

**Motivation:**

**Is there a difference in the motivation levels between  
temporary and permanent employees?**

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## **Abstract**

In today's highly competitive global market place, a motivated workforce is essential to ensure high performance of an organisation.

With the insurgence of temporary employees into the marketplace the aim of this research paper is to establish if there is a difference in the motivational levels experienced by permanent and temporary employees. There few research papers that attempt to quantify the motivation levels of employees and compare the two contract groups. Research indicates that this may be as a result of the difficulties in measuring motivation levels.

Using the Hackman and Oldham 1975 Job Characteristics model and associated Job Diagnostic Survey, this study found that there was no significant difference in the motivation levels experienced by permanent employees (n=42) and temporary employees (n=22) in this sample.

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# **Chapter 1 Introduction**

## **1.1 Motivation**

The topic of work motivation theory has been one of the most difficult and researched areas of psychology over the last 60 years (Furnham 1997; Gunnigle et al 2011; Ryan 2011; Kanfer et al 2008; Baron 1991). Motivation of employees is one of the most important concepts in order for an organisation to remain competitive “given today’s economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment” (Tremblay et al 2009). With such an importance placed on motivated employees for organisations success and with an increase in use of temporary employees over the last decade (Kuvaas and Dysvik 2010; De Cuyper and De Witte 2006; De Cuyper et al 2011; De Jong et al 2009) this research paper aims to identify if there is a difference in the motivation levels between temporary and permanent employees.

## **1.2 Employees**

In Ireland alone the % of dependent employees in temporary employment rose from 6% in 2006 to 10% in 2013 (OECD – latest figures). According to Burgess and Connell 2006 and Kallebery et al 2003, organisations have an increased need for flexibility and cost reduction and never more so than in 2008 when Ireland entered the worst recession seen since the Great Depression and organisations were forced to look at how they operated in order to remain viable in the market. Organisations looked at leaner models in order to reduce costs, which often lead to reduction in Human Resources numbers within the organisations through redundancies, embargoes on recruitment and promotion and replacement moratorium (Croke Park Agreement in the public sector) with the expectation from the organisation that output would not be reduced. In order to sustain services, organisations looked to the external labour market for resources to fill gaps in the service. Using temporary employees allowed organisations to maintain output



where headcount was reduced, allowed organisations to become responsive to demand changes, to have the resources to respond to changes without the need to train current staff and to be flexible in terms of flexible hours, shorter contract hours and fewer financial constraints. Temporary employees allow organisation to be more reactive to changes in consumer demand and market expectations (Roche et al 2011)

In organisations where headcount was reduced core workers, more often permanent workers, were left to continue working with reduced resources. For instance in the public service The Croke Park Agreement 2010 introduced embargos on recruitment and moratorium on replacement, which meant that core employees were left to continue providing quality often critical services such as healthcare and defence with limited resources. “Permanent workers are frequently regarded as crucial for the functioning of the organisation owing to their experience” (De Jong et al 2009)

### **1.3 Measurement of Motivation**

There are few studies that have measured the overall motivation levels of employees. The reason for this may be due to the difficulty in measuring motivation levels. Furnham 1997 states that often “people do not have the insight into themselves” to be able to answer accurately. There is also pressure to give socially desirable answers (Furnham 1997; Rynes et al 2004). One study that did measure motivation levels and used a comparison of temporary and permanent employees was Allan and Sienko 1998 who used the Hackman and Oldham Job Characteristics Model 1975 and associated Job Diagnostic Survey (JDS), they found that temporary workers had a significantly higher motivating potential score than their permanent counterpart. The authors attributed this to the temporary employee’s motivation to obtain a permanent contract. This research paper will use the also use the Hackman and Oldham JDS framework, which formulates a motivation potential score (MPS) of a job to foster internal motivation on the part of the incumbent. The variables that formulate the MPS, are skill variety, task identity, task

significance, autonomy and feedback. Hackman and Oldham found that motivation at work may actually have more to do with how tasks are designed and managed than with the personal characteristics of people doing them.

#### **1.4 Background of the Company;**

The respondents for this research are administrators in a public Hospital. On discussion with the HR director of the organisation it has been established that the Hospital will not be named nor would the specialities to which it caters for be identified. Therefore the organisation will be referred to as the Hospital in this paper. Also agreed with the HR director a diverse group of administrative staff could be approached to partake in the study however this was capped at 75 participants. This was due to the nature of the Hospital as a teaching Hospital and the volume of requests received for surveys to be done within the Hospital.

The Hospital is one of the largest acute teaching Hospitals in the Dublin region providing quaternary, tertiary and secondary healthcare services and is the national centre for a large range of specialities. The Hospital's purpose is to improve the health and wellbeing of its patients in a safe environment, by providing quality healthcare. For means of definition within the Hospital context temporary workers are those on fixed term or specified purpose contracts employed and paid directly by the Hospital. Those on fixed term contracts are on a minimum of 6 month contract, those that are on specified purpose contracts are for the purpose of covering long term sick leave and maternity leave with the average perceived minimum expectation of 6 months duration. Outside of competitions for permanent posts, those employees who have been in the organisation on temporary basis for four years are automatically converted to permanent contracts in accordance with the [Protection of Employees \(Fixed-Term Work\) Act 2003](#). In line with the Act those on temporary contracts receive same pay rates and benefits as outlined by the HSE pay scales.

The next section will review literature on motivation theory, the types of motivation, motivation in the public sector and the variables that formulate MPS.

## **Chapter 2: Literature Review**

This chapter will identify the origins of motivation theory, the motivation within the public sector and examine the five core job characteristics which are essential to the Job Characteristics Model 1975.

### **2.1 Importance of Motivation**

There are many definitions for motivation, in its rawest sense motivation is “A reason or reasons for acting or behaving in a particular way:” Oxford dictionary. Deci 2012 defines motivation “it’s the energy for action”. From an organisational perspective motivated employees are instrumental in order to exceed in performance, productivity and profitability. Motivational theories are based on the premise that a motivated employee will be more productive than an unmotivated employee. “Motivation theory bases its analysis of worker performance on how work and its rewards satisfy the individual employee’s needs. The general conclusion is that if these needs are satisfied, employees will be motivated to work at high performance but if not their performance will be less that satisfactory” (Gunnigle et al 2011) “managers see motivation as an integral part of the performance equation at all levels” (Steers et al 2004). In the 21st century of knowledge workers, employees are seen as the best source of competitive advantage, “given today’s economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment” (Tremblay et al 2009) “ ‘knowledge’ has displaced the traditional factors of production such as land and capital (i.e. a firm’s physical assets) as the primary source of competitive advantage for firms and nations, and, consequently, investment in human capital is viewed as the foundation for success in a global economy” (Thompson 2004) “the most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity.” (Drucker 1999). “What is the most critical productive resource that determines the efficiency and ultimately the success or failure of an organization? The answer is:

people. This is almost obvious.” (Di Primio 1988). As seen from research, the 21st century worker can be the organisation’s most valuable source of competitive advantage, and the link between production and motivation cannot be ignored.

The literature identifies the importance of employee motivation in an organisation, to further understand the concept of motivation the next section will examine the history of motivation theory.

## **2.2 Motivation Theory;**

The topic of work motivation theory has been one of the most difficult and researched areas of psychology over the last 60 years (Furnham 1997, Gunnigle et al 2011, Kanfer et al 2008, Baron 1991). Ambrose and Kulik 1999, advise “we rely on established theories to guide us in measuring the unobservable manifestations of work motivation”. Pinder 1998 defines work motivation as “a set of energetic forces that originates both within as well as beyond an individuals being, to initiate work related behaviour, and to determine its form, direction, intensity and duration”. The concept of work motivation first began with Taylors 1911 scientific management approach to motivation, reward and punishment, pay people for doing a good job and punish them if they didn’t, the carrot and stick approach. “However the subsequent rise of an increasingly sophisticated workforce, coupled with company efforts to maximise productivity without simultaneously increasing employee rewards, eventually served to discredit this system leading to widespread rise of unionisation” (Steers et al 2004). Following on from scientific management was the behavioural science movement, “the growth of the behavioural science movement is most commonly associated with the work of Elton Mayo and Roethlisberger and Dickson” (Gunnigle et al 2011) Mayo’s studies in the 1920’s and 30’ conducted on the Hawthorne Works in Chicago, found that “employee behaviour and performance was influenced by complex combination of motivation, individual needs and group dynamics in addition to working conditions and payment practices” Gunnigle et al go on to say that “ its (Hawthorne studies) major contribution was possibly the stimulation of interest in applying

behavioural science principles to the study of organisational and worker behaviour”. What followed next were a group of theories known collectively as the content or needs theories. For this paper the author will refer to them as the content theories.

### **2.2.1 The Content Theories;**

The content theories focuses on “what motivates” people (Beardwell and Thompson 2014; Gunnigle et al 2011), There are four distinct theorists. First is Maslow 1943 Hierarchy of Needs, this is probably the most widely known theory of motivation. Maslow “supposed there were five types of needs that are activated in a hierarchical manner, and are then aroused in a specific order such that a lower order need must be satisfied before the next higher order is activated” Furnham 1997. Maslow’s needs were 1. Physiology needs 2. Safety needs 3.Social or love needs 4. Esteem needs and 5. Self actualisation. Alderfer’s ERG theory 1972 reduced Maslow’s theory to specify only three needs where required without a need to be done in a hierarchical manner, these three needs were 1. Existence 2.Relatedness and 3. Growth. David McClelland 1961 developed an alternative approach from Maslow and Alderfer concentrating on “identifying motivational differences between individual as a means of establishing which patterns of motivation led to effective performance and success at work” (Gunningle et al 2011). The needs identified were 1. Need for achievement 2. Need for power and 3. Need for affiliation. Herzberg’s Two Factor Hygiene theory in 1968 “sought to understand how work activities and the nature of one’s job influenced motivation and performance” (Steers et al 2004). Herzberg argued that how level of job satisfaction through intrinsic factors would lead to better performance, he argued that extrinsic factors (hygiene) factor such as pay were not a motivator “Herzberg contents that pay needs to be adequate to prevent dissatisfaction but other factors induce a motivational state such as responsibility and autonomy” (Beardwell and Thompson 2014) Herzberg theory was further developed by Hackman and Oldham in their Job Characteristics Model 1975 and Deci and Ryan in their 1985 Self Determination Theory.

### **2.2.2 The Process Theories;**

“Never before and some would argue never since has so much progress been made in explicating the etiology of work motivation” (Steers et al 2004).

