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EMPLOYEE MOTIVATION AND JOB SATISFACTION

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One of the purposes of this research was to explore the topics of employee motivation and job satisfaction along with finding out key motivational factors for employees in two case companies. The idea behind the thesis was to check whether Frederick Herzberg's opinion regarding money not being the most important motivating factor at work is applicable to the two case companies.

The author attempted to answer the following questions:
- Which motivators affect job performance and employee satisfaction the most?
- Is there an interdependency between job satisfaction and performance at a workplace?

For this study, a deductive approach and a qualitative method of data collection were used.

The key finding of this research is that money is not the most important motivator at a workplace, but recognition, positive work atmosphere and good relationships with colleagues are.

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LIST OF ABBREVIATIONS

CC1   Case Company 1

CC2   Case Company 2

CEO   Chief Executive Officer

HR   Human Resources

1 INTRODUCTION

1.1 Background of the study

In markets of goods and services there has always been, is, and will most certainly always be competitiveness. Each company tries to distinguish itself from the oceans of others in the perception of a potential customer in order to succeed. It is a common knowledge that main goals of doing business are increasing profits, getting more loyal long-term customers, recognition and good reputation on the market. Being the most valuable assets of any company, employees have a great influence on a business prosperity. As is so often said, "People make the difference". (Donnelly, et al., 1992)

Well-motivated workers are more productive in helping company achieve its goals. According to Greenberg and Baron (2008), "Motivation is the process of stimulating an individual to take action that will accomplish a desired goal." Employees have the responsibility of helping the organization grow, because an important part of success of the company depends on their performance. Companies can achieve their goals only through combined efforts of both workers and management.

According to the classical approach, management of an organization is responsible for three functions: Planning the work by determining the quantity and quality of the output, Organizing the work by finding ways and means to perform each task, and Controlling the work by selecting and training individuals, overseeing their performance and assessing the results. (Donnelly, et al., 1992) Although there is no mentioning of motivating the workforce, a well-motivated worker and an employee engagement overall has been called a significant part of a "holy grail" of Human Resources by numerous HR specialists. (Cattermole 2013; French 2014; Worth 2014; Marks 2015) When people are motivated, they are full of energy and willingness to act, they are ready to move forward and grow. Hence, all managers would want to employ workers who are productive, have positive attitude, and help company grow through achieving common goals and objectives. Therefore, it is important for the management of any organization to keep their employees motivated and satisfied.

The effectiveness of any organization is greatly influenced by human behavior. Each individual is different, with various life experiences, personalities, attitudes and beliefs,

and therefore managers should perceive and treat every employee as a unique human being. (Ivancevich & Matteson, 1990)

1.2 Purpose and objectives

One of the purposes of this research was to explore the topics of employee motivation and job satisfaction along with finding out key motivational factors for employees in two case companies. The idea behind the thesis was to check whether Frederick Herzberg's opinion regarding money not being the most important motivating factor at work is applicable to the two case companies.

By using two companies for analysis as case studies, the author compared them to address the following research questions:

- Which motivators affect job performance and employee satisfaction the most?
- Is there an interdependency between job satisfaction and performance at a workplace?

The objectives of this research were the following:

- Apply assumptions of Herzberg theory of motivation to a research among the employees of both case companies
- Compare results of theoretical and practical part of the research
- Measure a current level of motivation among the employees of Case Company 2, hereafter CC2
- Make some suggestions on how to improve employee motivation in the CC2

The main purpose was to investigate main criteria of employee motivation in the existing literature; distinguish and rank motivational factors based on the results of the survey among employees; and present some ideas on retaining employees through boosting their motivation.

1.3 Motivation for the research

The idea to conduct this kind of a research occurred to the author several years ago while observing the situation of increasing employee turnover in one of the Finnish companies the author was working for. From the talk with the manager and with both

former and current employees of the above mentioned company, it was clear that there was no common opinion on why workers leave the company for the competitor organization. The management was certain of the reason being the better salary, but the employees had other ideas, not related to money. This company has refused to co-operate in the author's research, and therefore it will not be presented as a case study.

Then author witnessed a similar situation in another company, in the Czech Republic this time. Once again, the opinions about employee turnover did not fall into the same category. The insignificance of money compared to other factors became apparent when several employees left the company even when it meant they would not have any other job. People chose no job instead of the one they were not satisfied with. This company will be presented as one of the case studies and referred to as CC1 (Case Company 1).

On the other hand, the other Case Company 2 (CC2) did not seem to have serious problems motivating and keeping employees. This organization was taken as another case study in order to see the difference in the opinions of employees regarding motivation and job satisfaction.

Even though the topic of employee motivation has been widely researched and discussed, it still does not seem to be clear enough to the management of the CC1. Moreover, it is not even close to be a common knowledge overall. The idea that people are mainly motivated by money is too narrow, so the author has decided to look into the theories of employee motivation. However, knowing the theory is not useful enough, because theoretical knowledge generally presents objective assumptions. Applying theoretical knowledge to practice, in this thesis it will be done by analyzing case companies, will be more effective in presenting ideas on how to improve employee motivation, satisfaction, and performance particularly to the management of the CC2.

Many researches claim that money is not the most important motivator for an employee to perform at and stay loyal to the company. (Katzenbach and Khan 2010; Kirchner-Adelhardt 2014; White and White 2015) During the analysis of the case companies for this thesis, the author wanted to check whether this assumption was applicable to the CC1 and CC2.

1.4 The structure of the thesis

This paper consists of 6 main parts. The author starts with the introduction where the study is introduced in terms of background, motivation, purpose, and objectives. Further the author proceeds to an introduction of both case companies.

In the second part, the topic of motivation at a workplace is investigated: the concept of motivation, factors related to job motivation according to Herzberg, and core dimensions of a job are discussed. This section also covers incentives as a motivational tool, describing their purpose and types.

Part number three takes care of the topic of job satisfaction: how it can be influenced, in what way is it connected to motivation and performance at a workplace, and how it can influence employee loyalty to the company.

The fourth part introduces us to the concept, methods, design, and limitations of the research. It is connecting a theoretical and a practical parts of the thesis.

Section five presents the analysis of the data gathered using a questionnaire in both case companies. It also includes the rating of factors able to influence job satisfaction.

The last part concludes the research and gives ideas on how to improve employee motivation, satisfaction, and loyalty.

1.5 Introduction of the Case Company One

The Case Company One, further referred to as CC1 is a department of a real estate branch belonging to a bigger organization providing different services to individuals in Russia and in the Czech Republic. The services offered by the organization include but are not limited to legal support (e.g. visa support to foreigners, consulting lawyers, medical insurance for foreigners, etc.), real estate, event organization (e.g. wedding planning), and others. The company has numerous partners including transportation firms and tourist agencies.

The CC1 department which will be analyzed in this research is dealing with providing short-term accommodation for tourists in the center of Prague, Czech Republic. It was established in the year of 2009; there are five permanent employees, the rest of the

workers are either trainees or subcontracted workers. The author did the practical training in CC1 for eight months during the year of 2016 as a manager of short-term accommodation responsible for other trainees who were mostly performing duties of reception workers. As all the trainees were either graduates or students in their final year of Business or Hotel Management studies, they can be looked at as qualified workers.

The reason why CC1 was chosen as a case study in this research is a high employee turnover. During author's 8 months in the company, 6 workers out of 11, making it 55% willingly left the company, despite a good salary and the fact that they either had or were offered permanent jobs at the branch. After the author had finished her practical training, she was offered a permanent position with a good pay, as well. However, along with 2 other employees, she left the company. After that, 3 more employees quit their job even though they did not have another job offer, meaning that they chose to have no job at all over the jobs at CC1. This means that in less than a year a total turnover at CC1 reached a 100%.

1.6 Introduction of the Case Company Two

The Case Company Two, further referred to as CC2 is a consulting pharmaceutical company which has offices in the USA, Ireland, and the Czech Republic. The services provided are regulatory affairs, pharmacovigilance, medical writing, readability testing, graphic design, and translations. The company has numerous partners around the globe. It was established in the year of 2008, there are 16 permanent employees and a significant part of those was offered a permanent position after having successfully completed their practical training at CC2. The author is currently working at CC2.

