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To Investigate the effectiveness of how motivation can impact on the organisation

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Project submitted in part fulfilment of the requirements of Bachelor of Business Ordinary Degree in Accounting

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Declaration

I Eric Doyle, declare that this research report is my own, unaided work, except as indicated in the acknowledgments the text and the references.

It is being submitted in partial fulfilment of the requirements for the degree of Bachelor of Business in Accountancy at Dublin Business School, Dublin.

It has not been submitted before, in whole, or in part for any degree or examination at any other institution.

Eric Doyle

Signature Date : 01/04/2015

Declaration

Acknowledgments

I would like to begin by thanking my family and friends for their support throughout this challenging time.

I would like to express my deepest gratitude to my lecturer Jacklyn Tully and supervisor Ann Masterson. As both have offered me constant support and guidance throughout the duration of this research project and for that I am extremely grateful and I would like to thank them both from the bottom of my heart.

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Acknowledgments

Abstract

This research project will examine the effectiveness of how employee's motivation can impact on the organisation, looking at certain areas concerning factors which motivate staff the most, for example career opportunities, financial gain and training and development opportunities.

I. Literature Review

Motivating employees to perform to the best of their ability even in strenuous circumstances is one of the challenging tasks. (Manzoor, 2011)
Employee's motivation strategies are crucial for organisation. But when applied correctly management can set high goal for their organisation due to highly motivated staff.

To reach these high goals employees must be motivated. Factors which help this can be extrinsic (increase wage, bonus) or intrinsic (recognition) Johnson, (2013).
As the researcher focuses on motivating employees working in call centres, from different articles these employees need more motivation as facing hundreds of phones calls daily can be tiring. Employees who work in this area are motivated by financial gain mostly states Tharer-Carter, (1999). Pozin, (2011) not all employees are motivated by money, he feels the higher up or involved in an organisation the less money becomes a main motivator. Healthfield states other motivators like opportunity to grow and develop a career become main motivator's for employees as they feel more valued by their organisation.

II. Methodology

In the methodology chapter there are three forms of research design strategy – exploratory, descriptive and causal Domegan & Fleming, (2007). For this dissertation, the research tool choosing was questionnaires. One reason it has being chosen, as it can provide a large sample group.

Online questionnaires will be distributed to 83 employees of Sky Ireland. This form of questionnaire allows fast completion of the questionnaires and also accurate answers as participants enter their responses directly into the system reducing errors.

Data preparation will then take place once the researcher collects all of the primary research. There are four stages in this process – editing, coding, tabulation and summarisation.

III. Data analysis

Finding from the secondary research found motivation in the organisation is one of the most important issues an organisation must face. 98% of employees who took this questionnaire agree as if employees are not motivated in an organisation it wouldn't be successful organisation.

Other finding from secondary factors suggests financial gain is the main motivator with 75% agreeing and 25% disagree as findings show once employees are more involved and higher up in the organisation money will not be the main motivator.

Then employees were asked to rank incentives from most motivating to least motivating. This is where the researcher found similar answers to the literature review. In the findings after financial gain employees rated opportunity for promotions the main motivator with 24%. This finding agrees with Travieso, (2014) as he states promotion is a motivator for employees other than financial gain. Findings also show employees rated recognition 13% and training and development 9%. These two finding are also mentioned in the literature review as incentives to motivation employees. Where it states other than financial gain these are great motivators for employees to feel part of the organisation and were it will benefit the organisation as a happy worker is a productivity worker.

To conclude, the research hypothesis was proven to be correct – effective motivational factors can push employees to work harder which will benefit the organisation.

IV. Conclusion and recommendations

The purpose of this research project is to explore certain motivational factors an organisation can offer to motivate employees and how motivated employees can impact the organisation.

The data shows employees from Sky Ireland do agree motivation in the organisation in their line of work is important. But also different employees are motivated by different factors. Some of the main motivational factors found in this research include financial gain, promotions, receiving responsibilities and recognition for different projects.

If organisations apply these motivational incentives and also work alongside employees can benefit the organisation as staff become more efficient and their hard work will be seen in their standard of work.

Motivational factors do also help employees have high morale and also keep them engaged at work. Data also found receiving help from management and also receiving feedback on work can also help employees who have trouble in this certain areas. It gives employees the chance to work on new projects, work alongside head of management were they will learn new skills. This will make employees feel valued by their organisation and will work to the best of their ability.

Three recommendations were made following the completion of the data analysis

Organisations who are actively seeking to motivate employees should highlight the benefits available for example opportunity for promotions, bonuses, training and development initiatives.

Organisation should try offer training and recognition programmes as it will encourage staff members to be more productive in their roles. It will make employees more aware of changes within organisation policies and leave employees a feeling of being valued and an asset to the company.

Management should offer support to employees and offer to give employees feedback on their work as will help them feel valued by the organisation. But will also help develop employee's careers and give keep them motivated to work to the best of their ability.

Introduction

Manzoor (2011) states that motivating employees to perform to the best of their ability even in strenuous circumstances is one of the challenging tasks a management team or organisation can face.

The purpose of this research is to investigate certain factors which help motivate Sky Ireland employees to perform at best of their ability for a high standard of work.

Research Question:

- To investigate the effectiveness of how employees motivation can impact on the organisation.

Research Hypothesis:

Certain motivation factors in the organisation can push employees to work harder and also step up to bigger responsibilities within the organisation.

Research Objectives:

1. To identify what factors motivates staff to work more efficient.
2. To investigate how employees morale can be increased in the organisation.
3. To investigate how employees feel managers could increase engagement in the organisation.

Organisation of the Research

The first main section of this research project is the literature review. This section reviews previous studies and research carried out on effectiveness of employee motivation. In this section the researcher reviews different articles associated with motivation for example certain theories like Maslow's Hierarchy of needs. Then goes and reviews secondary data of factors that help motivate employees, also different ways morale can be raised and how managers can increase employee engagement.

The next section is the methodology. In this section the researcher will detail the primary research that was carried for this research project. The primary tool used was questionnaires. The sample frame selected for this research was non-probability sampling as sample members are selected by the researcher.

After methodology, the next section is the data analysis chapter, were the findings of the research will be discussed in full. These findings will be divided into findings of objective 1,2 and 3. The findings will be compared to secondary data to see if it support secondary findings. After this the researcher will give recommendations on this area for future research on this area.

Limitations

The main limitation of this study was researcher felted another primary researcher tool for example in-depth interviews or focus groups should of being used alongside questionnaires. The researcher felt there would of being more in depth answers for certain question if these tools were applied. But due to the small time frame it wasn't possible for the researcher to be provided questionnaires and another tool in Sky Ireland organisation as at the time didn't suit certain management and staff due to new projects happening in their organisation at that time.

Chapter One: Literature Review

1.1 Introduction

In this rapid and changing world motivating employees is key for organisational. In hard times its important employees and management work alongside to achieve best for organisation and also what best for employees. This literature review will look into the most famous classification of needs by Maslow (Armstrong, 2014) and also Herzberg (1996) motivation theory the two-factor of motivation. The literature review will discuss the important of motivators in organisations and compare the motivators of employees working in call centres. It will also highlight what management can do to motivation in monotonous work and how engagement and morale are crucial to organisation and how if carried out can impact on the organisation.

1.2 Theories of motivation

Theories of motivation are relevant in this field are:(Maslow's hierarchy of needs and Herzberg two factor theory.) These theories, also known as needs theories, focus on internal factors encouraging the person to act of behave in a certain way. "towards the satisfaction of individual need's".(Beardwell and Claydon, 2007)

1.3 Maslow's Hierarchy of needs

According to Maslow's there are five major need categories for people, starting with the fundamental physiological needs and leading through a hierarchy of safety, social and esteem needs to the higher-level called self-actualization, which is never fully satisfied (Gunnigle, Heraty & Morley, 2011).

Maslow hierarchy of needs starts in a hierarchical order, described as a vertical scale or pyramidal form (Udechukwa 2009). The first need is physiological needs (air, food, water). Then safety need (we seek security: survival, the avoidance of pain), social needs (to find love and be loved), next esteem needs (self-esteem, self-regard, recognition of our abilities) last the highest level self-actualisation (it is the drive to what a person wants) (Armstrong 2014) & (Mackey 2007).

Mackay (2007) states the important of particular needs may vary during our lifetime. In times of high unemployment levels our satisfied level is threatened which could also threaten physiological and safety needs. Due to the hierarchical, it can be said if employees lower-

levels are not met may not be motivated by higher-levels. But the author also states if lower levels are not being met workers are not earning enough to pay for basic needs.

1.4 Herzberg's two-factor theory

Another theory His model was based on investigation into job satisfaction and dissatisfaction. Armstrong (2014). He carried out his investigation on 200 accountants and engineers in Pittsburgh to find out what made them satisfied and dissatisfied about their jobs (Mackey 2007).

In Herzberg's theory, there are two sets of factors: Hygiene factors / satisfiers or motivators factors(Mackey 2007). Motivators are defined as intrinsic, Herzberg(1996) summed this up in the phase "motivation by work itself". Hygiene factors are extrinsic, these factors relate to the job context, including working conditions. Herzberg states the crucial difference between these factors is that the first psychological growth while the second involves physical and psychological pain avoidance (Viorel, 2009).

Herzberg states Hygiene factors do not motivate employees, but can cause dissatisfaction if they are not there. But if they are there usually increases satisfaction (Udechukwu, 2009). Some hygiene factors include (salary, job security, working conditions). The motivators factors is getting people to do their best at work, by motivating employees which improves job satisfaction (Smith & Shields 2013). This includes increasing employees responsibility and provide opportunities for growth (Nelson, 1996).

