

To investigate the improvement
of motivation within a matrix
structure.

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To investigate the improvement of motivation within a matrix structure

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1.1 Abstract:

The concept of this paper is to discuss the issues hindering the improvement of motivation within a matrix structure in companies such as Google Ireland and to find the according solutions/objectives towards it. The research question I have proposed is; what are the factors hindering the motivation in employees within a matrix structure resulting in poor performance? The objectives following this question are; performance management effectiveness, conflict management and improvement in dual reporting. The theoretical framework identifies the major tenants of this theory and how it relates to this proposed theory. In methodology, the research design discusses, the type of research design chosen and how it relates to this theory, the sampling includes an expanded discussion describing the further methods used to analyze the audience, and the instrumentation outlines the instruments that will be used in this theory. For example, in-depth interviews, surveys, etc.

The main question I am proposing is, what are the factors that are affecting motivation and creating obstructions in project teams and teamwork preventing better performance in employees? The objectives are as follows; performance management enhancement, re-evaluating the performance management in order to give clear tasks resulting in effective results, conflict management, aiming to enhance learning and group outcomes increasing the positive aspects of conflict. Understanding conflict leads to resolving disputes more effectively. Brainstorming, discussing, considering all possible solutions to the task/mission, remaining open to other people's ideas, are all solutions to conflict in project teams. To carry out this theory and as a part of my primary research, to find the correct solutions to it, I will carry out exploratory research in which I will use the method of an in-depth interview with the Human Resources Manager of Google Ireland to investigate the matrix structure and how it is affecting the motivation and performance of employees. I will also conduct a sample questionnaire for the employees of Google to discover how motivated or unmotivated they are in their work.

1.2 Introduction

Matrix structures were introduced into companies over the past twenty years although companies did not have enough staff to employ in order for an organizational structure to be implemented. During my research, no specific article could be found detailing the improvement of motivation in a matrix structure, and how it can benefit the company's wellbeing and employee's hierarchy of needs. This is why I have proposed this theory. My problem in this study is, how can motivation be improved within a matrix structure in an IT environment? The purpose of this question/ study is to state the factors which are halting the motivation needed to satisfy employees working individually or in a project team resulting in better performance results.

Motivation is a key element in any organizational structure. For years companies have been finding ways in which their companies' efficiency and deliverance can be improved. If the employees are self-motivated it will result in a better job environment and outcomes for the overall company as work will

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be much more efficient, more complex-problem solving will be easier if employees are motivated, managers will delegate duties and responsibilities in a much more concise manner if there is a overall clear focus and clarity within the firm. The aim of this paper is to discuss the topics that are preventing better and efficient motivation within the matrix organizational structure within IT companies such as Google Ireland. I will state the problem and further discuss the solutions to it. I will also include the framework, literature, and methodology according to this area.

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Chapter One: Statement of Problem, Research Question, Research Objectives and Research Hypothesis

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1.3 Statement of problem:

The purpose of this study is to show how improving and implementing the motivation in an organizational structure can help make employees more determined and work-based in order to conduct more clarity in their work. How can motivation be improved in a matrix structure within an IT organization such as Google Ireland? Why is this currently relevant? In the existing literature that I have researched around this area, there is no exact theory on improvement in motivation within an matrix structure in an IT company. I am conducting this theory as I believe this plays a big part in any organizational structure whether it is matrix or any other. This theory will show how improving and enhancing these areas will result in the enhancement of the company as it will improve efficiency to a higher level.

1.5 Research Question:

What are the factors that are hindering the motivation in employees in a matrix structure resulting in poor performance?

Research Objectives:

- Performance management effectiveness- If feedback is delivered properly and a genuine opportunity for improvement is given, the self-confidence of the employee can grow, resulting in a motivated employee.
- Conflict management- roles should be clearly defined: conflict can arise very easily within a company where there is not a clear manner of work delegated and reported.
- Improve dual reporting method skill- dual reporting is a significant part of the matrix structure. If it is not conducted properly major conflict can emerge leading to disagreements between employees.

1.6 Research Hypothesis:

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This thesis will argue that with effective changes in dual reporting methods and a balance of conflict management, improved performance will proceed. In dual reporting, two major departments report to the manager and receive delegation for ensuing tasks. If this process is not conducted properly it can easily result in significant problems for the firm. To avoid this problem, the firm must look at the following solutions; make the process clear and concise, remove any cluster, evaluate the span of control and reduce it if necessary.

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Chapter Two: Literature Review

2.1 Literature Review:

Introduction:

According to Behnaz Pakdel who wrote an article in 2013 named 'The Historical Context of Motivation and Analysis Theories Individual Motivation'; 'The concept of motivation can be traced from ancient Greeks, Socrates, Plato and Aristotle ages. Plato believed in a hierarchy organized such as a dietary component, the emotional and the rational. Aristotle, for more than twenty years continued to affirm the hierarchy spiritual.' (pg.240). People have been trying to achieve the best possible level of motivation for the past twenty years. Another source I have researched is, Laurie J. Mullins, who says 'Developing an effective matrix organization, however, takes time and a willingness to learn new roles and behavior; this means that matrix structures are often difficult for management to implement effectively.'(pg.571)

2.2 Discussion opposing matrix structures:

While there are many articles agreeing with the benefits of the use of a matrix structure, I have researched articles opposing the matrix structure. In the opinion of R. Schnetler, H.steyn and P.J. van Staden, 'While any organizational structure is prone to inherit risks, the current literature provides evidence of several advantages and disadvantages of the matrix structure. Bannerman [13,19] refers to literature that indicates the following risks: dual reporting leads to the risks of loyalty conflicts and unclear accountabilities; and localized claims to authority and decisions taken in isolation leads to the risk of poor decision-making.'(2.1)(pg.13). Predictable problems connected with matrix structures include: tendencies towards anarchy, power struggles and disruptive conflict. As written by R. Schnetler, H.steyn and P.J. van Staden, 'Typical problems associated with matrix structures include: tendencies toward anarchy [15]; power struggles [3,15,20,23];disruptive conflict [18,23,25,26]'

