

**Employees Morale and Motivation during a Restructuring Process**

By

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## **DECLARATION**

I hereby certify that this material, which I now submit for assessment on the programme of study leading to the award of BA, Honours in Human Resource Management is entirely my own work and has not been submitted for assessment for any academic purpose other than in partial fulfilment for that stated above.

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## **Abstract**

This dissertation is a study based on the effects of restructuring on employee morale and motivation, and in return the impacts this can have on an organisation.

Nowadays, organisations survivability is threatened by the economic climate, a decline in product demand and the speed of innovation has meant that organisations need to rapidly adapt and change in order to be competitive.

The aim of this dissertation is to analyse the restructuring, motivation and morale process of an organisation through the use of surveys and interviews. Upon reviewing the study and analysing the results of both the surveys and interviews it showed that employee's motivation had dropped as a result of restructuring.

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**CHAPTER ONE**  
**INTRODUCTION**

## **1.1 Background to the Study**

This research seeks to examine morale and motivation in the workplace during a restructuring process. The aim is to look at both the public and private sectors to determine what, if any, effects a restructuring process has on an organisation. The reason this topic was chosen is because my own organisation went through some major restructuring over the past few years and I wanted to determine the effects it had on the staff.

Nowadays, restructuring is a topic that is relevant to most organisations due to the economic downturn therefore the implications that it can have on employee's morale and motivations that it has for management, staff and the overall business performance can be catastrophic. This research will look into why this may be the case.

Nowadays, in order for business survival an organisation needs to know the concepts of change this can simply be responding to new threats and opportunities as they arise. Ford and Ford (1995) define the word "change" as an organisation that shifts from one state to another. Lewin (1951) stated "if you truly want to understand something try to change it". Nowadays, most organisations are under immense economic pressure in order to survive, this is forced upon by pressures from the internal and external environment. Some of the common changes in a reorganisation process can be downsizing, takeovers and joint ventures. If an organisation is restructuring or considering restructuring it is normally due to a reaction to conditions that need radical change. Restructuring should not just be an immediate change or a quick-fix it should be a tool to allow an organisation to sustain and improve profitability that is long-term.

What is restructuring? Restructuring is a change to the way a business operates involving some changes in its structure and strategy. It can often involve the term downsizing however the purpose of restructuring can relate to purely the survival of the organisation and in many cases it is the only solution. In the business world today organisations must face the following trends that force it to restructure, growth of foreign direct investment, globalisation, demographics, technological shifts and changes in corporate ownership such as mergers, acquisitions and privatisation buy-outs. However, the most important one is the shift in the demands and expectations among society as businesses play a much more important



role in society now than ever before. When organisations are dealing with economic downturns operational restructuring is normally used as a rescue tool, it can be referred to as a necessary tool for improving business efficiency and coping with the changing business environment.

Restructuring can be a vital business tool that can be very effective if used correctly as it can allow a business to improve their performance.

## **1.2 Why Dose a Restructure Process Happen?**

There are two schools of thought about how change happens in an organisation; the first is continuous which perceives change as constant while the second one is punctuated equilibrium which relates to any organisation that can remain competitive without making any substantial changes. Restructure is driven by a number of reasons some of these include internal financial pressures such as financial hardship or external financial pressures such as recessions they both can drive the decision to change however, the pressures can be much more than just financial the business surroundings can be just as difficult to cope with, with the speed of technology innovation, increasing foreign direct investment, changes in law and product innovations can all be seen to be threats that force an organisation to change. During an economic recession restructuring can be considered as the turnaround solution. Some organisations loose market share by having the wrong business model therefore a change in the market demand can mean that the wrong products and services are being offered and new entries or deregulation can cause a firm to decrease or loose profitability. Organisations needs to differentiate themselves from their competitors and by doing so they may need to change radically the reason for this is to ensure that they are offering the best to their customers in order to be profitable and unique.

According to Pearse and Michael (2006) a poorly performing business will take longer to repair it's only the companies that are ahead of their competitors will survive. If an employee's morale and motivation is low this could be the reason why the business is performing badly.