1.5 Different factors that motivates employees in the organisation

Manzoor (2011) states that motivating employees to perform to the best of their ability even in strenuous circumstances is one of the challenging tasks. In our changing world, employees motivation strategies are crucial for organisation. When employees are motivated the organisation can set goals by using their talent (Manzoor 2011).

Some factors that motivate employees would be (rewards, recognition, and bonus). Herzberg's theory is based on factors responsible for job satisfaction and dissatisfaction (Johnson,2013). A person to move from not satisfied to satisfied, often accomplished rewards for job well done. Rewards can be extrinsic (increase wage, bonus) or intrinsic (recognition, positive feeling) (Johnson 2013).

There are numerous reasons organisations want employees to work and be motivated, as a happy employee is a productive employee is a productive employee (Travieso,2014). The author also states organisations try offer multiple tactics for example

1.   Promotions
2.   Salary increase
3.   Bonus
4.   Employee of the month

This shows how hard it is to motivate employees without offering pay increases & bonuses as motivators. Theories, models and views on motivation continue to indicate that employees motivation is an intricate and sophisticated subject. More workplaces where monetary rewards have become less effective in keeping employees motivated. (Wong & Gardiner et al, 2008).

1.6 Motivators for employees within call centres

Many call centres are large, open spaces with confined working quarters where employees have set times for breaks and lunches. They have strict "schedules to ensure maximal phone interaction with prospects and customers". (O'Neill, 2015)

One important task for organisation is keeping their employees motivated. Happy employees can be the strongest asset for an organisation (Landau, 2014). With call centres employees facing hundreds of phone calls from customers each day, it is important to keep employees satisfied with their position in the organisation (Landau, 2014).

For different reasons many call centres employees need more than just an hourly wage to be productive. Some organisation offer types of incentive for example bonus, wage increase, commission and compensation plans to keep them motivated (Thaler-Carter, 1999).

Pozin,(2011) states not all employees are motivated by money, he feels different way like given praise to employees on jobs done well by employees. Also giving employees more reasonability in work and in new projects in the organisation. **Healthfield** feels giving employees opportunity to grow and develop career enhancing skills, is key as it gives employees chances to move up in the organisation and also makes them feel part of the organisation.

1.7 Different ways employees morale can be increased

Mc Fadzean & Mc Fadzean, (2005) state employee morale is one of the biggest factors that any organisation could have. Forrest & Love, (2008) define employee morale in two ways, either having high of low morale. Organisations often take time to determine employees overall attitude towards their work. High morale is characterized by workers feeling positive, satisfied about work. High morale makes employees want to come to work and work at their best of their ability for the organisation. On the other hand low morale is characterized as being negative, bitter, frustrated and hate towards the work environment.

All organisations over the world try different ways to boost employees morale. But Cuma, (2008) suggests by giving a simple and genuine "Thank you" goes a long way, this shows employees how grateful the organisations are and employees will look upon this to do work to the best they can. Another way is to increase morale is to invest in employees. Let your employees know the organisation care by investing in training scheme in work related areas for them and also investing in them going back to college. Vazor, (2013)

Scotia, (2009) believes for employees working hard organisations should treat their employees once a month, like for example provide them with lunch or the last Friday of each month for a job well done. When managers helping with the workload , also sitting alongside employees by giving them a helping hand with their workload and also letting employees know there for anything in work and also outside of work is a great morale boost (Mc Murry, 2009). By giving employees little things Rapport, (2009) is great way to increase moral like half days on Fridays or let them finished early on Fridays if work is completed. This shows organisation are grateful to their employees and this will give employees morale a boost.

1.8 What managers do to motivate in monotonous work

In this current economic climate we have worldwide, there is tremendous pressure on managers to do more with less. Requiring managers all over the world to find better ways of doing business and motivating their work forces to achieve higher levels of performance (Longennecker,2011). Feuer, (2011) believes managers can motivate employee's depends on the organisation culture, the leadership style of management and also current circumstances, including the economic environment. Survey after survey, decade after decade its always the same result. For managers to use motivators money comes third following items such as respect trust and participation (Kossoff, 2011).

The expectations of an employee sales position in monotonous work can cause high stress levels and decreases motivation. This occur when employees given a arrange of responsibilities they cannot handle (Brashear et, 2003). Moyle, 2006 believes creating good working relationship can be crucial to preventing work stress, this also increases employees motivation as managers are there to help employees.

When working in monotonous work is hard at times as employees would be performing the same tasks over and over again which can cause a big drop in motivation for employees. This is where managers can keep their staff motivated by arranging jobs for employees by weeks or months. By doing this will increase employee morale and motivation will be high and gives employees opportunity to grow and learn new things (Coleman, 2014). Then Forbes, (2013) believes encouraging friendly competition or challenges is health in monotonous work which keeps employees motivated and interested in the work environment.

1.9 Increasing employee engagement in an organisation

Quick, (2008)defined engaged employees as "feeling a strong emotional bond to their employer, recommending it to other and committing time and effort to help the organisation succeed". But the question is how do organisation management increase employees engagement to the point where their fully committed to the organisational goals.

Carter, (2010) believes self-efficacy is the key to increasing employees engagement. Self-efficacy is defined as "an individual's beliefs about their ability to organize and execute the courses of action required to produce given attainments" (Bandura, 1997). Then Carter, (2010) goes on to explain training, learning and development is the answer to boost self-efficacy which will boost employees engagement, the activities Carter, (2010) focuses on to do this are:

1. Enactive mastery (practice makes perfect)
2. Vicarious experiences (Learning by watching role models)
3. Verbal persuasion and social influence (supporting through coaching)
4. The environment(Reducing emotional and physical stress)

In another articles Ramsey, (2013) has different views, he believes if you fellow certain steps organisation should be able to boost employees engagement. Some of the following steps are

he believes workers will be engage if they believe they are contributing to something meaningful. He believes money isn't the only reason people most want acknowledgement for hard work and also when companies provide pathways for employees to move up in the organisation.

In one study found that employees engagement starts high when an employee first starts in an organisation. But it can drop in the first year and anything up to the 5 years after employment (Trahant, 2009). So it's very important management introduce employees to the organisation from the very first day of employment, show them the way the organisation works and how work should be completed. But it's crucial management work alongside employees by giving them a helping hand if needed, giving them feedback of completion of their work also working to improve their skill set.

1.10 Conclusion

Due to rapid research in the topic, motivating employees is key to a successful organisation. Different organisations try to motivate employees by offering extrinsic or intrinsic rewards. Examples of extrinsic would be increases in wage or bonus but due to the economic downfall this is hard to offer. Then intrinsic rewards would be recognition of job well done which could lead to promotions.

The literature review also highlighted what motivators help motivate employees who work in call centres. From researching different articles financial gain is no longer a primary motivator. Employees want to feel part of the organisation, so organisation offers more responsibilities to employees as a motivator. By offering this gives them the opportunities to grow, develop their careers, and take credit for jobs well done and moving up the organisation in promotions. In the literature review it also discusses how important employee morale and engagement is for an organisation. It also discusses some factors on how to improve these at the work place for better standard of work.

Chapter Two: Methodology

2.1 Introduction

In this chapter the researcher will outline how primary research will be conducted in order to gain information relation to the effectiveness of how employees motivation can impact on the organisation. The researcher will discuss the research design strategy and explain in detail why the strategy was used for this research. The information will also be provided on the respondents by questionnaires.

Research Question:

- To investigate the effectiveness of how employees motivation can impact on the organisation.

Research Hypothesis:

Certain motivation factors in the organisation can push employees to work harder and also step up to bigger responsibilities within the organisation.

Research Objectives:

4. To identify what factors motivates staff to work more efficient.
5. To investigate how employees morale can be increased in the organisation.
6. To investigate how employees feel managers could increase engagement in the organisation.

2.2 Research Method

2.2.1 Research Design Strategy

According to Lores (2011), a research design is the master framework or the plan for a study used as a guide in collecting and analysis data. Domegan & Fleming (2007) explain research design is based on the nature of the information required by management. There are three types of research design, they include exploratory research, descriptive research and causal research. For this dissertation, the researcher will use a single methodology approach. Personal questionnaires will be distributed to employees at Sky Ireland and can be explained it employees if needed. This will reduce the number off error responses (Domegan & Fleming, 2007).

2.3 Primary and Secondary Researches

2.3.1 Secondary Research

Secondary data is "data collected by another person for reasons other than the problem in hand."(Domegan & Fleming, 2007)

Advantages of Secondary	Disadvantages of Secondary

Research	Research
• Secondary data is relatively cheaper than primary data to gather	• Accuracy of secondary data is not known
• It is less consuming and is gathered faster than primary data	• Data may be out-dated or no real control of quality data collected
• It is a big time saving method	• Regency of the information should a time lag be evident between the publication date and the project, the information may be obsolete
• It help to improve the understanding of the problem	• Research may be collected for reasons that do not match your need
• It provides a basis for comparison for the data that is collected by the research	• Might be certain problems due to copyright issues

(Domegan & Fleming, 2007)Table 1: Secondary data advantages and disadvantages

Secondary data is used in this dissertation in the form of a literature review. It was an excellent way of gathering up to date information published on factors that motivates staff and how to increase morale in an organisation. This helped the author get a deeper knowledge into these areas and research questions, objectives and hypothesis could be addressed. (Domegan & Fleming, 2007), (Marsh, 2009) and (Stentenfeld, 2010)

2.3.2 Primary Research

Primary Research is data collected first hand by the investigator for the specific problem. (Domegan & Fleming, 2007)

Advantages of Primary Data	Disadvantages of Primary Data
• Regency of date, usually secondary data is not so recent and it may not be specific to the place or situation marketer is targeting. The researcher can use the irrelevant seeming	• Inaccurate feedback. In case the research involves taking feedback given is not correct. Feedbacks by their basic nature are usually blased of given just for the sake of it.