“Process theories of motivation attempt to explain the internal thought processes that create motivational state in individuals” (Beardwell and Thompson 2014). The main theories associated with process theories; are Vroom’s Expectancy theory 1964, Locke’s Goal Setting Theory 1968 and Adams Equity Theory 1963. Vrooms Expectancy theory “employees tend to rationally evaluate various on job behaviours and then choose those behaviours they believe will lead to their most valued work related rewards and outcomes” (Steers et al 2004). Beardwell and Thompson 2014 adds clarification “individuals must have belief that the rewards are achievable...if there is ambiguity...individuals are likely to be demotivated”. The Expectancy theory was further developed by Porter and Lawler in 1968 to recognise the role of individual differences, it also clarified the relationship between performance and subsequent satisfaction and incorporated a feedback loop to recognise learning by employees about past relationships (Steers et al 2004). Bandura 1977 also expanded the expectancy theory to include the role of self-efficacy as a determinate in work related performance. Adams Equity Theory 1963 “employees will compare the awards they receive in return for their effort, skill, qualification, time and other contributors. Employees will be motivated where they receive distributive justice” and demotivated where they perceive inequity” (Beardwell and Thompson 2014). Steers et al 2004 “Adams argued that both conditions of underpayment and overpayment can influence subsequent behaviour”. Goal setting theory. Locke discovered that “act of specifying targets for behaviour enhanced task performance....research in this area showed that goal specificity, goal difficulty and goal commitment each served to enhance task performance” (Steers et al 2004). Beardwell and Thompson 2014 “setting specific and challenging goals is no guarantee of performance,

the nature of goals have to be such that achievement of these is appealing”.

### **2.2.3 Future of Motivation Theory;**

These theories have further being developed and extended over the years however as Steers et al 2004 and Latham and Pinder 2005 note there has been a decline in the development of work motivational theories. Steers et al 2004 argues that “one can argue that the past decade has witnessed greater workplace changes than other decade in memory...companies are downsizing and expanding...increased diversity of workforce...information technology...changes in traditional power distributions...use of contingent workers on the rise...managing knowledge workers...and globalisation. These changes has a profound influence on how companies attempt to attract, retain and motivate employees. Yet we lack a new model capable of guiding managerial behaviour in this new era of work”.

The literature identifies the importance of the theories of motivation, however highlights the gap in motivational theories for the future. The next section will identify the difference and importance of the two concepts of motivation that have been identified, intrinsic and extrinsic motivation.

### **2.3 Intrinsic and Extrinsic Motivation;**

Intrinsic motivation can be defined as “doing an activity for its own sake because one finds the activity inherently interesting and satisfying” (Tremblay et al 2009). “When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards.” (Ryan and Deci 2000). This research paper will use the Hackman and Oldham JDS which assesses the motivational potential of job to promote intrinsic motivation. Intrinsic outcome will “include responsibility, autonomy, feelings of accomplishment and the pleasure of going interesting work. (Lockwood 2010)



“Extrinsic motivation is the importance placed on external rewards such as bonuses and promotion” (Van Herpen et al 2005). One factor of extrinsic motivation which has been long debated as a motivator, is pay and financial awards. Commencing with Taylors Scientific management approach in 1911 which relied solely on financial rewards and punishments, through to the content theories with Herzberg 1968 Two Factor Hygiene Theory arguing pay was not a factor of motivator however identifying the need for “pay to be adequate to prevent dissatisfaction” (Beardwell and Thompson 2014) through to Adams Equity theory who found that “...both conditions of underpayment and overpayment can influence subsequent behaviour” (Steers et al 2004). Pink 2009 argued that once people are paid fairly the concept of money can be taken off the table as extrinsic motivation can negatively impact creativity and innovation. However in some dimension money is an important factor of motivation, from Maslow’s lowest order of needs which identifies the need for shelter, survival, food and drink, which are achieved through employment and income in modern society. Rynes et al 2004 “...pay is probably not the only important motivator, nor always the most important motivator, nor indeed equally important in all situations; however it is, overwhelmingly evident that is an important motivator for most people”.

This research paper will use the Hackman and Oldham JDS which assesses the motivational potential of job to promote intrinsic motivation. However two questions will be asked in the survey that relate to external motivators such as “how satisfied are you with the amount of pay and fringe payments you receive” and in line with Adams Equity Theory “how satisfied are you with the degree to which you are fairly paid for what you contribute to this organisation”. Casey and Richards 2010 note the variable of job context in the Job Diagnostic Survey “...are tapped by relatively few items and are intended to provide only a quick check of how satisfied people are with selected aspects of their work environment”.

The literature highlights the importance of intrinsic motivation, the joy of doing the task (Harlow et al 1950) however the debate over pay indicates that although it is not the most important motivator, that fair and equitable pay must be present to prevent demotivation. The next section, will aim to identify the intrinsic and extrinsic motivators in the public sector which will influence the MPS in this survey.

## **2.4 Public Service**

### 2.4.1 The impact of the recession on the public sector;

In 2008, globally there was a financial recession. In Ireland as part of the bailout agreement with the Troika the Irish Government committed to cutting the public service pay bill, approx. a fifth of the Irish workforce. Initially in 2009 the Government, without negotiation, introduced the pension levy, which was followed closely in 2010 by the Croke Park Agreement, which saw cuts in pay, headcount, moratorium on recruitment and promotion, deployment and early retirement scheme. The Croke Park Agreement was a four year agreement, with the government agreeing not to further reduce pay. However with slow economic growth in the country and globally, the Government was not saving enough and so came the subsequent Haddington Road Agreement (HRA) in 2013. HRA aimed to cut a further €1billion from pay bill, a number of further cuts were introduced by the HRA which included an increase in working hours across the board and sliding scale delay in increment pay. In 2015 for the first time since the recession the Government has announced a pay rise for the public service.

### 2.4.2 Motivation within the Public Sector;

There has been vast research in the last 20 years regarding public service motivation, following from Perry and Wise 1990 publication of “The motivational Bases of Public Service” and the subsequent 1996 Measurement Public Service Motivation. The premise that those entering the public service are intrinsically motivated by “altruism, the desire to serve or a wish to have an impact on society” (O’Riordan 2013),

however as O’Riordan goes on to say, “public service motivation is not the only or even the most important criterion of individuals choosing to take up or remain in public service employment. Recent research cites the superseding importance of good or at least market levels of pay and security of tenure”. Perry and Hondeghem 2008 also identified “career and development opportunities and the pension system” for why people choose to enter the public system whilst Vandenaabeele 2008 suggests “quality of life” with expectation for work life balance. In line with theories such as Herzberg’s 1968 Two Factor Theory and Deci and Ryan’s 1985 Self Determination Theory of motivation, which emphasis the importance of intrinsic motivators whilst agreeing that pay must be adequate to prevent dissatisfaction, Adams Equity theory also states that where employees compare the rewards they receive with the effort they put in will affect the motivational levels. The cuts that impacted the public service sector over the last number of years has significantly eroded the extrinsic rewards historically experienced by the sector, which have been identified by research as motivators for joining public sector i.e. pay, pension and work-life balance.

It would be anticipated that the findings of this research would indicate that public service employees (both temporary and permanent) who have experienced cuts in the last 7 years will be dissatisfied with this job context element. As previously indicated two questions regarding pay satisfaction will be asked in this survey, this will form a peripheral finding, due to the limited questions.

### **2.4.3 Importance of Intrinsic motivation when extrinsic motivators are cut**

(O’Riordan 2013) “...where extrinsic motivations are significantly constrained or even reduced as is the case in the Irish Public Service, it is critical that managers are very aware of the importance of fostering and supporting the intrinsic motivation of employees”. In fostering intrinsic motivation in the public service the importance of the work and the objectives of the organisation should be instilled in the employees, and in

relation to the Hospital in this paper this objective is to improve the health and wellbeing of its patients in a safe environment, by providing quality healthcare. All respondents in this paper provide an essential administrative service and have direct involvement with patients and their families or with staff members, “showing all employees how their contribution matters to the overall objectives of the organisation is critical in maintaining their sense of motivation” (O’Riordan 2013). However Roche et al 2011 stated that during the recession firms sought to use “hard” i.e. redundancies as well as “soft” i.e. motivation HR practices but found that “specific programmes for engagement or reengagement or specific initiatives in this direction were not commonly evident”. Pink 2009 and Grant 2013 highlight the importance of purpose on motivation, that people will be more motivated when they believe their work will have significant impact on the lives of other people.

Research has identified a number of factors for why people chose to join the public sector, the extrinsic factors include, pay, job security, pension arrangements and work life balance, the intrinsic factors include the concept of public service motivation. The literature suggests in times when extrinsic motivators have been cut, the importance of the work should be instilled on employees. In line with public service motivation and the setting of this survey it would be anticipated that the respondents would identify with the purpose of the organisation and significance of the task. The next section will examine the core job characteristics that Hackman and Oldham identified.

## **2.5 Intrinsic Motivation as identified by Job Characteristics Model**

This research paper will use the Hackman and Oldham Job Characteristics Model 1975, which identifies five core job characteristics that promote three psychological states that fosters intrinsic motivation. The job characteristics model produces a job diagnostic survey (JDS) which allows the formulation of motivational potential score of a job (MPS) to foster intrinsic motivation.

This section will aim to examine the five job characteristics that promote the three psychological states, meaningfulness, knowledge of results and responsibility, which fosters intrinsic motivation

### **2.5.1 Meaningfulness;**

A key element of this formula is meaningfulness of a job, which is calculated through skill variety, skill identity and task significance.

#### *Skill variety*

Hackman and Oldham identified that it is wired in humans from birth to seek out, explore and manipulate environments. The premise that a job will be meaningful to an individual who utilises their skills. Pink 2009, a key component of true motivation is mastery, to learn and create new things, therefore the ability to use variety of skills and to learn whilst doing them should increase motivation levels

Historically temporary employees filled a stop gap in a workplace however the temporary employee of today are highly skilled and “fill positions in a variety of executive, managerial, professional and technical areas” (Wheeler and Buckley 2001). Yet research indicates that many organizations underutilize, under employ and assign unchallenging, repetitive and monotonous workload. (Foote 2004; Parker 1994; Wheeler and Buckley 2001). The literature suggests that the temporary respondents will score the level of skill variety lower than that of their permanent colleagues. However in Allan and Sienko 1998 study they found that temporary and permanent employees scored similarly in a number of job characteristics which they attribute to the organization assigning similar tasks to both temporary and permanent employees.

#### *Task Identity*

Hackman and Oldham argue that people care more about doing a whole job than a piece of a job. That employees will be more driven and feel more responsibility when they complete a whole and identifiable piece of work as opposed to segmentation.

### *Task Significance*

Hackman and Oldham argue that meaningfulness is usually enhanced when workers understand that their work is having a substantial effect on other people. Pink 2009 identified purpose as one of the key elements to motivation “connecting to a cause larger than yourself drives the deepest motivation”. This links in with the concept of public service motivation “public service motivation” which is defined as “beliefs, values and attitudes that go beyond self-interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate” (Vandenabelle 2007) . Grant 2013 identified the importance of employee awareness of the impact his or her job on others which will enhance motivation and as a result performance. Deci and Ryan 1985 identified that individuals deeply held values and beliefs will lead to autonomous motivation, the motivation for doing something that you value deeply will inherently be available.

Given the Hospital environment and with the respondents in the survey either have direct dealings with patients and families or with other staff members, the expectation is that both temporary and permanent employees will score highly on task significance and subsequently the psychological state of meaningfulness. The literature suggests that public service motivation is not the only motivator to joining the public sector, however with extrinsic motivation cut over the last seven years, the expectation would be that in order for employees to be motivated, the importance of intrinsic motivation has been instilled by the Hospital.

Hackman and Oldham conclude that only one of these variables, skill variety, task identity and task significance need to be high in order for meaningfulness to be scored high.