In an article named 'Problems of matrix structure' by Stanley M. Davis and Paul R. Lawrence, they discuss the impact of the matrix structure and the recent popularity it has gained in businesses. They say 'Because the matrix is a relatively new form, however, the companies that have adopted it have of necessity been learning on a trial and error basis. The mistakes as well as the successes of these pioneers can be very informative to companies that follow their lead.' Many companies have adapted the matrix structure strategy for their management knowing that it is an effective way of a rapid management response to changing market and technical difficulties, it is also a successful way of helping middle managers make trade-off decisions from a general management perspective. According to Davis and Lawrence, the ills of the matrix structure are proneness to chaos or unorderly conduct, serious groupitis and power struggles, some of these factors are previously stated by Schnetler, Steyn and

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Staden. It is easy for a company to find its way into anarchy due to major confusion or misconceptions. One of the many reasons from which this could be caused by is stress causing the organization design to fail. Sometimes companies start with the tactic of starting off with a functional structure then leaning towards a matrix structure for more productivity within the firm but throughout this process middle men managers or a particular manager with a heavy load of duties falls into stress and plans begin to crumble which leads the manager losing control. Another disadvantage of the matrix structure is serious groupitis within project teams and groups. A reason for this is difficulties whilst making decisions as a group following confusion of matrix behavior. It is easy for project teams to fall into groupitis, if one manager has given more authority to a certain team leading to conflict and careless behavior. Employees may feel the need to work on their job identities and satisfaction rather than wasting their time on irrelevant arguments within the teams. One other drawback of a matrix structure is the power struggles within the business. The essence of a matrix structure is dual command. Where there should be an equilibrium of power, both parties are constantly looking to gain an advantage. It is inevitable for the firm not to have issues on imbalance of power regarding the dual system. Both managers should keep a central focus of the goal they are trying to achieve and controlled and balanced authority to both managers from the top level superior.

2.3 Discussion agreeing with matrix structures:

Many companies are losing methods of finding more productive strategies for their business management. Most companies initiate their business by a functional structure but later move on to use a matrix structure as they want more productivity and alignment of tasks and authority. For the right type of matrix structure, the top level superior must divide equal amounts of authority to both middle managers in order for maximum completion of duties and tasks. I have researched many articles and journals in regards to other people's discussions on why to use a matrix structure and what benefits it provides to the business. In Management by John R. Schermerhorn, Jr, Schermerhorn says, 'The matrix organization has gained a strong foothold in the workplace with applications in such diverse settings as manufacturing, service industries, professional fields and the nonprofit sector.'(pg.243) He also discusses many benefits the matrix structure can bring to the business and employees. He says, 'The potential advantages of matrix structures include: better communication and cooperation across functions, improved decision-making, better performance accountability through the program, product or project-managers'.(pg.243) Bringing a matrix structure to the company can not only benefit the company but also the employees or project managers in this case. Better communication within the project-team will enhance the motivation of the manager to work more productively and improve the overall performance of the project-team. Decision-making is a key element in project-teamwork as it shows the right control is being initiated into the tasks, it is the manager's duty to make the right decisions for their project-team, if there is failure in decision-making by the managers it can result in a general collapse of the management structure as a whole. Allowing the employees to place their input into the final decisions can enhance the motivation of the employee as they will feel more authority in their work. Reviewing the performance of employees and managers is vital in project-teams as everyone

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looks for their own advantages in situations such as teamwork, every employee wants to satisfy their job satisfaction and progress in their career. Performance appraisal boosts the motivation of an employee which can be portrayed by a manager through a matrix structure. According to Oscar Guzman, an author who has written an article in the Small Business says, 'In a matrix structure, each employee answers to two immediate supervisors: a functional supervisor and a project supervisor. This kind of organizational structure has several advantages.' Some advantages he has stated are; range of skill and flexibility. In a matrix structure, employees have constant contact with other functional areas through their membership in project teams. Through project teams, employees have the opportunity to develop a wider and strengthening set of skills than they would in a purely functional structure. Increasing the communication and personal skills of an employee can result in major growth to their motivation. Flexibility can be achieved as the matrix structure allows human resources to be shared broadly across different projects or products. If there is flexibility in the structure it can allow the employee to gain more knowledge and stimulus resulting in the urge to perform better in their job.

Another author I have researched who discusses the matrix organization and what impact it has on its employees is, Marvin R. Gottlieb. He says, 'the lack of a matrix guardian was cited by 92% of top-level managers in this study as a major hindrance to performance.' These were his main findings: 'Lack of consequences and rewards for matrix performance fails to motivate employees to make the matrix work. Failure to establish and maintain a monitoring process to detect and identify matrix performance problems (because employees are reluctant to divulge problems associated with their unit). Not ensuring the matrix guardian has senior level support and authority to take action. Not preserving the objectivity of the matrix guardian and preventing undue political pressure.'