information this is where primary research becomes the most accurate tool.	
• Resalable as it answers your research	• More number of resources are required, like human resources and materials too are needed in larger quantity to do surveys and data collection
• Information will be up to date	• Expensive to gather the information needed
• Collected specifically in relation to the problem	• Highly time consuming when collecting the relevant information

Table 2: Primary data advantages and disadvantages (Domegan & Fleming, 2007)

2.4 Quantitative and Qualitative researches

2.4.1 Exploratory Research

Exploratory research is conducted to provide a better understanding of a situation (Lores, 2011). This form of research is also known as qualitative research. Exploratory research mainly focuses to identify and establish the very existence of variables (Domegan & Fleming, 2007). According to Lores, (2011) exploratory or qualitative research doesn't provide definitive answers for the overall population. Reasons for this is only usually involve a small group of people and these people are almost never randomly selected to take part. This is done through asking questions through asking questions through interviews or focus groups and also observing people's behaviour. The different types of exploratory research are:
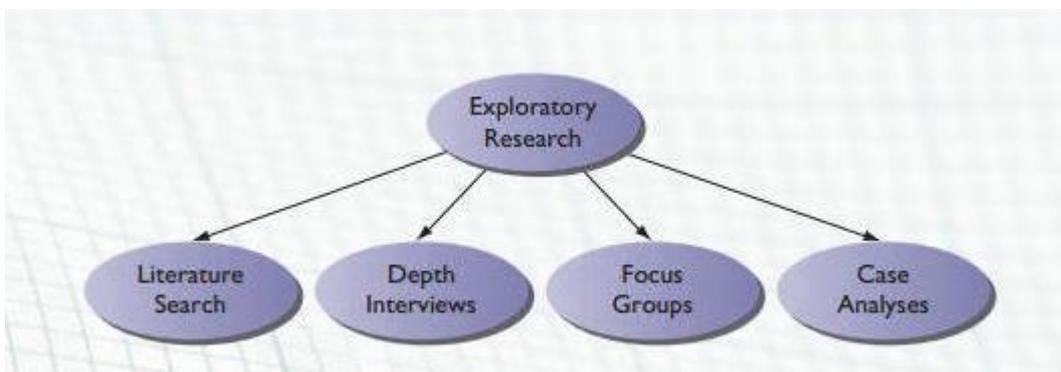
Figure 1: (Source: Lores,2011) types of Exploratory Research

2.4.2 Descriptive Research

Descriptive Research defined by Domegan & Fleming, (2007) as primary concerned with the associations between two or more variables. This research details the percentages of a characteristic present. It is based reliant on mathematics statistics and probability theory. Another name for this type of research is Quantitative research as there is background information already available.

Reasons For using Descriptive Research
• To describe the characteristics of certain groups in certain type of work
• To examine the proportion of people behaviours
• To determine relationships between variables
• To make predictions based on the information received through this research design strategy

Table 3: Reasons for using Descriptive Research

There are two types of descriptive studies, Cross-sectional and longitudinal. Cross-sectional is like a snap chat, it's a description of variables and their association at one point in time. It involves drawing a sample of elements from population of interest (Domgan & Fleming, 2007). Longitudinal studies involves a panel where describes the elements, variables and their relationship over a length of time. (Lores,2011) & (Domgan & Fleming, 2007)
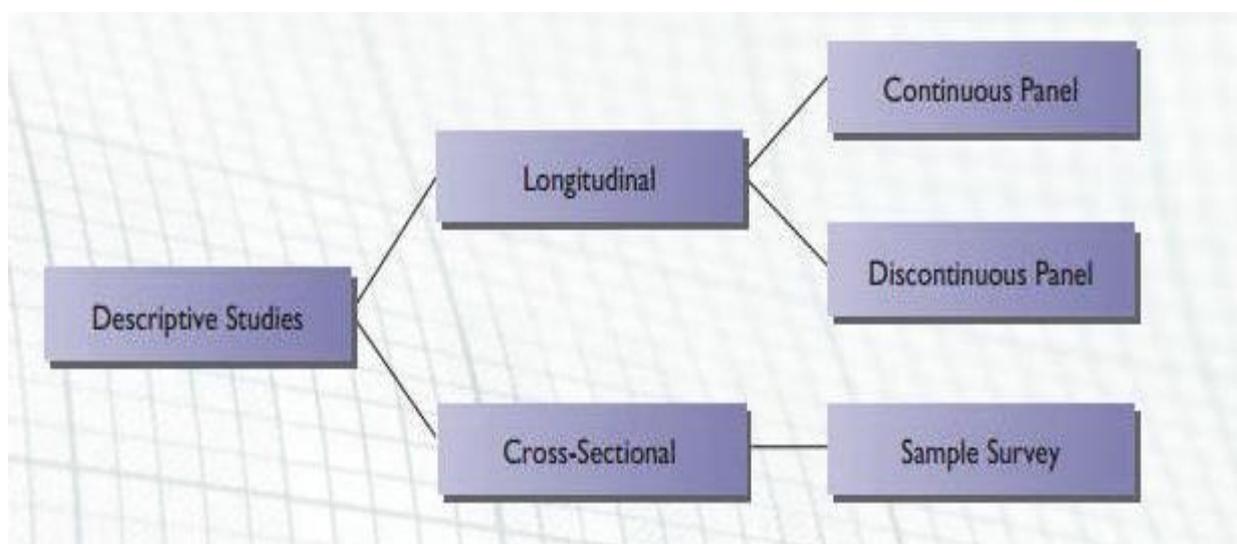
Figure 2: Types of descriptive studies (Source, Lores (2011)

2.4.3 Causal Research

Domgan & Fleming, (2007) defines causal data proves a cause and effect relationship between two or more variables. It's the most demanding research of all. Where the investigator must know, first, the exact variables and also the effect they have on each other. The three type or causal research are :

Experiments	This is a scientific investigation in which one of more of the independent variables are manipulated and controlled. Then observation is used to see the effect this changed has on the dependent variable
Field Experiments	Research study conducted in a realistic or natural situation. Just like lab experiments one or more variables are manipulated to see their effect on an outcome variable.
Laboratory Experiments	Research investigators in which investigators create a situation with exact conditions in order to control some variables and manipulate others.

Table 4: Figure three types of Causal Research (Source Lores, 2011)

This Research method will not be used for this dissertation due to time limitation and the lack of control of variable. (Lores 2011)

2.5 Research Tool Selected

For this dissertation, the author has decided to use both literature review and questionnaires as part of its research tool. These methods are suited most appropriate to the study, where can help increase the author's knowledge on the topic and help examine behavior or certain group associated with this topic.

Some benefits of using a literature Review, is the major benefits concerning this topic is ease by discovering information previously written on chosen topic (Lores, 2011). This is conducted at no cost where most information needed is available in libraries by articles,

online journals and databases. But at times can be difficult to locate up-to-date information on certain groups.

Questionnaires are another method used in this dissertation to gain information from employees at SKY Ireland on how effectiveness employee's motivation can impact on the organization. One of the reasons it has being chosen as it can provide a large sample group (Domegan &Fleming, 2007).

2.5.1 Survey Method & Measurement Tool

There are four methods for completing questionnaires they are:

TYPE:	ADVANTAGES	DISADVANTAGES
POSTAL	- Relativity low cost - Can generate a large sample - Respondents can complete questions in their own time reduces the pressure. - Easy to administer	- Time consuming - Reply rate is really low - There is no one there to help the interviewee if the misunderstands a question - The question must be extremely simple and clear - In completed surveys are common
PERSONAL	- Good response rates - Longer interviews more likely to be tolerated - Attitude can be observed	- Expensive method - Time consuming - May produce a non-representative sample

	• Good sample control	
TELEPHONE:	• Good responses as you get an immediate answer. • You can help them if they misunderstand a question • Speed of data collection • Large scale accesses ability	• Difficult to target geographical area • Less control of survey • Limited potential respondents • Questions must be short and not complex
ONLINE	• Low costs • Less time needed • No interviewer, respondents may be more willing to share information • Design flexibility, surveys can be programmed even if they are very complex	• Limited sampling and respondent availability • Possible co-operation problems • No, interviewer, respondent cannot be probed • Perception as junk mail • Unclear answering

Table 5: Advantages and disadvantages of questionnaires. (Economic and Demographic Research, 2003)

The author intends to use the personal approach. This approach is suited most appropriate, as there is a specific audience targeted, Sky Ireland employees. Other approaches would add to the workload, and would not target the responses needed. This is why personal approach was used.

2.6 Fieldwork

Questionnaires were distributed to sky Ireland employees between the dates of 4th March 9th of March. The questionnaires was created using quick surveys. This website allowed for

unlimited questions for the researcher questionnaire. The questionnaires were sent through personal messages to Sky Ireland employees.

Pre-testing took place on 6th March in Castle house between 11 am- 5 pm.

2.7 Profile of Respondents

Employees were selected from Sky Ireland organisation in Dublin. In this research it targeted part – time and full – time team members and also management from different departments within Sky Ireland organisation.

2.8 Sampling Process

Define the Population

Questionnaires will be distributed to employees of Sky Ireland.

Elements:	Males and females, Part time or full time, employed by Sky Ireland
Sampling Unit:	Sky Ireland
Extent:	Dublin
Time:	March 2015

2.9 Select the Sample frame

According to Hair et al (2003), sampling is a selection of a small number of elements from a larger defined group. There are two forms of sampling probability and non – probability (Domagen & Fleming, 2007). In this research there is no access to a sample frame. The sampling process most appropriate for this research is non-probability sampling, as the sample members are consciously selected by the researcher (Domegan & Fleming, 2007).