### **1.3 Activities of Restructuring**

Restructuring can happen in so many different forms, it can be the dramatic changes that occur such as a change in the business direction and more often cost control is the first action. Focusing on non core business may also be required this means changing its product or services in order to stay competitive therefore a change in the firms skills may be necessary in order to compete an organisation may also decide that it has too much productivity or the productivity in the wrong locations an example of this would be high cost locations and as a result some adjustments may need to take place. The effectiveness of a restructuring event is normally apparent within three years following a restructure according to Denis and Kruse (2000) and Kang and Shivdasani (1997).

Normally what happens during a restructure is that the luxuries are attacked and if this does not incur savings then redundancies from across the company are seen by many as the only option albeit it is not the cleverest or logic one and it lacks good management. Sometimes it may be the case that good talent is lost and valuable members of staff willingly leaves therefore the company is left in an uncompetitive position which can make it difficult for them to take opportunities as they arise and will also find it difficult to go back to its competitive form.

### **1.4 The Case Study Area**

For the purposes of this dissertation, this research will look at a family-owned Irish company which is one of Ireland's leading Waste Management providers. It was set up in 2004 and employs 250 staff. The economic downturn has created pressure on all companies however this organisation like many finds itself in a position where competitors who have fewer overheads can under-cut on price and therefore has made it difficult to secure new work. It was thought that a case study was the most appropriate methodology would look at a real life example and something that was topical in the organisation. The research will also compare the private sector in comparison with the public to establish if there are any comparisons this was thought to be a good idea as it would compare both the private and public sectors which both work side by side.

## **1.5 Research Question & Objectives**

The aim of this research is to explore the impacts of a restructuring process on employee morale and motivation. The impacts of employee morale and motivation during a restructuring process. It will look at the morale and motivation of the employees and explore employee perceptions of the restructuring process that were implemented in their organisations. This research will seek to answer the following research question:

*In what way does a restructuring process affect an employee's morale and motivation in an organisation and what impacts does it have on an organisation*

The objectives of this dissertation are as follows:

1. To explore how change impacts an employee's morale and motivation and in return the impacts this has on an organisation.
2. To look at an organisation and seek to understand employee's morale and motivations as a result of a restructuring process.
3. To explore the barriers to effective restructuring.
4. To explore how to more effectively engage with employees to improve the successful outcome of a restructuring process.

**CHAPTER TWO**  
**LITERATURE REVIEW**

## **2.1 Introduction**

The society that we live in today is dominated by organisations. Schein (1980) described an organisation as “the planned coordination of the activities of a number of people for achievement of some common, explicit purpose or goal, through division of labour and function, and through a hierarchy of authority and responsibility. In organisations the pace of change has increased over the years and this is evident from the many different changes that organisations have implemented.

## **2.2 Human Resources of an Organisation**

Human Resource Management (HRM) is involved with all aspects of how people are employed and managed in an organisation. There are many views of Human Resources (HR) some of them include “all those activities associated with the management of employment relationships in the firm” Boxall and Purcell(2003) as defined by Armstrong(1999)“strategic and coherent approach to the management of an organisation’s most valued assets the people working there who individually and collectively contribute to the achievement of its goal” both definitions refer to the importance of people and more so than ever due to the recessionary times that we are facing there is a big demand for a more comprehensive HR function in organisations that is strategic and views employees as a potential asset rather than a cost.

As mentioned above there are many views of HR. Some researchers would argue that the most important thing is the need to integrate people into the organisation while (Armstrong, 1999) says that it all about the approach to managing people where on the on other hand (Storey, 1995) states that it is an approach that seeks to obtain a competitive advantage. All organisations strive to perform well, to do this they rely on the expertise and skills that are employed within them. In order to reach to an optimal level both soft and hard HR styles may be used, Foot and Hook (1999) argues that soft HR is all about how the potential is nurtured and developed in order to gain a competitive advantage while Legge (1995) points out that hard HR is a strategy with an importance on leanness.

### **2.3 Restructuring**

Nowadays, restructuring has become one of the main managerial roles which is a result of the uncertain economic climate and the speed of technological innovation. The need for management to focus on survival while remaining competitive has caused them to review their attitudes towards employment by being efficient which may naturally lead to a restructuring process being implemented. Restructuring presents challenges for managers, as there are many organisations going through some sort of a restructuring process would suggest that the key problem areas are identified. A survey carried out by the Employment Management Association concluded that almost 80% of the 279 organisations studied reduced their staff due to the economic recession. Implementing any new change no matter how diverse consists of thoughtful planning and a strategic implementation as this will help a smooth implementation of the new circumstances.