2.4 Body:

My research question asks, what are the factors that are hindering the motivation in employees in a matrix structure resulting in poor performance? Drucker says 'Good organization structure does not by itself produce good performance. But a poor organization structure makes good performance impossible, no matter how good the individual managers may be. To improve the organization structure.... will therefore always improve performance'. According to Drucker, it is correct design of the structure that is of most significance in determining organizational performance.(pg.552) The importance of a good structure is also shown by John Child, 'In the final resort, it is vital that we understand what organization is, what it does, and the grounds on which it can be justified because it is not just a means to achieving better economic performance but also exerts a profound influence on the societies in which we live ... The form of organization we employ transports values back into society and carries a message about how to treat other people.'(pg.552) As child has said, the form of organization we provide values back into society and the community, it portrays a message we convey to our people, and thus it is necessary for the organization to be fully motivated to its best ability. As I have stated in my research objectives, conflict management can heavily portray a negative image on the matrix structure of a company as it is yielding the firm to its best ability to perform tasks and missions. An author that agrees with this statement is Gary Klein. In his article Achieving IT Program Goals with Integrative Conflict Managements, he says, 'However, conflicts occur among project teams due to

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pursuit of their own goals, their unique approaches to completion of required tasks, and their individual need for limited resources.'(pg.80) Authors that I have researched, Ralph Katz, agrees that project performance has an impact on the matrix structure, by saying; 'Analyses show higher project performance when influence over salaries and promotions is perceived as balanced between project and functional managers. Performance reaches its highest level, however, when organizational influence is centered in the project manager and influence over technical details of the work is centered in the functional manager.' (Abstract) Authors that feel matrix structures can have a number of disadvantages are; Thomas Sy and Stephanie Cole, they state 'Earlier states have primarily addressed structural problems. In this paper, we identify four interpersonal challenges that impede matrix performance: misaligned goals, increase competition among employees, roles and responsibilities are unclear, decision-making is untimely and of-possible low quality, and silo-focused employees do not cooperate.' (Abstract) An author that feels matrix structures improve project delivery within the firm is, John A. Kuprenas. He says, 'Although implementation problems have occurred, the performance of the organization while operating under a matrix structure has improved with respect to project delivery. (Abstract) In a journal article by Steven C. Dunn, he discusses ' Management guidance comes typically from one functional manager and one or more project managers. Historically, the functional manager has been identified with the oversight and well-being of the employee, while the project manager is focused on project deliverables.' (Abstract)

2.5 Conclusion:

After my research on the articles and literature I have read on this particular area of organizational structures, I find that with the right objectives taken and the correct hypothesis predicted, there can be a change made in project teams and the overall matrix structure to create better outcomes for the firm and provide the best motivation possible to each individual working in the firm. I expect to find more theories and specific articles on this area of organizational structures and how they can be improved with the use of better motivation, and different approaches to matrix structures.

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Chapter Three: Methodology

3.1 Methodology:

Research Design:

As a part of my primary research, the method of research I will use is exploratory research, as I feel this will best emphasize my theory and its' outcomes. In order to conduct my research, the choice of instruments I have chosen are; an in- depth interview with the HR manager of Google Ireland to analyze how the matrix structure is situated in their firm and how it allows employees to report information to the head. A brief survey for the employees will be carried out to discover how motivated or de-motivated they are within their workplace, whether or not their hierarchy of needs are being fulfilled, and if there are any further points that need to be addressed. I am picking exploratory research as I feel it will create a further understanding for me in order to understand and grasp this theory more definitely in order to bring together a fully accounted conclusion. The data collection method I will use is, non-disguised/direct, e.g in-depth interview. The topic guides I will be choosing my questions from are; motivation within the company, teamwork/ project teams and division of work in a matrix/ cross-functional structure.

3.2 Sampling:

The population I have considered for my research are; the employees in Google Ireland to conduct their views in the survey provided to them, and the HR manager and I discussing the firm's organizational structured establishment. The employees are the audience that I feel will be in need for the right motivation and correct direction, as for the HR manager, I feel they will require the right guidance and information to delegate duties/roles effectively. I will provide surveys to employees working in a variety of departments to share their views and comments in my surveys, and I will conduct my in-depth interview with the Human Resources manager. The sampling method to be used in this theory is probability sampling and the specific sampling method I will use to choose my participants for this theory is convenience sampling as I feel this will make the data readily available and it is very cost effective. The sampling and questionnaires for the employees will give me a better insight of the views on motivation throughout the team and in tasks, perspectives on the organizational structure their firm holds, and conflict within the overall company.

3.3 Instrumentation:

The instruments that will be used in this study are; in-depth interviews and surveys. In the in-depth interview I will hold with the manager, they will tell me how motivated their employees are overall and

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what factors can have a negative impact on the motivation and what factors can have a positive impact. Also, if they are comfortable to do so, I will ask them to include their personal thoughts and opinions on their views of the motivation that is currently being implemented in their firm and in what ways they think it will benefit the firm.

For the survey that the employees will answer, I feel I will grasp a better personal idea of how relations are being managed within the firm and how much or little they are motivated within the firm, what factors they feel are hindering them and their comments on how there can be a change.

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Chapter Four: Data Analysis

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4.1 Introduction

This chapter will outline the key findings from the surveys and in-depth interviews I had conducted with the employees of Google Ireland and Manager. As part of my market research, I had conducted an in-depth interview with the HR manager of Google Ireland and surveyed the employees from various department in Google such as IT department, Product design department, product and customer support department. From reviewing the findings, I have created a series of pie charts and graphs explaining the perspective of motivation within a matrix through the eyes of the people working in Google Ireland.

4.2 Findings

From reviewing the feedback of the questionnaires from the Google employees, the results I have established are as follows;

Question 1: Regarding Maslow's hierarchy of needs, do you feel your needs are being satisfied within the workforce?

