

Workplace Motivation and its impact on Job Satisfaction & Self Esteem

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Abstract

In most companies in today's world, motivating employees to perform to their maximum potential in their jobs is one of the key elements in modern Human Resource Management. It is believed that when an employee is motivated, they will be generally satisfied with their job and because of that there is an onward impact on their self-esteem. This study used self-reporting questionnaires incorporating the Work Preference Inventory, Minnesota Satisfaction Questionnaire and Rosenberg's Self Esteem Scale to carry out qualitative research. 150 responses were collected and using a correlational design both intrinsic and extrinsic motivation were found to have a positive relationship with job satisfaction while a moderate positive relationship was also found between job satisfaction and self-esteem. The hypotheses proposed in this study were supported and it is believe that this can be useful information for companies working to attract and retain good quality staff.

INTRODUCTION

1.1 Overview

Work feeds into many different aspects of people's lives. It influences self-identity, self-esteem and opportunities for personal growth. Workplace surveys show that employees consistently rank many job aspects higher than compensation including, being treated with respect, having a good work/life balance and the type of work that they do (e.g., Mercer, 2011, APA, 2012). Feeling valued is an important piece of the employee's assessment of their workplace. Those who feel valued are more likely to report being and feeling motivated to do their very best for their employer (93% of those who feel valued versus 33% of those who don't), (APA, 2012) On the other hand, those who do not feel valued are significantly more likely to report that they intend to seek employment outside of their company next year (50% vs. 21%) (APA, 2012). Companies like Google are at the cutting edge of the market yet is also a company that engages with staff and recognises the importance of a satisfied and confident workforce. To compete in today's world, more than ever before, organisations must not only hire the best available staff but also find ways to enable them to be productive and effective employees. "The most productive and effective employees are highly motivated and presumably in good health" (Fernet, 2012, p 72). In order to understand the challenges and requirements of the modern workforce companies are now looking to organisational psychology to show them the way forward.

Some of the earliest research carried out in the workplace, now identified as organisational psychology, was the Hawthorn studies (Mayo, 1933); The Hawthorn studies were carried out in the 1920's by Western Electric and was seen by most as a waste of time. Between 1924 and 1927 researchers wanted to see if the hypothesis that lighting at high levels increased the productivity of staff was correct, they began by selecting a group of women to work in a room where they could change the lighting. The

first results from the test were promising as the output increased with higher level lighting, but they subsequently found that when the lighting was dimmed or returned to normal that the output continued to increase. The trial was deemed a failure, but Western Electric were intrigued by the findings and wanted answers, so they hired Elton Mayo to study the factory to try and find the answer. Mayo examined the affect of changes in the factory environment such as lighting and humidity. He then went on to study the effect of changes in employment arrangements such as breaks, hours, and managerial leadership. Not only were the Hawthorne experiments the first large-scale studies of working people's conditions ever made; they also produced a range of remarkable results that changed the face of people management. His main conclusion was that the prevailing view of the time, that people went to work purely for money and a living, was deeply flawed. Work was much more. It was first and foremost a group activity in which other people and their behaviour, be they colleagues, managers or observers, affected how well people worked. People's morale and productivity were affected not so much by the conditions in which they worked but by the recognition they received. The rises in productivity in the Relay Assembly Room were achieved under the interested eye of the observers not because the conditions made the workers feel good but because the workers felt valued. While we look at this study and say of course that makes sense, at the time these concepts were ground breaking and heralded in a new age of office structure and management. Interestingly, these principals are still the keystone in organisational psychology that is practiced today.

This current study will look at the areas of intrinsic and extrinsic motivation and the impact each has on a person's job satisfaction. It will also focus on the onward impact job satisfaction has on a person's self-esteem. According to Pierce and Gardner (2004), "work is a major life activity that likely has effects on both work related and global self-esteem." This research field is very important in our current society as we strive for increased efficiencies at work and simultaneously to achieve a strong mentally happy workforce. From looking at previous research and building on the findings already

known, it is hoped that this study will further show what motivates people to work and how satisfaction in the workplace can impact on their general self-esteem.

1.2 Workplace Motivation

Motivation is complex and elusive and has historically been of great interest to the wider field of psychology. The concept of motivation has been studied from several perspectives. The 'drive theories' of Freud (1925) and Hull (1943) explained human motivation in respect of 'drives', that is, sex and aggression in Freud's case and hunger, thirst, sex and avoiding pain in Hull's. The mid-20th century saw the rise of behaviourism and reinforcement theory (Skinner, 1953) which advocated that behaviour, and hence motivation, was caused by external stimuli and consequences.

Motivation is regarded by many to be a concept which is hard to define as it is not a visible construct and as such can be hard to measure. While it can be difficult to obtain a widely agreed upon definition of motivation in general, it can be said that an individual who is motivated has been moved to do something (Deci & Ryan, 2000). Studies have found that when asked what motivates them at work the majority of people give answers such as variety, responsibility, recognition for achievements, interesting work and job challenge, rather than pay or working conditions (Hertzberg, 1966).

Abraham Maslow was the first modern psychologist to move away from the concept that humans are passive and only driven by physiological urges and external stimuli. His theory of human motivation (Maslow, 1954) suggested that people are motivated by psychological as well as physiological needs. By the 1950s the prevailing motivation theories were Skinner's and Maslow's which had an 'external' and 'internal' focus respectively, which in turn helped articulate the concepts of intrinsic and extrinsic motivation. Intrinsic motivation was first recognised in studies of animal behaviour, where it was discovered that animals engage in exploratory, playful and inquisitive behaviours, even when reinforcements were not in place (White, 1959).

In recent history research has started to look more closely at the influence of intrinsic and extrinsic motivational orientations (Deci & Ryan, 2000; Amabile, Hill Hennessey & Tighe, 1994). Motivation is the underlying force that explains why people engage in behaviour (Spector, 2008). Some people seem to be driven by a passionate interest in their work, a deep level of enjoyment in what they do. Other people seem to be motivated more by external inducements in their work, such as promotion, pay, recognition etc. These two factors are identified as intrinsic motivation and external motivation, defined by Amabile et al. (1994) as "*intrinsic motivation*: the motivation to engage in work primarily for its own sake, because the work itself is interesting, engaging, or in some way satisfying and *extrinsic motivation*: the motivation to work primarily in response to something apart from the work itself, such as reward or recognition or the dictates of other people."