2.9.1 Probability Sampling Method

Probability is a type of sampling where each unit has a known chance of being selected. Inclusion and exclusion in the sample is determined by pure chance and the likelihood of this is unknown (Domegan & Fleming, 2007). Probability sampling uses techniques that result in the ability to calculate the exact probability of a single person in the sampling frame to be selected to participate (Kolb, 2008). The four types of probability sampling are:

Type:	Characteristics:	Advantages:	Disadvantages:
Simple	- Known as random sampling, - Each sampling unit has a chance or being selected, - Avoids the sample unit choose being basis.	- Allows the researcher to gain estimates of the populations characteristics, - Highly representative if all subjects participate,	- Difficulty in obtaining complete, current and accurate listing of the target population, - Not possible without complete list of population, - Isolate members from a group,
Stratified	- Requires separation of the defined target population into different groups (strata) and then selecting samples from each group, - Used to learn more about groups, - Used to compare results between different groups within a population	Can ensure that specific groups are represented, even proportionally, in the sample e.g. by gender by selecting individuals from strata list,	- More complex - Requires greater effort than simple random, - Strata must be carefully defined, - Information relevant to the required stratified factors may not be readily available,
Cluster	- Sample units are divided into mutually exclusive and collectively exhausted subpopulation, called clusters, - Used when it is impossible to determine the number of people in the population,	- Most cost effective and feasible to implement, - Possible to select randomly when no single list of population members exists, but local lists do, - Data collection on groups may avoid	Clusters in a level must be equivalent and some natural ones are not for essential characteristics(e.g. geographic: numbers equal, but unemployment rates differ)

		introduction of confounding by isolating members,	
Systemic	• Requires the defined target population to be ordered in some way (Customer list) • Combination of cluster and randon or stratified random sampling of individuals,	• Can make up probability sample by random at stages and within groups, • Can be completed relatively quickly,	• Complex, combines limitations of cluster and stratified random sampling, • Hidden patterns may not be found by the researcher, meaning that the sample is not truly representative of the defined target population,

Table 6: Types Probability sampling (Kolb,2008 & Domegan + Fleming, 2007 & Hair et al, (2003) & Chrisnall, (2001)

2.9.2 Non-Probability Sampling

Non-probability sampling is not based upon any probability principles or laws. The probability of selection is unknown. It is inherently subjective as the sample members are chosen by the researcher (Domagen & Fleming, 2007). The four types are:

Type:	Characteristics:	Advantages:	Disadvantages:
Convenice	• Either asking for volunteers, or not all those selected finally participating, or a set of subjects who happened to be available,	• Inexpensive way of ensuring sufficient numbers of a study, • Allows for a large number of respondents to be interviewed in a short period of time,	• Can be highly unrepresentative, • Its mot possible to measure representativeness, because sampling error estimates cannot be accurately determined.
Judgement	• Hand-pick subjects	• Ensures balance of	• Samples are not

	on the basis of specific characteristics or based on an experienced individuals belief that they will meet the requirements of the study,	group size when multiple groups are to be selected, • If the judgement is correct, sampling will be much better convenience sampling, in relation to information regarding the study,	easily defensible as being representative of population due to potential subjectivity of research,
Quota	• Select individuals as they come to fill a quota by characteristics e.g. (age, gender), specific attitudes (satisfied, dissatisfied) or specific behaviour (regular/ rare),	• Ensures selection of adequate number of subjects with appropriate characteristics, • The sample generated contains specific subgroups by the researcher,	• Not possible to prove that the sample is representative of designated population, • Success of the study is determined by subjective decisions made by the researcher,
Purposive	• Hand-pick subjects on the basis of specific characteristics	• Ensures balance of group sizes when multiple groups are to be selected	• Samples are not easily defensible as being representative of populations due to potential subjectivity of researcher.

Table 7: Type Non Probability sampling (Kolb,2008 & Domegan + Fleming, 2007 & Hair et al, (2003) & Chrisnall, (2001)

2.10 Data Preparation and Analysis

The certain steps involved in the data analysis section, includes editing, coding, tabulation and summarisation.

Editing
Editing is the process by data collected is checked for mistakes by either the interviewer or the respondent (Hair et al, 2003). Editing is used to ensure all information on the questionnaires is complete and accurate. Each question must be checked to see if it has being answered correctly or needs to be changed or omitted from the questionnaires (Domegan & Fleming, 2007).
Coding
Coding is the process of grouping and assigning of values to responses to the questions contained in the questionnaires Hair et al, (2003). There are two types of coding; pre-coding and post-coding. Pre-coding is when codes are assigned to alternative answers and are in the questionnaire format. Pre-coding is used for multiple choice questions. Post-coding is done after the questionnaire have been completed. This method is used for more open-ended questions (Domegan & Fleming, 2007).
Tabulation
Tabulation involves counting the responses for each question (Domegan & Fleming, 2007). The tabulation process is used to prepare the quantitate data so that it is readily understandable and its significance is evident (Chisnall, 2001). Tabulation is broken down into two parts: Simple tabulation and cross tabulation.
Summarization
In summarizing statistics there are two major types. The first type measures the midpoint of the distribution which is known as measures of central tendency. The second type gives an indication of the amount of variation in the data comprising the distribution and is known as measures of dispersion. (Domegan & Fleming, 2007)

Table 8: Steps involved in the data analysis section

Chapter three:

Data Analysis

3.1 Introduction

This chapter will outline the finding key findings from the questionnaires and the literature review conducted to see if there is correlation between the findings. The evidence is presented according to each research objective and main task is to identify similarities and difference found between the secondary and primary research. Finally, the research hypothesis will either be proven or not.

3.2 Objective 1 – Findings

This part of the study will involve analysing the data and answering objective 1 which is as follows: **To identify what factors motivates staff to work more efficient.**

Q2. Do you feel motivation in the organisation is important?
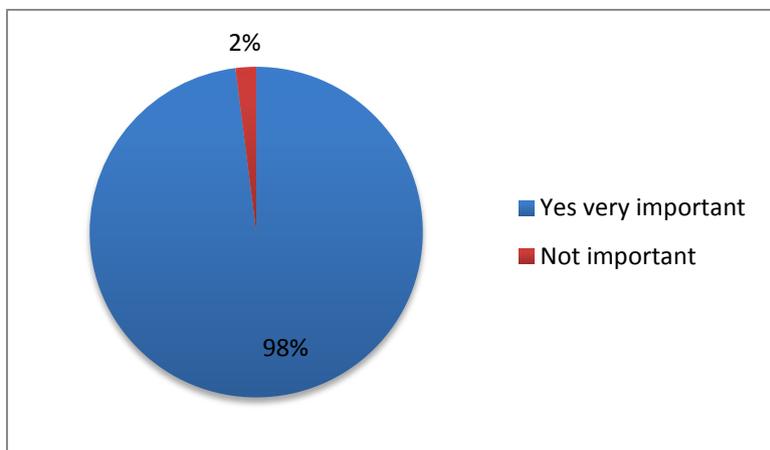
Figure 3: Question 2

When employees of Sky Ireland were asked if they feel motivation in the organisation is important, 2% (2) said motivation in the organisation was not important and 98% (81) said that motivation was important. This information supports the secondary research, where it was found if employees are motivated the organisation can set goals by using their highly talented workforce. The findings from the primary research show this is still relevant.

When the respondents were asked to explain their answers, the results were as followed:

- 26% to improve and grow in their careers within the organisation.
- 47% as working in call centres it important to stay motivated to make sales.
- 11% provide training so employees are at the best of their ability.
- 16% recognition for job well done, so they continue to work best of their ability.

Q3. Financial gain is no longer a primary motivator for employees?
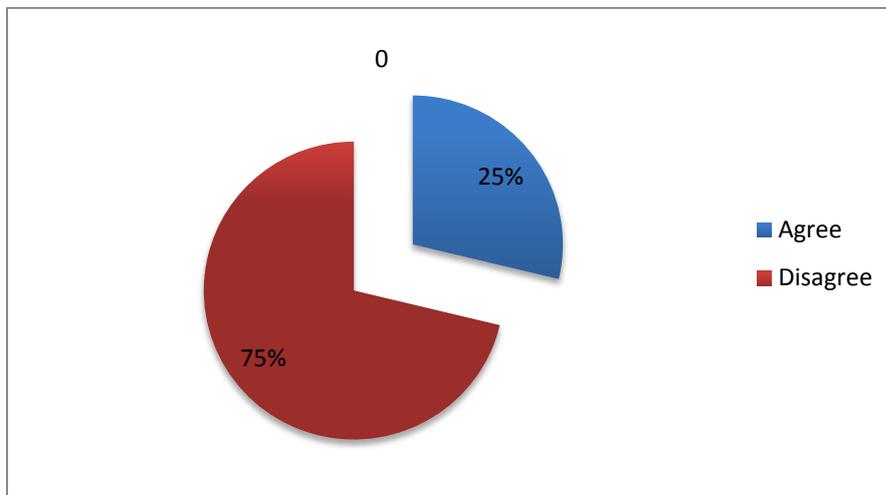
Figure 4: Question 3

When employees where asked is financial gain no longer a primary motivator, 75% (62) disagree and 25% (21) agreed with this statement. This information does not support the secondary research. From researching different articles they say that financial gain would not be the main motivator. But the findings shows once high up in an organisation financial gain wouldn't be the main motivator. But if lower in an organisation like working in sales it's a huge motivator.

Q4.Please rank the following incentives from most motivating (1) to least motivating(7).

When we asked employees to rank the following incentives for most motivating to least motivating, we found that hourly wage would be most important with 40% of employees saying this motivates them the most. This links in with figure two as hourly wage only becomes least important when higher up in the organisation. But from this chart information does support the secondary research. As employees rate opportunity for promotion 24%, recognition for good work 13% and bonus 12% as main motivators which does support the secondary findings that is stated in the literature review as some of the main motivational factors for employees.