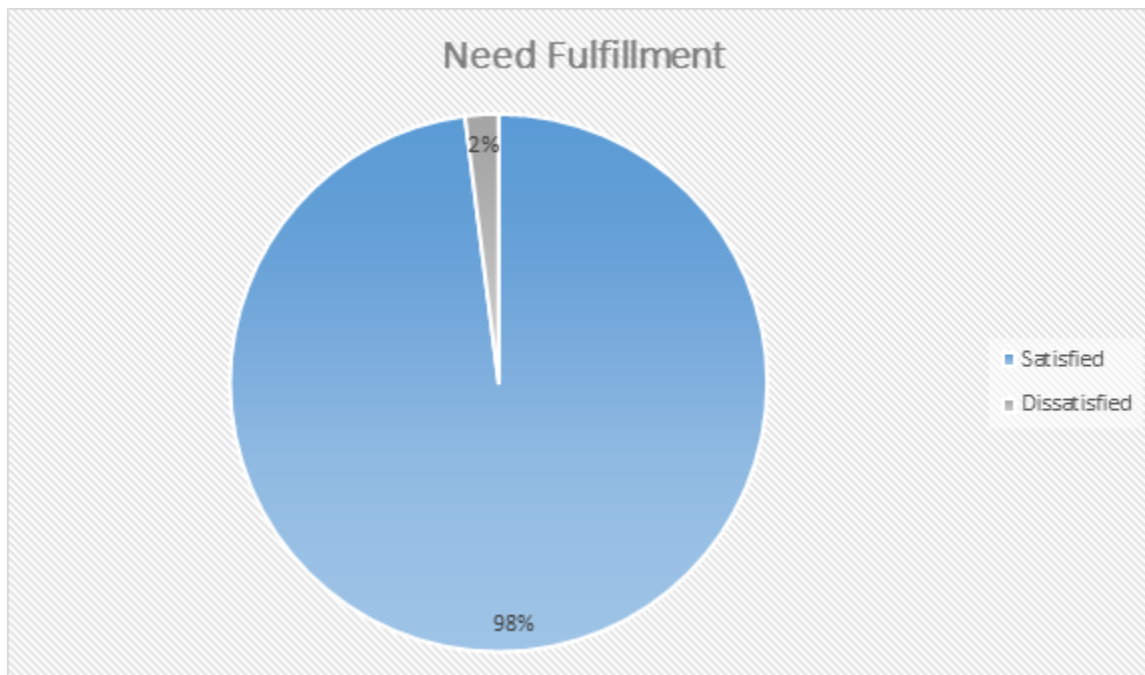


Figure 1: Question 1.

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- Employees from every department were satisfied with the degree of which their needs were being fulfilled by their department managers in relation to the tasks they carried out and delegation of authority. Although, some employees felt their needs were taken care of later than earlier.

Question 2: Do you and your colleagues react well to changes within the workforce?

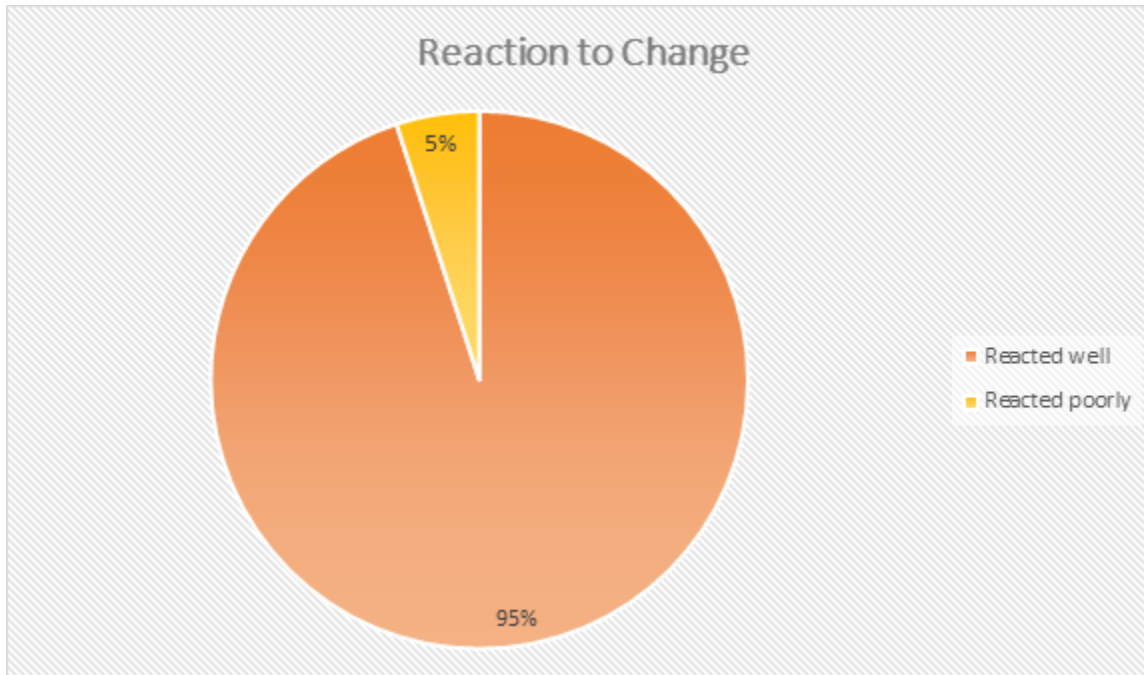


Figure 2: Question 2.

- Most employees agreed when asked if they reacted well to change, a few commented saying they find it difficult to adapt to the changing environment as it is a global firm and at times it can be quite difficult to maintain the same work environment as before. Some employees also commented saying news within the firm arrived to them later than usual due to change in the operations.