In the face of restructuring according to Wheatley (1996) the managerial role has increased considerably which has led to longer hours worked by managers. The fact that many organisations are unwilling to offer the job security that many people want has meant that many managers have reacted to the insecurity and fear of redundancy by working longer hours in order to show visible commitment to the job. The pressures from increased job security can also contribute to a culture of presenteeism. According to Caverley et al (2004) state that presenteeism is when employees attend work at times when sickness is justified and their work is performed under sub-optimal conditions this can have a major impact however on the other hand the cost of absenteeism in the workplace are believed to be substantial with the cost each year estimated to be billions according to Williams (2003) but Goetzel et al (2004) argued against this and states that presenteeism is even costlier to an organisation than absenteeism as they can create a bad vibe which can quickly be spread across the organisation.

Restructuring can happen in so many different forms, it can be the dramatic changes that occurs such as changes in the business direction however more often cost control is the first step. A restructuring process may include all or some of above however companies may be

motivated by different reasons to implement a restructuring process. The effectiveness of a restructuring event is normally apparent within three years following a restructure according to Denis and Kruse (2000) and Kang and Shivdasani (1997). The ideal situation is to carry out a restructure before the intended attack as then the organisation is in a situation where they can predict the crisis that may be ahead of them should the situation arise, however this may not always be easy as managers may be reluctant to admit past mistakes, Boot (1992) also the restructure might be hard to implement if the employees resist the change.

Normally what happens during a restructure is that the luxuries are cut back on and if this does not incur savings then sadly redundancies from across the company are seen by many organisations as the only answer. Unfortunately, this is seen as the only answer albeit it is not the cleverest or logic one and it lacks good management. When redundancies are implemented what really happens is good talent is lost and valuable members of staff leave therefore the company is left in an uncompetitive position which will be unable to take opportunities as they arise and will also find it difficult to go back to its competitive form. It can also put massive pressure on the employees that are left behind which can create a loss of motivation.

## **2.4 Motivation**

A collection of definitions have been created over the decade on motivation, it is generally accepted to be a set of processes that stimulate and guide an individual's needs towards the achievement of a goal. It may be argued by motivation scholars that intrinsic motivation is an important driver of employee attitudes. There are three factors that condition the effects of motivation, managerial trustworthiness, goal directedness and extrinsic reward expectancy. Intrinsic motivation may also be substantively associated with employee turnover and employee satisfaction. In the workplace a manager's role should seek to change an employee's motivations from what they are to what they want some of the things that they can do is create an atmosphere where goals are directed and there is a level of trustworthiness as this increases the leverage of motivation on employee satisfaction. Grant and Sumanth (2009) argued that social motivation increases when managerial trust is high.

Research that was carried out recently concluded that Steijn (2008) found that people with a public service job are more satisfied than people who are not, in other words people who thought that their job was useful to society felt more motivated and happy in their job.

Other scholars have looked at different conditions associated with motivation; Grant (2008) is of the opinion that motivation is strengthened when accompanied with intrinsic motivation. Intrinsic motivation has been noted as having a major effect on employee performance and attitudes (Deci & Ryan, 2004). There are two factors that are expected to strengthen the links between intrinsic motivation and employee attitudes this is done by fulfilling employee goal achievement and employee psychological contract.

Motivation may be called a multidimensional construct. There is a well established way to think about the dimensions of motivation and these are extrinsic and intrinsic. Amabile (1993) states that:

“Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self expression, or personal challenge in the work. Individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself (p.186)

However some research suggests that intrinsic motivation may be more effective than extrinsic motivation. According to Ryan and Deci (2000) intrinsic motivation occurs when an employee's behaviour and motivation are more focused on the psychological needs rather than material wants or needs.