### **2.5.2 Experience Responsibility;**

#### *Autonomy*

Hackman and Oldham argue that when a job provides autonomy, the tasks are viewed by an individual as depending substantially on their

own efforts, initiatives and decisions (which leads to the experienced responsibility for the outcome of work, successes and failures)

Pink 2009 identified three elements of true motivation, autonomy, mastery and purpose, which will lead to greater performance, particularly when the objective is in the service of a higher cause. Ryan and Deci 1985 also highlight the importance of autonomy in motivation “conditions supporting the individual’s experience of autonomy, competence, and relatedness are argued to foster the most volitional and high quality forms of motivation and engagement for activities, including enhanced performance, persistence, and creativity”.

DeCuyper and DeWitte 2006 study on autonomy and its impact on temporary and permanent employees found that “the responses of temporaries were unaffected by the level of autonomy for both job satisfaction and organizational commitment. In contrast, permanent employees low on autonomy were less satisfied with their job. The authors provide a possible explanation for this, that temporary employees “may not expect or may not feel entitled to high levels of autonomy” and that permanent employees expect some level of control within the organization.

The literature suggests that autonomy plays a significant role in the motivation of employees and is one of the keep factors in formulating MPS, however low levels of autonomy may not impede temporary employee’s motivation in comparison to their permanent colleagues.

### **2.5.3 Knowledge of Results;**

#### *Feedback*

Hackman Oldham argue if a person never finds out whether they are performing well there is no basis for feeling good or bad. They believe that good performance promotes internal motivation and incentive to continue good work and that bad performance invokes an unhappy feeling and promotes the individual to work harder.

Kaymaz 2011 stresses the importance of performance feedback which “effects motivation via reducing the performance ambiguity, improving the manager-subordinate relationships, making it more easy to achieve goals, supporting the personal development and adapting to change”.

The importance of recognition of one’s work which can be instilled through feedback is vital “it cannot be stressed enough how demotivating it can be when managers do not recognise, acknowledge or appreciate employees and their hard work” Lockwood 2010. The importance of feedback should not be underestimated as Bill Gates surmises “We all need people who will give us feedback. That’s how we improve”.

This literature highlights the importance of feedback. A limitation of the MPS formula as outlined by Hackman and Oldham is that it only factors in feedback from the job. When Oldham et al 1978 calculated the “national norms” of the MPS of a job they added feedback from co-workers and supervisors.

The next section looks at another factor that they survey questions which is job security, literature indicates that temporary employees will be motivated if they deem there to be permanent opportunities.

## **2.6 Job Security;**

Allan and Sienko 1998 found that temporary workers had a significantly higher motivating potential score than their permanent counterparts. The authors offered a possible explanation for this, “...temporary workers lacking a permanent job with the company valued their jobs more highly...the permanent worker may have taken their jobs for granted or may have become bored over time”. Research has found that temporary employees are often motivated by the premise of a permanent contract within the organisation (De Cuyper et al 2011; De Jong et al 2009; Foote 2004; Chambel 2014) The hypothesis being that a temporary worker who is motivated by a permanent job or job security will be highly motivated if the temporary worker perceives that there is a potential for a permanent role. In line with this, temporary workers may use their time



in the organisation to impress the organisations (De Cuyper and De Witte 2010) and likewise the organisation may use this interim period as a “pseudo probationary period” (Foote 2004; Wheeler and Buckley 2001) or for a trial period (Segal and O’Sullivan 1997) in order to find the best fit for the organisation. The IPA review on Public Service Motivation, state that workers join the public service in Ireland for a number of reasons, one of which is the security of tenure. Therefore it could be argued that temporary employees entering the public service will be motivated by the security of the post.

There is however a counter argument for this hypothesis, as there are two types of temporary employees, voluntary and involuntary. Involuntary workers research suggests are motivated by a permanent job and associated job security (Clinton et al 2011), whilst voluntary temporary “accept temporary work for a diverse set of motives, including the idea that temporary work presents the opportunity to learn from different jobs and organisations or to explore the labour market and future career opportunities” (DeCuyper and De Witte 2008).

Organisations must be aware of the negative effects of perceived psychological contract on temporary workers who do not see or have the chance to move to permanent posts (DeJong et al 2009). This corresponds with Vrooms Expectancy Theory where employees must know that rewards are achievable, otherwise demotivation will be the result. This survey will ask respondents to rate job security.

The literature suggests that temporary employees will be motivated if they feel there is opportunity for permanency with the organisations. As security of tenure is one of the motivators identified to join the public security it would be anticipated that the temporary employees in this sample will rate job security highly.

## **2.7 Conclusion**

The research indicates that both intrinsic and extrinsic motivators are important in the motivation of people. As indicated by the research a job high in meaningfulness and purpose, on autonomy and responsibility with knowledge of results will result in a high motivating potential score of a job to foster intrinsic motivation. In this sample as extrinsic motivators have been significantly cut the expectation would be that we find satisfaction with pay to be low, but expectation would be that meaningfulness will be scored high for both groups.

## **Chapter 3 – Research**

This chapter outlines the research aims and objectives of this study, the research design, the framework that the study is based on, specific limitation of the pre-existing survey and limitations of research, the data collection process, the method of data analysis, the respondents and the ethical considerations.

### **3.1 Research Aim;**

From research we know the importance of motivation which is linked to employee performance and therefore organisation performance, we know that in the era of 21<sup>st</sup> century workers, motivated employees can be key to competitive advantage, we know that there are vast theories and research on how to motivate employees and factors that affect the motivation of employees. This research aim is determine if there is a difference in the motivation levels between temporary and permanent employees. This research will aim to identify a motivational potential of score of a job, using the Hackman and Oldham Job Diagnostic Survey as a framework and use this score as a comparison. The aim of the research is not to test the validity of this framework however critics of this survey will be included in the method. Objectives of this research will be to identify if there is significant difference in the mean score of the five job characteristics, experienced by the permanent and temporary employees. Peripherally, the research will also identify the mean score of job security perceived by the temporary employee and the satisfaction with pay experienced by both employee groups.

### **3.2 Research Design;**

For this research paper the quantitative method of research was adopted. Thomas 2009 defines quantitative research as “research using numbers”. The most common measurement tool for employee motivation is through self report (Tremblay et al 2009). The reasons include the ease of distribution, the volume of respondents that can be captured, the anonymity of the respondents, the relative ease of completion and

subsequent data collection and the in expense in terms of financial and time. There are many theories with regards to motivation in the workplace and these theories are often used as a framework for organisations to generate a workplace survey, however “to date few, very few theory driven self report measures of employee motivation are available for researchers and practioners. The measures that do exist are often limited to intrinsic motivation, such as Hackman and Oldham 1975 and Warr, Cook and Wall 1979” (Tremblay et al 2009). For this research paper the author will use the 1975 Hackman and Oldham Job Characteristic Model and associated Job Diagnostic Survey which measures the motivation potential score of a job to foster intrinsic motivation. This will allow a comparison between the motivational levels of temporary and permanent employees. A similar research paper was done in 1998 by Allan and Sienko using the Hackman and Oldham theory “Job Motivations of Professional and Technical Contingent Workers: Are They Different from Permanent Workers?”

### **3.3 Hackman and Oldham Job Characteristics Model 1975;**

Hackman and Oldham’s theory on work motivation originated from Herzberg’s 1968 Two Factor theory on importance of work design on employee satisfaction and motivation. Hackman and Oldham 1975 stated that motivation at work may actually have more to do with how tasks are designed and managed than with the personal characteristic of the people doing it.

In their model of motivation Hackman and Oldham identified three psychological states that must be present in order for a positive outcome, 1. Knowledge of results (feedback) if a person never finds out whether they are performing well there is no basis for feeling good or bad. Hackman and Oldham believe that good performance promotes internal motivation and incentive to continue good work and that bad performance invokes an unhappy feeling and promotes the individual to work harder. 2. Experience Responsibility, believing that he/she is personally accountable for the work outcome and 3. Experience the work

as meaningful, if work is seen as trivial then internal motivation is unlikely to develop.

Hackman and Oldham identified five job characteristics that foster these three psychological states and through them enhance intrinsic work motivation 1. Skill variety 2. Task identity 3. Task significance (these three characteristics lead to experience meaningfulness) 4. Autonomy (which leads to experienced responsibility for outcome of work and 5. Feedback from job (which leads to knowledge of actual results).

1. Skill variety – wired in humans from birth to seek out, explore and manipulate environments. Skill variety link to meaningfulness, even work that’s not considered meaningful in a sense can be to an individual using talents and skills. 2. Task identity – people care more about doing a whole job than a piece of a job. 3. Task significance – meaningfulness is usually enhanced when workers understand that work is having a substantial effect on other people. 4. Autonomy – when a job provides autonomy, the tasks are viewed by individual as depending substantially on their own efforts, initiatives and decisions (which leads to the experienced responsibility for the outcome of work, successes and failures) 5. Knowledge of results – the Hackman and Oldham theory in the formula for the motivation potential score of a job, exclusively factors in feedback from job and not from supervisors, co-workers etc. This is a limitation of the survey addressed by Hackman and Oldham themselves. The Job diagnostic survey also has multiple questions aimed at reviewing feedback from supervisors and co-workers.



Resource; <https://new.edu/resources/job-characteristics-model>

The motivating potential of a job reflects the overall potential of a job to foster internal motivation. The formula for achieving a motivational potential score (MPS) is outlined below;

$$\text{MPS} = \frac{(\text{Skill variety} + \text{task identity} + \text{task significance})}{3} \times \text{autonomy} \times \text{job feedback}.$$

A job high in motivating potential must be high in at least one of the three characteristics that prompt experienced meaningfulness and be high in both autonomy and feedback. Motivating potential score of a job sets the stage for internal motivation, the behaviours of people who work on the job determines the actions that unfolds on the stage.

There are many characteristics that make up an individual and determine if they “take off” on jobs that are high in motivating potential whilst others turn off. Hackman and Oldham identified three 1. Knowledge and skill – incumbents need to have skill and knowledge in order to perform a task. 2. Growth need strength – jobs high in motivating potential create opportunities for self direction, learning and personal accomplishment at work, however not all individuals appreciate this opportunity. This model will question individual’s growth need strength. Those with strong growth need strength, have strong needs for personal accomplishment, for learning, and for developing themselves beyond where they are now. 3. Satisfaction with work context – the expectation that individuals who are relatively satisfied with pay, job security, co-workers and managers will respond more positively to enriched and challenging jobs.

Hackman and Oldham identified that “motivational problems” at work occur when tasks are designed so that they have little meaning, when they (employees) experience little responsibility for work outcomes or when they (employees) are protected from the data on how well they are performing.

### **3.4 Limitations of the model;**

The theorists themselves have published limitations of the model, including the links between the job characteristics and the psychological

states are not as neat and clean as presented, that the complex formula could be surmised due to high intercorrelations between the job characteristics and the factoring of only the feedback from the job in MPS formula. Gagne and Deci 2005 argue that as Hackman and Oldham “focus on only one type of motivation (internal motivation) their approach does not consider issues such as the interplay and trade-offs between internal motivation and controlled motivation”. Johns et al 1992 argue that there has been a large body of fragmented research on the job characteristics model, with one of the most prominent gaps in the research being how “infrequent the total model has been tested”. This may be due to the complexity of the model and the many variables being tested.