The reason why CC2 had been chosen as a case study in this research was a practically non-existent employee turnover. Since the first of January 2015 until November 2016 only 1 employee of Spanish origin left the company and returned to his home country for family reasons, making CC2 have a 6% turnover rate over almost 2 years.

The author believes that it is possible to compare the CC1 and the CC2 to each other due to the following:

- Both companies hire employees/trainees qualified for their field of business, meaning that employees' educational background is related to the duties

performed at the workplace. Therefore, quitting because of not being qualified enough for the job was highly unlikely.

- Both companies hire employees/trainees interested in their field of business. Therefore, leaving the company due to losing professional interest towards the job performed was unlikely.
- Despite CC1 and CC2 operating in 2 different industries (real estate vs. pharmaceuticals), both have hired young graduates or graduates-to-be and are evolving in highly competitive environments.
- Both companies have offices in more than one country, and have employees from different nationalities and cultures.
- Both companies offer "office" jobs requiring intellectual inputs
- Both CC1 and CC2 have a small amount of employees (11 vs. 16)

2 MOTIVATION AT A WORKPLACE

2.1 Concept of motivation

What is motivation? Why is it so important at a workplace? There are many definitions and studies concerning motivation and its theories and strategies. Robbins et al. (2007) defined motivation as "The willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need." Ebert and Griffin (2015) defined motivation as "the set of forces that cause people to behave in certain ways", hence motivation pushes people to act and achieve. Motivation is "an inner state that energizes, activates or moves and that directs or channels behavior towards goals." (Berelson & Steiner, 1964)

However, managing people is a difficult task, as everyone is different, and there is no universal recipe on how to motivate an individual and increase productiveness at work. As it was noted by Joshi (2013), what motivates one individual, does not necessarily motivate another. Moreover, no individual can motivate others to do something, he can only create favorable conditions for others to get self-motivated (Taylor, 2007). Showing employees that you care about them creates a more pleasant atmosphere at a workplace and it does not necessarily have to involve huge gestures, it is the attitude that counts. Small things such as providing coffee and tea at everyone's disposal matter a lot and do not require a huge effort nor investment.

"Motivation, in brief, is not the simple result of anything that a supervisor (or anyone else) does to other people." (Gellerman, 1968) "For organization to exist, there is assumed to be a goal or purpose that is sufficiently wanted or needed to generate or motivate human energy in its achievement." (Mee, 1963) From the point of view of a manager, a motivated person works hard, sustains a pace of hard work, and has self-directed behavior toward important goals. (Donnelly, et al., 1992) Motivation refers to intrinsic and extrinsic elements which influence the individual's attitude towards doing something.

2.1.1 Intrinsic motivation

Intrinsic motivators "make" a person do something without any reward or reinforcement, just for pure satisfaction of self. Intrinsic motivation exists and heavily depends on

relation between individuals and tasks, therefore not all activities can be equally exciting to everyone. Intrinsic motivation can be born e.g. from internal satisfaction, enjoyment or achievement of personal challenge one gets while participating in the activity. For example, an employee can volunteer to take over new tasks just to learn how to perform them, and by that he will develop his knowledge and therefore feel better about himself. Seeking challenges and extending own capacities is a tendency of workers who are highly intrinsically motivated towards what they do. (Ryan & Deci, 2000)

Getting to work in an environment that is innovative, challenging and interesting offers more opportunities for personal development. (Thomas, 2002) To create a working atmosphere to be a "cultivating land" for intrinsic motivation, managers can use different techniques and schemes. One of the ways, according to Emma Seppala (2016), is providing employees with the following:

1. Inspiration: people who have a sense of purpose are more focused, creative, resilient. When leaders are caring and act selflessly, workers are more trusting, cooperative, dedicated, loyal, collegial and committed.
2. Kindness: companionship and recognition are important in promoting employee loyalty.
3. Self-care: creating a culture in which it is acceptable and encouraged to prioritize self-care. Work-life balance reduces job stress and increases employee well-being and engagement. The least an employer can do in communicating the importance of self-care is discourage an employee from working when not feeling well.

2.1.2 Extrinsic motivation

On the other hand, activities performed with a view of e.g. getting a reward or not getting a punishment from the outside are related to extrinsic motivation. For example, an employee performs extra work in order to get rewarded by the management. (Ryan & Deci, 2000) In order to be an effective tool, extrinsic motivators should be constantly changed and developed, as they lose effect when employees get used to receiving them; it is one of the biggest challenges to keep in mind while creating a motivational strategy. With time managers will face an issue of a choice whether to continuously improve the reward or to simply cease it in order to avoid further financial losses of the company. This might bring about the other issue of extrinsic rewards is that they can make the

performance drop when withdrawn. Therefore, simply going for the system of extrinsic motivation is time consuming, costly, and does not bring much value to the company in terms of effectiveness. (B.Miner, 1988)

2.2 Orthodox job enrichment method and Herzberg's approach

In order to understand what exactly could motivate employees and how the motivation process should be carried out, the Herzberg two-factor theory was chosen as the most appropriate to analyze under the case studies. Herzberg's theory is convenient for this kind of a study due to the expressed clear difference between factors at work which exist to prevent dissatisfaction and those which can motivate. The fact that money do not fall under the category of motivators make the use of two-factor theory a logical choice since the same idea motivated the author to perform this research. Herzberg's theory is one of the content theories meaning that it emphasizes on what motivates people.

Herzberg's motivation-hygiene theory, also known as two-factor theory was labeled by the author himself as the one which uses the Orthodox Job Enrichment, a method of increasing the motivators of a job. He came to the conclusion that the opposite of satisfaction is not dissatisfaction, but no satisfaction. Moreover, according to Herzberg, removing dissatisfying elements from a job, does not necessarily make the job satisfying. (Ivancevich & Matteson, 1990)

2.2.1 Herzberg's motivators

According to Herzberg, job satisfaction is heavily influenced by five intrinsic motivation aspects at work – the motivators:

- Achievement
- Verbal Recognition
- The challenge of the work itself
- Responsibility
- Opportunity for advancement
  Personal Growth (B.Miner, 1988)

Achievement: A need to achieve is one of the most visible needs in our society. "An unfulfilled need for achievement leads to frustration, disappointment and a decreased

sense of self-worth." (Colan, 2014) An opportunity for an achievement fuels the personal motivation and increases productivity at a workplace.

Recognition: Gary Kusin, CEO for FedEx, once said: "Work is about letting people know they are important, their hard work and efforts matter, and that they're doing a good job. And this kind of recognition, in fact, can sometimes be more important than money". (Mullins, 2013) "Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, causal or formal. It is always in addition to pay." (Pitts, 1995) Recognition and communication are inseparable. Efforts, performance and behavior are recognized by management through communicating. The quality of communication affects the quality of learning. Transmitting information which influences its receivers to behave in a manner acceptable to its senders is called effective communication, and it is necessarily built on feedback. (Gellerman, 1968) People like feeling appreciated and cared about. "For a lot of people, the feeling of being recognized and valued appears more important than money in motivating them to keep on in a particular job." (Mullins, 2013) However, recognition should not replace the fair pay, but come by its side. When employees see that their efforts are recognized by management and colleagues and are not in vain, it creates additional motivation to enhance performance.

Responsibility: making employees feel ownership of performed tasks leads to them feeling personally responsible for the process and the outcome. Also, increased responsibility makes a person feel better about himself, boosts the sense of and gives better opportunities for achievement. (Roth, 2012)

Work itself: being able to apply various skills during the working process; opportunities to gain skills and knowledge; having a job that is not mundane, but appealing and inspiring – all this is commonly known to help an individual stay motivated and devoted to a workplace.