To motivate workers intrinsically, jobs need to be set up so that they are interesting and challenging and so that they call forth workers' creativity and resourcefulness (Deci, 1992; Gagne & Deci, 2005). Moreover, relying heavily on extrinsic rewards tends to decrease intrinsic motivation (Deci, Koestner & Ryan, 1999). It is typically believed it is best for an individual to be intrinsically motivated (Elias, Smith & Barney, 2010), however, the importance of extrinsic motivation should not be neglected. It appears that pay can enhance intrinsic motivation, or at least not damage it, if the level of pay provides a person with information about their competencies. Damage to intrinsic motivation occurs only if the person perceives extrinsic rewards as an attempt to control their behaviour rather than reward it (Deci et al. 1999). According to Arnold et al (2010, p 335) most of us would not spend as much time doing the activities in our job if we were not paid for doing them, therefore extrinsic motivation must be relevant to the work context.

Although the issue of rewards has been hotly debated, a meta-analysis (Deci et al, 1999) confirms that virtually every type of expected tangible reward made contingent on

task performance does, in fact, undermine intrinsic motivation. "Over three decades of research has shown that the quality of experience and performance can be very different when one is behaving for intrinsic versus extrinsic reasons" (Deci & Ryan, 2000). Several early studies showed that positive performance feedback enhanced intrinsic motivation (Deci, 1972; Harackiewicz, 1979), whereas negative performance feedback diminished it (Deci & Cascio, 1972). Walton (1985) writes about the gradual evolution of organisational forms from systems of motivation based on extrinsic controls to systems based on intrinsic commitment (as cited in Vroom, 1995, p. xxi). The subject of motivation is an important area of study for two principle reasons; unmotivated workers do not produce quality work, and people typically spend between one half and one third of their waking hours at work for forty years (Schultz & Schultz, 2006, Spector, 2008).

1.2.1 Motivation and Gender.

The extent to which job features are perceived as motivating can also vary by gender as evident in the Veroff et al. (1980) and several other studies. For example, men place more importance on achievement (Kanfer & Ackerman, 2000; Warr, 2008), power (Page & Baron, 1995), the opportunity to use initiative, a responsible job, and good chances of promotion, while women value more pleasant people to work with, good hours, and meeting people (Warr, 2008). Gender differences may be observed in relation to changes in the life span: for example, when women have the main responsibilities in raising a family; priorities may change when taking a career break, working part-time, or experiencing conflict between family and work roles (Greenhaus & Beutell, 1985).

1.3 Job Satisfaction

Arnold, et al (2010, p. 260) state that "job satisfaction can be seen as an indicator of a person's psychological well-being, or mental health. It is unlikely (though not impossible) that a person who is unhappy at work will be happy in general." The

world of work is crucial to our mental health. As identified by Schultz & Schultz (2010, p. 3), the single most reliable predictor of a long life is satisfaction with one's job. People who are satisfied with their work tend to live longer than people who are dissatisfied with their work. "Job satisfaction consists of the feelings and attitudes one has about one's job. All aspects of a particular job good and bad, positive and negative are likely to contribute to the development of feelings of satisfaction (or dissatisfaction)" (Riggio, 2013, p 218). Job satisfaction is a self-reported positive emotional state resulting from the appraisal of one's job or from job experience (Locke, 1976). It is an individual's collection of feelings and beliefs towards their job. Job satisfaction can also be described as the extent to which the working environment meets the needs and values of employees. As identified by Tewksbury & Higgins (2006), a satisfied employee tends to hold a positive attitude toward their job, will have greater motivation, and increased job performance. Increased satisfaction equals increased engagement. A dissatisfied employee however will view their job and their working environment negatively.

Job satisfaction is the most widely researched topic in organisational psychology. Many studies have shown how job satisfaction is closely associated with job performance (Judge, Thorensen, Bono & Patton 2001; Locke, 1970; Christen, Iyer & Soberman, 2006), employee motivation (Ostroff, 1992), absenteeism and turnover intention (Buck & Watson, 2002), as well as organisational commitment (Cetin, 2006; Rayton, 2006). Job satisfaction is therefore an important topic because of its many effects on the overall well-being of an organisation. It has been identified that workers with lower self-reported job satisfaction have higher absenteeism and are more likely to quit (Clark, 1997). Further, higher job satisfaction within a firm correlates positively with its performance (Ostroff, 1992) and, within the service industries, job satisfaction correlates positively with customer satisfaction (Rogers et al., 1994). Recent research has revealed that the main characteristics for job satisfaction are rooted in individual workers; several factors such as gender, age, occupational position and personality could be found that contribute to job satisfaction (Spector, 2012). It is also believed that they

could not be connected directly to one other: moreover it is believed that the individual's perception determines the level of satisfaction (Riggio, 2013, p 219). The importance of job satisfaction is well established as evidenced by the voluminous studies and a full discussion of the correlates of job satisfaction is beyond the scope of this paper.

1.3.1 Job Satisfaction & Motivation.

Job satisfaction and motivation are two rather broad concepts, but nevertheless extremely significant for individual employees, companies, and society at large. For individuals, job satisfaction and motivation are important with respect to experiencing mastery and contentment (Van den Broeck, Lens, De Witte, & Van Coillie, 2013). At the same time, high job satisfaction has been shown to reduce absences due to illness – employees who are happy with their jobs are sick less often than those who are discontented (Dwyer & Ganster, 1991; Wegge, Schmidt, Parkes & Dick 2007). One of the key studies relating job satisfaction to motivation is Herzberg's two factor theory (1959). Herzberg et al.'s (1959) seminal two-factor theory of motivation postulated that satisfaction and dissatisfaction were not two opposite extremes of the same continuum, but two separate entities caused by quite different facets of work – these were labelled as "hygiene factors" and "motivators". Hygiene factors are characterised as extrinsic components of job design that contribute to employee dissatisfaction if they are not met. Examples include: supervision, working conditions, company policies, salary, and relations with co-workers. Motivators, however, are intrinsic to the job itself and include aspects such as achievement, development, responsibility and recognition. The absence of hygiene factors will result in job dissatisfaction, however, the presence of hygiene factors alone will not lead to job satisfaction; motivation factors must also be present. On the other hand intrinsic factors have long been acknowledged as important determinants of motivation. There is a longstanding debate as to whether hygiene factors really contribute to job satisfaction (Furnham, 2005; Warr, 2008). In a study carried out by Saleh & Hyde (1969), it was found that those whose orientation is toward

intrinsic features of work have a higher level of satisfaction than the extrinsically oriented.

1.3.2 Job Satisfaction and Gender.

Gender differences in job satisfaction have attracted the attention of many researchers; in 1990 Greenhaus, Parasuraman and Wormley found no significant differences in gender but they justified this outcome by explaining that the male participants all have an higher position (managerial/professional jobs) than female, who had more clerical jobs. They supposed that women could be happier when they have less demanding jobs because of their lower expectation (Spector, 2012). In a study carried out by Clark in 1997 he focused on the factors that would affect the outcome and found that women were identifying social relations at work as an essential aspect of their job; alternatively those who, mainly men, identified earning as a vital facet of the job experienced a lower level of satisfaction (Clark, 1997).

