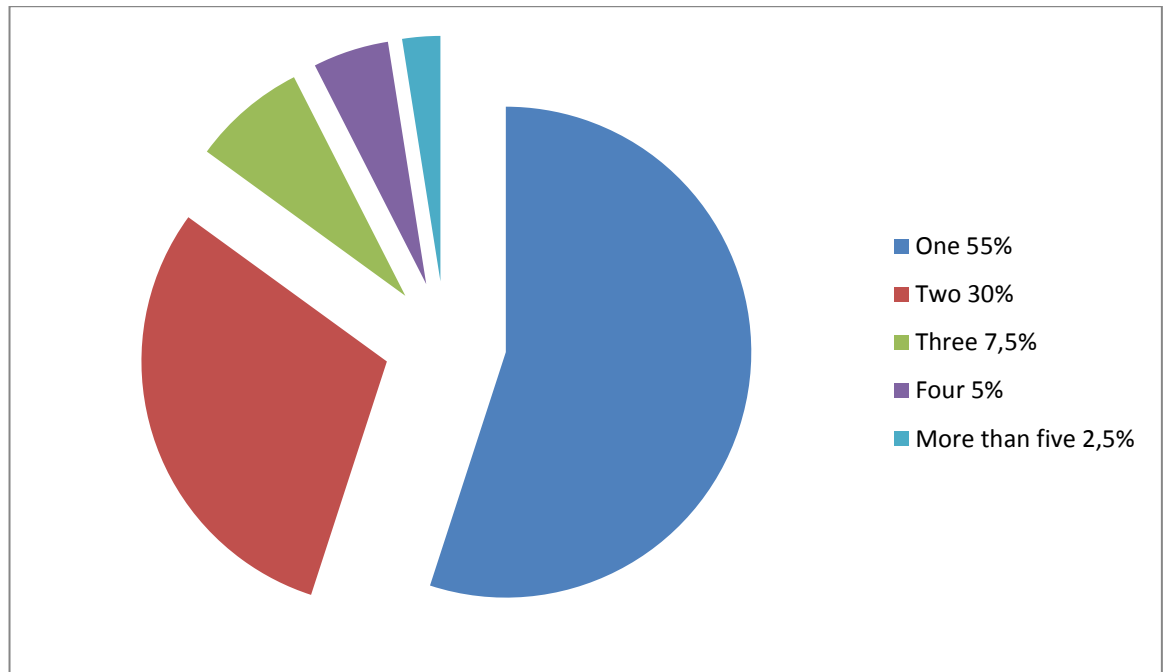
People can have polite and friendly relationships in workplaces but those can also be rude and manipulative.

In bigger organizations people are often working in their own sections and not getting in contact with the others in the organization.

I believe that working with a few co-workers can create a feeling of a “family” where everyone knows everyone and people have certain type of way to behave and the atmosphere can be more casual and laid-back.

When working in a big organization or company, supervisors must have certain ways how to manage and make results. Since there can be so many workers in many sections people may not know the other employees they are working with. I have noticed that this may create certain thoughts about the people especially if you have to deal and find solutions to things that aren’t always positive.

15. How many managers do you have?



The companies should have as many managers as are needed and acquired. A manager must be available for the employees and therefore bigger companies should have supervisors or at least one relied person who can make some bigger decisions.

This will help the employees and the employers as well since the tasks and decisions will go more smoothly and faster in the organization when people don't have to wait for one manager's decisions or advices.

Companies with right amount of managers are said to be more effective since they are focusing on the core business results and are quicker to make needed changes. With the 'right amount' I am referring to the number of managers needed in every sector so that the company can move forward in their field. Usually it can be noticed pretty quickly if the company is lacking the supervisors and leaders.

It will also affect the efficiency and will also lower expense ratios. This translates into more customer and also stakeholder values, since the companies are more able to have competitive pricing which affect their financials in the long term and growth as well. The most important thing is of course that more jobs are available.

Managers should also have the ability to lead smaller and big units as well. This can really teach them how to take responsibility of big units big groups of employees. A leader should really know the entire business, what's

happening where, and make the needed changes in the organization and between the groups.

I really believe that one manager isn't enough. To have an effective work group you should at least have supervisors that can give feedback and make sure that everything's done properly and that the company is making profit.

Bad management can poison the employees, and lower their motivation. I have listed 10 tips for the managers, that will help them create a nice, effective, motivated employees and a work environment where everyone feels welcome , respected and needed.

10.2 10 tips for the manages to obtain satisfied workers and healthy work environment

An effective management understands the employee's strengths and weaknesses. By trying to improve the weaknesses a manager will motivate the employee to step for the next level and face new challenges. If a manager sets people to one zone and doesn't improve or consult in any ways, employees will lose their interest pretty quickly.

I have listed 10 tips for the managers to get the most of their workers, make them enthusiastic, creative and motivated towards their job weather they have worked for the same employer one or ten years. I read these tips from (insidejobcoach.com) but I have been changing them into the ones that I think that are important factors.

1. Make your employees feel that they are needed and hired for their strengths. Employer should be aware of the person's professional goals so that they can get the most of it.