Opportunity for career advancement: growth within an organization boosts self-esteem and makes a person feel that his efforts are recognized and appreciated. "This conveys a stronger sense of value in employees and their efforts at the company. In turn, workers would feel more comfortable making long-term professional commitments to working for the business." (ProOpinion, 2015)

Personal growth: correlated with the need for achievement, a need to develop personally and to learn can be a strong drive for an individual. "As we grow on a personal

level, we begin to feel more passionate about life in general. We are naturally more motivated because learning and growing add motivation and a sense of excitement. Personal growth and development provides us with both the incentive and the means to become the best possible version of ourselves." (World Minded Team, 2014)

In addition to above mentioned general factors, one should not forget personal ones. Every human being is unique, therefore some other concepts affecting employee motivation should be looked at. For example, the possibility to be creative or to contribute to a greater cause such as protecting the environment, helping the needed, making a difference or improving the education of children.

The absence of these factors does not necessarily cause dissatisfaction, but their presence motivates. They contribute to work satisfaction. (See Figure 1) The good news is that management of a company can have a direct impact on most of them e.g. by giving employees opportunities to grow professionally and personally, recognizing their efforts and communicating with them. A motivator is any influence that causes an individual consciously to select a course of action for himself other than one he might have chosen in the absence of that influence. (Gellerman, 1968) Further on with the help of the case companies, the author will attempt to rate the importance of such motivators at a workplace.

Two Factor Theory - Herzberg

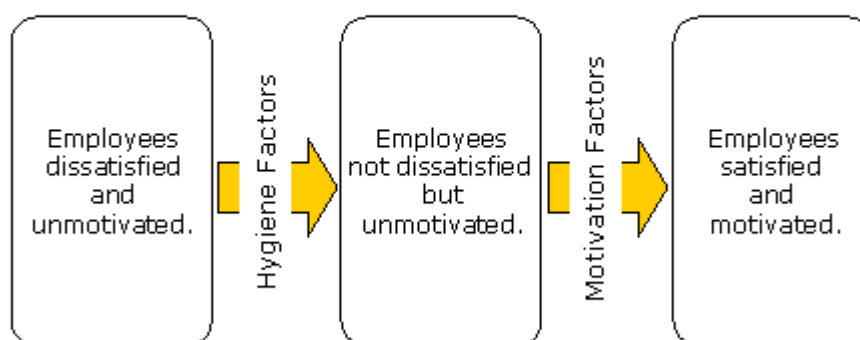| Employees dissatisfied and unmotivated. | Hygiene Factors → | Employees not dissatisfied but unmotivated. | Motivation Factors → | Employees satisfied and motivated. |

Figure 1. Herzberg's Two Factor Theory (Comella, 2011)

2.2.2 Herzberg's hygiene factors

On the other hand, there are also factors which lead to job dissatisfaction when they are absent – the hygiene factors (sometimes also referred to as "maintenance factors") which do not act as motivators, but as aspects preventing dissatisfaction at a workplace:

- Company policy and administrative practices
- Technical quality of supervision
- Interpersonal relations, especially with supervisors
- Physical working conditions
- Job security
- Benefits
- Salary

(B.Miner, 1988)

Working conditions: In general, working in an environment with adequate lighting and temperature conditions, reduced noise and decent working equipment is essential for being able to do the job properly. This hygiene factor can be developed further to the level of a motivator by e.g. providing employees with relaxation zones and refreshment opportunities. As it has been mentioned by the author earlier, at CC2 such conditions are favorable towards employees, whereas at CC1 they are kept to a bare minimum, which neither brings dissatisfaction nor motivates

Co-worker relationships: Working in a friendly environment makes a person feel and perform better. Indifference or even hostility make a person want to leave the place and do not motivate to go to work in the morning. Management can influence better relationships among employees by e.g. organizing company events, trainings, and teambuilding exercises. Creating and keeping corporate culture also has a positive impact on employee loyalty to the company, as with years your colleagues start being more like a family than just people you work with. Working as a team is also more productive and pleasant when you do not hate your teammates. At CC1 relationships within the department were friendly, but attitudes of different departments towards each other was hostile. The author assumes that it was partly due to the fact that employees did not stay at the company for long enough to develop good relationships among themselves. At CC2 friendly relationships among employees and with management is nurtured by regular company events along with small things such as having a "Happy

Friday" every week when employees take turns to bring something for others, or having a small celebration of an employee's birthday right at the office. Communication provides a release for the emotional expression of feelings and for fulfillment of social needs, and therefore within an organization it is an important mechanism by which members show their frustrations and feelings of satisfaction. (Robbins, 1986)

Policies and rules at the company: Basic rules such as fire safety are an important part of employee well-being at a workplace. However, some organizations have very strict company policies starting with a dress-code and ending with tracking every movement of an employee. Not having limiting company rules diminishes stress at a workplace and results in a more relaxed working environment. In both CC1 and CC2 the rules and policies were adequate.

Supervisor quality: As Gellerman (1968) noted, the most effective supervisor is a catalyst, not a drill sergeant. He creates a situation where his subordinates are willing to follow his lead. He does not command, but convinces. He works transparently; his only prerogative is to be respected; he is a team player. "Leaders create the vision and the strategy and present it and themselves in such a way that employees feel enthusiastic and excited by it." (Torrington & Hall, 1995) Quality of supervision does not only cover the professional part of behavior, but also personal: trying to understand and caring for employees makes them feel more appreciated. At CC1 employees are not allowed to question commands of the management, whereas at CC2 most key decisions are discussed with employees during regular company meetings.

Money: Salary or money is another hygiene factor that Herzberg argues can lead to dissatisfaction if not received in an adequate amount meaning that the pay should not be below the industry average, and it has to be perceived by an employee as more or less fair. (B.Miner, 1988)

The presence of these factors is natural, it does not motivate, and it will most probably lead to average performance. However, their absence is very likely to demotivate an individual. (B.Miner, 1988) It is something that makes people feel better than they would feel without it, but does not necessarily change their outward actions. (Gellerman, 1968) (See Figure 1)

According to Herzberg, motivators and hygiene factors are independent of each other. (See Figure 2)
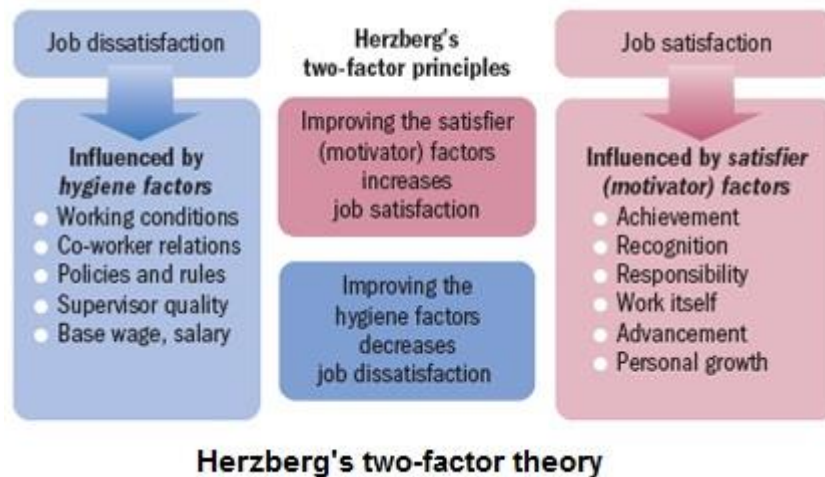
Herzberg's two-factor theory

Figure 2. Herzberg's two-factor theory (Schermerhorn, et al., 2011)

One limitation of Herzberg's study and conclusions concerns the fact that he implemented his research among professional workers: engineers and accountants. Individuals in these positions have the motivation to seek advanced education and expect to be rewarded. The same findings might not apply to non-professional workers. (Donnelly, et al., 1992) However, in this study the author analyzed two firms employing educated professionals, therefore the use of Herzberg's theory is justified.

2.3 The Core Dimension of Jobs

After the analysis of Herzberg's findings, there were named five core dimensions which provide job enrichment, which is a motivational technique built on the two-factor theory:

- Variety, allowing employees to perform different operations through various procedures, possibly with different equipment which make a job seem more challenging and requiring a good use of one's skills.
- Task identity. Preventing a feeling of non-accomplishment by allowing an employee to perform a complete piece of work and therefore providing a worker with a feeling of doing a whole job.
- Task significance, the feeling of doing something meaningful, important and worthwhile.
- Autonomy, giving an employee control over the job duties and opportunity to set own goals, which stimulate a sense of responsibility.