### **3.5 Job Diagnostic Survey;**

The survey for this research paper uses the Job Diagnostic Survey. The author stayed true to the original survey by Hackman and Oldham 1975, one exemption to the original was Hackman and Oldham incorporated a section on growth need strength that consisted of a job choice group of questions and asked respondents to rate which job they would rate higher between two variables. The author felt that survey was extensive already and another section may incur drop off, of respondents. Other amendments to the survey consisted of wording change on some of the questions in order to have relevance to the setting and the respondents. The main survey consisted of 60 questions that respondents must answer; these 60 questions were grouped into 10 main questions. Each question was rated on a 7 point Likert scale, with 1 indicating the lowest value and 7 the highest value. Not all Likert scales were the same, examples of the Likert scales included; rate in order of importance with being 1 being not important, some asked to rate in order of satisfaction with 1 being extremely dissatisfied etc. Within the survey there are a number of reverse score questions, which the author took into calculation when analysing the data. The survey is set up so respondents cannot skip a question, nor choose multiple answers for the same question. There are no open ended questions. The survey was tested by a pilot sample of 8

staff members who tested a number factors, including the anonymity of the survey, the ease of the survey, ambiguity of questions asked, timeframe for completion, ability to skip or choice multiple answers for a question. A number of amendments as advised above, were made to survey in line with recommendations from the pilot study.

### **3.6 Limitations of the Job Diagnostic Survey;**

The volume of questions asked in the survey may limit the response rate as in line with Monkey survey, that the more questions you ask the higher the respondent drop off rate. Aside from the demographic questions, there were 60 components of the survey asked and respondents were required to answer each question, you could not skip to the next question.

### **3.7 Research Limitations;**

There is a difficulty in accurately measuring motivation the reasons for this include; people do not have the insight into themselves to be able to answer accurately and the pressure to give socially desirable answers (Furnham 1997; Rynes et al 2004). As a result of the difficulty in measuring motivation the author discussed using both quantitative and the qualitative approach to data collation with the pilot study group. The general conclusion was that if as research suggests people feel they should give “socially desirable” answers would the sample being interviewed answer honestly and subjectively. It was decided particularly with temporary members of staff that an interview conducted by a member of HR team (the author) on individual motivation levels, may not be conducive to the reliability of this study. Therefore only one method of data collection for this paper was used, Quantitative, with the pilot study agreeing that anonymity would be the biggest factor for ensuring questions were answered honestly. The limitation of any self-report measure would be firstly that respondents, respond! and secondly that they answer the questions honestly. The limitation in this study was the population size. On discussions with the HR Director the agreed



population for this study would be 75 employees, which represents 27% of the administrative workforce of the Hospital.

### **3.8 Ethical Considerations;**

The aims and objectives of the research paper were discussed with the HR Director of the Organisation. The HR Director agreed that the Hospital could be used for the basis of data collection and was eager that all research should be done within this one Hospital. However there were a number of stipulations notably that the Hospital nor the specialities to which it caters for be named in the course of the paper. That it would be clearly demonstrated that this research was not being conducted on behalf of the Hospital but that the data collated would be for the sole use for this paper. That only 75 members of staff could be approached to partake in the study, this was due to the Hospital functioning as a teaching Hospital and HR Director did not want to set a precedent for future requests for research to be carried out in the Hospital. Ethical considerations of the respondents was also a factor in the design of the survey, with the survey conducted through Monkey survey, which ensured anonymity. Participants were not asked to identify themselves by name nor the department in which they worked which helped to instil sense of anonymity. Participants were identified by gender, age, contract type, grade type and length of service.

### **3.9 Data Collection;**

The most important aspect in order to ensure that the surveys would be completed and also completed honestly, was anonymity. All respondents were contacted by phone first to ask if they would be happy to complete the survey, the basis of the survey was discussed, that this was a survey on motivation and for the sole use for gathering statistics for this paper. That the Hospital would not be privy to the results of this survey. Anonymity was paramount and a number of respondents were concerned with regards to this. The method to complete the survey was through monkey survey, all respondents had used this method previously and the author advised that anonymity is a key factor of this survey method. The

survey link was sent by email, again this email advised of the objectives of the survey and assurance of anonymity.

### 3.10 Respondents;

Seventy five respondents were approached to partake in the survey. The response rate was 89%, with 67 employees completing the survey. To reemphasise the aspect of anonymity the respondents were not asked to identify the areas of work, however all respondents in the survey, provided administrative support which impacted either the patients and their families or other members of staff. Of the 67 that responded 67% (n=45) were permanent employees and 33% (n=22) were temporary employees. Currently in the Hospital temporary employees represents 17% of the administrative work force, with permanent employees representing the remaining 83%. These are higher figures than those advised by OECD in 2013, which stated 10% of dependent employees were in temporary employment. Other demographics that identified the respondents were gender; age, length of service, the distributions of which are displayed in figure 3.2.

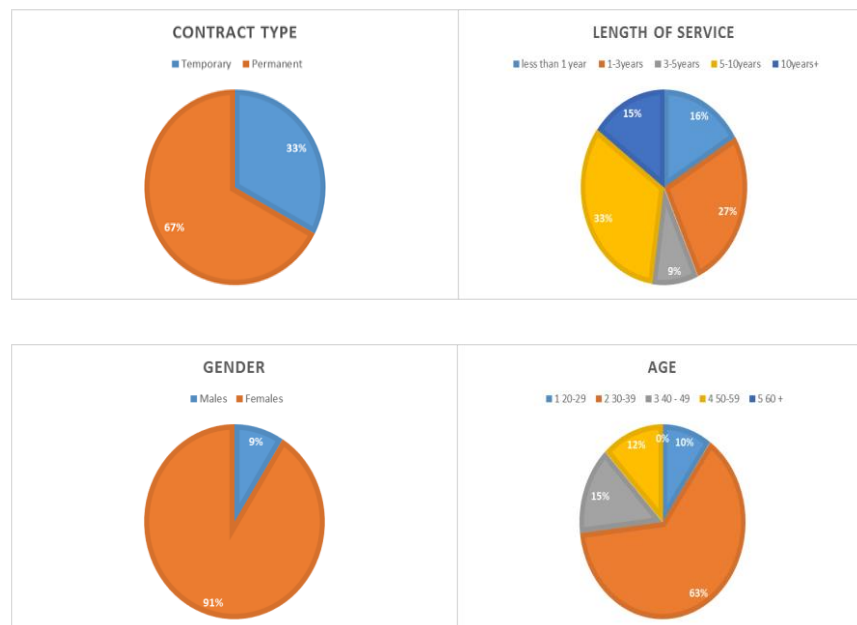


Figure 3.2 – Respondents

### **3.11 Data Analysis;**

Data analysis was initially conducted through excel and exported to SPSS. The data was then coded in order for results to be reported statistically. A number of tests were carried out to test the validity of the survey used.

### **3.12 Reliability;**

Reliability of the questions asked, was tested using the Cronbach's Alpha which indicates an acceptable reliability score of 0.7. As the survey used in this paper is a validated survey the expectation would be that the questions would be reliable. In order to conduct the reliability tests the questions asked were grouped into variables with each variable containing data from a range of two to four questions. This was in line with Hackman and Oldham's scoring key.

### **3.13 Factor Distribution;**

In order to identify the correct approach to use to analysis the data. The data collated from this survey was tested for distribution. Using Shapiro-Wilks test for normality which indicates that if p (sig) is greater than 0.05 then we accept the null hypothesis and deem the data has come from normal distribution. Factors tested in the survey that were deemed of normal distribution, were tested using t-test. If the p (sig) is less than 0.05 we must discount the null hypothesis and accept the alternative, that the data is not normally distributed. For factors where distribution was not normal the Mann Whitney test was applied. The results will be displayed graphically using Histogram and descriptively.

## Chapter 4 – Findings;

This chapter will present the findings of the data collected through the Job Diagnostic Survey. Outlined in this chapter are the findings from the independent reliability assessment of the instrument, along with the frequency distribution of responses including Shapiro-Wilk test of normality and finally the correlations between the five core job characteristics and the two groups are addressed graphically and descriptively

### 4.1 Reliability;

As discussed, the reliability of the questions asked were tested using Cronbach's Alpha where an acceptable score is 0.7. The variables tested and for which are subject to inclusion in the findings of the survey are task identity, skill variety, task significance, autonomy (feedback for job not included in reliability testing as only 1 question was asked in this variable) which formulate the MPS and "feedback from co-workers and supervisors" and "dealing with others" which are included to compare MPS with national norms.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.607	3

Figure 1: Skill Variety

**Reliability Statistics**

Cronbach's Alpha	N of Items
.769	3

Figure 2: Task significance

**Reliability Statistics**

Cronbach's Alpha	N of Items
.465	2

Figure 3: Task Identity

**Reliability Statistics**

Cronbach's Alpha	N of Items
.619	3

Figure 3: Autonomy

**Reliability Statistics**

Cronbach's Alpha	N of Items
.849	4

Figure 4: Feedback from Co-workers and supervisors

**Reliability Statistics**

Cronbach's Alpha	N of Items
.498	3

Figure5:Dealing with others

**Reliability Statistics**

Cronbach's Alpha	N of Items
.803	2

Figure 6: Job Security

**Reliability Statistics**

Cronbach's Alpha	N of Items
.822	2

Figure 7: Pay

As can be seen from the reliability tests, many of the variables scored below 0.7, this is in line with research which found the reliability of questions low. Studies conducted by Dunham, 1976; Hackman and Oldham, 1975; Katz, 1978; Pierce and Dunham, 1978; Oldham et al 1978 found evidence of low scale reliability especially in Oldham et al 1978 studies which found the reliability for the core job dimensions, ranging from .58 to .68. However for the purpose of this paper all data collated will be used in the findings.

## 4.2 Skill Variety - How much variety there is in your job?

This study consists of a total of 67 employees in the Hospital, 22 of which are temporary (n=22) and 45 are permanent (n=45). A case summary is presented in Table 1. Histograms of the distributions of skill variety for temporary and permanent are displayed in Figures 1 and 2. The horizontal axis represents how much skill variety respondents experience with 1 representing very little and 7 representing very much. The vertical axis depicts the rate of the response. For example, Figure 1 indicates that 10 permanent respondents scored the degree of skill variety in their job as 4 which equates to moderate level of skill variety used.

Case Processing Summary							
		Cases					
		Valid		Missing		Total	
ContractPermTemp		N	Percent	N	Percent	N	Percent
AVERAGES	Permanent	45	100.0%	0	0.0%	45	100.0%
	Temporary	22	100.0%	0	0.0%	22	100.0%

Table 1: Contract Type – Average Skill Variety Sample

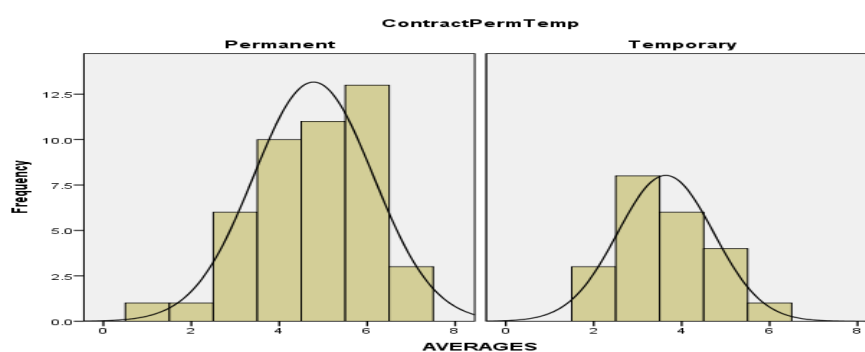


Figure 1: Permanent Employees

$N=45$  Mean = 4.78 Std Dev = 1.363

Figure 2: Temporary Employees

$N= 22$  Mean =3.64 Std Dev = 1.093

All associated descriptive statistics are shown in **Table 2**.