Question 3: How do you feel about the delegation of authority within the project teams?

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Figure 3: Question 3.

- When asked about how they felt about delegation of authority within the structure, employees said they were content with the level of authority that was being delegated to their department managers and they also said tasks were being carried out efficiently as there was better use of all resources and task missions. Although, a small number of employees felt that the level of authority could be improved slightly.

Question 4: How effective is your department manager?

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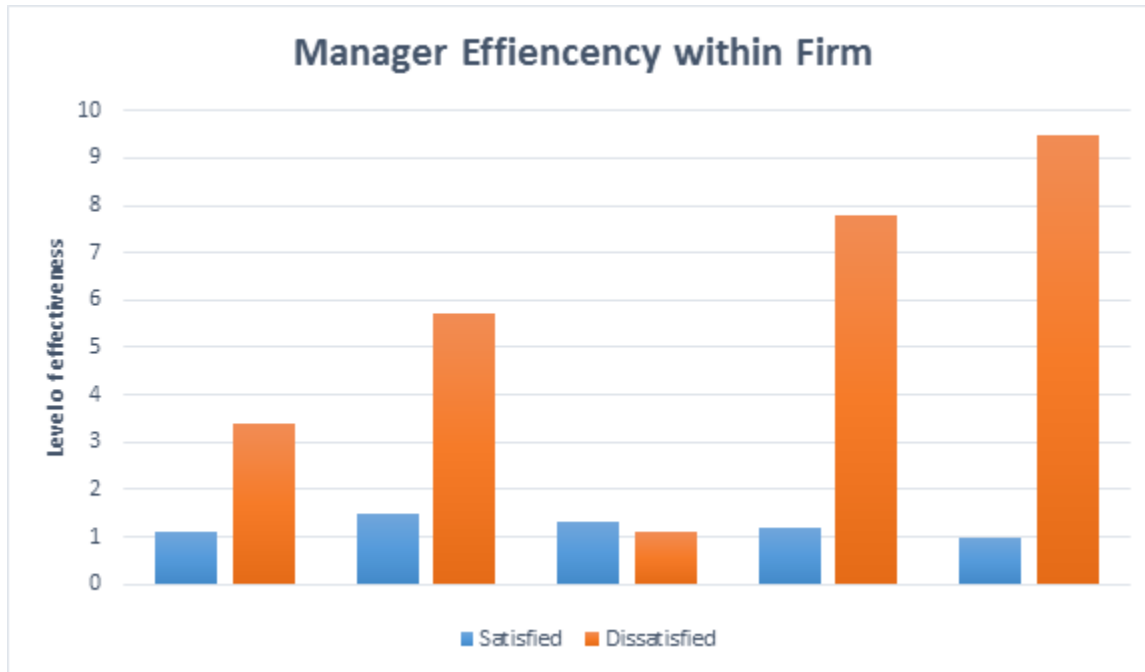


Figure 4: Question 4.

- On the topic of how effective their department manager is, from a scale of 1-10, many employees answered from 1-3, 1 being very effective. Seeing as Google is a matrix structure IT organization, this showed that the delegation of authority, reporting methods and performance management of the manager is efficient as employees have no complaints regarding it. Only a small number of employees had minor complaints about the effectiveness of managers to be slow and resistant.

Question 5: How do you deal with any conflict that may arise during project work?

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Figure 5: Question 5

- When asked about how they were to deal with any conflict arising within the firm during team work or project work, many employees said they were comfortable with accepting criticism from team managers and were open to discussion, whereas some employees stated it was sometimes difficult to acknowledge and fully understand the comments towards their performance in the team coming from the team managers.

Question 6: Do you feel the overall atmosphere within the workplace impacts on your motivation towards work load?

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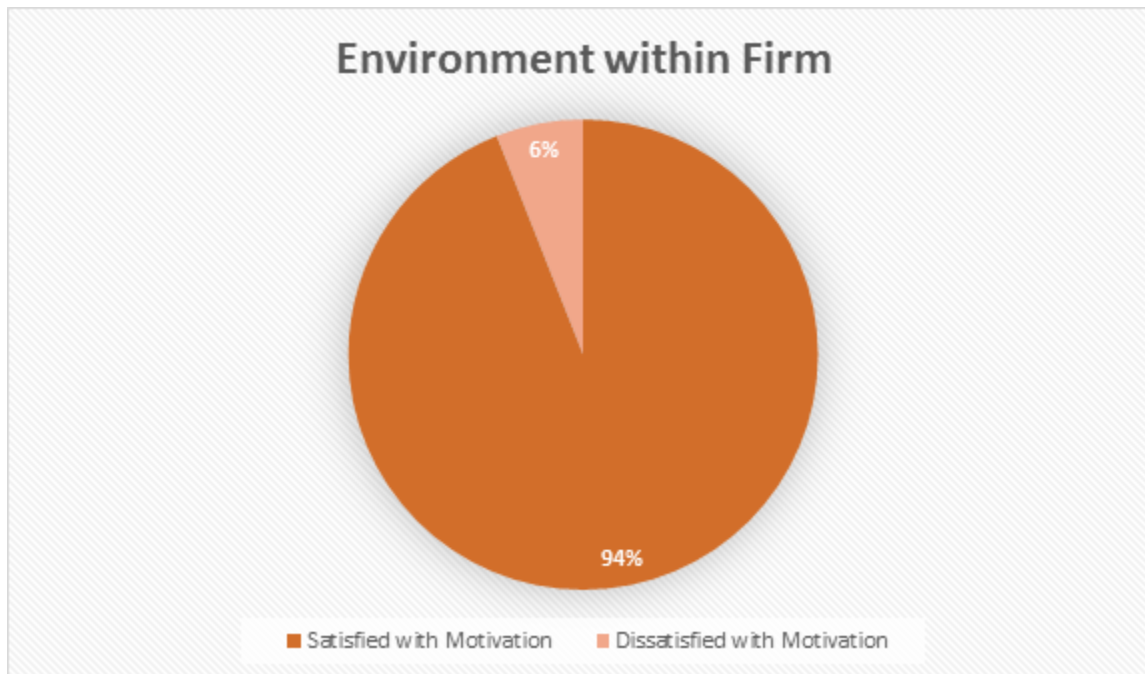