- Feedback, the information workers receive on how well they are performing. Above psychological needs, it also helps necessary improvements to be made, and therefore enhances performance.

  (Donnelly, et al., 1992)

Job enrichment itself is built on the idea of redesigning jobs to increase satisfaction of the staff, reduce the turnover and improve productivity of employees. (Paul, et al., 1969)

2.4 Incentives as a motivational tool

Most of two-factor units are also mentioned by Ramlall (2004) with such additions as needs of the employee, fairness and equity. The Motivators listed by Herzberg can be interpreted as incentives acting as motivation boosters at a workplace. In the modern world people in general are more demanding and "picky" when it comes to employment. Nowadays it is not enough to motivate an employee with money, and even if so, an employer cannot constantly simply increase a salary. "Money is a powerful incentive; but people in all walks of life are motivated to work in organizations by incentives other than money. We are not born with a desire for money. We have to learn to want it or like it." (Mee, 1963)

Managers should avoid just fulfilling Hygiene factors, as in this case employees will count and rely heavily on extrinsic awards, which might create a financial problem for a company in a long-term. Instead, managers should focus on making employees feel appreciated, their efforts recognized, and their personal and career needs acknowledged: this will have a positive effect on long-term employee performance. (Herzberg, et al., 2011) If managers focus only on Hygiene factors, increased motivation will not occur. The Motivators must be built into the job to improve motivation. (Donnelly, et al., 1992) One of the ways generally used to enhance employee motivation is implementing the incentives system. "Incentive is an act or promise for greater action" (MSG Experts, 2008-2016). Incentives are used as a stimulus for employees to perform better, and implementing them could be one of the ways of boosting employee motivation in both CC1 and CC2.

According to MSG Experts (2008-2016), there are several purposes incentives can be used for:

- To increase productivity,
- To drive or arouse a stimulus work,
- To enhance commitment in work performance,
- To psychologically satisfy a person which leads to job satisfaction,
- To shape the behavior or outlook of subordinate towards work,
- To inculcate zeal and enthusiasm towards work,
- To get the maximum of their capabilities so that they are exploited and utilized maximally.

There are several kinds of incentives, and even more ways of combining them at a workplace as an incentive strategy. All the incentives can be classified into two groups: monetary and non-monetary.

Monetary incentives include but are not limited to a cash bonus, profit sharing, a pay raise or additional paid vacation time. A bonus is a reward that is offered on a one-time basis for high performance. It can be cash or in some other form, for example a trip as a prize. The employee has no entitlement to the payment as a result of a contract of employment and cannot be assured of receiving it in return for a specific performance. (Torrington & Hall, 1995) Profit sharing is dividing a fixed percentage of net profits among employees. (Byars & Rue, 1987)

Non-monetary incentives can include flexible working hours, training opportunities, movie tickets, and meal discounts.

3 JOB SATISFACTION

Job satisfaction remains one of the most researched areas of organizational behavior. "A major reason for studying job satisfaction is to provide managers with ways to improve employee attitudes." (Ivancevich & Matteson, 1990) It is perceived as an attitudinal variable measuring the degree to which employees like their jobs. (Spector, 1997) Vecchio (2005) defines job satisfaction as person's attitude towards work. According to George and Jones (2012), job satisfaction is a collection of feelings and beliefs that employees have about their job. The fact that work actually should be inherently satisfying instead of just being an unpleasant necessity is a quite recent addition to managerial thinking. Satisfaction on the job consists of more than just working in comfortable surroundings; it also includes subjective experiences of enlarging one's competence. Such experiences are important not only for a man's ego but also for his productivity. (Gellerman, 1968) Whether a person is satisfied with his job or not affects his behavior at a workplace, but what can influence job satisfaction?

3.1 Factors influencing job satisfaction

Robbins (1986) indicated four important factors influencing job satisfaction, which are very similar to Frederick Herzberg's ideas of employee motivation discussed earlier:

- Mentally challenging work: Opportunity to use skills and abilities, variety of tasks, freedom, and feedback make work mentally challenging and more preferable by employees. However, the level of challenge should be moderate; too little challenge create boredom, too much – frustration. At CC1 there is no freedom of choices or actions, employees have to do what they were told to without a chance to question the authority. The feedback given by management is either non-existent or negative. An employee knows that what he/she did was right just because there is no negative feedback from an employer. At CC2 there is a freedom to question, disagree and change the course of action, which makes employees feel respected. However, the amount of feedback is not perfect and does not satisfy all of the employees, which will be more carefully analyzed further.

- Equitable rewards: Fairness in pay and promotion opportunities have a great influence on employee satisfaction at a workplace. At both case companies the pay is fair. However, at CC1 promotion opportunities are questionable and depend mostly on a relationship with management. At CC2 the career advancement chances are feasible and clear to every employee.
- Supportive working conditions: not dangerous, comfortable workplace with favorable temperature, light, noise and other environmental factors; clean and relatively modern facilities with adequate equipment are preferred by employees. The mentioned conditions exist to an extent in both CC1 and CC2, it will be discussed further in the research.
- Supportive colleagues: Friendly and supportive co-workers fulfill the need for social interaction. Understanding supervisor who listens to employees' opinions and shows a personal interest in workers is a major determinant of satisfaction, as well. At CC2 there is a friendly office atmosphere, workers spend time together both during and outside working hours. The corporate culture is supported by the company management with organizing company events, initiating everyone's small birthday celebrations and "Happy Fridays" held every week. At CC1 the concept of corporate culture does not exist, partially due to the fact that employees do not stay at the company for too long.

As we can see, the earlier mentioned factors influencing employee motivation were adapted to represent the influencers of job satisfaction, which proves the proximity of being motivated at and satisfied with a workplace.

3.2 Effect of employee motivation and job satisfaction on performance at a workplace

Miner (1988, p. 14) defined performance as "the extent to which an individual meets the expectations regarding how he or she should function, or behave, on the job." Job performance is a function of the three core elements. (See Figure 3)

The Capacity to perform. A degree to which an individual possesses task-relevant skills, abilities, knowledge, and experience.

The Opportunity to perform, a critical ingredient, whether it concerns well-functioning equipment or simply a pleasant working atmosphere.

The Willingness to perform is last but far from being the least. It relates to a degree to a which an individual is willing to exert effort toward attaining job performance. In other words, it is motivation of a worker. No combination of Capacity and Opportunity will result in high performance, if motivation and willingness to perform well are absent. This draws a strong connection between employee motivation and performance at a workplace.
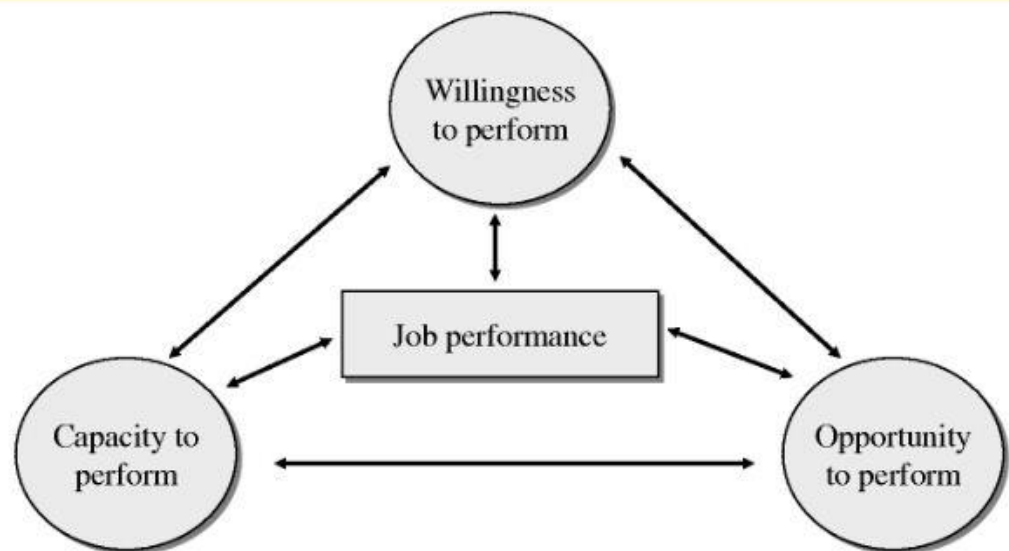
(Ivancevich & Matteson, 1990)