				Descriptives		
ContractPermTemp			Statistic	Std. Error		
AVERAGES	Permanent	Mean	4.78	.203		
		95% Confidence Interval for Mean	Lower Bound	4.37		
			Upper Bound	5.19		
		5% Trimmed Mean	4.83			
		Median	5.00			
		Variance	1.859			
		Std. Deviation	1.363			
		Minimum	1			
		Maximum	7			
		Range	6			
	Interquartile Range	2				
	Skewness	-.535	.354			
	Kurtosis	.019	.695			
	Temporary	Mean	3.64	.233		
		95% Confidence Interval for Mean	Lower Bound	3.15		
			Upper Bound	4.12		
		5% Trimmed Mean	3.60			
		Median	3.50			
		Variance	1.195			
		Std. Deviation	1.093			
Minimum		2				
Maximum		6				
Range		4				
Interquartile Range	1					
Skewness	.338	.491				
Kurtosis	-.463	.953				

Table 2; Skill Variety Descriptive Statistics

The results of tests of normality are presented in Table 3. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the permanent and temporary sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In permanent cases our results indicate deviations from normality ( $W_{\text{permanent}} = .929$   $df = 45$ ,  $p < .008$ ), however our temporary sample showed normal distribution ( $W_{\text{temporary}} = .914$ ,  $df = 22$ ,  $p < .058$ ).

Tests of Normality							
ContractPermTemp		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
AVERAGES	Permanent	.171	45	.002	.929	45	.008
	Temporary	.220	22	.007	.914	22	.058

a. Lilliefors Significance Correction

Table 3; Skill Variety Normality Testing

As there are deviations in normality in the permanent respondents, the Mann-Whitney U test was relied upon to test if there exists significant differences between the levels of skill variety experienced by permanent employees compared to their temporary colleagues. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in Tables 4 and 5. The results of the Mann-Whitney U test indicate that there exists significant differences between the level of skill variety experienced by permanent employees (Mdn=38.37) compared to temporary employees (Mdn=25.07), ( $U = 298.5$ ,  $p = .007$ ).

Ranks				Test Statistics <sup>a</sup>		
ContractPermTemp		N	Mean Rank	Sum of Ranks	Skillvariety3	
Skillvariety3	Permanent	45	38.37	1726.50	Mann-Whitney U	298.500
	Temporary	22	25.07	551.50	Wilcoxon W	551.500
	Total	67			Z	-2.688
					Asymp. Sig. (2-tailed)	.007

a. Grouping Variable:  
ContractPermTemp

Table 4; Mann-Whitney Test

Table 5; Group Statistics

The next section presents the results of an analysis of the differences in task identity experienced by permanent and temporary employees in the Hospital.



### 4.3 Task identity - Extent to which your job allows you do a piece of work from start to finish

This study consists of a total of 67 employees in the Hospital, 22 of which are temporary (n=22) and 45 are permanent (n=45). A case summary is presented in Table 1. Histograms of the distributions of task identity for temporary and permanent are displayed in Figures 1 and 2. The horizontal axis represents how much task identity the respondents experience with 1 representing very little and 7 representing very much. The vertical axis depicts the rate of the response. For example, Figure 2 indicates that 2 temporary respondents scored the degree of task identity in their job as 7 which equates to very much.

ContractPermTemp		Case Processing Summary					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
AVERAGET	Permanent	45	100.0%	0	0.0%	45	100.0%
	Temporary	22	100.0%	0	0.0%	22	100.0%

Table 1: Contract Type – Average Task identity Sample

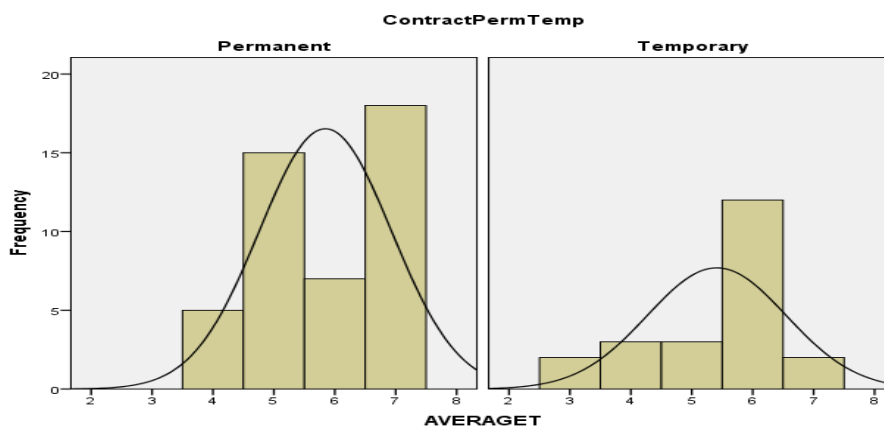


Figure 1: Permanent Employees

N=45 Mean = 5.84 Std Dev = 1.086

Figure 2: Temporary Employees

N= 22 Mean =5.41 Std Dev = 1.141

All associated descriptive statistics are shown in **Table 2**.

Descriptives				Statistic	Std. Error
ContractPermTemp					
AVERAGET	Permanent	Mean		5.84	.162
		95% Confidence Interval for Mean	Lower Bound	5.52	
			Upper Bound	6.17	
		5% Trimmed Mean		5.88	
		Median		6.00	
		Variance		1.180	
		Std. Deviation		1.086	
		Minimum		4	
		Maximum		7	
	Range		3		
	Interquartile Range		2		
	Skewness		-.234	.354	
	Kurtosis		-1.390	.695	
	Temporary	Mean		5.41	.243
		95% Confidence Interval for Mean	Lower Bound	4.90	
			Upper Bound	5.91	
		5% Trimmed Mean		5.45	
Median			6.00		
Variance			1.301		
Std. Deviation			1.141		
Minimum			3		
Maximum			7		
Range		4			
Interquartile Range		1			
Skewness		-.919	.491		
Kurtosis		.024	.953		

Table 2; Task identity Descriptive Statistics

The results of tests of normality are presented in Table 3. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the permanent and temporary sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate deviations from normality ( $W_{\text{permanent}} = .818$   $df = 45$ ,  $p < .000$ ), ( $W_{\text{temporary}} = .823$ ,  $df = 22$ ,  $p < .001$ ).

		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
ContractPermTemp		Statistic	df	Sig.	Statistic	df	Sig.
AVERAGET	Permanent	.256	45	.000	.818	45	.000
	Temporary	.334	22	.000	.823	22	.001

a. Lilliefors Significance Correction

Table 3; Task identity Normality Testing

As there are deviations in normality, the Mann-Whitney U test was relied upon to test if there exists significant differences between the levels of

task identity experienced by permanent employees compared to their temporary colleagues. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in Tables 4 and 5. The results of the Mann-Whitney U test indicate that there exists no significant differences between the level of task identity experienced by permanent employees (Mdn=36.13) compared to temporary employees (Mdn=29.64, (U = 399 p = .184).

ContractPermTemp	N	Mean Rank	Sum of Ranks
AVERAGET Permanent	45	36.13	1626.00
Temporary	22	29.64	652.00
Total	67		

Table 4; Mann-Whitney Test

	AVERAGET
Mann-Whitney U	399.000
Wilcoxon W	652.000
Z	-1.329
Asymp. Sig. (2-tailed)	.184

a. Grouping Variable:  
ContractPermTemp

Table 5; Group Statistics

The next section presents the results of an analysis of the differences in task significance experienced by permanent and temporary employees in the Hospital.

#### 4.4 Task significance - How important is your job and how likely will it impact others?

This study consists of a total of 67 employees in the Hospital, 22 of which are temporary (n=22) and 45 are permanent (n=45). A case summary is presented in Table 1. Histograms of the distributions of task significance for temporary and permanent are displayed in Figures 1 and 2. The horizontal axis represents how highly the respondents rate task significance with 1 representing not very significant and 7 highly significant. The vertical axis depicts the rate of the response. For example, Figure 1 indicates that 17 permanent respondents scored the degree of task significance in their job as 6 which equates to very significant.

Case Processing Summary							
		Cases					
		Valid		Missing		Total	
ContractPermTemp	AVERAGES2	N	Percent	N	Percent	N	Percent
Permanent		45	100.0%	0	0.0%	45	100.0%
Temporary		22	100.0%	0	0.0%	22	100.0%

Table 1: Contract Type – Average Task significance Sample

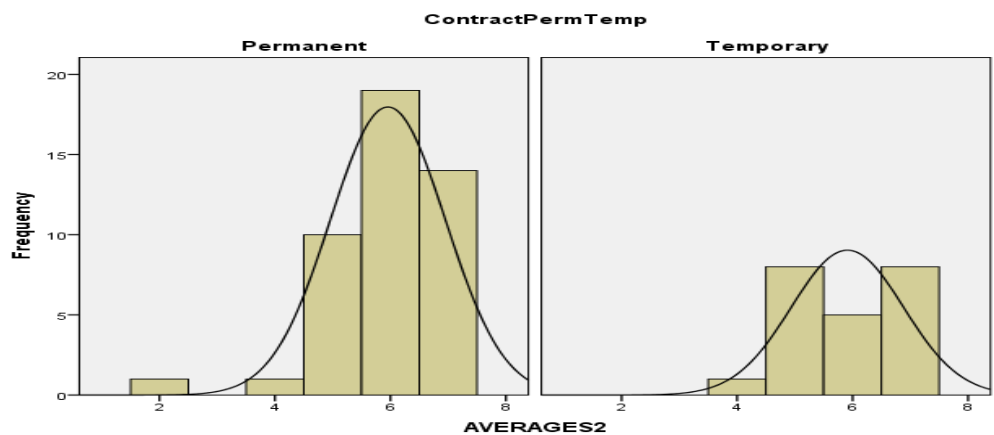


Figure 1: Permanent Employees  
N=45 Mean = 5.96 Std Dev = 0.999

Figure 2: Temporary Employees  
N= 22 Mean =5.91 Std Dev = 0.971

All associated descriptive statistics are shown in **Table 2**.