Rank incentives

■7 ■6 ■5 ■4 ■3 ■2 ■1

Benefits (Health insurance / Compensation plans)
- 18%
- 19.%
- 8.%
- 17%
- 16%
- 2%

Opportunity for promotions
- 6%
- 4%
- 7%
- 21%
- 17%
- 21%
- 24%

Performance based bonuses
- 5%
- 10%
- 11%
- 23%
- 16%
- 24%
- 12%

Receiving more responsibilities
- 30%
- 27%
- 19%
- 13%
- 7%
- 2%
- 1%

Recognition for good work
- 8%
- 17%
- 17%
- 14%
- 16%
- 14%
- 13%

Salary/ hourly wage
- 7%
- 5%
- 5%
- 6%
- 1%
- 22%
- 41%

Training, learning and development scheme e.g(college opportunites)
- 25%
- 18%
- 22%
- 14%
- 1%
- 1%
- 6%

Figure 5: Question 4

Q.10 Achieving recognition, credit and acclaim motivate me to do my best work?
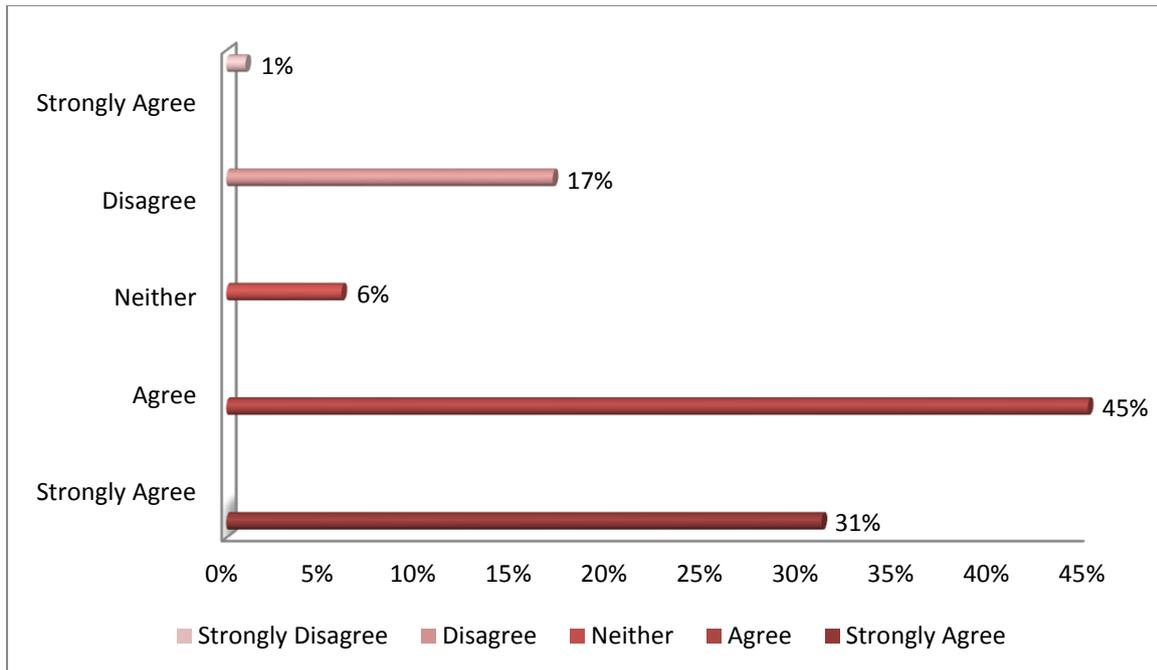
Figure 6: Question 10

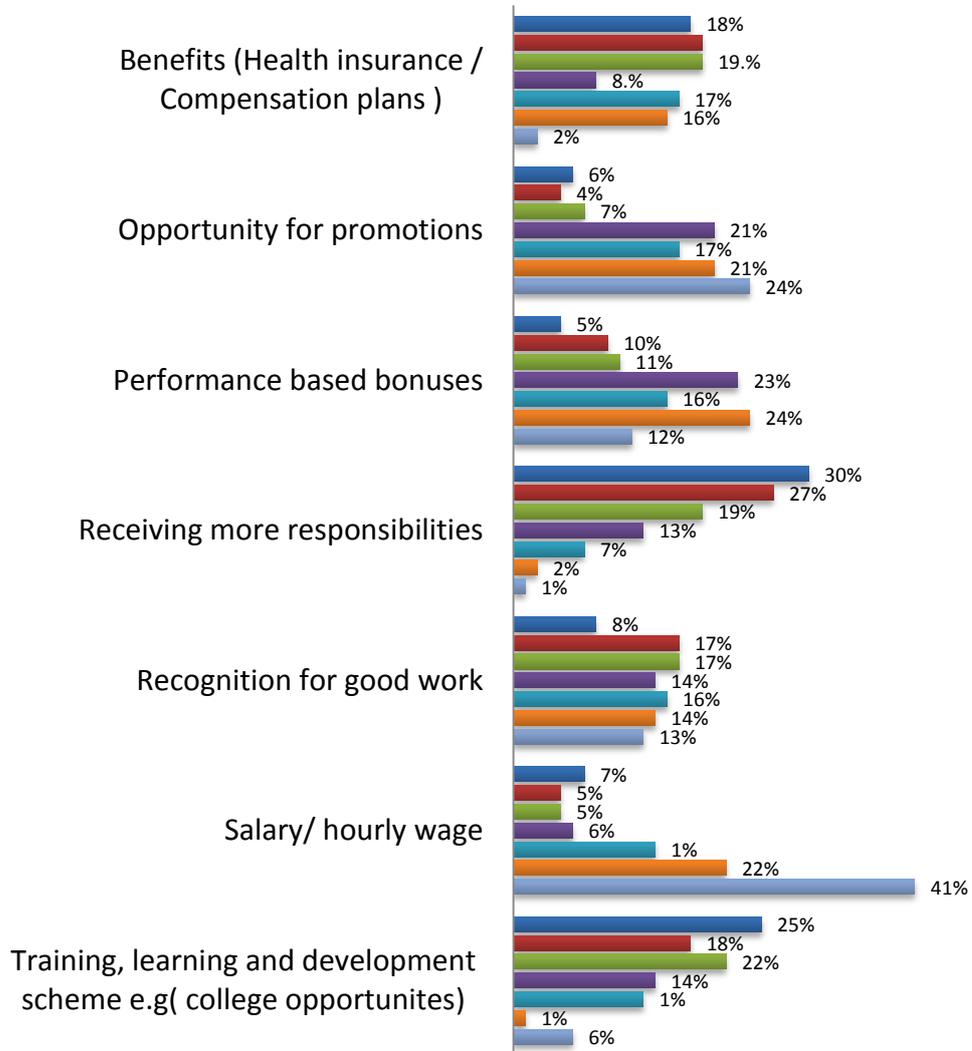When employees were asked does recognition and credit motivate them to carry out jobs to the best of their ability. Over 76% agreed that it is important, then only 6% was unsure and 18% who disagreed. This research does agree with certain articles in the literature review, that being recognized for jobs well done gives employees motivation to continue in doing jobs to the best of their ability which always leads into promotions which is also stated in the literature review

3.3 Objective 2 – How to increase employees morale

In this part of the study employees of Sky Ireland were asked certain questions involving how they felted about employee morale within the organization and how they feel morale could be improved in the organization. Then the researchers would analysis the findings and compare it with secondary data collected.

Q17. In your opinion is morale important in your organisation? Please explain

When employees were asked is morale important within their organisation 99% (82) of the 83 employees agreed with this statement. This supports the information that was collected for literature review, where it states the importance of morale in any organisation. When employees were asked to explain the majority answered it's very important in their line of work. The employees stated the important of morale as they work in sales and if morale was down will result in bad productivity hence affect sales.
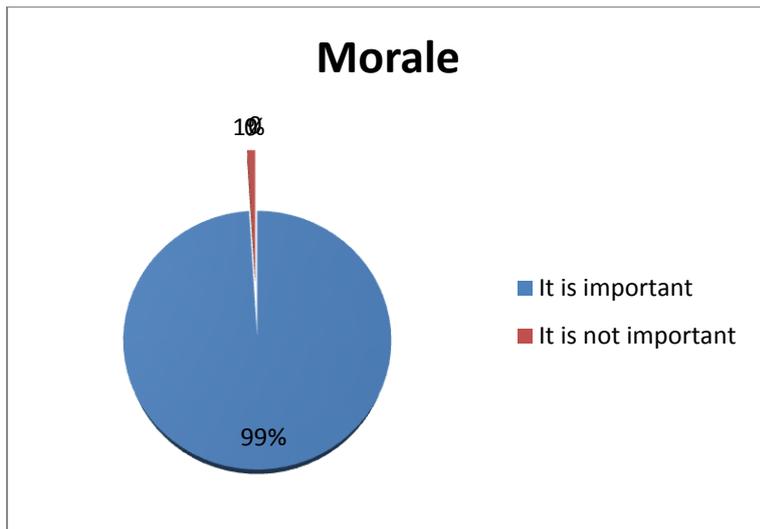
Figure 7: Question 17

Q.12 Do they provide you with the training for your role in the organisation?
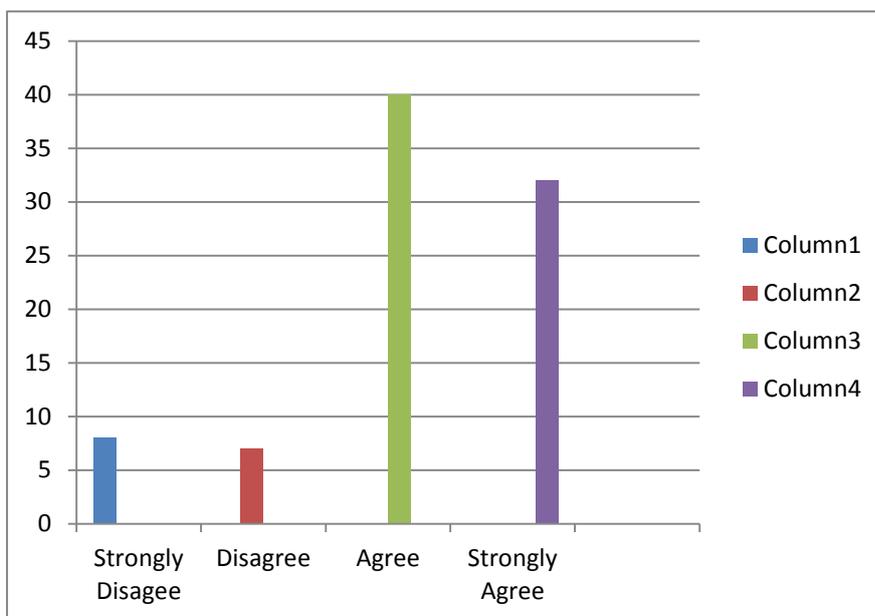
Figure 8: Question 12

We asked employees does the organisation provide them with training, 7% (8) strongly disagreed and 6% (7) disagree that they were never provided training for their roles in the organisation. However 66% (40) agreed and 39% (32) strongly agreed the received training for their roles in sky Ireland. This data supports information in the literature review were it states training employees and investing in them will boost their morale as it shows the organisation what them to do help in the organisation.