Determinants of Job Performance

Figure 3. Determinants of Job Performance (Ivancevich & Matteson, 1990)

Job satisfaction correlates with better job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout. (Begley & Czajka, 1993) It influences whether an employee is happy to come to work, how he communicates with his colleagues and management, how he performs his tasks. Hence, job satisfaction influences employee motivation, which follows up with enhancing performance at a workplace. "No one questions the central role motivation plays in shaping behavior and specifically, in influencing work performance in organizations." (Ivancevich & Matteson, 1990) Motivation itself is a psychological state and the outcome of motivation is the behavior. Only through taking action does motivation truly become connected to performance. (Kurose, 2015) The basic Motivation-Behavior Sequence

assumes that motivation results in effort which will be influenced by ability and will result in performance and outcomes. (Ivancevich & Matteson, 1990) (See Figure 4)
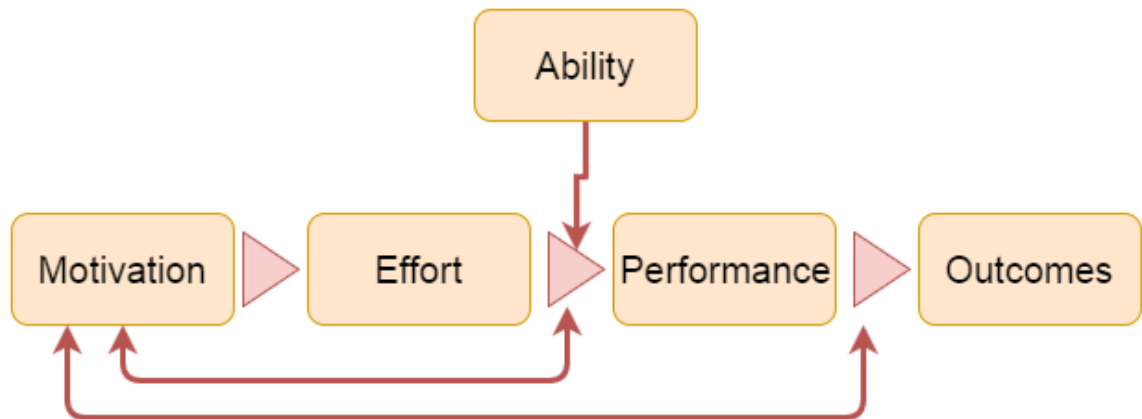

Figure 4. Motivation - Behavior Sequence (Ivancevich & Matteson, 1990)

On the contrary, dissatisfaction will lower the motivation, and an employee performance will drop. We can justify this idea with Herzberg's Motivation-Hygiene theory which was built around the question "What do people want from their jobs". His analysis was conducted from different industries in Pittsburgh area of America where 203 accountants and engineers were asked to describe situations they felt exceptionally good or exceptionally bad about their jobs. The outcome was that workers performed well when they felt good, and their performances dropped when they felt bad about their jobs. (Mullins, 2013) A person who likes his job and is motivated to do it will most likely perform the tasks better than the one who is not. If an employee finds his work interesting and capable of providing him with a thrill of accomplishment, his experiences and talents will be drawn to work. On the contrary, if a worker considers his job boring and incapable to satisfy his ego, nothing will keep him devoted. He will just do what needs to be done, but no extra care or effort can be expected. (Gellerman, 1968) An employee satisfaction with his workplace can also greatly influence reputation of the company, simply by word of mouth.

Motivated employees seem to enjoy the work they are doing, they focus on achieving personal and company goals, they look energetic and are willing to go the extra mile in order to devote one hundred percent to the task. (Stredwick, 2002)

3.3 Shaping employee behavior

However, job satisfaction and performance at a workplace are related only under certain conditions. Other factors, for example level of supervision, difficulty of the task, and self-esteem are moderating the relationship, as well. (Ivancevich & Matteson, 1990) Contingencies of reinforcement may be used in strengthening or weakening certain behavioral patterns:

- Positive reinforcement of providing rewards for a certain behavior e.g. promotion, bonus. It is a stimulus which when added to the situation strengthens the probability of a behavioral response.
- Avoidance learning involving withdrawing of an unpleasant condition if some behavior goal is met e.g. criticizing by a supervisor
- Extinction, being a withdrawal of a positive reinforce, e.g. isolating a worker from others
- Punishment of providing negative consequences of an undesirable behavior. For example, a superior's criticism, being fired or suspended, receiving an undesirable transfer or assignment or being demoted. (B.Miner, 1988, p. 120) (Ivancevich & Matteson, 1990, pp. 175-176)

3.4 Effect of employee motivation and job satisfaction on employee loyalty to the company

"Employee commitment is no longer something employers can take for granted, but something they have to put great effort to achieve." (Senyucel, 2009) Virtually every model of the turnover process that has been proposed gives a central role to job satisfaction. Although, there are many factors involved in an employee's decision to quit the job, dissatisfaction is the central impetus. (B.Miner, 1988) Employer must be aware than things that once worked as motivators (e.g. satisfying working conditions, good pay, bonuses etc.) might later on work as demotivators. People tend to get used to things and stop appreciating, therefore job motivation strategies need to be constantly worked on and updated. (Bagshawe, 2011) A person who is motivated, satisfied with his job and conditions at a workplace will be happy to come to work and will stay loyal to the company.

4 RESEARCH PROCESS

According to Robbins (1986), research is concerned with the systematic gathering of information, and its purpose is to help us in our search for the truth. Ethridge (2004) defines research as "the systematic approach to obtaining and confirming new and reliable knowledge". Research is generally conducted to analyze an issue and possibly find the way of coping with it.

There are two kinds of relationships between theory and research: the one where theory guides the research is called the deductive approach, on the other hand, the one where the theory is an outcome of research is known as an inductive approach. For this study, the method used by the author is deduction rather than induction since the topic of employee motivation has already been widely researched and discussed. Deductive theory is the most common view of the relationship between theory and research. During the process of deduction, a researcher deduces a hypothesis based on what is known about a particular domain. Then theory and hypothesis guide data collection leading to findings which either confirm or reject the hypothesis. In the end, the initial theory is revised. (See Figure 5)

Figure 1. The Deduction Process (Bryman & Bell, 2011)

4.1 Data collection methods and research design

The evidence for the research can be gathered from two types of sources: primary and secondary. Primary data is the data collected by the researcher. Secondary data is the data collected from the existing resources such as books, articles, statistics, and etc.

There are two research strategies: quantitative and qualitative. The difference between them is in the process: quantitative research is testing the theory and provides measurement, the qualitative one places the emphasis on the generation of theories and no measurement is provided. The strategies are not mutually exclusive and they can work together creating a mixed methods research. Collection of data using surveys and observations is seen as an application of a quantitative method. (Bryman & Bell, 2011)

A significant part of this thesis will be connected with comparative design: a study using more or less identical methods of two or more contrasting cases. (Bryman & Bell, 2011)

4.2 Sampling

"Sample is a segment of population selected for investigation" (Bryman & Bell, 2011). In order to avoid sampling errors, the author tried to use as many representatives as possible. For the CC2, 13 current employees out of 16 took part in the research, making it an 81% response rate. However, for the CC1 a method of convenience sampling had to be used due to the issues with accessibility. Convenience sampling (also known as Haphazard sampling) involves selecting those cases that are the easiest to obtain for the sample. (Saunders, et al., 2009) In the case of the CC1, 2 former employees with whom the author kept in touch with due to the fact of living in the same city were chosen as a sample. The rest of the former employees of CC1 moved to other cities or countries The problem with this strategy is that it is impossible to generalize the findings, since the convenience sample cannot represent the whole population of former employees of CC1. The data gathered will not allow definitive findings to be generated, but it will allow connections to be made with the findings of the research in CC2.