As a general rule, women place less value on remuneration. Clark (1997) shows that women are significantly less likely to identify earnings as the most important aspect of a job. Moreover, he shows that those workers who identify earnings as the most important aspect have lower overall job satisfaction. On the other hand, Clark shows that women are significantly more likely to identify social relations at work as the most important aspect of a job and that this identification correlates with higher job satisfaction. In an investigation by Bender, Donohue & Heywood (2005) flexibility between work and home, appear to be of greater value to women and when accounted for would appear to eliminate any satisfaction differences associated with gender composition.

Research into whether gender has any influence on job satisfaction has garnered conflicting results. Lefkowitz (1994) refers to a number of US studies which report that women's job satisfaction is lower than that for men. This finding however, does not

stand when certain variables (e.g., education, income, age) are held constant. In the 1991 British Household panel Survey, women reported higher job satisfaction than men (Clarke, 1996). This was considered a surprising result for some given the nature of work for many women, e.g., part-time, insecure and relatively low pay when compared to men. Also surprisingly, Kim (2005) found that women experienced a higher level of job satisfaction than men despite the fact that, according to the researcher, they were recompensed with lower salaries. Moreover he noted that women also received less autonomy and promotional opportunity compared to males subjects (Kim, 2005). This higher level of satisfaction for women was potentially credited to the idea that women can leave job more easily than men when they are dissatisfied, and therefore those that remain in employment are more likely to be satisfied (McKenna, 2006). The present study aims to establish whether gender significantly influences job satisfaction amongst Irish workers.

1.4 Self Esteem

Researchers Judge, Locke & Durham (1998, pp18-19) define 'self-esteem' as the basic appraisal people make for themselves. In essence, self-esteem is the most fundamental core value of the self, due to the overall value one places on oneself as an individual (Judge & Bono, 2001, p. 80). According to Maslow (1970), self-esteem is divided in two different forms that are described as the need for self-respect and the need to be respected by others. Maslow's views are that self-esteem is a basic human need and an integral element of his hierarchy of needs. Maslow explains that respect from others involves recognition, acceptance, status and appreciation and like self-respect or inner self-esteem are necessary needs in order to promote fulfilment and drive individuals to grow and achieve self-actualisation (Maslow, 1970).

Self-esteem refers to an individual's overall self-evaluation of his/her competencies (Rosenberg, 1965). It is that self-evaluation and self-concept that

individuals create and maintain with regard to themselves. Self-esteem is recognised as a personal evaluation reflecting what people think of themselves as individuals (Pierce & Gardner, 2004, p 592). Self-esteem is shaped by your thoughts, relationships and experiences. "In addition to reflecting a cognition about oneself, Pelham and Swann (1989) note that self-esteem also consists of an affective (liking/disliking) component - high self-esteem people like who and what they are." as cited in Pierce & Gardner 2004.

While much research is carried out on the self-esteem construct, it is seldom looked at within a workplace setting. On occasions when it is, it is predominantly viewed as a predictor of other things. Previous cross-sectional studies have suggested that self-esteem is positively related to job satisfaction (Judge & Bono, 2001). The few available longitudinal studies have suggested that self-esteem predicts changes in job satisfaction (Judge, Bono & Locke, 2000; Judge & Hurst, 2008). However, there is a lack of studies that have looked at the level of job satisfaction and whether it predicts changes in self-esteem. In a study carried out by Casper & Fishbein (2002), they noted that "Employment provides an additional forum or arena for possible self-esteem enhancement." They also identified that "satisfying and successful work experiences may increase self-esteem, however, dissatisfying and unsuccessful work experiences can erode self-esteem and quality of life" (Casper & Fishbein, 2002). It has been found that occupational status and salary may influence the individual's perception of his or her value and thereby influence self-esteem (Leary & Baumeister, 2000).

For Korman (1970), self-esteem reflects the degree to which the individual "sees him [her]self as a competent, need-satisfying individual" (p. 32); thus, the high self-esteem individual has a "sense of personal adequacy and a sense of having achieved need satisfaction in the past" (Korman, 1966: 479) Organisation-based self-esteem (OBSE) is defined as the degree to which an individual believes him/herself to be capable, significant and worthy as an organisation member (Pierce & Gardner, 2004) Locke, McClear and Knight (1996) commented that "A person with high self-esteem will

view a challenging job as a deserved opportunity which he can master and benefit from, whereas a person with low self-esteem is more likely to view it as an undeserved opportunity or a chance to fail" (p. 21). Furthermore, previous research suggests that individuals with high self-esteem maintain optimism in the face of failure which makes future success, and as a result, future satisfaction, more likely (Judge & Bono, 2001)

Having seen that self-esteem is such a core evaluation of the self, the importance of maintaining it can be recognised. A major international study of self-esteem and happiness was reported by Diener and Diener (1995). High self-esteem emerged as the strongest of several predictors of life satisfaction overall. The simple correlation between self-esteem and happiness was quite significant at .47. In short, self-esteem and happiness are substantially interrelated. It has also been found that self-esteem had a direct effect on depression. Low self-esteem lead to greater depression and may be a risk factor for it (Robinson, Garber and Hilsman, 1995, as cited in Baumeister, Campbell, Krueger & Vohs, 2003, p. 25). Given the outcome of high and low self-esteem this current study aims to build upon previous research and look at the role job satisfaction plays in an individual's self-esteem.

1.5 The Present Study

It is often assumed that job satisfaction will lead to motivation and good work performance. Locke (1976) defined job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". The concept generally refers to a variety of aspects of the job that influences a person's levels of satisfaction with it. These usually include attitudes toward pay, working conditions, colleagues and boss, career prospects and the intrinsic aspects of the job itself (Arnold et al, 2005). McKenna (2006) observed that people experience fairly strong affective or emotional responses to such things as remuneration, promotion opportunities, relations with supervisors and colleagues, and the work itself. In turn,

these and related factors could be classified as important causal agents in determining job satisfaction. While there is significant research dedicated to each of these factors, there is an obvious gap in the research examining the relationship between them in a workplace context. Given the existence of the two motivational structures mentioned, this study aims to examine the influence each type has on an employee's job satisfaction and also how a person's overall job satisfaction relates to their general self-esteem. At present, research in this area is extremely limited. While many studies over the years have looked at the relationship between self-esteem and motivation in the workplace (Korman, 1970; Baumeister & Tice, 1985; Pierce & Gardner, 2004), there have been little or no studies looking at how a person's self-esteem is affected by how satisfied they are in the workplace. This study will assess the relationship of intrinsic and extrinsic motivation to job satisfaction and general self-esteem.