ContractPermTemp				Statistic	Std. Error
AVERAGES2	Permanent	Mean		5.96	.149
		95% Confidence Interval for Mean	Lower Bound	5.66	
			Upper Bound	6.26	
		5% Trimmed Mean		6.05	
		Median		6.00	
		Variance		.998	
		Std. Deviation		.999	
		Minimum		2	
		Maximum		7	
		Range		5	
	Interquartile Range		2		
	Skewness		-1.482	.354	
	Kurtosis		4.223	.695	
	Temporary	Mean		5.91	.207
		95% Confidence Interval for Mean	Lower Bound	5.48	
			Upper Bound	6.34	
		5% Trimmed Mean		5.95	
		Median		6.00	
		Variance		.944	
		Std. Deviation		.971	
Minimum		4			
Maximum		7			
Range		3			
Interquartile Range		2			
Skewness		-.147	.491		
Kurtosis		-1.340	.953		

Table 2; Task significance Descriptive Statistics

The results of tests of normality are presented in Table 3. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the permanent and temporary sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate deviations from normality ( $W_{\text{permanent}} = .804$   $df = 45$ ,  $p < .000$ ), ( $W_{\text{temporary}} = .829$ ,  $df = 22$ ,  $p < .001$ ).

ContractPermTemp		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
AVERAGES2	Permanent	.251	45	.000	.804	45	.000
	Temporary	.234	22	.003	.829	22	.001

a. Lilliefors Significance Correction

Table 3; Task significance Normality Testing

As there are deviations in normality, the Mann-Whitney U test was relied upon to test if there exists significant differences between the levels of task significance experienced by permanent employees compared to their temporary colleagues. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated

with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in Tables 4 and 5. The results of the Mann-Whitney U test indicate that there exists no significant differences between the level of task significance experienced by permanent employees (Mdn=34.58) compared to temporary employees (Mdn=32.82, (U = 469.0 p = .714).

ContractPermTemp		N	Mean Rank	Sum of Ranks
AVERAGES2	Permanent	45	34.58	1556.00
	Temporary	22	32.82	722.00
	Total	67		

Table 4; Mann-Whitney Test

	AVERAGES2
Mann-Whitney U	469.000
Wilcoxon W	722.000
Z	-.366
Asymp. Sig. (2-tailed)	.714

a. Grouping Variable:  
ContractPermTemp

Table 5; Group Statistics

The next section presents the results of an analysis of the differences in autonomy levels experienced by permanent and temporary employees in the Hospital

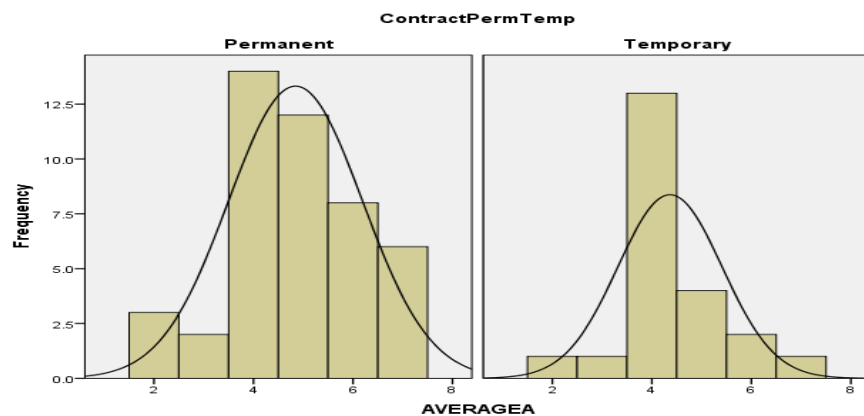
#### 4.5 Autonomy – What level of autonomy do you experience in your job?

This study consists of a total of 67 employees in the Hospital, 22 of which are temporary (n=22) and 45 are permanent (n=45). A case summary is presented in Table 1. Histograms of the distributions of levels of autonomy experienced by temporary and permanent are displayed in Figures 1 and 2. The horizontal axis represents how much autonomy the respondents experience with 1 representing very little and 7 very much. The vertical axis depicts the rate of the response. For example, Figure 2 indicates that 13 temporary respondents scored the degree of autonomy in their job as 4 which equates to moderate level of autonomy.

**Case Processing Summary**

		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
AVERAGEA	Permanent	45	100.0%	0	0.0%	45	100.0%
	Temporary	22	100.0%	0	0.0%	22	100.0%

*Table 1: Contract Type – Average Autonomy Sample*



*Figure 1: Permanent Employees  
N=45 Mean = 4.84 Std Dev = 1.348*

*Figure 2: Temporary Employees  
N= 22 Mean =4.36 Std Dev = 1.049*

All associated descriptive statistics are shown in **Table 2**.

ContractPermTemp				Statistic	Std. Error
AVERAGEA	Permanent	Mean		4.84	.201
		95% Confidence Interval for Mean	Lower Bound	4.44	
			Upper Bound	5.25	
		5% Trimmed Mean		4.88	
		Median		5.00	
		Variance		1.816	
		Std. Deviation		1.348	
		Minimum		2	
		Maximum		7	
		Range		5	
	Interquartile Range		2		
	Skewness		-.170	.354	
	Kurtosis		-.290	.695	
	Temporary	Mean		4.36	.224
		95% Confidence Interval for Mean	Lower Bound	3.90	
			Upper Bound	4.83	
		5% Trimmed Mean		4.35	
		Median		4.00	
		Variance		1.100	
		Std. Deviation		1.049	
Minimum			2		
Maximum			7		
Range			5		
Interquartile Range		1			
Skewness		.534	.491		
Kurtosis		1.669	.953		

Table 2; Autonomy Descriptive Statistics

The results of tests of normality are presented in Table 3. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the permanent and temporary sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate deviations from normality ( $W_{\text{permanent}} = .923$   $df = 45$ ,  $p < .006$ ), ( $W_{\text{temporary}} = .842$ ,  $df = 22$ ,  $p < .002$ ).

Tests of Normality							
ContractPermTemp		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
AVERAGEA	Permanent	.157	45	.007	.923	45	.006
	Temporary	.317	22	.000	.842	22	.002

a. Lilliefors Significance Correction

Table 3; Autonomy Normality Testing

As there are deviations in normality, the Mann-Whitney U test was relied upon to test if there exists significant differences between the levels of



autonomy experienced by permanent employees compared to their temporary colleagues. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in Tables 4 and 5. The results of the Mann-Whitney U test indicate that there exists no significant differences between the level of autonomy experienced by permanent employees (Mdn=36.70) compared to temporary employees (Mdn=38.48), ( $U = 373.5$   $p = .090$ ).

ContractPermTemp		N	Mean Rank	Sum of Ranks
AVERAGEA	Permanent	45	36.70	1651.50
	Temporary	22	28.48	626.50
	Total	67		

Table 4; Mann-Whitney Test

	AVERAGEA
Mann-Whitney U	373.500
Wilcoxon W	626.500
Z	-1.695
Asymp. Sig. (2-tailed)	.090

a. Grouping Variable:  
ContractPermTemp

Table 5; Group Statistics

The next section presents the results of an analysis of the differences in level of feedback from doing the job is experienced by permanent and temporary employees in the Hospital.

#### 4.6 Feedback from doing the job - Doing the job provides me with feedback on how well I am doing.

This study consists of a total of 67 employees in the Hospital, 22 of which are temporary (n=22) and 45 are permanent (n=45). A case summary is presented in Table 1. Histograms of the distributions of levels of feedback from the job experienced by temporary and permanent are displayed in Figures 1 and 2. The horizontal axis represents how much feedback from the job the respondents experience with 1 representing very little 7 very much. The vertical axis depicts the rate of the response. For example, Figure 1 indicates that 6 permanent respondents scored the degree of feedback from just doing the job as 1 which equates to very little.

		Case Processing Summary					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
Feedbackjob	Permanent	45	100.0%	0	0.0%	45	100.0%
	Temporary	22	100.0%	0	0.0%	22	100.0%

Table 1: Contract Type – Average Feedback from the job Sample

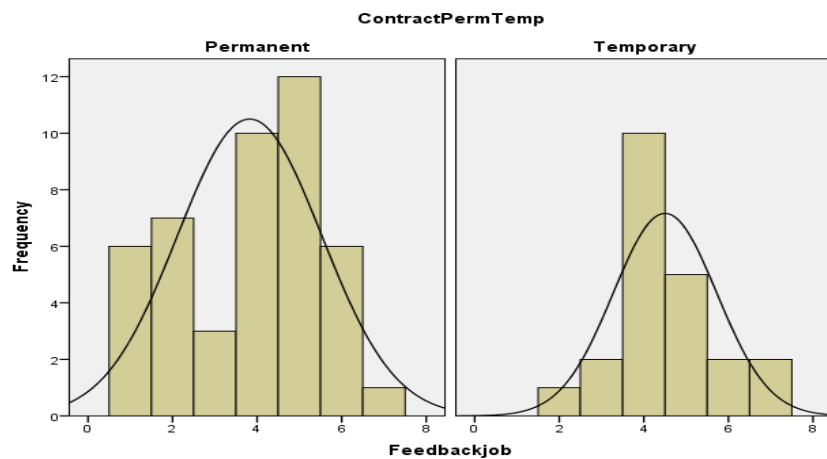


Figure 1: Permanent Employees N=45 Mean = 3.82 Std Dev = 1.709  
 Figure 2: Temporary Employees N= 22 Mean =4.5 Std Dev = 1.225

All associated descriptive statistics are shown in **Table 2**.

Descriptives				Statistic	Std. Error
ContractPermTemp					
Feedbackjob	Permanent	Mean		3.82	.255
		95% Confidence Interval for Mean	Lower Bound	3.31	
			Upper Bound	4.34	
		5% Trimmed Mean		3.83	
		Median		4.00	
		Variance		2.922	
		Std. Deviation		1.709	
		Minimum		1	
		Maximum		7	
		Range		6	
		Interquartile Range		3	
		Skewness		-.310	.354
		Kurtosis		-1.022	.695
		Temporary	Mean		4.50
	95% Confidence Interval for Mean		Lower Bound	3.96	
			Upper Bound	5.04	
5% Trimmed Mean			4.49		
Median			4.00		
Variance			1.500		
Std. Deviation			1.225		
Minimum			2		
Maximum			7		
Range			5		
Interquartile Range			1		
Skewness			.428	.491	
Kurtosis		.418	.953		

Table 2; Feedback from the job Descriptive Statistics

The results of tests of normality are presented in Table 3. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the permanent and temporary sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate deviations from normality ( $W_{\text{permanent}} = .913$   $df = 45$ ,  $p < .002$ ), ( $W_{\text{temporary}} = .906$ ,  $df = 22$ ,  $p < .039$ ).

Tests of Normality							
ContractPermTemp		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Feedbackjob	Permanent	.186	45	.000	.913	45	.002
	Temporary	.249	22	.001	.906	22	.039

a. Lilliefors Significance Correction

Table 3; Feedback from the job Normality Testing

As there are deviations in normality, the Mann-Whitney U test was relied upon to test if there exists significant differences between the levels of feedback from the job experienced by permanent employees compared to

their temporary colleagues. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in Tables 4 and 5. The results of the Mann-Whitney U test indicate that there exists no significant differences between the level of feedback from the job experienced by permanent employees (Mdn=32.12) compared to temporary employees (Mdn=37.84), (U = 410.5 p = .246).