4.3 Validity and Reliability

Validity in a nutshell is the extent to which the research measured what it was initially supposed to. Making sure that the data collected during a research is both valid and reliable is a challenge. A valid questionnaire enables accurate data to be connected.

Reliability means the extent to which we can trust a gathered data. For the survey, the reliability can be ensured by creating questions which are easy to comprehend and which cannot be misinterpreted. Enabling participants to give anonymous responses should also have a positive influence on the reliability of the results.

The findings of this research might be considered as biased due to the author's personal involvement with both case companies.

For a questionnaire to be valid and reliable, the posed questions must be understood by a participant the same way as the researcher would understand it. Moreover, the answer given by a respondent should be interpreted by the researcher exactly like the participant meant it.

4.4 Limitations of the study

This paper can be used as a source of general knowledge about motivation at a workplace, however, the results and recommendations of the practical part of the study are applicable specifically to the case companies chosen for the research. For the CC1, the sample chosen for conducting a survey consisted of only 2 former employees who were not able to accurately express the opinion of everyone who recently left the company. On the other hand, the author believes that the results of the online survey conducted among the employees of CC2 were very accurate due to absolute anonymousness of the respondents.

4.5 Advantages of an online survey

An online survey is a very popular method of gathering data for a research. It operates by inviting prospective respondents to visit a webpage where the questionnaire can be completed online. The author chose conducting an online questionnaire out of all the

ways due to several advantages. Online surveys are cheaper to administer, as no printing costs are involved. Also, this method allows reaching more respondents in different location. In this case it was a useful advantage due to the fact that some of the employees of CC2 were attending training abroad or working from home during the time of the research. Online surveys are quicker to administer than interviews with every individual; provide more reliable data due to anonymousness; are more convenient for respondents, as they can answer the questions any time they want. Moreover, modern online survey tools create automatic reports decreasing the probability of a human error in counting the results. (Bryman & Bell, 2011) (Flick, 2011)

5 ANALYSIS OF THE DATA

5.1 Introduction

An online survey was distributed among 16 employees of CC2 between October 2nd, 2016 and October 12th, 2016 via email providing the link to the website where the questionnaire could be found and completed. 13 employees answered all the questions, making it an 81% response rate. There were no questions regarding the repondents' personal data, which made them completely anonymous and therefore not afraid to speak their minds.

On the 23rd of October, 2016 the author also distributed the survey in a printed form to 2 of the former employees of CC1. For this round of testing, several parts of the questionnaire were altered in order to avoid misunderstanding (e.g. the respondents were not asked the question regarding working for the company in the future, since it was irrelevant; parts with "at your current workplace" were replaced with the name of the company where those 2 respondents used to work together with the author). Nothing that could have influenced the questionnaire readability was altered.

5.2 Results of the questionnaire

5.2.1 Closed answer statements

In this part, the respondents had to choose their feeling towards each of the 19 statements choosing out of 5 options: Strongly disagree, Disagree, Neutral, Agree, Strongly agree. Each statement is presented with a corresponding pie-chart placed below it.

Statement 1: Monetary rewards (e.g. cash bonus, profit sharing etc.) have a positive effect on a work atmosphere

At CC2, more than 84% of the respondents agreed that monetary rewards influence the work atmosphere positively. No doubt, from an employee's point of view, there can never be too many rewards as a recognition of employee's efforts, we all like getting them. Both former employees of CC1 strongly agreed with the statement, as well.
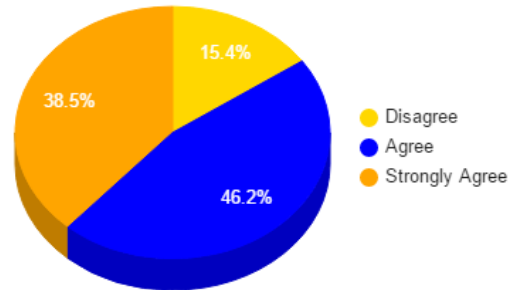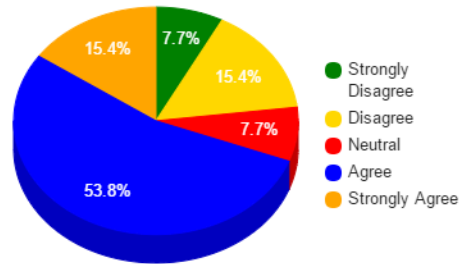
Statement 2: I am ready to increase my work efforts in order to gain a monetary reward

At CC2 almost 62% expressed the opinion that they agree with the statement, at CC1 both of the former employees strongly agreed that they would increase their efforts to get a monetary reward.
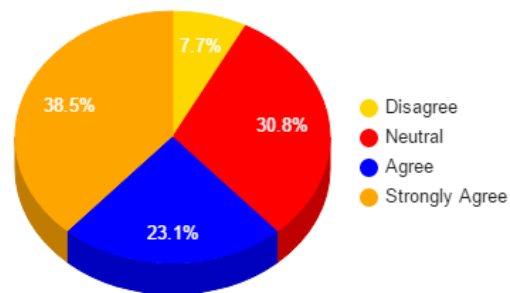
Statement 3: Non-monetary rewards have a positive effect on a work atmosphere

69% of the CC2 employees and both CC1 former employees agreed with the statement

Statement 4: I am ready to increase my work efforts in order to gain a non-monetary reward

At CC2 only 38.5% of respondents expressed that they are ready to increase their efforts to get a non-monetary reward; both of CC1 former employees said they had a "neutral" opinion. On the contrary to the theoretical findings above, employees are more motivated by money than other rewards (almost 62% vs 38.5%).
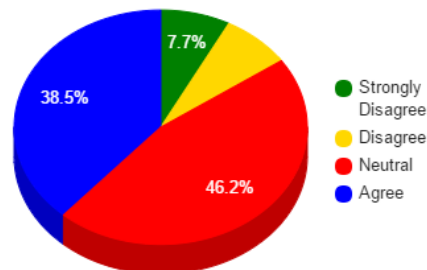
Statement 5: Rewards (both monetary and non-monetary) motivate me to perform my job well

61.6% of the CC2 employees along with both former employees of CC1 agreed with the above statement, which proves a significant influence of rewards overall on employee performance.

The respondents' opinions regarding the first 5 statements of the questionnaire bring us back to the point expressed in chapter 2 where implementing an incentive or a reward system can be a good idea for both case companies in order to boost motivation of their employees. However, the fact that more respondents would be willing to increase their efforts in order to get a monetary reward than to get a non-monetary reward does not support the assumption of money not being the best motivator. In author's opinion, this contradiction could have happened due to the fact that all the respondents are rather young, so for them money is important for supporting a family and building a future. Another possible reason could be the lack of examples of non-monetary rewards in the question, whereas the expression "monetary reward" is clear.
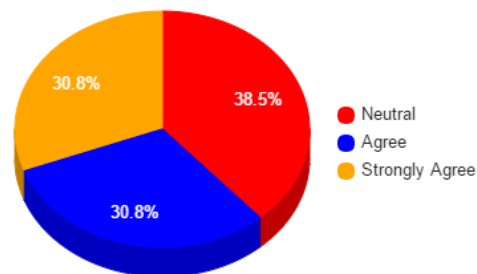

Statement 6: My employer encourages me to work well

The use of the term "employer" in this and several further questions mean the management of the company, the employees' direct supervisors. No clarification for respondents was needed, as in both case companies the owners of the company are the ones directly managing and supervising employees.

At CC2, 69% of employees agreed that the employer encourages them to work well. However, 23% disagreed with this statement, which should concern the employer. Both former CC1 employees strongly disagreed.