In this current study it is hoped to look at the relationships between motivational styles and their individual impact on a person's job satisfaction and also to investigate if job satisfaction has a significant impact on self-esteem. For business owners this research will provide insights into the influence motivational styles can have on job satisfaction and how overall workers satisfaction can relate to their self-esteem. This study will also be of importance to a wider range of interested groups. It is hoped that it will add value from the analysis of the variables to create interventions where change and adaption is required, and overall to improve business outcomes

1.6 Hypothesis Testing

The hypotheses examined will be;

Hypothesis 1: There exists a positive relationship between extrinsic motivation and the level of job satisfaction.

Hypothesis 2: There exists a positive relationship between the level of intrinsic motivation displayed by an employee and the level of job satisfaction derived.

Hypothesis 3: A significant positive relationship exists between job satisfaction and self esteem

Hypothesis 4: There will be a significant difference between males and females in regard to intrinsic motivation

Hypothesis 5: There will be a significant difference between males and females in regard to intrinsic motivation

Hypothesis 6: There will be no significant relationship between Job Satisfaction and gender

METHOD

2.1 Participants

The participants for this study were gathered using snowball sampling through the researcher's network using e:mail, Facebook and LinkedIn. A total of one hundred and fifty participants (N=150) completed the questionnaire. The sample consisted of 30 Males and 120 Females. Inclusion factors for participants necessitated that they were currently employment and were at least 18 years old. Participants were of mixed age, gender, occupation and consisted of both public and private sector workers.

2.2 Design

A within-subjects quantitative correlational design was utilised to test for relationships between variables. Self-report measures were used to collect the necessary data. Each participant completed questionnaires which were designed to identify their level of intrinsic and extrinsic motivation at work, job satisfaction and self-esteem. An open ended question was included in the questionnaire ie "Do you currently enjoy your job? If yes, please briefly outline what you enjoy the most." This was not directly analysed for results, but rather to enrich discussion on findings with direct feedback. The predictor variables were intrinsic motivation, extrinsic motivation and job satisfaction. The criterion variables were job satisfaction and self-esteem. An independent samples t-test was also carried out to see if there was a difference between males and females with regards to their current level of job satisfaction, motivation and self-esteem.

2.3 Materials

The materials used in this study included a self-administered online questionnaire created in Google Docs which included the psychometric measures and demographic data. Demographic questions asked include; gender, age, education level, occupation and number of years employed. All variables were measured along an ordinal scale and

coded, such as; gender (male = 1, female = 2) and age (18-24 = 1, 25-29 = 2, 30-34 = 3, 35-40 = 4, 41+ = 5).

The self-developed questionnaire included the following psychometric measures;

Work Preference Inventory (WPI): The WPI (work form) (Amabile, et al, 1994) consists of 30 statements (eg Item 30: "What matters most to me is enjoying what I do") for which respondents indicate how true each statement is of them on a 4-point scale ranging from 1 (never or almost never true of you) to 4 (always or almost always true of you). Higher scores indicate greater motivation. Each item is scored for its primary scale Intrinsic Motivation (15 items) or Extrinsic Motivation (15 items) and its secondary scale Enjoyment (IM, 10 items), Challenge (IM, 5 items), Outward (EM, 10 items), or Compensation (EM, 5 items). Total scores are calculated for each scale. Internal consistency reliability have been reported as $\alpha = .70$ to $.75$ (Stuhlfaut, 2010)

Minnesota Satisfaction Questionnaire. (MSQ) The Minnesota Satisfaction Questionnaire (Weiss, Dawis, England and Lofquist, 1967) used is the 20 items short form of the 100 items original questionnaire. The 20 items tap over a varied range of satisfaction features including security, advancement, recognition, supervision, salary and a variety to gain an index of general job satisfaction. The job satisfaction scale was divided into 3 separate scales and new variables were computed as per the MSQ-short form scoring instructions. No re-coding was required for these scales. The three new computed variables are: Intrinsic Satisfaction, Extrinsic Satisfaction and General (General job satisfaction is comprised of both intrinsic and extrinsic job satisfaction.) The 20 items survey seeks responses to the statement "On my present job, this is how I feel about...." followed by each item, for instance "The recognition I get for the work I do". Participants are required to select one of the following options: Not Satisfied, Slightly Satisfied, Satisfied, Very Satisfied and Extremely Satisfied. The responses are measured on a 5-point scale, with 1 representing not satisfaction and 5 indicating extreme satisfaction. This questionnaire has been widely used in research and it has

been described as a valid and reliable scale to measure job satisfaction. In terms of reliability and validity, for general satisfaction, test-retest validity was found to be 0.89 over one-week and 0.70 over one year, Weiss et al. (1967). These researchers stated that as the MSQ-short form is a subset of the long-form items, validity may be inferred from validity for the long-form. For reliability, Kinnoin (2005) reported that the MSQ-short form reliability coefficient alpha was 0.92.

Rosenberg Self-esteem Scale (Rosenberg, 1965) was used to assess the self-esteem of participants and has been a widely used standard in relation to measures of well-being. Previous findings support that it has concurrent validity with other measures and is suitable for use to gauge general self-esteem levels. The Rosenberg self-esteem scale has shown good internal consistency ranging from ($\alpha = .8$ to $.84$). It is a ten item self-report measure that includes reverse scoring. It is measured on a four point Likert scale that ranges from "strongly agree" to "strongly disagree". Half of the items are positive and half are negative. Participants were asked to respond to ten statements dealing with general feelings about themselves. Statements include, "On the whole, I am satisfied with myself" and "I am able to do things as well as most other people". High scores represent high self-esteem. Five questions are negatively worded and thus are reversed scored.

The data was inputted to and analysed using SPSS 22. All questionnaires can be viewed in Appendix A.

2.4 Procedure

The survey was designed using web-based Google Forms. Participants were recruited through social media (Facebook, LinkedIn), email and word of mouth. Participants were sent a link to the survey which could be completed online. This allowed for anonymity, but also for the survey to be completed at a personally convenient time.

Participants were informed of the title of the survey and that its purpose was for a final year Psychology research project, therefore no deception was used. They were informed that the survey would take less than five minutes to complete. Participants completed the survey online and provided implied consent by completing and submitting the survey. The proposal for this research was passed by an ethics board of Dublin Business School.

RESULTS

In this study the data of N=150 workers was analysed. Before running tests to check for significant relationships, a number of descriptive statistics were calculated as well as testing the measures for internal reliability.