Figure 6: Question 6

- When asked about the overall work environment, many employees stated that, the more detailed tasks they were delegated by the managers, the easier it was to concentrate on the task itself and improve in areas they were lacking in. They found this method to have a great impact on their motive to work on the daily tasks they were given and also project-teamwork. A few employees also felt that at times it would be difficult to continue a task when you are already lacking in motivation from the previous task.

Question 7: What modes of communication do you use within the workforce?

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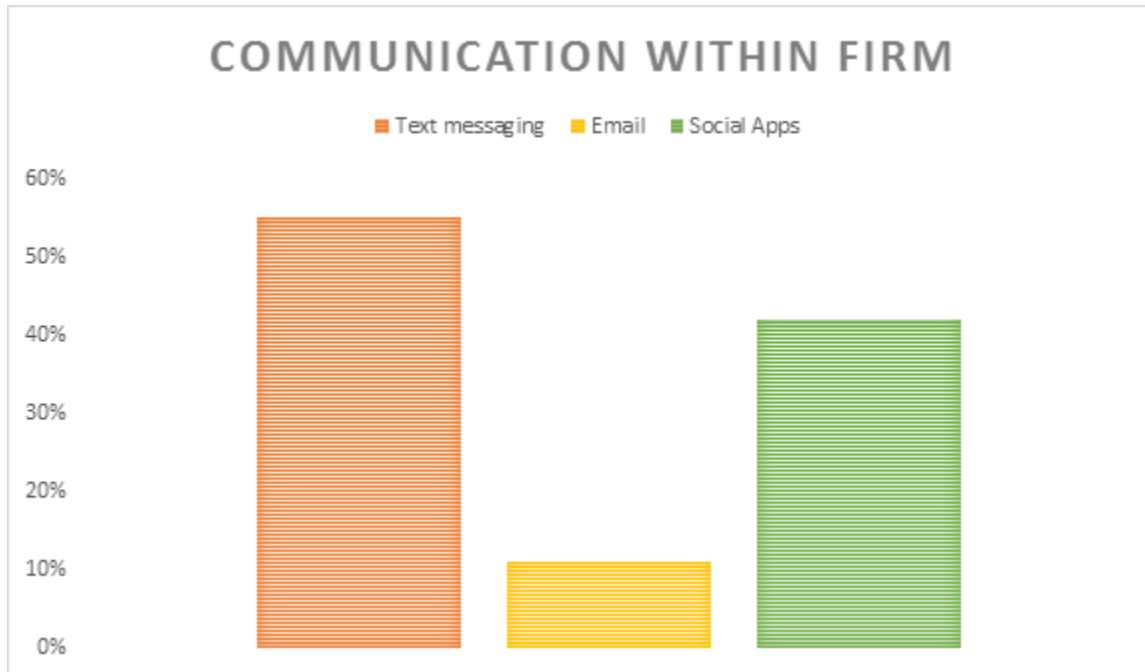


Figure 7: Question 7

- On the topic of communication, employees said they used various methods to communicate within the firm, such as Text messaging, Gmail, Google Hangouts, other social apps. Many employees stated text messaging was more convenient to pass on news within the firm. However, depending on the weight of the news, at times emailing would be more appropriate.

Question 8: Is the communication flow effective in the workplace regarding how urgent and efficient the workload is?

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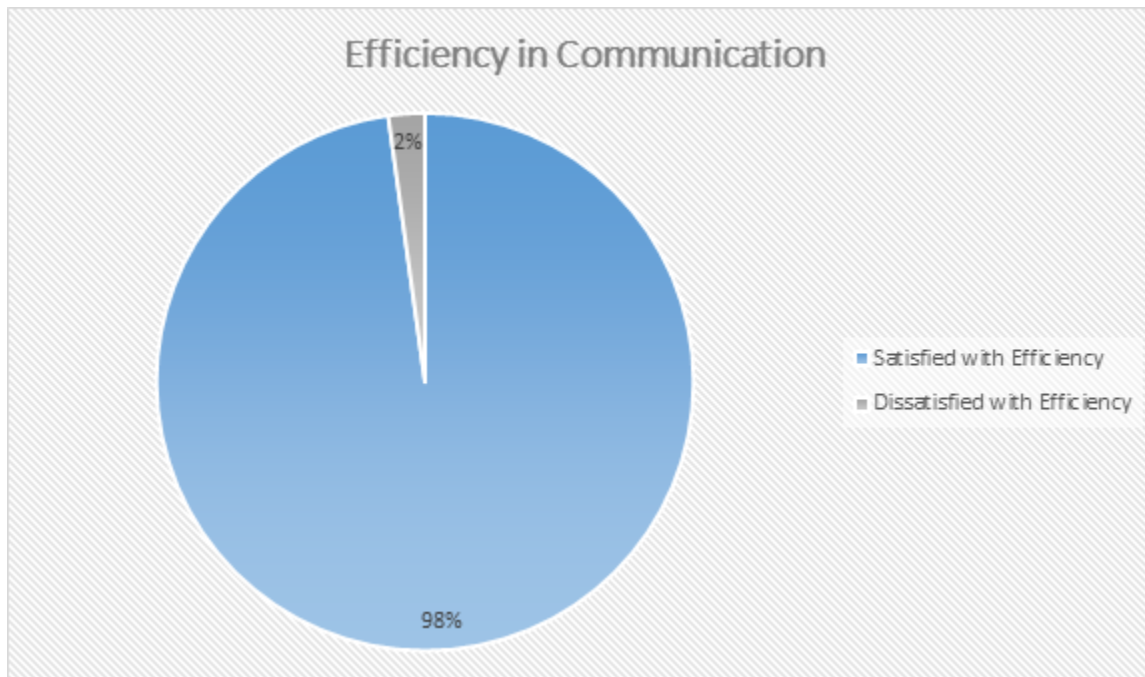