Trustworthiness is associated with employee attitudes, satisfaction and intent to leave, by facilitating trust building between managers and subordinates. However the effects of trustworthiness are not confined to its role because it can also lead directly into positive outcomes in the organisation. According to Colquitt, Scott & LePine (2007) trustworthiness



can increase affective commitment, risk – taking behaviours, organisational citizenship behaviours and task performance. Dirks and Sharlicki (2009) states that trustworthy employees perform better than others because trustworthy employees receive more benefits and resources from co-workers.

Employees can sometimes produce a moderating effect because it creates an environment where employees put all their energy towards goal achievement Dirks, (1999). No matter how much managerial effort is put into monitoring and supervision of almost all employees will retain control over how hard and effectively they work.

The relationship between morale and productivity was a major topic in the early days of organisational research, Haire (1954). From the 1950s some researchers have tended to turn away from morale, focussing on behaviour or on objective features of organisation.

## **2.5 Theories of Motivation and Restructure**

Motivation is a subject that is heavily researched and has many theories and models associated with it. Many theories would argue that it is impossible to refute the connection between motivation and job satisfaction and motivation with employee commitment to the organisation.

Firstly, arousal theories, which are how the needs of a person is satisfied by the factors of the job and process theories, which is how certain behaviours produce certain outcomes the two main approaches to motivation that were proposed in the twentieth century. Two well known theorists are Maslow's, Hierarchy of Needs, Vroom's, Expectancy Theory and Hertzberg. In essence, they all identify an employee's needs and outcomes and what motivates them to get to that stage.

Maslow's Hierarchy is illustrated in Appendix A, he argued that our motivation aims to resolve the confusion between our motives and drives. Basically he argued in order to move up the hierarchy the below tier must become satisfied and if a need becomes satisfied then it is no longer a motivator. He believed that it's "very rare" for a person to be at the highest point, self-actualisation as not only have they to understand the previous tier but master them.

Similar to Maslow's theory mentioned above Herzberg (1968) developed a motivation theory that was interested in job satisfaction and sought to know the difference between job satisfaction which were known as motivators and were factors such as recognition, achievement and responsibility and on the other side dissatisfaction which were known as hygiene factors and these factors were connected to salary and working conditions. Unlike Maslow and Herzberg, Vrooms expectancy theory does not focus on needs but rather on outcomes see Appendix B. According to Vroom a person is motivated by the outcome and each outcome has a consequence. Sometimes employees enjoy the consequence and other times it may not be the desired one therefore the employee avoids behaving in a particular way to try and avoid disappointment and will tend to behave in a way that will give the desired outcome.

Mc Gregor (1960) introduced a theory known as "Theory X and Theory Y" the theory was based around managers and their view on how employees would be motivated, at Theory X end of the scale the employee dislikes work and will do anything to avoid it and Theory Y was the opposite in that they would go above and beyond to do work and the theory looks at how the manager manages these employees.

The "Force Field Analysis" is a technique that was discovered by Lewin in (1951) it assesses an organisation to identify if the change is ready to happen or not, in essence the "Force Field Analysis" means that the restraining forces needs to become stronger and the drive forces needs to become weaker or vice versa. By using the Lewin (1951) model it can be a good indicator to determine if a organisation is ready for a restructuring process or not.

## **2.6 Morale**

Although morale is a traditional term in organisation research, observers such as Roethlisberger (1941) criticized it as vague, however Organ (1997) went on to state that there

is a tendency for positive and negative attitudes to go together an example of this would be that workers who are more satisfied with their jobs also tend to feel better about their co-workers and management.

Nowadays many people are finding it difficult to find suitable employment and as a result are moving from job to job without finding improvement in pay or long-term employment prospects. Working for low wage or in jobs unrelated to a person's career are just some of the challenges that most people find themselves in. There has been two-dimensional structures that has been supported by factor-analytic techniques in a series of studies carried out by Johnson et al (2007) these were based on that extrinsic values reflect the importance attached to job features such as job pay or security where intrinsic is about the importance of job opportunities itself.

Changing motivations is a great idea as it not always about the money, if pay becomes more important to workers job choice may come to depend more on pay. The motivations of work in different types of jobs may change over time therefore it is important to track work values over time particularly in economic recession as this is when job conditions change.

## **2.7 Factors Associated with Morale and Motivation**

There are many outcomes associated with low morale and motivations some of these include more frequent sick days, lateness however the one that seems to be more prominent than others is the area around absenteeism.