3.1 Descriptive Statistics

The majority of participants were female N=120 (80%), with N=30 males (20%) and a majority were also in full time employment (N=131) while there were just N=12 in part time employment and N=6 participants are self-employed. As you can see from Figure 1 most of the participants are managers or supervisors and just a small number were self-employed company owners.

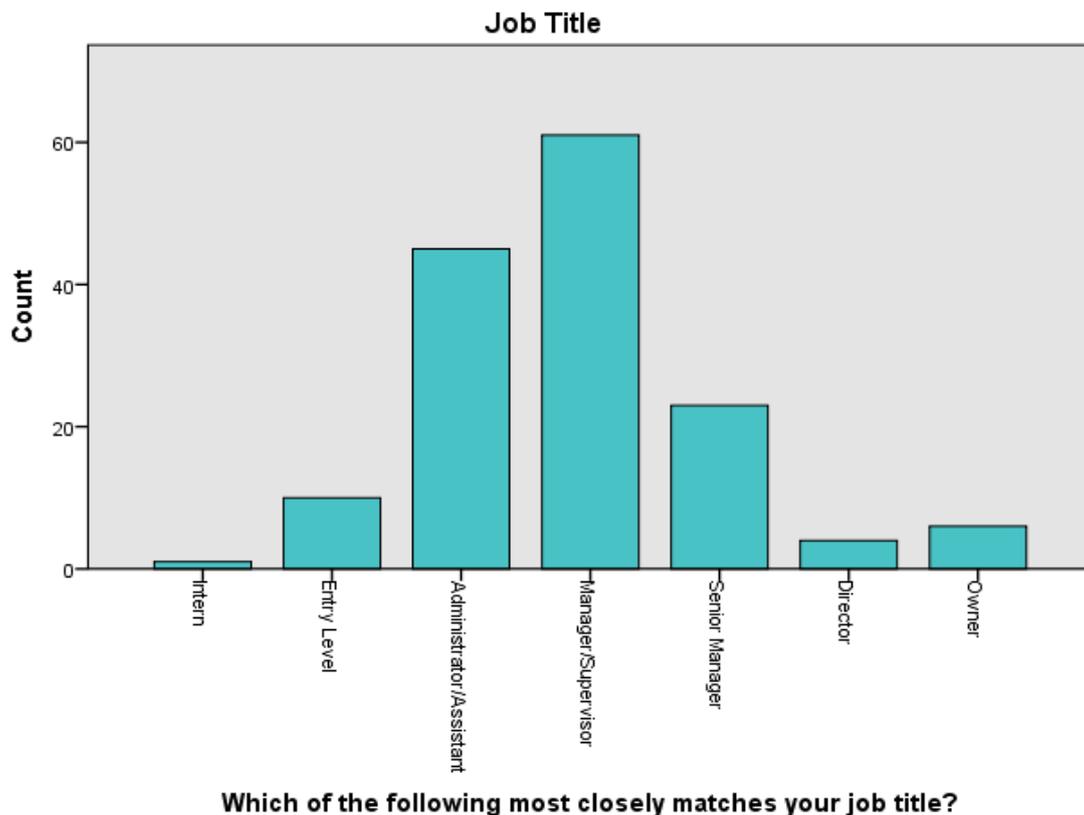


Figure 1: Participants by job title

The age profile of the participants indicated that the majority of respondents were in the 35-40 years range with only a small number in the ranges between 18 and 29, as can be seen in Figure 2 below.

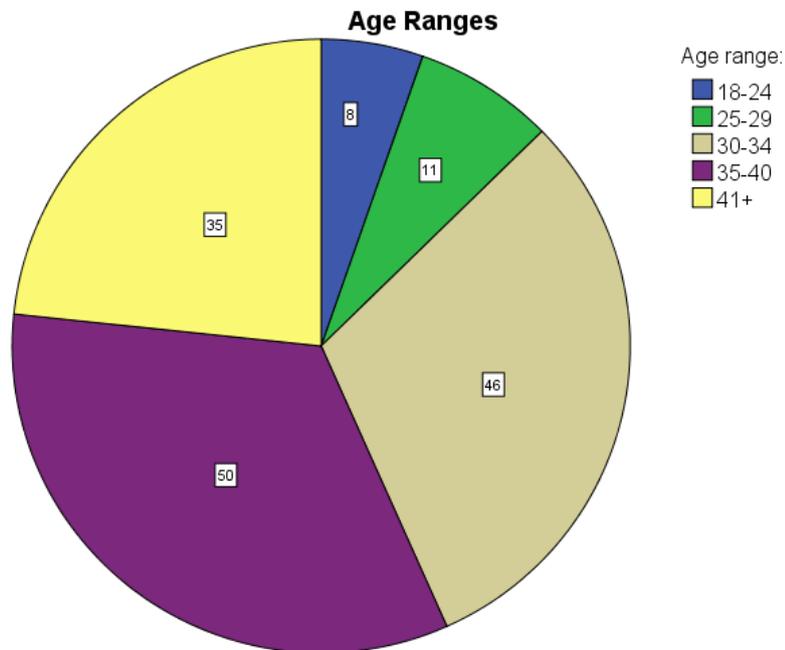


Figure 2: Age range of participants by count

Internal Reliability

With regard to the WPI, internal consistency reliability has been reported as $\alpha = .70$ to $.75$ (Stuhlfaut, 2010). In terms of reliability and validity, for general satisfaction on the MSQ, test-retest validity was found to be 0.89 over one-week and 0.70 over one year, Weiss et al. (1967). These researchers stated that as the MSQ-short form is a subset of the long-form items, validity may be inferred from validity for the long-form. For reliability, Kinnoin (2005) reported that the MSQ-short form reliability coefficient alpha was 0.92. Fleming & Courtney (1984) reported on the reliability of the RSE with a Cronbach's alpha of 0.88 suggesting strong internal reliability of this scale.

The Alpha coefficient of each scale in the current study was measured and results can be seen in Table 1, along with the descriptive statistics, indicating that the scales can be considered reliable with the current sample.

Table 1: Descriptive statistics of variables

Variables	N	Mean	SD	Items	α
WPI				30	.775
Intrinsic Motivation	143	44.66	6.34		
Extrinsic Motivation	143	38.24	5.90		
MSQ	134	68.29	14.60	20	.915
RSE	144	21.43	4.75	10	.864

Before testing inferential statistics, descriptive statistical analysis was carried out to provide a general examination of the scores on the criterion and predictor variables. Summary descriptive statistics can be seen in Table 1, showing the means and standard deviations of the WPI, MSQ and RSE in addition to the Cronbach's alpha result for each measure.