Supervision quality, as discussed in chapter 2 is one of the hygiene factors, meaning that its lack causes dissatisfaction. A qualified supervisor should be a caring and inspiring leader, whom employees are willing to listen and follow. If a manager is not interested in employees' opinions, prefers giving commands rather than initiate a discussion, he will be a strong cause of job dissatisfaction, which could be one of the reasons of employee turnover, as we have already seen in CC1.
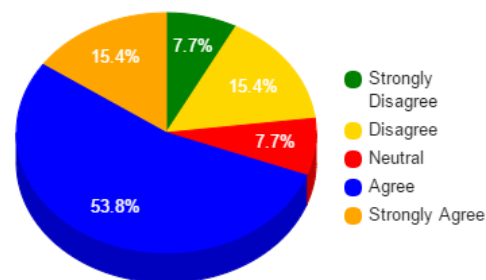
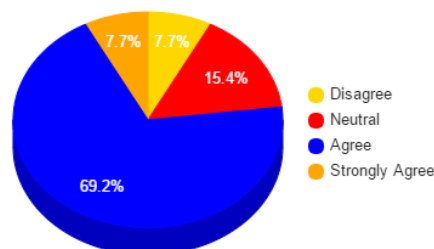**Statement 7**: Money is the best motivator for me right now

Only 23% of the CC2 employees agreed that money currently motivates them the most. Both of the former CC1 employees have said it was not the best motivator, either, which proves the investigated theory of money being a hygiene factor rather than a motivator. Compared to the response rate regarding statement 2 of the questionnaire about an employee willing to increase efforts for a monetary reward, we can conclude that money is important when it comes to performance at a workplace, but it is not a key factor.
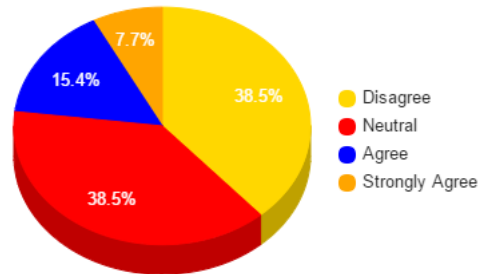
Statement 8: Career growth is the best motivator for me right now

Almost 77% of the CC1 respondents agreed that career growth is currently the best motivator for them, which supports the location of this factor to the group of motivators by Herzberg. Both former CC2 employees reacted positively to the above statement, as well.

Compared to the 23% respondents who have chosen money as the best motivator for them in the previous statement, we can see that significantly more employees of CC2 consider career growth a best motivator.

Statement 9: Personal growth and learning are the best motivators for me right now

At CC2 92% of the respondents consider personal growth and learning as the things that currently motivate them the most. Both former CC1 employees had a neutral opinion regarding that.
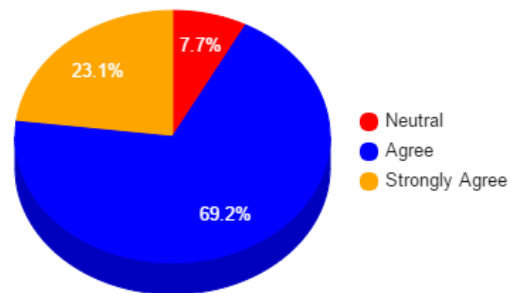
As we can see, out of 3 options of the best motivator (money, career growth, personal growth and learning), is the latter one. It proves achievement to be a powerful motivator, as discussed in chapter 2.

Statement 10: I am satisfied with my salary

As salary is one of the hygiene factors at a workplace, it is important to keep an employee satisfied with it, otherwise dissatisfaction with the workplace will occur. Only 38.5% of the CC2 employees agreed that they are satisfied with their pay. Both of the former CC1 employees expressed that they were satisfied with the money they were getting at the company, which brings us back to the point that high employee turnover at CC1 was not necessarily related to money.
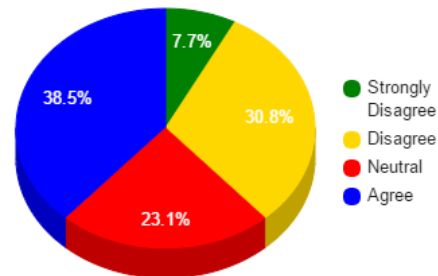
Statement 11: It is important for me to feel motivated at my current workplace

A 100% of the CC2 employees along with both former CC1 employees agreed with the statement, which supports the importance of nurturing employee motivation at both case companies.
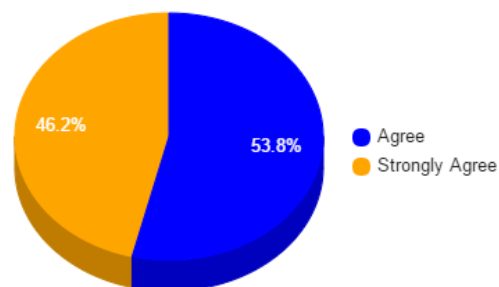
**Statement 12**: I get enough feedback from my employer

Only around 31% of the respondents at CC2 expressed that they are satisfied with the amount of feedback from the employer. One former CC1 employee disagreed, and the

other stayed neutral. The author sees a major issue in this area, as it was discussed earlier that getting feedback and being heard is very important for an employee in order to feel appreciated, recognized and motivated.
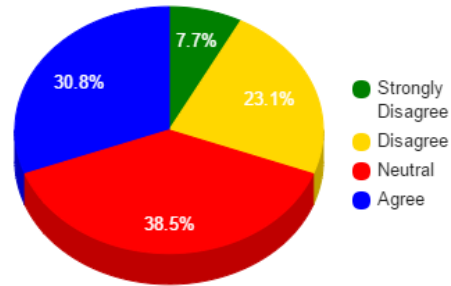

Statement 13: I get to influence my work tasks

As it had been discussed earlier, ability to influence own work tasks increases the sense of responsibility and therefore positively affects productivity and motivation at a workplace. More than 69% of the CC2 employees agreed that they are able to influence their own work tasks, which the author considers as a pretty decent rate. However, both of the former CC1 employees strongly disagreed that they had such an opportunity, which could have been one of the reasons they left the company.
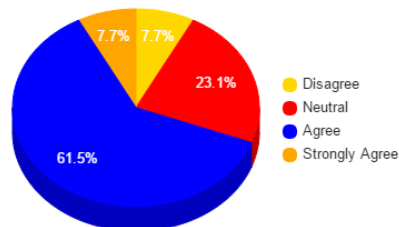
Statement 14: If I am satisfied with my job, I perform my work tasks better

All of the CC2 respondents along with both of the former CC1 employees agreed with the above statement. It proves a strong correlation between job satisfaction and performance at a workplace.
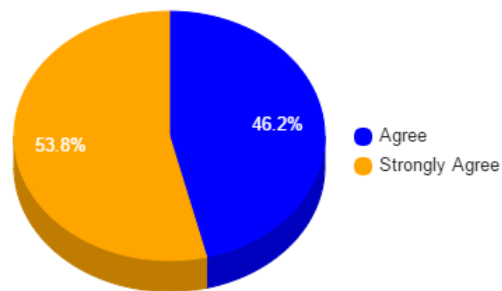

Statement 15: I feel that employees are an important asset in my organization

All of the CC2 and CC1 respondents agreed that they feel like employees are important for the organization.
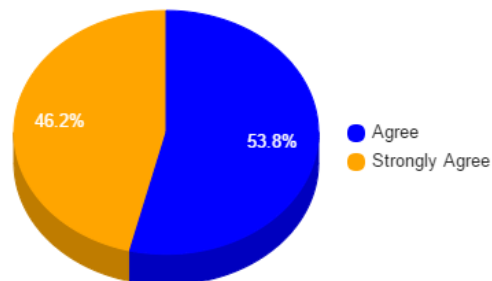
Statement 16: I like the job that I do in this company

Almost 77% of the CC2 employees expressed positive feelings towards the job they are doing in the company. However, 7.7% disagreed, which has to concern the employer. Both of the former CC1 employees agreed that they liked the job they were doing in the company, which proves that they did not leave because of the dissatisfaction with their duties at a workplace.
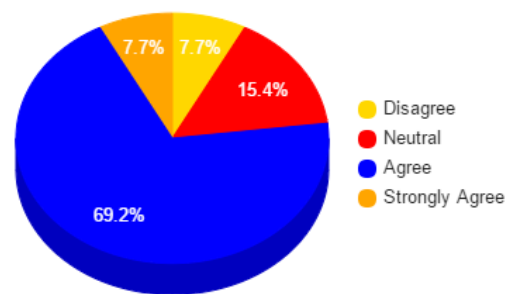
Statement 17: I am motivated to work here