Absenteeism is a part of many organizations and can have a serious worry on organizations and also carrying a heavy monetary burden on both direct and indirect costs. Absenteeism is an unscheduled disruption of the work process due to days lost as a result of sickness or any other cause. Huczynski and Fitzpatrick (1989) describe absenteeism as "the non-attendance of employees for scheduled work when they are expected to attend". According to a recent survey conducted by the US Bureau of National Affairs, stated that 60 percent of all participating companies considered absenteeism as their most discipline problem.

It can sometimes be viewed as an indicator of poor performance by the individual however the impact it has on morale, productivity, and customer service standards is massive and it

can put extreme pressure on the rest of the workforce who are required to manage additional workloads in return this pressure is forced onto the employer to ensure that a “duty of care” is given to all employees which as a result may be costly to the business.

Absenteeism has a big impact on the bottom line and, it is about having staff that are at work on a regular basis. A manager should be able to detect when absenteeism has fallen below an acceptable level and manage it, this is done in order to align policies to support line management of sickness absenteeism, moving from a hard HR approach to a softer one can help the management of absenteeism be a more pleasant one.

One day of absenteeism can be a regular occurrence in many organisations, according to Fred Lippert, one day absenteeism “is often just a symbol of a lack of interest in the job or even an out-and-out dislike of it” Cole and Brian (2007)

There may be a perception with long-term absenteeism in that it is difficult to control, measures are often directed primarily at the short-term absentee. Absenteeism can create major stress among fellow colleagues, absence management relates to how an organisation reduces absenteeism through policies and procedures, such procedures can also support management if they are used correctly. Research carried out by IBEC (Irish Business Employers Confederation, 2010) showed that less than 24% actually record absence costs, nowadays managers would argue that it is time consuming.

Two-fifths of employers overall, 52% in the public sector report that stress related absence has increased over the past year. There is a growing concern for the way in which companies intend to reduce the risk of work related stress (Griffiths 1999). Charles Symonds (1947) states “stress is what happens to the man, not what which happens in him; it is a set of causes, not a set of symptoms”

The cost to an organisation as a result of absenteeism can be massive especially at managerial level. Frank (1984) states a person with little absenteeism is more likely to be promoted to

higher level positions as absenteeism is more costly at higher levels. Pfeifer, (2007) argues that if a worker is absent from their position regularly it is extremely difficult for their manager to see how they are performing therefore the chances of them being promoted are rare.

According to IBEC for every 1% drop in absence rates the company saves €250,000. On average the cost per employee per annum is €882. In the United Kingdom £12 billion is lost due to days being missed.

William Lissy (1998) states that “an employer cannot be required to hold a position open for an employee incapable of performing the job, regardless of reason” and Herzberg argues that responsibility, achievement and recognition are the reason why people go to work.

Many employers use the Bradford Scale, Bradford University in England introduced the Bradford method as a way of calculating employee absence. The way this is done using the Bradford factor is:

(Spells of absence x spells of absence) x duration of absence

Huczynski (1999) states that the cost to organisations as a result of absenteeism is under calculated they need to figure out the actual cost and double it

.Huczynski and Fitzpatrick (1989) came up with the following process on how to manage absence which includes assess, locate, identify and prioritise the absence problem, design an absence control program and implement it and lastly monitor the effectiveness of the absence control program.

## **2.8 Public and Private Sector**

The public and private sectors both operate in today’s world side by side; the public sector is generally owned and operated by the government while the private sector operates privately. The changes that the public sector has been facing have been driven by the government, some of the changes has seen an introduction of a discretionary pension levy for new recruits, all recruitment and promotion being put on hold, the outsourcing of many services to private

companies in order for income in revenue and cut backs in many areas, this has all created pressure on the private sector which has also incurred some of these changes.

## **2.9 Conclusion**

In conclusion, restructuring can happen in many forms, big or small, in most organisations and as a result management roles have been changed to reflect this which has meant that managers work longer hours Wheatley (1996). Redundancies are normally one of consequences of a restructure and luxuries are generally slashed and in return this has an effect on people's morale and motivation especially if the restructure has a direct impact on them. According to Amabile (1993) individuals are motivated when they seek enjoyment, interest or personal challenge towards their role. However, this may not be the case if an individual is affected by a restructure. Arousal theories is when the needs of a person is satisfied by the factors of the job and how certain behaviours produce certain outcomes. Maslow and Vroom theories (illustrated in appendix A) have carried out a lot research around the needs and outcomes of an employee and what motivates them to get there.