3.2 Correlation Coefficients

The primary focus of this research is to determine if a relationship exists between motivational types and job satisfaction and also job satisfaction and self-esteem. Using a correlational design, it was possible to examine the strength and direction between the predictor variables; intrinsic motivation, extrinsic motivation and job satisfaction and the criterion variables, job satisfaction and self-esteem. An overview of these results can be seen in Table 2 below.

Hypothesis 1: There exists a positive relationship between extrinsic motivation and the level of job satisfaction.

The mean scores for extrinsic motivation was 38.23 (SD = 5.89) and for job satisfaction was 68.29 (SD = 14.59). Tests for normality showed that the variable job satisfaction did not meet all the assumptions. The relationship between extrinsic motivation and job satisfaction was investigated using a Spearman's Rho correlation. A one-tailed Spearman's correlation found that there was a weak positive correlation between extrinsic motivation and job satisfaction ($r_s(128) = .221$, $p = .006$, therefore $p < 0.01$) with 6% of the variance explained. These results indicate a direct relationship between the two variables, suggesting that corporate employees who score high in extrinsic motivation will experience higher levels of job satisfaction. Based on these results, the hypothesis is accepted.

Hypothesis 2: There exists a positive relationship between the level of intrinsic motivation displayed by an employee and the level of job satisfaction derived.

As stated above, tests for normality showed that the variable job satisfaction did not meet all the assumptions. The relationship between intrinsic motivation and job satisfaction was investigated using a Spearman's Rho correlation. The mean scores for intrinsic motivation was 44.66 (SD = 6.34) and for job satisfaction was 68.29 (SD = 14.59). It was found that there was a weak positive correlation between intrinsic motivation and job satisfaction ($r_s(128) = .258$, $p = .001$, therefore $p < 0.01$) with 7% of the variance explained. These results indicate a direct relationship between the two variables, suggesting that corporate employees who score high in intrinsic motivation will experience higher levels of job satisfaction. Based on these results, the hypothesis is accepted.

Hypothesis 3: A significant positive relationship exists between job satisfaction and self esteem

The mean scores for job satisfaction was 68.29 (SD = 14.59) and for self-esteem was 21.43 (SD = 4.74) Tests for normality showed that the variable job satisfaction did not meet all the assumptions therefore the relationship between job satisfaction and self-

esteem was investigated using a Spearman's Rho correlation. A moderate positive correlation was found ($r_s(127) = .342, p < .001$) with 14% of the variance explained. These results indicate a direct positive relationship between the two variables, suggesting that workers who score high in job satisfaction will experience higher levels of self-esteem. Based on these results, the hypothesis is accepted.

Table 2: Correlation coefficient outcomes using Spearman's Rho

Variables	Intrinsic Motivation	Extrinsic Motivation	Job Satisfaction	Self Esteem
Int. Motivation				
Ext. Motivation				
Job Satisfaction	.258**	.221**		
Self Esteem	.282**	.192*	.342**	

** Correlation is significant at the 0.01 level *Correlation is significant at the 0.05 level

Hypothesis 4: There will be a significant difference between males and females in regard to intrinsic motivation

Females (mean = 44.14, SD = 6.54) were found to have lower levels of intrinsic motivation than males (mean = 46.82, SD = 5.00). The 95% confidence limits shows that the population mean difference of the variables lies somewhere between .069 and 5.29. An independent samples t-test found that there was a statistically significant difference between intrinsic motivation of males and females ($t(141) = 2.03, p = .044$). Therefore the null can be rejected.

Hypothesis 5: There will be a significant difference between males and females in regard to extrinsic motivation

Males (mean = 39.69, SD = 6.28) were found to have very slightly higher levels of extrinsic motivation than Females (mean = 37.87, SD = 5.77). However, the 95% confidence limits shows that the population mean difference of the variables lies

somewhere between -.59 and 4.24 and an independent samples t-test indicated that there was no statistically significant difference between extrinsic motivation of males and females ($t(141) = 1.49, p = .138$). Therefore we fail to reject the null hypothesis.

Hypothesis 6: There will be no significant relationship between Job Satisfaction and gender

Males (mean = 68.88, SD = 13.01) were found to have extremely similar levels of job satisfaction as Females (mean = 68.15, SD = 15.00). The 95% confidence limits shows that the population mean difference of the variables lies somewhere between -5.59 and 7.07. An independent samples t-test found that there was no statistically significant difference between extrinsic motivation of males and females ($t(132) = .230, p = .818$). Therefore the hypothesis is accepted.

Table 3: Summary of independent samples t-test outcomes

Variables	Groups	Mean	SD	t	df	p
Intrinsic Motivation	Male	46.8214	4.99669	2.029	141	.044
	Female	44.1391	6.53853			
Extrinsic Motivation	Male	39.6897	6.28549	1.491	141	.138
	Female	37.8684	5.76764			
Job Satisfaction	Male	68.8846	13.01484	.230	132	.818
	Female	68.1481	15.00767			
Self Esteem	Male	23.3000	4.51931	2.467	142	.015
	Female	20.9386	4.70226			

While it was not included in the original hypothesis tests were also run to look for variances in self-esteem between males and females. Females (mean = 20.94, SD = 4.70) were found to have lower levels of self-esteem than males (mean = 23.30, SD = 4.52). The 95% confidence limits shows that the population mean difference of the variables lies somewhere between .47 and 4.25. An independent samples t-test found

that there was a statistically significant difference between self-esteem in males and females ($t(142) = 2.47, p = .015$), with females having slightly lower self-esteem than males. Therefore the null can be rejected.

DISCUSSION

The main aim of the current study was to examine the impact of intrinsic and extrinsic motivation on a person's job satisfaction and also to look at the impact job satisfaction has on an individual's self-esteem. This study also looked at whether there was any differences in the type of motivation according to gender and if gender had any impact on job satisfaction. It was expected that it would be seen that the two varying types of motivation would have a positive relationship with job satisfaction and that job satisfaction would in fact have a significant positive relationship with self-esteem.

The empirical analysis carried out on the collected data has indicated that intrinsic motivation and extrinsic motivation both correlate positively with job satisfaction. In accordance to Herzberg et al.'s (1959) this would fulfil both the hygiene and motivator pre-requisites for job satisfaction, thus accounting for its significance. In addition the study found that there was a moderately significant positive correlation between job satisfaction and self-esteem. Results also indicated that males reported higher levels of intrinsic motivation when compared to females, but that there was no significant difference between the genders with regard to extrinsic motivation or job satisfaction.