It's important for the employer to have one-on-one discussions with their workers. Feedback, reporting and collecting information from the workers should be done weekly by the employer.

2. Positive office atmosphere is an important thing to create. Employees should know that they can approach their managers and co-workers at any time.

Closed doors, unanswered e-mails or phone calls aren't helping this situation.

3. Tell employees what's coming in the future and what are the goals settled. You create an interesting environment and employees don't have to wait for the big news in the last minute. Let's say that someone is retiring and his/her place and tasks will be filled with someone already working for the company. It's fair for the employer to ask about employees opinions, since someone could be interested about the given task and someone not.

Regular staff meetings will help the people to tell everyone what's on their mind and if they would need some improvements.

4. Employer should educate their workers by offering them seminars, and other courses paid by the company. These new professional skills and thoughts will be brought to the workplace. Workers will also feel themselves respected and needed.
5. Positive surprises like a sweet treats or other small gestures will increase employee motivation. Employer can make very satisfied workers if he/ she let everyone finish earlier on Friday for example.
6. Don't take anyone for granted. Notice everyone's succeeded works, whether those are big or small.
7. Show appreciation by providing incentives. Notice good performance with bonuses or by increasing salary. This action would also motivate the co-workers to perform well in their tasks.
8. Keep your word. If an employer promises something the word must be worth trusting. An employer can lose their workers trust if they let someone down with empty promises.
9. Offer your workers both professional-, and personal coaching that will help them face and overcome some obstacles and problems in their working life.
10. Improve employee motivation by improving employee's self-confidence. Give the tasks to someone that you know that are good at those and show excitement. By giving more responsibilities you will also raise the motivation levels.

11. Conclusion

As we can see motivation has been studied by many researchers. It's an important and interesting topic about human nature and behavior. Individuals' motivation is influenced by biological, intellectual, social and emotional factors.

Motivation is an employee's drive and intrinsic enthusiasm to accomplish activities and settled goals related to work. My research states that 82,5% of the people feel motivated about going to work. Since people can have an effect on their motivation and self-control it's important for the manager to study the four approaches to motivation that are; physiological, behavioral, cognitive and social. I wanted to know how much the managers are putting effort to maintain the good, open and honest working environment, by asking the audience how they feel about that. The results stated that 67,5% of the workers feel like their manager is putting an effort to maintain a nice working environment, but 70% of the people said that they feel like they've been heard and taken care of.

Employees are most certainly productive and effective if they receive respect and are treated like individuals and human beings. Motivation includes also respecting the human dignity in all its forms. Workers are not born with the drive or self-motivation; it's a thing that must be learnt. This is an essential for any business to be successful and to survive. The manager should have one-on-one discussions to learn about the people's strengths and weaknesses and try to develop them. 59% of the employees said that they have had one-on-one discussion with their manager during the last month.

Employers must find a way to get the most of every employee by recognizing their strengths and weaknesses. When a person sees and analyses their own work and presence it's much more comfortable and easier to maintain a respectful employer-employee relationship.

In an "ideal" workplace has an environment that respects everyone and the work they do and gives new opportunities. Employer should offer employees new courses and updating education. When a person has an opportunity to develop their social and professional skills they will be more motivated towards their own tasks and possibly new ones too. In my survey I made a general finding that people seem to be pretty satisfied with their co-workers, managers, work environment and holidays. The one thing that shared opinions was salary.

Motivation can be either intrinsic or extrinsic, meaning that the motivation itself can come either from outside reward or from an individual her-/ himself. Intrinsic motivation means that a person is working and pushing towards the goal because

of the pleasure that the situation causes. Extrinsic motivation is an opposite. The motivation is coming from outside of an individual.

When I listed some factors that make people to stay at their job and asked people to rate them from 1 to 5, 5 being the most important the highest scores went to; (1) good / fair boss , (2) salary , (3) working hours / vacation.

An individual is feeling good pressure when he or she is in an environment which is competitive, but in a way that person doesn't feel judged or threatened. It's positive and motivating that makes a person inspired and gains self-control. The theories and survey results show that when a person is motivated and has belief in him/her the new opportunities are faced and completed.

Maslow is using the following terms to describe the pattern that human motivations usually move through. These five needs are: Physiological, safety, esteem, and self-actualization.

Dr. Clayton Alderfer, an American psychologist, of Yale University, wanted to rework Maslow's need hierarchy theory to align it more closely with the empirical research. The ERG theory is demonstrating that (1) more than one need may be operative at the same time, and (2) if the gratification of a higher-level need is stifled, the desire to satisfy a lower-level need increases.

Unconscious motivation is about the human acts that happen naturally without special energizers or directors. According to psychology Abraham Maslow "Psychoanalysis has often demonstrated that the relationship between conscious desire and the ultimate unconscious aim that underlies it need not be all direct."

There are seven strategies that managers could and should use; positive reinforcement/ expectations, effective discipline and punishment, fair treatment, satisfying employee's needs, work related goals, restructuring jobs if needed, basic rewards from the job done.

By following the 10 steps, from the end of this thesis, tips managers can have satisfied, motivated and goal oriented workers that are willing to work for the goals and results settled. Also, by rewarding and noticing the employees that are making an effort, managers can achieve an ideal win-win situation.

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