Q11. Is your organisation supportive?
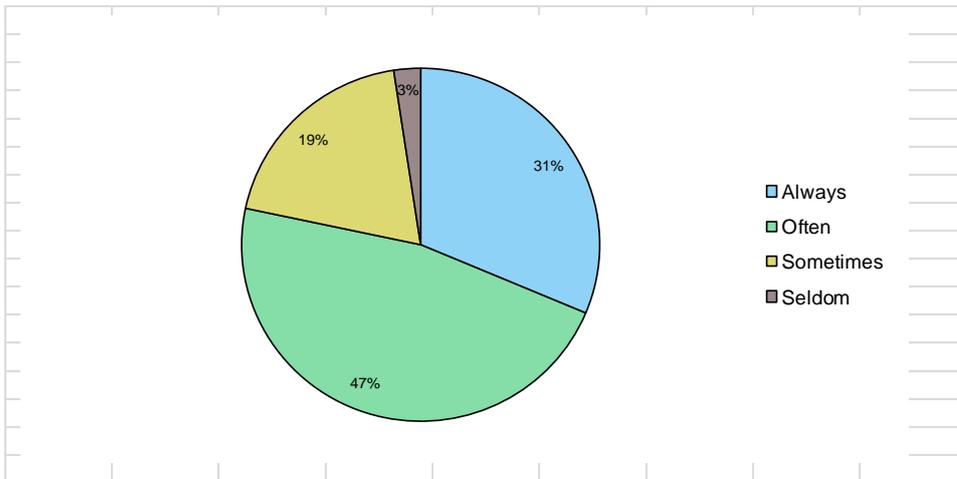
Figure 9: Question 11

From the secondary data collected the researcher feels if the organisation supportive their employees and show their always there to help employees will result in employees morale being boosted. In the questionnaire the researcher asked employees do they have supportive from their organisation, with the result 31% (26) state always there to show support, 47% are there often to show support, 19% (16) are there sometimes and only 3% (2) are there seldom. This primary data supports the secondary data collected as if are their alongside employees will boost morale and will lead to better productivity for the organisation.

3.4 Objective 3: Employees feel managers could increase engagement in the organisation

In this part of the study is where employees were asked by questionnaire how they feel managers could increase engagement in the organisation, then analysis the primary data with the findings of the secondary data and compare key findings from each.

Q 18: How approachable is your supervisor?

From secondary data the researcher findings reveal management keeping a good working relationship with employees by committing time for employees will help raise engagement in the organisation. So when employees were asked if their supervisors were approachable over 88% said their supervisors were very to extremely approachable, with only 11% saying their slightly to moderately and only 1% saying they're not approachable at all. This information supports the secondary data as it's crucial for management to work alongside employees which will help raise their engagement in work.
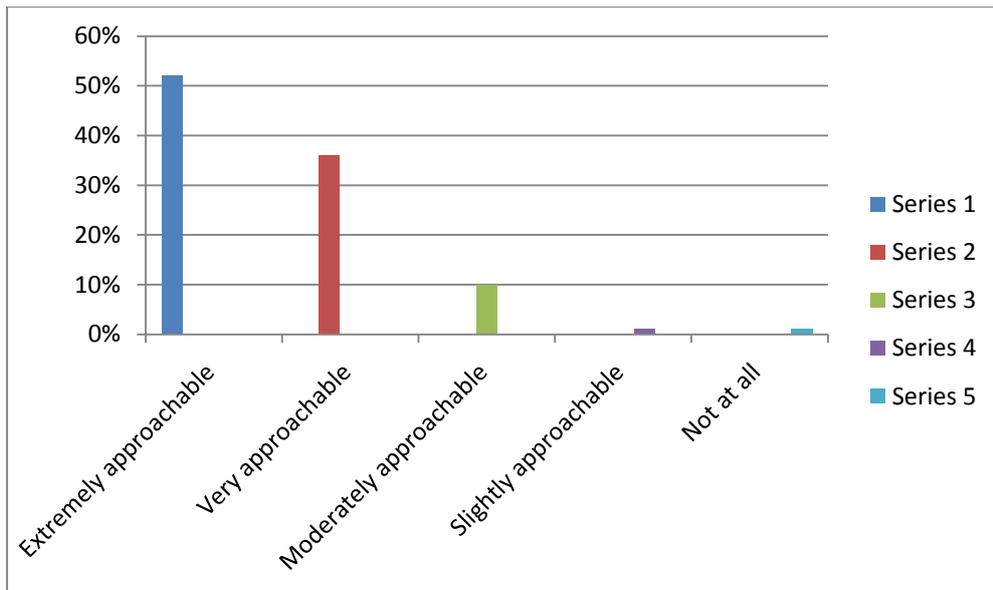
Figure 10: Question 18

19. How often does your supervisor give you feedback about work

Another technique managers use to try increase engagement of their employees by giving them back feedback of their work. The researcher then asked Sky Ireland employees do they receive feedback from there managers as found in secondary data giving feedback of completion of work could help improve employees quality of work.
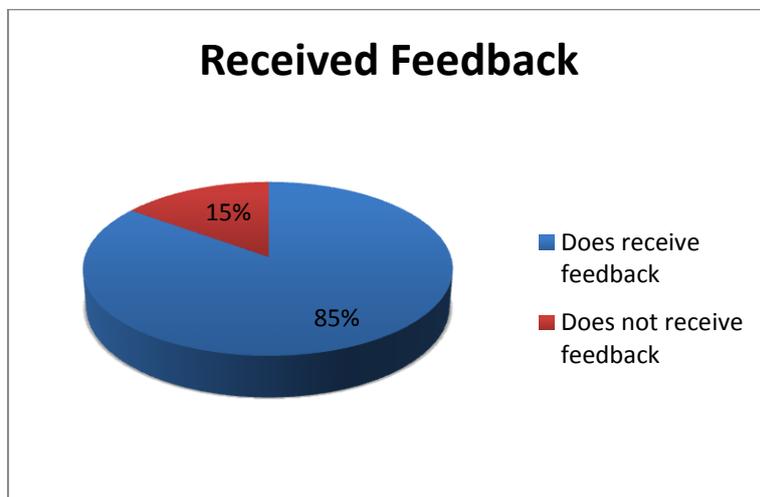
Figure 11: Question 19

85% (70) of employees have received feedback since starting working in Sky Ireland with only 15% (13) saying they haven't received none at all. This information supports the secondary data.

Next employees were asked would they be engage more if contributing to meaningful projects and making decisions on them. In the questionnaires the researcher asked,

21. Does management give employees opportunities to make decisions in the organisation?
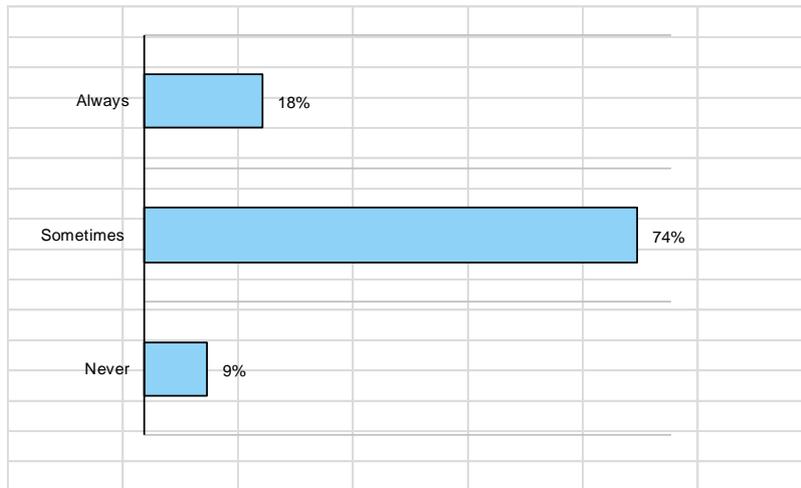
Figure 12: Question 20

The primary data collected does support the secondary research collected in the literature review as 18% (15) are always giving opportunities to make decisions on certain projects, with 74% (62) sometimes giving the opportunities to make decisions on projects and only 9% (8) not giving opportunities to make decisions. The 9% of employees have not been involved in decision making process for project due to lack of time at Sky Ireland. As for the primary data collected Sky Ireland management like to involve their employees and keep them up to date with certain projects as they feel the more employees are involved and engaged the project will succeed.