4.1 Motivation and Job Satisfaction

The research carried out here found that both intrinsic and extrinsic motivation can be seen to have a positive correlation with job satisfaction. Indicating that those who are more motivated in their work also experience more satisfaction. Whilst theorists have offered many explanations for the sources of both work motivation and job satisfaction, relatively few have investigated the relationship between the two. It is arguable that the extent to which an individual is satisfied at work is dictated by the presence of factors and circumstances that motivates him or her (Furnham, 2005). As indicated, in this current study extrinsic and intrinsic motivation correlated with job

satisfaction. Due to the lack of research in this area, this can be looked at in terms of the relationship between job performance and job satisfaction. The idea that an employee's performance subsequently affects their job satisfaction follows a number of psychological theories, including Deci & Ryan's (1985) intrinsic motivation theory which posits that the motivation to work is innate and the work itself can be fulfilling. If an employee gets significant satisfaction from performing well on the job their overall motivation to shirk is lower (Christen, Iyer & Soberman, 2006). However, contrary to popular beliefs, only a very few studies actually managed to demonstrate a unidirectional effect of job satisfaction on job performance and, moreover, the results obtained through these studies were not conclusive (Judge et al 2001 p. 378). A more subversive theory claims that performance leads to rewards and, in turn, those rewards are the cause for satisfaction. Vroom (1964) put this idea into the Expectancy Theory.

4.2 Job Satisfaction and Self Esteem

The results of this study indicated that there was a moderate significant correlation between job satisfaction and self-esteem. While a lot of the research looks at self-esteem as a predictor of job satisfaction (e.g. Judge & Bono, 2001), there is almost no research that looks at job satisfaction as a predictor of self-esteem. However, the result from this study ties in with research from Casper & Fishbein (2002) which identified the impact job satisfaction has on self-esteem. They highlighted that while initially work may not be related to self-esteem, but over time as individuals experience satisfaction or dissatisfaction, along with successes or disappointments at the job, these moderators show a relationship with self-esteem. This is in contrast to Korman's (1970) theory which indicates that individuals with high self-esteem choose occupations consistent with their interests and thereby lead to greater levels of job satisfaction. Pierce and Gardner (2004) identified the significance of organisation based self-esteem and noted that it is possible for an individual's self-esteem is possible to vary in different contexts. They highlighted that "Individuals who come to feel efficacious and competent, derived from their own experiences, come to hold positive images of

themselves" (Pierce & Gardner, 2004, p. 595). These studies mentioned and the current study highlight the importance of an employee being happy and satisfied in the workplace given both the positive and negative effect it can have on self-esteem.

4.3 Motivation and Gender

Within the current study it was found that while there was a significant difference between males and females in terms of intrinsic motivation, with males scoring higher, there was little or no difference in the extrinsic motivation expressed between males and females. This is in contrast to previous studies which highlight the fact that males can be motivated by achievement (Kanfer & Ackerman, 2000) and power (Page & Baron, 1995), which would be identified as extrinsic orientations. However, it has been identified that most researchers agree on the fact that individual differences that exist with regard to motivational preferences (Kanfer & Ackerman, 2000).

4.4 Gender & Job Satisfaction

Qualitative analysis indicated that there is no significant variance in job satisfaction between the genders. This is in line with the hypothesis proposed. The relationship between gender and job satisfaction has been examined frequently. As mentioned earlier in this study, research in this area over the years has gathered conflicting results. Despite the rather large literature in psychology and management relating job satisfaction to expected rewards (Gruneberg 1979, Judge et al. 2001, Locke 1969 1976, Smith et al. 1969, Vroom 1964), the literature reveals little about whether gender differences in expected rewards contribute to gender differences in job satisfaction (Kim 2005). Some studies show that women are more satisfied than men, Clarke (1997) and others research show that men are more satisfied, Lefkowitz (1994). But it important to note that studies carried out more recent have showed no significant difference between genders, Bender, Donohue & Heywood (2005). It can be claimed that women are treated, in general, the same as men in most organisations now and a study

carried out in 1990 by Greenhaus, Parasuraman and Wormley found there to be no significant gender difference either.

4.5 Limitations and Further Research

One of the greatest challenges faced with carrying out this research is the extreme lack of previous research examining the relationship between motivation and job satisfaction as well as between job satisfaction and self-esteem. Almost no empirical studies were found to assist with supporting or contradicting the results found here.

It should also be noted that this study was carried out on a relatively small sample size and the demographics were unfortunately not hugely varied – the majority of respondents were female and in the age range of 30-40 years old. Invitations to take part in this study were distributed through e:mail and Facebook and LinkedIn through the researchers own network and it is therefore expected that the majority of participants were known to the researcher which may have resulted in untruthful responses if they were cautious regarding the anonymity of the data. It must be noted the each of the two types of motivation only showed a weak correlation to job satisfaction so perhaps an alternative measure such as the Work Extrinsic and Intrinsic Motivation Scale (WEIMS), (Tremblay et al. 2009) which further breaks down the type of motivation would have garnered different results.

A wider sample of respondents in terms of gender and occupation would greatly improve the quality of results. Also, given that the majority of the participants were from corporate (for profit businesses) then perhaps a more varied mix of workers across other organisation types might have brought a variance to the outcome. Perhaps a stronger comparison could be done between for-profit, not for profit and government bodies. Attracting and retaining suitable employees means keeping the company's best assets, which could reduce turnover and thus recruiting and training costs. An interesting line of research would be to investigate variances that exist in companies that

have a strong framework for training and motivating staff versus companies that have a more relaxed protocol.

4.6 Conclusion

This research successfully identified the hypothesised relationship between motivation and job satisfaction as well as job satisfaction and self-esteem. Results of this study have shown positive correlations between intrinsic and extrinsic motivation and job satisfaction as well as job satisfaction with self-esteem. This highlights the importance of organisations keeping staff motivated. A positive effect of job performance or motivation on job satisfaction has important implications for a firm that wants to motivate and retain talented employees. It implies that actions to increase job performance will also increase the job satisfaction of employees. As a result, benefits such as reduced turnover and less absenteeism (as mentioned earlier) may be seen and can assist with justifying the cost of implementing programmes primarily directed at improving staff motivation.

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APPENDIX

Workplace Motivation

My name is Caoimhe Armstrong and I am conducting research under the Department of Psychology in Dublin Business School. My study is with regard to workplace motivation and its impact on people. This research is being conducted as part of my studies and will be submitted for examination.

The total anticipated time commitment will be 5-10 minutes.

In order to take part in this survey you must be over 18 years old and currently employed. Participation is completely voluntary and so you are not obliged to take part. No financial compensation is offered for participation in this study.

While the survey asks some questions that might cause some minor negative feelings, it has been used widely in research. If any of the questions do raise difficult feelings for you, contact information for support services are included.