Ranks				Test Statistics <sup>a</sup>		
ContractPermTemp		N	Mean Rank	Sum of Ranks	Feedbackjob	
Feedbackjob	Permanent	45	32.12	1445.50	Mann-Whitney U	410.500
	Temporary	22	37.84	832.50	Wilcoxon W	1445.500
	Total	67			Z	-1.156
					Asymp. Sig. (2-tailed)	.248

a. Grouping Variable:  
ContractPermTemp

Table 4; Mann-Whitney Test

Table 5; Group Statistics

The next section presents the results of an analysis of the differences in the level of feedback from co-worker and supervisors is experienced by permanent and temporary employees in the Hospital

#### 4.7 Feedback from co-workers and supervisors – Do you receive regular feedback from your coworkers and supervisors?

This study consists of a total of 67 employees in the Hospital, 22 of which are temporary (n=22) and 45 are permanent (n=45). A case summary is presented in Table 1. Histograms of the distributions of levels of feedback from co-workers and supervisors experienced by temporary and permanent are displayed in Figures 1 and 2. The horizontal axis represents how much feedback from co-workers and supervisors the respondents experience with 1 representing very little and 7 representing very much. The vertical axis depicts the rate of the response. For example, Figure 1 indicates that 2 permanent respondents scored the degree of feedback from just co-workers and supervisors as 1 which equates to very little.

**Case Processing Summary**

		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
AVERAGE1234	Permanent	45	100.0%	0	0.0%	45	100.0%
	Temporary	22	100.0%	0	0.0%	22	100.0%

Table 1: Contract Type – Average Feedback from co-workers and supervisors Sample

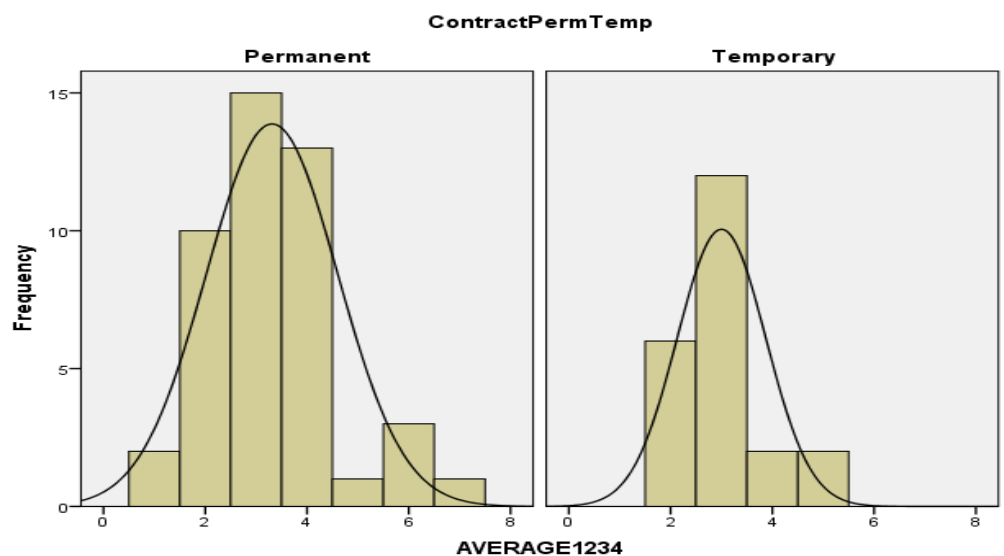


Figure 1: Permanent Employees  
N=45 Mean = 3.31 Std Dev = 1.294

Figure 2: Temporary Employees  
N= 22 Mean =3.0 Std Dev = 0.873

All associated descriptive statistics are shown in **Table 2**.

			Descriptives		
ContractPermTemp			Statistic	Std. Error	
AVERAGE1234	Permanent	Mean	3.31	.193	
		95% Confidence Interval for Mean	Lower Bound	2.92	
			Upper Bound	3.70	
		5% Trimmed Mean	3.26		
		Median	3.00		
		Variance	1.674		
		Std. Deviation	1.294		
		Minimum	1		
		Maximum	7		
	Range	6			
	Interquartile Range	2			
	Skewness	.768	.354		
	Kurtosis	.874	.695		
	Temporary	Mean	3.00	.186	
		95% Confidence Interval for Mean	Lower Bound	2.61	
			Upper Bound	3.39	
		5% Trimmed Mean	2.94		
		Median	3.00		
		Variance	.762		
Std. Deviation		.873			
Minimum		2			
Maximum		5			
Range		3			
Interquartile Range	1				
Skewness	.945	.491			
Kurtosis	.888	.953			

Table 2; Feedback from co-workers and supervisors Descriptive Statistics

The results of tests of normality are presented in Table 3. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the permanent and temporary sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate deviations from normality ( $W_{\text{permanent}} = .903$   $df = 45$ ,  $p < .001$ ), ( $W_{\text{temporary}} = .804$ ,  $df = 22$ ,  $p < .001$ ).

		Tests of Normality					
ContractPermTemp		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
AVERAGE1234	Permanent	.195	45	.000	.903	45	.001
	Temporary	.318	22	.000	.804	22	.001

a. Lilliefors Significance Correction

Table 3; Feedback from co-workers and supervisors Normality Testing

As there are deviations in normality, the Mann-Whitney U test was relied upon to test if there exists significant differences between the levels of

feedback from co-workers and supervisors experienced by permanent employees compared to their temporary colleagues. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in Tables 4 and 5. The results of the Mann-Whitney U test indicate that there exists no significant differences between the level of feedback from co-workers and supervisors experienced by permanent employees (Mdn=35.58) compared to temporary employees (Mdn=30.77), ( $U = 424.5$   $p = .320$ ).

ContractPermTemp		N	Mean Rank	Sum of Ranks
AVERAGE1234	Permanent	45	35.58	1601.00
	Temporary	22	30.77	677.00
	Total	67		

Table 4; Mann-Whitney Test

	AVERAGE1234
Mann-Whitney U	424.000
Wilcoxon W	677.000
Z	-.994
Asymp. Sig. (2-tailed)	.320

a. Grouping Variable:  
ContractPermTemp

Table 5; Group Statistics

The next section presents the results of an analysis of the differences in the level of dealing with others is experienced by permanent and temporary employees in the Hospital

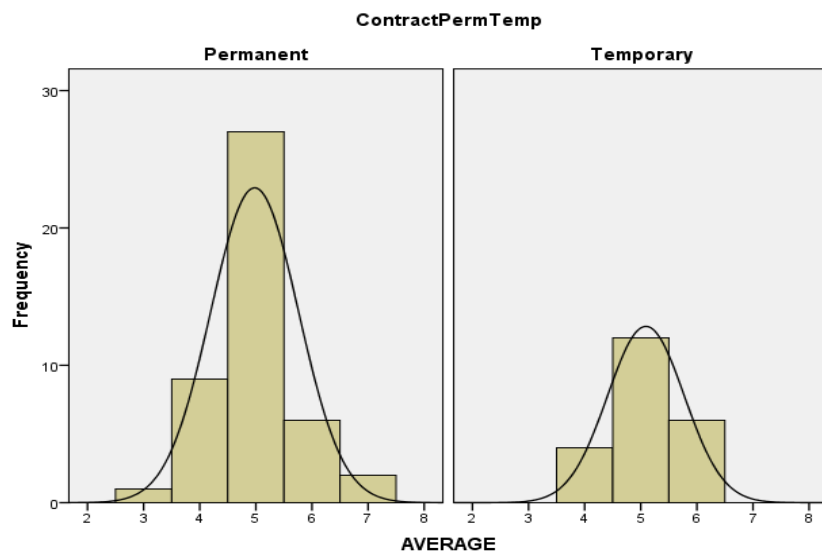
#### 4.8 Dealing with others - To what extent does your job require you to work closely with other people?

This study consists of a total of 67 employees in the Hospital, 22 of which are temporary (n=22) and 45 are permanent (n=45). A case summary is presented in Table 1. Histograms of the distributions of dealing with others temporary and permanent are displayed in Figures 1 and 2. The horizontal axis represents the extent to what extent employees work closely with others, with 1 representing very little and 7 representing very much. The vertical axis depicts the rate of the response. For example, Figure 1 indicates that 9 permanent respondents scored 4 which equates to a moderate level of dealing with others

**Case Processing Summary**

ContractPermTemp		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
AVERAGE	Permanent	45	100.0%	0	0.0%	45	100.0%
	Temporary	22	100.0%	0	0.0%	22	100.0%

*Table 1: Contract Type – Dealing With Others Sample*



*Figure 1: Permanent Employees  
N=45 Mean = 4.98 Std Dev = .783*

*Figure 2: Temporary Employees  
N= 22 Mean =5.09 Std Dev = .684*



All associated descriptive statistics are shown in **Table 2**.

Descriptives				Statistic	Std. Error
ContractPermTemp					
AVERAGE	Permanent	Mean		4.98	.117
		95% Confidence Interval for Mean	Lower Bound	4.74	
			Upper Bound	5.21	
		5% Trimmed Mean		4.95	
		Median		5.00	
		Variance		.613	
		Std. Deviation		.783	
	Minimum		3		
	Maximum		7		
	Range		4		
	Interquartile Range		0		
	Skewness		.337	.354	
	Kurtosis		1.186	.695	
	Temporary	Temporary	Mean		5.09
95% Confidence Interval for Mean			Lower Bound	4.79	
			Upper Bound	5.39	
5% Trimmed Mean				5.10	
Median				5.00	
Variance				.468	
Std. Deviation				.684	
Minimum			4		
Maximum			6		
Range			2		
Interquartile Range			1		
Skewness			-.114	.491	
Kurtosis			-.649	.953	

Table 2; Dealing with Others Descriptive Statistics

The results of tests of normality are presented in Table 3. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the permanent and temporary sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate deviations from normality ( $W_{\text{permanent}} = .836$   $df = 45$ ,  $p < .000$ ), ( $W_{\text{temporary}} = .804$ ,  $df = 22$ ,  $p < .001$ ).

Tests of Normality							
ContractPermTemp		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
AVERAGE	Permanent	.311	45	.000	.836	45	.000
	Temporary	.280	22	.000	.804	22	.001

a. Lilliefors Significance Correction

Table 3; Dealing with Other Normality Testing

As there are deviations in normality, the Mann-Whitney U test was relied upon to test if there exists significant differences between the levels of

task identity experienced by permanent employees compared to their temporary colleagues. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in Tables 4 and 5. The results of the Mann-Whitney U test indicate that there exists no significant differences between the level of dealing with others experienced by permanent employees (Mdn=32.91) compared to temporary employees (Mdn=36.23, (U = 446 p = .462).

ContractPermTemp		N	Mean Rank	Sum of Ranks
AVERAGE	Permanent	45	32.91	1481.00
	Temporary	22	36.23	797.00
	Total	67		

Table 4; Mann-Whitney Test

	AVERAGE
Mann-Whitney U	446.000
Wilcoxon W	1481.000
Z	-.736
Asymp. Sig. (2-tailed)	.462

a. Grouping Variable:  
ContractPermTemp

Table 5; Group Statistics

## **Chapter 5 Discussion;**

This chapter aims to interpret the findings presented in the previous chapter and apply this data to the research objectives of this study.