Figure 8: Question 8

- When asked if the communication flow was effective within the firm, most employees said they were constantly alerted towards any upcoming events or news through emails, texts, etc. When there was news or updates that were more significant, they would always be emailed to their work email. Employees also mentioned that they regularly check their emails for news and updates from managers and colleagues.

Question 9: Does the team leader motivate the others productively during team work?

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Figure 9: Question 9

- When asked this question, many employees stated that the team leaders dedicate themselves to each and every task given, and allow a large amount of input from employees in the discussions. They agreed that the team leaders motivate the other workers during project work. However, a few employees complained that some team leaders would concentrate on the task more than the issue or problem reported by the employee that he/she is facing.

4.3 In-depth Interview

From the in-depth interview I had conducted with the Google Ireland Manager, I gained further knowledge regarding the matrix structure and motivational tactics to improve its overall efficiency in a firm. I had asked questions regarding leadership, management, motivation and organizational company culture and organizational structure.

I had interviewed a manager from the Sales Operations Manager as I was unable to contact the Human Resources Manager. I had asked the questions listed below followed by her answers and expansion on various answers.

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- Question 1: During your time working in teams, do you feel the employees are lacking in dedication and motivation towards completion of the task?

Answer: I find the employees to be constantly working hard in order to complete their tasks. At time it does seem that they might be lacking in some guidance towards the task but overall the project teams work consistently to finish their duties.

- Question 2: Do you feel other project managers help employees needs to be fulfilled and to motivate them towards the next task?

Answer: Yes, I feel managers that carry out tasks in project teams have the most responsibility in the workforce as they manage a team of many individuals to finalize ideas and discussions. Project managers are constantly helping employees when they are in need of guidance and support.

- Question 3: In your opinion, is the authority delegated to project managers used to the most efficiency in tasks?

Answer: I find managers use their authority responsibility and to the best of their ability, in my opinion, as the whole team is counting on them. Every project team in Google tries to execute the task as efficient as possible.

- Question 4: If there is a change made in the company, do the employees and project managers react well to it?

Answer: During changes made in our company, we find the best thing to do is to warn and give employees notice two or three weeks prior, as this makes the flow of the department easier within the next few months.

- Question 5: If there is any conflict risen in the teams, how is it dealt with?

Answer: Conflict is dealt with discussion mostly, as it is the easiest and quietest way to resolve an issue rather than it spreading within the firm. It can be quite unprofessional as Google employees if they are distracted by work-related conflict.

- Question 6: In your opinion, do you feel the matrix structure can be an advantage or a disadvantage to a company?

Answer: In my opinion, I find the matrix structure can be very beneficial to companies as it improves the project delivery and efficiency towards tasks immensely. It is a much easier and faster way

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to report to top-level managers and reporting back to departments can be done in a much faster and timely manner.

- Question 7: Is the performance appraisal from managers effective in the company?

Answer: After employees have met with their managers for performance appraisal meetings, they seem to work harder as they have found the right guidance in areas they were lacking. They then have the right resources and facts to improve their career and job needs. It has a huge impact on their motivation.

- Question 8: During group work, are resources and ideas found easily through the help of other team members?

Answer: During group work, ideas are discussed with everyone, and every employees take on it and other beliefs are included regardless if they might be wrong or right, we include everyone in the discussion. As a team, it can be easier to come up with ideas if everyone is taking part and answering.

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Chapter Five: Conclusions and Recommendations

4.4 Conclusion

To conclude this study, it is clear that the primary research I have conducted has proven the hypothesis to be correct. In the survey I had conducted, many employees stated that conflict can be resolved within the firm with the right action, resulting in better performance. Dual reporting can be also improved depending on the department manager resulting in faster and efficient work. From this research, it is clear that matrix structures can have a negative and positive impact on firms. Negative impacts can lead to more conflict within the firm, inefficiency in work and delayed reports whereas positive impact can result in faster dual reporting, orderly tasks completed in a timely manner.

Alas, in conclusion, this study shows that a firm should choose wisely before accepting any type of organizational structure as in the long run it can have an impact on the employees ability to work. Managers need to keep in mind, to have a conflict-free work environment in order for the benefit of the firm, performance management of the employees needs to be kept in mind, which areas are they lacking in and which areas they need guidance in. Dual reporting also needs to be thought of as it is essential that the reporting method should be fast and efficient returning to the top-level managers, there is no time for cluster or inefficient work.

4.5 Recommendations

Following completion of primary and secondary research into the area of improvement of motivation within a matrix structure, the following recommendations are suggested.

- Decision-making effectiveness: A reason for many work-related arguments is indecisiveness within the project teams. In order to cure this problem, there should be clarity when decisions are being made within a team to remove any tension there might be towards an unsure conclusion.
- Resource efficiency: It is vital for the firm to not lose any valuable resources it may have gained in the thought process of teamwork or individual work. In the midst of conflict, unorderly reporting and other clusters, beneficial resources and ideas can be lost in the process. In order to avoid this, firms should present each opportunity with the utmost value and time so it is not neglected.