Participation is anonymous and confidential. Thus responses cannot be attributed to any one participant. For this reason, it will not be possible to withdraw from participation after the questionnaire has been collected. You may withdraw from the survey at any time without penalty, prior to submission, by exiting out of the survey link and thus not completing the questionnaire.

The data will be securely stored in electronic format on a password protected laptop. All data will be treated confidentially and will be maintained in accordance with the Data Protection Act (2003). The anonymous data collected will be presented in paper form in the publication of my thesis.

It is important that you understand that by completing and submitting the questionnaire that you are consenting to participate in the study.

Should you require any further information about the research, please contact Caoimhe Armstrong. My supervisor can be contacted at

Thank you for taking the time to complete this survey.

Are you currently employed?

Full Time Part Time Self Employed
 Not currently employed

How many hours per week do you USUALLY work at your job?

35 hours a week or more Less than 35 hours a week

What best describes the type of organization you work for?

For profit business Non-profit (religious, charity, etc.)
 Government Health Care Education
 Other

Which of the following most closely matches your job title?

Intern Entry Level Administrator/Assistant
 Manager Senior Manager Director Owner

Number of years in current workplace?

Age range:

18-24 25-29 30-34 35-40 41+

Gender:

Male Female

Do you currently enjoy your job?

Please CIRCLE as appropriate:

Never or almost never true of you	Sometimes true of you	Often true of you	Always or almost always true of you
N	S	O	A

1	I am not that concerned about what other people think of my work.	N	S	O	A
2	I prefer having someone set clear goals for me in my work.	N	S	O	A
3	The more difficult the problem, the more I enjoy trying to solve it.	N	S	O	A
4	I am keenly aware of the income goals I have for myself.	N	S	O	A
5	I want my work to provide me with opportunities for increasing my knowledge and skills.	N	S	O	A
6	To me, success means doing better than other people.	N	S	O	A
7	I prefer to figure things out for myself.	N	S	O	A
8	No matter what the outcome of a project, I am satisfied if I feel I gained a new experience.	N	S	O	A
9	I enjoy relatively simple, straightforward tasks.	N	S	O	A
10	I am keenly aware of the promotion goals I have set for myself.	N	S	O	A
11	Curiosity is the driving force behind much of what I do.	N	S	O	A
12	I'm less concerned with what work I do than what I get for it.	N	S	O	A
13	I enjoy tackling problems that are completely new to me.	N	S	O	A
14	I prefer work I know I can do well over work that stretches my abilities.	N	S	O	A
15	I'm concerned about how other people are going to react to my ideas.	N	S	O	A
16	I seldom think about salary and promotion.	N	S	O	A
17	I'm more comfortable when I can set my own goals.	N	S	O	A
18	I believe that there is no point in doing a good job if nobody else knows about it.	N	S	O	A
19	I am strongly motivated by the money I can earn.	N	S	O	A
20	It is important for me to be able to do what I most enjoy.	N	S	O	A
21	I prefer working on projects with clearly specified procedures.	N	S	O	A
22	As long as I can do what I enjoy, I'm not that concerned about exactly what grades or awards I earn.	N	S	O	A
23	I enjoy doing work that is so absorbing that I forget about everything else.	N	S	O	A
24	I am strongly motivated by the recognition I can earn from other people.	N	S	O	A
25	I have to feel that I'm earning something for what I do.	N	S	O	A
26	I enjoy trying to solve complex problems.	N	S	O	A
27	It is important for me to have an outlet for self-expression.	N	S	O	A
28	I want to find out how good I really can be at my work.	N	S	O	A
29	I want other people to find out how good I really can be at my work.	N	S	O	A
30	What matters most to me is enjoying what I do.	N	S	O	A

Ask yourself: How satisfied am I with this aspect of my job?

- 1 = Not Satisfied
 2 = Somewhat Satisfied
 3 = Satisfied
 4 = Very Satisfied
 5 = Extremely Satisfied

1	Being able to keep busy all the time	1	2	3	4	5
2	The chance to work alone on the job	1	2	3	4	5
3	The chance to do something different from time to time	1	2	3	4	5
4	The chance to be somebody in the community	1	2	3	4	5
5	The way my boss handles his/her workers	1	2	3	4	5
6	The competence of my supervisor in making decisions	1	2	3	4	5
7	Being able to do things that don't go against my conscience	1	2	3	4	5
8	The way my job provides for steady employment	1	2	3	4	5
9	The chance to do things for other people	1	2	3	4	5
10	The chance to tell people what to do	1	2	3	4	5
11	The chance to do something that makes use of my abilities	1	2	3	4	5
12	The way company policies are put into practice	1	2	3	4	5
13	My pay and the amount of work I do	1	2	3	4	5
14	The chances for advancement in this job	1	2	3	4	5
15	The freedom to use my own judgement	1	2	3	4	5
16	The chance to try my own methods of doing the job	1	2	3	4	5
17	The working conditions	1	2	3	4	5
18	The way co-workers get along with each other	1	2	3	4	5
19	The praise I get for doing a good job	1	2	3	4	5
20	The feeling of accomplishment I get from the job	1	2	3	4	5

Below is a list of statements dealing with your general feelings about yourself

- If you **strongly agree** with the statement circle **SA**.
 If you **agree** with the statement circle **A**.
 If you **disagree** with the statement circle **D**.
 If you **strongly disagree** with the statement circle **SD**.

1.	On the whole, I am satisfied with myself.	SA	A	D	SD
2.	At times, I think I am no good at all.	SA	A	D	SD
3.	I feel that I have a number of good qualities.	SA	A	D	SD
4.	I am able to do things as well as most other people.	SA	A	D	SD
5.	I feel I do not have much to be proud of.	SA	A	D	SD
6.	I certainly feel useless at times.	SA	A	D	SD
7.	I feel that I'm a person of worth, at least on an equal plane with others.	SA	A	D	SD
8.	I wish I could have more respect for myself.	SA	A	D	SD
9.	All in all, I am inclined to feel that I am a failure.	SA	A	D	SD
10.	I take a positive attitude toward myself.	SA	A	D	SD

DEBRIEF

Many thanks for your participation in this research. All data will be treated confidentially and will be maintained in accordance with the Data Protection Act (2003).

If you feel you have been affected by any of the issues raised in this questionnaire please feel free to contact any of the following organisations for further support;

Samaritans Ireland – 116 123 (from Republic of Ireland)

Aware – 1890 303 302 (available Mon – Sun, 10am -10pm)

Alternatively, if you have any questions or need further information on this research, please contact me directly;
Caoimhe Armstrong,