69% of the CC2 respondents stated that they are motivated to work in the company, however 7.7% strongly disagreed. Also, both of the former CC1 employees expressed that they were not motivated to work for the company.
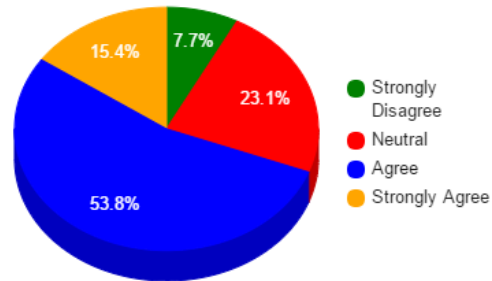
Statement 18: I am happy to come to work

Around 54% of the CC2 respondents said they were happy to come to work, and 7.7% strongly disagreed. Both of the former CC1 employees expressed that they were unhappy to come to work. Feeling unhappy to come to work raises the issue of not being satisfied with certain factors at a workplace.
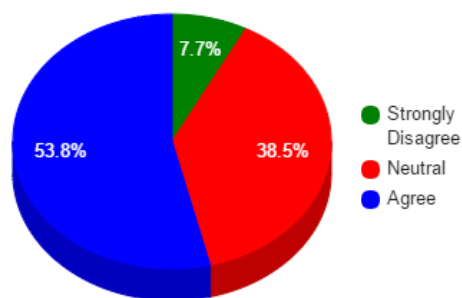
Statement 19: I want to work for this company in the future

Around 54% of the respondents want to continue working there, however 7.7% do not. Former CC1 employees were not asked this question, since they had already left the company.
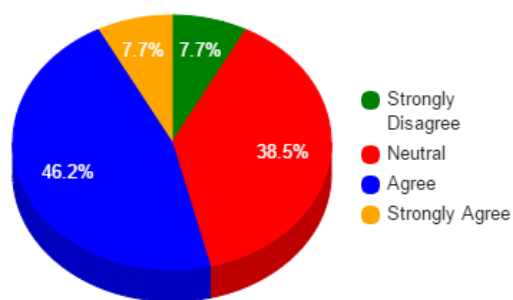
5.2.2 Rating of the factors influencing job satisfaction

After that, the CC2 employees and the CC1 former employees were asked to rate certain factors according to the importance at a workplace. The respondents had 4 options to choose from: Not important (0 points), Somewhat important (1 point), Important (2 points) and Very important (3 points). The maximum amount of points a factor could get was 45. This could happen if all 13 employees of the CC2 along with the 2 former employees of CC1 would have rated a factor as "Very important". The results are presented below in the table 1.

Table 1. Rating of the factors influencing job satisfaction

Factor	Importance
1. Fair pay	38 points
1. Good work-life balance	38 points
2. Hearing from my employer that I did a good job	37 points
3. Positive work atmosphere	36 points
3. Good social relationships at work	36 points
3. Enjoying the work I do	36 points
3. Extra holidays	36 points
4. Personal growth	35 points
4. Pay rise	35 points
4. Opportunity for continuous training and development	35 points
5. Feeling respected by my employer and colleagues	34 points
5. Flexible working hours	34 points
6. Feeling recognized and appreciated by my employer and colleagues	33 points
6. Opportunity for promotion	33 points
6. Job security	33 points
6. Performance feedback from my employer	33 points
7. Personal cash bonus given for good performance	31 points

7. Hearing from my colleagues that I did a good job	31 points
7. Support from my employer and colleagues	31 points
8.Ability to influence work tasks	30 points
8. Opportunity to work from home should there be a need	30 points
9. Amount of responsibility given to me	29 points
10. Qualified supervision	28 points
10. Meaningfulness of the job	28 points
11. Working conditions (e.g. coffee machine, A/C, office organization)	27 points
11. Demanding and challenging work tasks	27 points
11. Performance feedback from my colleagues	27 points
12. Making a change	26 points
13. Power given to me by my employer	25 points
14. Profit sharing	23 points
14. Status the job gives me	23 points
15. Lunch coupons	20 points
16. After-work activities organized by the company	19 points
16. Personalized non-monetary rewards for good performance	19 points

As we can see, the main priority of the respondents is given to a fair pay and a good work-life balance, which according to Herzberg belong to the hygiene factors of the job. Following them goes verbal recognition from an employer, which proves the effect of a recognition as a motivational factor. On the third place, we can see a positive work atmosphere, good social relationships at work, enjoyment of the job, and extra holidays. Seeing these results it is fair to assume that the significance of monetary rewards is not as high as it is perceived by many.

5.2.3 Open-answer questions

The respondents at CC1 and CC2 were also asked two open-answer questions connected with motivation at a workplace.

The first question was "What motivates you at a workplace?"

The answers received were the following (wording, grammar, and spelling were kept) :

- Meaningfullness of the job, pay, making a change
- Pay and managements attitude (transparancy, profit sharing, recognition, respect) are the most important factors
- I like what I do, I earn, apply and growth. I like the atmosphere, my 'bosses' and my colleagues
- interesting work
- Learning new things
- good feedback, possibility to grow
- Respect and recognition
- seeing the end result of my job
- the challenge
- rperforamcne feedback from Top Management,personal success. Money
- Appreciation
- Feeling like I am learning new things and being recognized by my boss
- ability to influence work tasks
- The ability to learn and discover new things/ideas
- Personal growth

In a nutshell, money was not the most popular answer, but personal growth, respect and recognition were.

The second question was "What do you consider as a good way to motivate others at a workplace?"

The answers received were the following (wording, grammar, and spelling were kept) :

- Show them respect
- Be a good example
- Show them the importance of their part in the whole organisation, make them feel wanted and somewhat important, appropriate pay
- Same as above
- Good atmosphere at the office, support
- good communication
- Good communication and friendly environment.Target bonus
- good feedback and proactive approach
- feedback, growth
- be fair with them
- performance feedback if the managers
- bonus and to hear you did good job
- monetary rewards
- constructive feedback
- Good atmosphere

Again, money was not the most popular response, but good atmosphere and communication were.

6 CONCLUSION

6.1 Current level of motivation at CC2 and suggestions on how to improve it

Based on the respondents' reaction to certain questions of the survey, the author can conclude that there is a room for improvement in several areas which can be influenced by management.

According to the results for question 6, only 69% of the respondents agree that the employee encourages them to work well. It can be corrected with the help of verbal recognition of efforts (as the most important factor according to the table above), rewards and incentives.

Regarding question 10, only 38.5% of the employees are satisfied with their salary, and fair pay was rated as one of the two most important factors at a workplace. The employer should consider individually asking people how they feel about their current salary situation.

Question 12 gave us the result that only 31% of the employees are satisfied with the amount of feedback they get from the employer. The author considers it as a significant problem due to the importance of communication within the company discussed earlier in the research.

According to questions 16, 17, 18, and 19, there are no numerous negative results regarding the employee satisfaction, motivation and planning to work for the company in the future. However, several negative results occurred, and the employee should start taking measures to prevent employee turnover in the future.

6.2 Research Findings

In this study, the author attempted to answer the following questions:

- Which motivators affect job performance and employee satisfaction the most?
- Is there an interdependency between job satisfaction and performance at a workplace?

During both theoretical and empirical parts of this research, we saw that personal growth, respect, recognition, good atmosphere, and communication are considered to be powerful motivators at work. Moreover, there is a strong correlation between employee motivation, job satisfaction, and performance at a workplace.

There were no significant contradictions between the theory and the author's research on importance of motivational factors at work.

Both hygiene factors and motivators have an impact on employee motivation at, satisfaction with and loyalty to the workplace. The literature screening process and the case study practical research have supported the initial theory behind this thesis that money is not the most important motivator at a workplace, but recognition, positive work atmosphere and good relationships with colleagues are.

Motivation is a result of an encounter between the individual and his environment. It is determined by both ways in which that environment is managed and by the individual, with his various interests, aptitudes and personality traits. (Gellerman, 1968)

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