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- Balance of power: At times in matrix structures, the two managers that report to the top-level manager can argue about which individual has the most power. This can lead to delay in reporting and overall efficiency within the firm resulting in the demotivation of many employees. It is necessary for the managers to be more responsible towards the authority they are delegated as they are wasting valuable time arguing over the balance of power.

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Bibliography

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Books and Journal Articles

Table 1:

Author	Title	Publisher	In-text citation	Place	Date
Behnaz Pakdel	The Historical Context of Motivation and Analysis Theories Individual Motivation	Center for Promoting Ideas, USA	(pg.240) Pakdel discusses the historical context of motivation and its theories.	Dublin, Ireland	06/04/2016
James J. Jiang, Jamie Y.T. Chang, Houn-Gee Chen, Eric T.G. Wang and Gary Klein(2014)	Achieving IT Programs Goals with Integrative Conflict Management	M.E. Sharpe, Inc.	'However, conflicts occur among project teams due to pursuit of their own goals, their unique approaches to completion of required tasks, and their individual need for limited resources.'(pg.80)	Dublin, Ireland	06/04/2016
John A. Kuprenas	Implementation and performance of a matrix organization structure	2002 Elsevier Science Ltd and IPMA	'Although implementation problems have occurred, the performance of the organization while operating under a matrix structure has improved with respect to project delivery. (Abstract)	Dublin, Ireland	13/04/2016
John R. Schermerhorn, Jr Thirteenth edition(2011)	Management	George Hoffman	'The matrix organization has gained a strong foothold in the workplace with applications in such diverse settings as manufacturing, service industries,	Dublin, Ireland	20/03/2016

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			professional fields and the nonprofit sector.'(pg.243) He also discusses the advantages of matrix structures.		
Laurie J. Mullins ninth edition (2010)	Management and Organizational Behavior ninth edition	Financial Time Pitman Publishing International	(pg.552) Drucker and Child discuss good organizational structuring. Mullins discusses effective matrix organizational planning(pg.571)	Dublin, Ireland	25/11/2015
Ray Katz and Thomas J. Allen	Project Performance and the Locus of Influence in the R&D Matrix	Academy of Management journal	'Analyses show higher project performance when influence over salaries and promotions is perceived as balanced between project and functional managers. Performance reaches its highest level, however, when organizational influence is centered in the project manager and influence over technical details of the work is centered in the functional manager.' (Abstract)	Dublin, Ireland	14/04/2016
R. Schnetler, H.steyn and P.J. van Staden(2015)	Characteristics of matrix structures and their effects on project success	South African Journal of Industrial Engineering	Schnetler, Steyn and Staden discuss the various causes of dysfunctionality in matrix structures.(pg.13)(2.1)	Dublin, Ireland	20/03/16
Stanley M. Davis and Paul	Problems of Matrix	Harvard Business	Davis and Lawrence discuss the problems	Dublin, Ireland	20/03/16

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R. Lawrence(2016)	Organizations	Review	that arise in matrix structures.		
Steven C. Dunn	Motivation by Project and Functional Managers in Matrix Organizations	Taylor & Francis Group	'Although implementation problems have occurred, the performance of the organization while operating under a matrix structure has improved with respect to project delivery. (Abstract)	Dublin, Ireland	14/04/2016
Thomas Sy and Stephanie Cole	Emotional Intelligence: A Key ability to succeed in the matrix organization	Emerald Group Publishing Limited	'Earlier states have primarily addressed structural problems. In this paper, we identify four interpersonal challenges that impede matrix performance: misaligned goals, increase competition among employees, roles and responsibilities are unclear, decision-making is untimely and of-possible low quality, and silo-focused employees do not cooperate.' (Abstract)	Dublin, Ireland	14/04/2016

Internet

Table 2:

URL	Title	Author/Publisher	In-text citation
http://smallbusiness.chron.com/advantages-	Small	Oscar Guzman	'In a matrix structure, each employee

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structure.

matrix-organizational-structure-286.html	Business by Demand Media		answers to two immediate supervisor a functional supervisor and a project supervisor.'
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structure.

Appendices

Appendix 1: Surveys

Question 1: Regarding Maslow's hierarchy of needs, do you feel your needs are being satisfied within the workforce?

Question 2: Do you and your colleagues react well to changes within the workforce?

Question 3: How do you feel about the delegation of authority within the project teams?

Question 4: How effective is your department manager?

Question 5: How do you deal with any conflict that may arise during project work?

Question 6: Do you feel the overall atmosphere within the workplace impacts on your motivation towards work load?

Question 7: What modes of communication do you use within the workforce?

Question 8: Is the communication flow effective in the workplace regarding how urgent and efficient the workload is?

Question 9: Does the team leader motivate the others productively during team work?

Appendix 2: In-depth Interview

Question 1: During your time working in teams, do you feel the employees are lacking in dedication and motivation towards completion of the task?

Question 2: Do you feel other project managers help employees needs to be fulfilled and to motivate them towards the next task?

Question 3: In your opinion, is the authority delegated to project managers used to the most efficiency in tasks?

Question 4: If there is a change made in the company, do the employees and project managers react well to it?

Question 5: If there is any conflict risen in the teams, how is it dealt with?

Question 6: In your opinion, do you feel the matrix structure can be an advantage or a disadvantage to a company?

Question 7: Is the performance appraisal from managers effective in the company?

Question 8: During group work, are resources and ideas found easily through the help of other team members?