### **5.1 Motivational Potential Score (MPS);**

The aim of this research was to determine if there was a difference in the motivation levels of permanent and temporary employees, using the Hackman and Oldham JDS and subsequent MPS formula. All factors that combine to formulate the MPS were tested for reliability, normality, factors of distribution and significance. The variables as per the MPS formula are skill variety, task identity, task significance, autonomy and feedback from the job. The findings identified only one variable where there was a significant difference between permanent employees and temporary employees, which was skill variety. In terms of the sample in this study these findings would indicate that there is no significant difference in the MPS of an administrative role in the Hospital to foster intrinsic motivation between permanent and temporary employees. This would indicate that both permanent and temporary employees have the same motivation levels in this role. In line with findings from Allan and Sienko 1998 it would appear that the Hospital does not treat its permanent and temporary employees differently and both groups are assigned “the same or similar job characteristics” Allan and Sienko 1998.

### **5.2 MPS Score and National Norms;**

In order for the MPS of a job to be high, the job must score highly on one of the three factors of meaningfulness, autonomy and feedback. Based on a study of 6930 employees, working in 876 jobs in 56 organisations, Oldham et al 1979 identified the national norms for the job characteristics and MPS. In addition to the original formula, Oldham et al 1978 added the average score of both feedback from co-workers and supervisors and dealing with others to the MPS (these two additional variables were also tested in this study and it was found that there was no significant difference between temporary and permanent employees).

The “national norm” rate for MPS of a job was calculated at 128. This study found permanent employees had a MPS of 107, in comparison to their temporary colleagues who had a MPS of 105. This study found that there was no significant difference in the MPS for permanent and temporary employees, however the respondents in this study scored significantly lower in terms of the national norms. In all variables tested the factor of distribution was not normal, which would indicate that for both permanent and temporary group’s respondents within these groups had varying perceptions of the job characteristics.

### 5.3 MPS variables and National Norms

The table below outlines the scores from the permanent and temporary employees in comparison with the “national norms”.

Job Characteristics	National Norms	Permanent Respondents	Temporary Respondents
Skill Variety	4.7	4.7	3.6
Task Identity	4.7	5.5	5.2
Task Significance	5.5	6	5.8
Autonomy	4.9	4.8	4.4
Feedback from job	4.9	3.8	4.5
Feedback from co-workers & supervisors	4.1	3.2	2.7
Dealing with others	5.6	5	5.2

*Griffeth et al 2001*

### *Skill Variety*

Temporary respondents scored significantly lower in skill variety, with a mean score of 3.6 in comparison to their permanent colleagues who scored 4.7 in line with the national norm. This links with the research that temporary employees are often given low skilled, low variety, monotonous work (Foote 2004; Parker 1994; Wheeler and Buckley 2001)

### *Task Identity*

Permanent and temporary workers in this sample scored significantly higher than the national norm on task identity, permanent employees scored 5.5 and temporary 5.2, which indicates the both groups are signed tasks that allow them to complete task from creation to completion. Hackman and Oldham 1975 indicate that employees are more motivated by a doing a whole and identifiable piece of work

### *Task Significance*

In line with research on public service motivation the respondents in this survey scored above average on task significance. Both permanent and temporary employees scored higher than the national norm on task significance, with permanent employees scoring 6 and temporary colleagues a mean score of 5.6. This would indicate in the Hospital that intrinsic motivation, a key factor of which is public service motivation is evident in the employees sampled. Deci and Ryan 1985; Pink 2009; Grant 2013 all indicate the importance of purpose and significance of work on others to promote motivation in employees.

Hackman and Oldham 1975 indicates that only one of these three variables requires a high score in order for a job to be deemed meaningful. Therefore in this sample both permanent and temporary employees deemed their roles to be meaningful. In correlation with this finding, in the survey, respondents were asked to score meaningfulness of work “the work I do is very meaningful to me”, permanent employees scored a mean of 5.0 and temporary employees scored 5.9.

### *Autonomy*

The permanent employees in this sample scored similarly to the national norms with a mean score of 4.8 and the temporary employees scored insignificantly lower with a mean score of 4.4. This indicates that both employee groups perceive themselves to have slightly more than moderate amounts of autonomy. The research indicates that autonomy is important in order for employees to remain motivated, however the research does not indicate how much autonomy is required, is the presence of autonomy sufficient to motivate employees? Hackman and Oldham 1975 indicate that when autonomy is present the tasks are viewed by individual as depending substantially on their own efforts, initiatives and decisions (which leads to the experienced responsibility for the outcome of work, successes and failures). Linking in the results for task identity with the level of autonomy experienced for both groups, it could be suggested that both groups have a high level of responsibility in their roles.

### *Feedback*

Both groups scored below the national norm of 4.9 on feedback from the job, with permanent employees scoring 3.8 and temporary employees 4.5. As indicated the measure of feedback from the job in the MPS formula is flawed and as such Oldham et al 1978 included the feedback from co-workers and supervisors into formulation of the national norm. However feedback from the job represents a higher weight in the formulation of MPS than feedback from co-workers and supervisors, which is only added at the end along with dealing with others. In relation to the scoring for feedback from co-worker and supervisor, the average score for permanent employees was 3.2 with temporary respondents scoring a mean of just 2.7. The national norm as identified by Hackman and Oldham for this variable is 4.1, with both groups in this sample scoring significantly lower.

In both feedback sections the respondents scored lower than the national norm, significantly so in relation to the feedback from co-workers and

supervisors. Feedback is a vital factor in order for employees to know if they are doing well or bad in a role. As Hackman and Oldham argue "if a person never finds out whether they are doing well, there is no basis for feeling good or bad", basis for which they identified employees will be motivated. Lockwood 2010 stresses the importance of recognition, acknowledgment and appreciation of employees by their managers to improve motivation.

#### **5.4 Low MPS scoring and Growth Need Strength (GNS)**

The low MPS scoring of the administrative roles in the Hospital could be used to explain the low GNS that respondents experience in their current role. Respondents were asked to rate on Likert scale of 1-7, how satisfied they were with personal growth and sense of accomplishment in their current roles, temporary employees had a GNS mean score of 3.8 and permanent employees GNS of 4.2. However both groups scored 6.2 on the growth need assessment that asked them to rate on a Likert scale of 1-7 how important characteristics such as stimulating and challenging work, opportunities to learn new things, opportunities to be creative and opportunities of personal growth were to them. This finding indicates that the current motivational potential of administrative roles in the Hospital is low and the growth need strength to do these jobs are low.

What impact does this have on employees and the Hospital? The low MPS of a job and the low GNS experienced by the staff may result in staff turn over as individuals look elsewhere for jobs which satisfy their GNS expectations. As seen from the research, human resources are an organisations best source of competitive advantage, "given today's economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment" (Tremblay et al 2009) the public sector needs to address this issue in order to attract and retain employees O'Riordan 2013 "...motivating talented, ambitious people to join and remain in the public service...undoubtedly these are the type of employees the Irish public service desperately needs in order to confront multiple challenges"

It is also an indicator to the Hospital that their job design of current administrative roles needs to be addressed as the Hospital have a resource who are eager to learn and do challenging work but this resource is not utilised.

Low MPS of a job can also lead to boredom, Campion and Thayer 1987, state that routine and standardised tasks, lead to boredom and are associated with absenteeism. It has been identified that the public sector experience high levels of absenteeism. Robert Watt, Secretary General of the Department of Public Expenditure and Reform informed the Oireachtas Public Accounts Committee in 2015 that in 2013 public servants took an average 9.5 sick days each for the 12-month period, which meant 4.3% of all working hours were lost to absenteeism.

The biggest gap in the MPS scoring for the Hospital was feedback from the job and feedback from co-workers and supervisors. This may also link with the low GNS that the employee's experience, as the lack of feedback may be impeding on their sense of accomplishment. Research indicates that feedback is essential for employees to know if they are doing a good job and to recognise the good job they do. The Hospital must address this issue.

## **5.5 Peripheral Findings**

### **Pay**

The cuts to extrinsic motivators experienced by the public service over the last 7 years, which include the 2009 Pension Levy, the Croke Park Agreement in 2010 and the Haddington Road Agreement in 2013 would indicate that the respondents would rate their satisfaction with pay conditions low. The findings from this study show that respondents did rate satisfaction with pay low however what was interesting was there was no significant difference in those who entered the public sector in the last year and those who have been in the sector for longer than 1 year and have endured the cuts. Figure 1 plots the satisfaction of employees



with pay, with the horizontal axis depicting level of satisfaction, 1 representing highly dissatisfied and 7 representing highly satisfied.

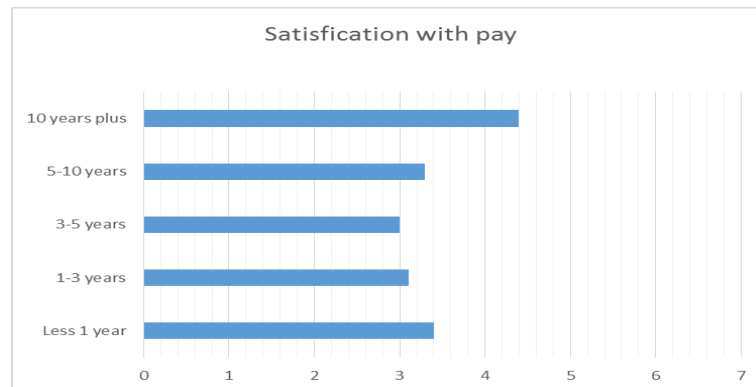


Figure 1

### **Job Security**

Research indicates that temporary employees are motivated when they perceive there to be permanent opportunities / job security. This study however found that the average mean score was just 3.7 when temporary employees were asked to rate on Likert scale 1-7 how satisfied they were with job security. Research also suggests that one of the reasons that people enter the public sector was security of tenure however with the cuts the public service has experienced since 2008, this may no longer be the case, as seen here with the low mean score of job security by the temporary employee of 3.7. Temporary employees in this sample may not perceive there to be permanent opportunities, however the impact of the recession on employees in Ireland may actually be factor in this.

## **Chapter 6 Conclusion;**

Employee motivation is a key factor in organisations survival. With the increasing use of temporary employees in the market place this research aimed to identify if there was a difference in the motivation levels between permanent and temporary employees. In the Hospital setting the findings from this study indicates that there is no significant difference in the motivation levels of temporary and permanent employees.

The findings from this study indicates that public service motivation is experienced by both contract groups, who rate significance of their job and meaningfulness of the work highly. With the cuts on extrinsic motivators that the public sector has faced since 2009 this key factor of motivation is essential. All of the respondents who entered the public service in the last year, were temporary employees, this employee group, rated job security low (3.7) and satisfaction with pay low (3.4) both of which research have indicated are motivators for which people join the public service. Could public service motivation, be the key factor for why people are seeking employment in the Hospital?

### **6.1 Limitations of this study;**

#### *Respondents*

The findings of this study is based on 67 respondents. To test the validity of these findings future research would need to incorporate a larger volume of respondents. The respondents of this study were administrators in a Hospital. The findings of this study cannot be indicative to all professions and settings. The method used to collect the data was through self-report. The research on the measurement of motivation indicates the difficulties faced due to the difficulty for individuals to answer accurately and the pressure to give socially desirable answers, therefore it would be acceptable to assume that some answers are not indicative of true state.

### *The model*

As discussed there are a number of flaws in Hackman and Oldham 1975 Job Characteristics Model.

### **6.2 Future research;**

With research indicating the importance of intrinsic motivation when extrinsic motivation is cut, future research into the area of public service motivation in Ireland would be recommended.

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