Chapter 4: Conclusions and Recommendations

4.1 Conclusions

To conclude this study, it is clear that the primary research collected has proven the hypothesis to be correct. The data shows employees from Sky Ireland do agree motivation in the organisation in their line of work is important. But also different employees are motivated by different factors. Some of the main motivational factors found in this research include financial gain, promotions, receiving responsibilities and recognition for different projects. If offered to employees will help raise their motivation level and will be seen in their work.

From this research other factors for example giving employees a helping and also giving employees feedback on their work is found as a motivator for keeping employees morale high. It also helps employees to stay engaged in work as working on new project with management makes employees feel valued by their organisation as they are helping making a new project become a success. Management also offer support for employees if needed for any area, this shows employees management do want them to feel valued but also learn new skills. As offering all these types of motivators will have a huge impact of quality work produced by the organisation.

4.2 Recommendations

Following completion of secondary and primary research into the area effectiveness of employees motivation in an organisation, the following recommendations are suggested.

Organisations who are actively seeking to motivate employees should highlight the benefits available for example opportunity for promotions, bonuses, training and development initiatives. This will ensure employees motivation level are kept high and benefit of high motivation will show management employees are working hard and will show in their work. This is where an organisation will benefit by offering incentives.

Organisation training and recognition programmes will encourage staff members to be more productive in their roles. It will make employees more aware of changes within organisation policies and leave employees a feeling of being valued and an asset to the company. This will create a happier work force in which the organisation will get the best possible results from their motivated workforce.

Management offering support to employees and giving them feedback on their work will make employees feel valued by the organisation. Employees will feel they are learning new skills in different areas and can help with different project. This will keep employees morale high and also will keep employees engaged to provide a high standard of work.

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Appendices

Appendix 1: Questionnaires

Motivation factors to work more efficient

1. Rate your level of satisfaction with the working culture of the organisation?
2. Do you feel motivation in the organisation is important? please explain
3. Financial gain is no longer a primary motivator for employees?
4. Please rank the following incentives from most motivating (1) to least motivating (7).

Promotions
Bonus
Recognition
Training
Responsibilities
Benefits
Salary / Hourly

5. Management shows a genuine interest in motivating employees?
6. Does management seem to care about employees on both professional and personal levels?
7. The possibility of getting a promotion influences my performance
8. Financial incentives motivate me to do my best work ?
9. Achieving recognition, credit and acclaim motivates me to do my best work?
10. Seeing the positive impact my work has on the organisation motivates me to do my best?

How employees morale can be increased in the organisation

11. Is your organisation supportive ?
12. Do they provide you with the training for your role in the organisation?
13. Are managers and supervisors willing and available when you require support in work and outside work?
14. How often do the tasks assigned to you by your supervisor help you grow professionally ?
15. Do you feel your work is satisfying ?

16. Is there a good team spirit in your organisation ?

17. In your opinion is morale important in your organisation ?

Employees feel managers could increase engagement in the organisation

18. How approachable is your supervisor ?

19. How often does your supervisor give you feedback about work ?

20. In your opinion, would you prefer to receive feedback and which way would it affect your work in a positive or negative way? Please explain

21. Does management give employees opportunities to make decisions in the organisation?

22. Do you feel giving employees more responsibility helps raise engagement ?

23. In your opinion, does praise from management help raise engagement in the organisation?

24. In your opinion, what could management do to raise engagement in your organisation ?

Appendix 2: Pre-Test feedback

Pre-test feedback

The questionnaire was pre-tested on 8 people who fitted into the target audience- employees in Sky Ireland. The pre-testing took place on March 6th at 11.00am.

Following the pre-test the following feedback was received.

- Question 22 Stated 'how often does your supervisor give you feedback about work? If answer is (A) go to question 23 and if answer is (B) go to question 24. However employees that answered (A) when on to answer both questions 23 and 24. Employees that answered (B) when on to answer both question 23 and 24 when they were only supposed to answer either one.
- Question 5 one respondent didn't explain his answer, which in that question are looking for respondents views.

Researcher's Actions

In order to get the most information from the questionnaires the researcher completed the following corrections:

- In question 22, the researcher changed the question to " How often does your supervisor give you feedback about work''. The researcher took out the if answer is (a) go to question 23 or if answer is (B) go to question 24 as respondents answered both question when only supposed to answer one.
- Instead of question 23 and 24 all respondents must a new question. The question is "In your opinion, would you prefer to receive feedback and which way would if affect your work in a positive or negative way? Please explain''.
- In question 5, the researcher put "Please explain'' in bold, at the end of the question to get respondents views.

Appendix 3: Coding for Questionnaires

Gender:	Code:
Male	(1)
Female	(2)

Employment:	Code:
Part-time	(1)
Full-time	(2)

What department do you work at in Sky Ireland	Code:
Broadband and talk management team	(1)
Attraction (Sales advisor)	(2)
Customer Services	(3)
NLP service department	(4)
Team BB, Talk and Tv	(5)
HR and training	(6)
Insights & Improvement	(7)

Objective 1: Motivation factors to work more efficient

1. Rate your level of satisfaction with the working culture of the organisation?	Code:
Highly satisfied	(1)
Satisfied	(2)
Average	(3)
Dissatisfied	(4)
Highly dissatisfied	(5)

2. Do you feel motivation in the organisation is important?	Code:
Yes it is important for (Different reasons)	(1)
No it is not important	(2)

3. Financial gain is no longer a primary motivator for employees?	Code:
Agree	(1)
Disagree	(2)

4.Please rank the following incentives from most motivating (1) to least motivating (7).

Opportunity for promotions _____

Performance based bonus _____

Recognition for good work _____

Training, learning and development scheme _____

Receiving more responsibilities _____

Benefits (Health insurance/ compensation plans) _____

Salary / hourly wages _____

Ranking	1	2	3	4	5	6	7
Promotions	1	2	3	4	5	6	7
Bonus	8	9	10	11	12	13	14
Recognition	15	16	17	18	19	20	21
Training	22	23	24	25	26	27	28
Responsibilities	29	30	31	32	33	34	35
Benefits	36	37	38	39	40	41	42
Salary / Hourly	43	44	45	46	47	48	49

5. Management show a genuine interest in motivating employees?	Code:
Strongly disagree	(1)
Disagree	(2)
Neither	(3)
Agree	(4)
Strongly Agree	(5)

6. Does management seem to care about employees on both professional and personal level?	Code:
Strongly disagree	(1)
Disagree	(2)
Neither	(3)
Agree	(4)
Strongly agree	(5)

7. The possibility of getting a promotion influences your performance?	Code:
Strongly disagree	(1)
Disagree	(2)
Neither	(3)
Agree	(4)
Strongly agree	(5)

8. Financial incentives motivate me to do my best work?	Code:
Strongly disagree	(1)
Disagree	(2)
Neither	(3)
Agree	(4)
Strongly agree	(5)

9. Achieving recognition , credit and acclaim motivates me to do my best work?	Code:
Strongly disagree	(1)
Disagree	(2)
Neither	(3)
Agree	(4)
Strongly agree	(5)

10. Seeing the positive impact my work has on the organisation motivates me to do my best?	Code:
Strongly disagree	(1)
Disagree	(2)
Neither	(3)
Agree	(4)
Strongly Agree	(5)

Objective 2: How employees morale can be increased in the organisation

11. Is your organisation supportive?	Code:
Always	(1)
Often	(2)
Sometimes	(3)
Seldom	(4)

12. Do they provide you with the training for your role in the organisation?	Code:
Strongly agree	(1)
Disagree	(2)
Agree	(3)
Strongly Agree	(4)

13. Are managers and supervisors willing and available when you require support in work and outside work?	Code:
Always	(1)
Sometimes	(2)
Never	(3)

14. How often do the tasks assigned by your supervisor help you grow professionally?	Code:
Extremely often	(1)
Very often	(2)
Moderately often	(3)
Slightly often	(4)
Not at all often	(5)

15. Do you feel your work is satisfying?	Code:
Agree	(1)
Disagree	(2)

16. Is there a good team spirit in your organisation?	Code:
Always	(1)
Sometimes	(2)
Never	(3)

17. In your opinion is morale important	

in your organisation? Please explain	
Yes, very important (Productivity)	(1)
No, not important	(2)

Objective 3: Employees feel managers could increase engagement in the organisation

18. How approachable is your supervisor ?	Code:
Extremely approachable	(1)
Very approachable	(2)
Moderately approachable	(3)
Slightly approachable	(4)
Not at all	(5)

19. How often does your supervisor give you feedback about work	Code:
Often	(1)
Never	(2)

20. In your opinion, would you prefer to receive feedback and which way would it affect your work in a positive or negative way? Please explain	Code:
Yes would prefer	(1)
No wouldn't prefer	(2)

21. Does management give employees opportunities to make decisions in the organisation?	Code:
Always	(1)
Sometimes	(2)
Never	(3)

22. Do you feel giving employees more responsibility helps raise engagement?	Code:
Extremely	(1)
Very	(2)
Moderately	(3)
Slightly	(4)
Not at all	(5)

23. In your opinion does praise from management help raise engagement in the organisation?	Code:
Extremely	(1)
Very	(2)
Moderately	(3)
Slightly	(4)
Not at all	(5)

24. In your opinion, what could management do to raise engagement in your organisation?	Code:
Listen to employees suggestions & employee being more involved in projects	(1)
Offer more incentives to each department	(2)
Regularly feedback and communicating with teams	(3)
Be more open to employees	(4)
New opportunities & Training for projects	(5)
Appreciation for jobs well done	(6)

Appendix 4: Tabulation of Questionnaires

Gender:

Male (1) - 65

Female (2) – 18

Employment:

Part – time (1) - 81

Full – time (2) – 2

Department at Sky Ireland:

Broadband and talk Management team (1) - 19

Attraction (Sales advisor)   (2) -   9

Customer Service   (3) - 5

NLP service department   (4) - 5

Team of BB , Talk and Tv   (5) - 37

HR & Training   (6) - 3

Insights & Improvement   (7) – 5

Motivation factors to work more efficient

24. Rate your level of satisfaction with the working culture of the organisation?

Highly Satisfied   (1) - 21
Satisfied   (2) - 40
Average   (3) - 17
Dissatisfied   (4) - 4
Highly dissatisfied (5) – 1

25. Do you feel motivation in the organisation is important? please explain

Yes it is important   (1) - 81

No it is not important (2) – 2

Additional information	Explaining question above
1. To improve and grow in their careers within the organisation.	21 – 26%
2. As working in call centres it important to stay motivated to make **sales.**	38 – 47%
3.Provide training so employees are at the best of their ability.	8 – 11%
4. Recognition for job well done, so they continue to work best of their ability.	13 – 16%

26. Financial gain is no longer a primary motivator for employees?

  Agree (1) – 21

  Disagree (2) – 62

27. Please rank the following incentives from most motivating (1) to least motivating (7).

	1	2	3	4	5	6	7
Promotions	20	17	14	17	6	4	5
Bonus	10	20	13	19	9	8	4
Recognition	11	12	13	12	14	14	7
Training	5	1	11	12	18	15	21
Responsibilities	1	2	6	11	16	22	25
Benefits	2	13	14	7	16	16	15
Salary / Hourly	34	18	12	5	4	4	6

28. Management shows a genuine interest in motivating employees?

      Strongly disagree (1) – 1

      Disagree   (2) – 15

      Neither   (3) – 11

      Agree   (4) – 38

      Strongly Agree   (5) – 18

29. Does management seem to care about employees on both professional and personal levels?

    Strongly disagree (1) – 9

    Disagree   (2) – 19

    Neither   (3) – 10

    Agree   (4) – 40

    Strongly Agree   (5) – 10

30. The possibility of getting a promotion influences my performance ?

    Strongly disagree (1) – 1

    Disagree   (2) – 14

    Neither   (3) – 5

    Agree   (4) – 37

    Strongly Agree   (5) – 26

31. Financial incentives motivate me to do my best work ?

    Strongly disagree   (1) – 2

    Disagree   (2) – 7

    Neither   (3) – 8

    Agree   (4) – 46

    Strongly Agree   (5) – 20

32. Achieving recognition, credit and acclaim motivates me to do my best work?

    Strongly disagree (1) – 1

    Disagree   (2) – 3

    Neither   (3) – 5

    Agree   (4) – 53

    Strongly Agree   (5) – 21

33. Seeing the positive impact my work has on the organisation motivates me to do my best?

    Strongly disagree (1) – 0

    Disagree   (2) – 6

Neither   (3) – 7

Agree   (4) – 52

Strongly Agree   (5) – 18

How employees morale can be increased in the organisation

34. Is your organisation supportive ?

    Always   (1) – 26

    Often   (2) – 39

    Sometimes (3) – 16

    Seldom   (4) – 2

35. Do they provide you with the training for your role in the organisation?

    Strongly disagree (1) – 8

    Disagree   (2) – 7

    Agree   (4) – 40

    Strongly Agree   (5) – 32

36. Are managers and supervisors willing and available when you require support in work and outside work?

    Always   (1) – 41

    Sometimes (2) – 39

    Never   (3) – 3

37. How often do the tasks assigned to you by your supervisor help you grow professionally ?

    Extremely often   (1) – 11

    Very often   (2) – 34

    Moderately often (3) – 31

    Slightly often   (4) – 5

    Not at all often   (5) – 5

38. Do you feel your work is satisfying ?

    Agree   (1) – 54

    Disagree (2) – 29

39. Is there a good team spirit in your organisation ?

    Always   (1) – 47

    Sometimes (2) – 35

    Never   (3) – 1

40. In your opinion is morale important in your organisation ?

    Yes, very important   (1) – 82

    No, not important   (2) - 1

Employees feel managers could increase engagement in the organisation

41. How approachable is your supervisor ?

    Extremely approachable   (1) – 43

    Very approachable   (2) – 30

    Moderately approachable (3) – 8

    Slightly approachable   (4) – 1

    Not at all   (5) – 1

42. How often does your supervisor give you feedback about work ?

    Often   (1) – 71

    Never   (2) – 13

43. In your opinion, would you prefer to receive feedback and which way would it affect your work in a positive or negative way? Please explain

   Yes would prefer   (1) – 68

   No wouldn't prefer (2) - 15

44. Does management give employees opportunities to make decisions in the organisation?

      Always   (1) – 15

      Sometimes (2) – 62

      Never   (3) – 8

45. Do you feel giving employees more responsibility helps raise engagement ?

      Extremely   (1) – 23

      Very   (2) – 51

      Moderately (3) – 12

      Slightly   (4) – 1

      Not at all   (5) – 0

46. In your opinion, does praise from management help raise engagement in the organisation?

      Extremely   (1) – 23

      Very   (2) – 51

      Moderately (3) – 12

      Slightly   (4) – 1

      Not at all   (5) – 0

24. In your opinion, what could management do to raise engagement in your organisation ?

Listen to employees suggestions & employee being more involved in projects	(1) - 16
Offer more incentives to each department	(2) - 12
Regularly feedback and communicating with teams	(3) - 13
Be more open to employees	(4) - 8
New opportunities & Training for projects	(5) - 14
Appreciation for jobs well done	(6) - 10

Appendix 6: Editing of Questionnaires

Editing took place on question 24 as the question was answered incorrectly. In this question 10 questionnaires could not be counted for as theses employees did not expressed their views on what could management do to raise engagement in your organisation. These 10 employees answered don't know to this question leaving the researcher only receiving 73 opinions out of 83 questionnaires.

Appendix 7: Reflective Learning diary

What- knowing what you did helps you understand the learning achieved.

In my opinion the first few lectures were very important as they explained what is involved in a research project and what is needed to complete a successful project. But one of the most important processes before choosing a topic is reading around different articles. Reading around articles will assist students in choosing the right topic for them and will also give them a better understanding of the topic chosen. I learned from the first few lectures students must have a common interest in their topic chosen as they will find the research project easier than first expected. But I have learned if the process of reading different articles is not applied will cause students certain problems further into the research project. So I have used the first few lectures learning what is a research project and different sections in the research project that I will be learning more about throughout the year. But the main step I have learned is always read around topics of interest. This will help the research get a more depth understanding for topics and will help student decide on topics to research on.

Why- Knowing why you are doing something helps you more from being a passive to active learner.

At this stage I have chosen my topic and to help me with different stages I used the library planner. In this I was able to meet up with my supervisor were we could plan goals for certain dates to complete sections of the research project. I found using the library planner a great advantage in completing the research project as it kept me on track to completing sections in a certain time frame. I feel if I didn't use the planner I would of became stressed in trying to complete the project. I also used other library sources like e-source and databases, were I was able to access past projects to help get an insight on how different research projects are structured. Databases was another get advantage as it provided me with great articles on employees motivation, morale and engagement and these articles helped me get a more depth understanding were I was able to write a literature review. Also having a supervisor helped me starting off my literature review were she advised me to start by applying theories of motivation followed by articles stating people opinions and what they feel are the main motivators for employees in today's world. Then compare and contrast the different views.

Reaction- knowing your strengths and weaknesses are fundamental in any learning and helps us to become better learners.

From completing the literature review I have enjoyed learning about theories applied for motivation like Maslow's hierarchy needs and Herzberg's two-factor theory. But I also enjoyed reading different articles were authors express their views on motivation and suggest ways how to raise motivation in organisations around the world. I felted this section of the project was enjoyed the most, were I was able to go more depth into employees motivation where I learned and understood employees motivation in a more advanced way. The challenging part was choosing my research tool as I wanted to collect as must primary data as possible and as I had chosen to conduct my research on Sky Ireland employees I found it difficult to carry out a mixed methodology. Due to shortage of time I wasn't available to

carry out interviews or focus groups. I feel my project would have benefited if these methods were applied. Also I feel I would of being able to compare answers from the questionnaires to answers of interviews to form a higher standard conclusion.

Learned- reflecting on learning achieved helps us understand how we apply learning in different contexts.

From completing the research project I have learned new skills which will stand to me in day to day life and also in the working world. I have learned how planning and time management are the most important skills anyone could learn in my opinion. As if projects are not planned it's easy to go off topic were students start to write about topics not relevant. If time management is not used in a project of this size, this can only cause students receiving high amounts of stress trying to finish it on time. Prior to the project I feel I have developed a large amount of knowledge in employees motivation and how it can impact an organisation. From beginning the project my only views was all employees were only motivated by money nothing else. But from reading different articles money not always the main motivator. Other motivator like promotions, recognition and training and development also help motivate employees who in call centres. I have back this up with carrying out primary were the data agrees with articles in the literature review. I also found management giving employees a helping hand and giving employees feedback on their work will make them feel valued by the organisation will help raise morale and will keep employees engaged at work.

Overall reflection and advice- how could your learning help others

After completing the Research project some changes I would of applied would be with my primary data. I would of used two research tools on one company for example interviews and questionnaires or if I only had the choice of one I would of choose questionnaires but tried to distribution my questionnaires to two different organisation in the telecom area, as this method would able me to compare different employees views from each organisation. I feel using either one of this methods would provide me with even more depth in effectiveness employees motivation and how it can impact an organisation. I would advise further colleagues who are commencing this project next year to take their time reading around the research topic of their choice. As this will define your ability to produce a high standard project. I feel if you don't have an interest in the topic chosen; it will cause student problems trying to complete different section but also showing a low standard of work. Also every project this size will cause students to be nervous. But with the amount of support from lectures, supervisors and library classes it's all about the work a student puts in. If willing to put in the work from day one you will achieve the grad you deserve.