**CHAPTER THREE**  
**RESEARCH METHODOLOGY**

### **3.1 Introduction**

The aims and objectives of this dissertation are to understand the impacts of employee morale and motivation during a change process and also to get an opinion from the existing employees. The researcher also seeks to do a comparison between the public and private sectors.

In order to answer the research question and fulfil the aims and objectives set out above, a range of different methods were reviewed in order to select the most appropriate and effective. The methods selected include both Qualitative, Quantitative, primary and secondary research. The Primary data will be sourced through surveys while the secondary data will include a review of existing literature on the topic.

### **3.2 Quantitative or Qualitative?**

Research can be grouped into two very different types: qualitative research and quantitative research. Qualitative research is an unstructured, explanatory method of research that provides insights and understanding of the research question, findings that are obtained through a qualitative method normally results in findings with a high level of validity, this is when the findings from the research precisely reflect the study while in contrast quantitative research seeks to quantify data and apply a statistical analysis Yum (1998). It was thought in order to obtain the required data that was set out in the research objectives, most of the research conducted for this study would be qualitative, and these will be described in words rather than numbers.

However it is very common in studies such as this to use both qualitative and quantitative forms of research and it was thought that quantitative research could be very beneficial when analysing the statistics from the survey respondents.



### **3.3 Literature Review**

A literature review was carried out to analyse all the existing published data to get a more detailed insight into the topic. The Literature Review is broken down into many chapters which looks at many theories and also gives a closer insight into the topic a systematic process will be used in order to identify and review any relevant existing knowledge.

### **3.4 Research Tools**

The following tools were used when conducting this study and to answer the research question outlined in Chapter 1.

#### **3.4 .1 Case Study**

The case study that was chosen was based on a Waste Management Company it is understood that a case study can bring a more definitive understanding to an issue while adding to what is already known through previous research. Case study research has been used by many researchers. A case study was thought to be the best option as it was based around an organisation that was going through a restructuring process. The extended experience can strengthen the literature that had been reviewed above and the richness of the data was superb due to the verifiable and richness of the data. Although the topic was sensitive the respondents had an ability to speak about their perceptions in an open way.

*According to researcher Robert K. Yin the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984, p. 23).*

### **3.4.2 Interviews and Questionnaires**

As it was thought that the survey would give a limited amount of information regarding the chosen topic it was hoped that a series of personal interviews with employees would give the author a better chance to examine the research topic through observing behaviour such as facial expressions and body language. It also enables the interviewer to ask open ended questions that would reveal more. Yin (1984) suggests that open-ended questions develop trust, are perceived as less threatening, allow an unrestrained or free response.

Interviews are a technique used for collecting information. Arksey and Knight (1999 p. 2) describe it as “data on understandings, opinions, what people remember doing, attitudes and feelings that people have in common” however personal interviews involve face-face communication between the interviewer and the respondent. According to Hague & Jackson (1999) personal interviews are the most popular means of collecting primary information. There have been advantages and disadvantages identified in the use of personal interviews

#### ***Advantages:***

- Interviews provide us with information which can not be directly observed (Yum, 1998)
- Respondents have time to consider and the interviewer can gain a deeper understanding of the validity of a response (Hague & Jackson, 1999).
- The interviewer can observe behaviour aspects and facial expressions of respondents (Hague & Jackson, 1999).
- Respondents have the opportunity to raise concerns that can lead to further discussions and a deeper understanding of the area of study (Yum, 1998).

#### ***Disadvantages:***

- The effectiveness of the interview relies on the skills and knowledge of both the interviewer and the respondent.
- Accurate recording of the information is sometimes difficult, devices such as a dictaphone may be off putting to both parties and hand note taking can sometimes take from the general flow of the interview.

Therefore it was thought that taking hand notes would be best as it would allow the respondents to reflect and consider while the interviewer was writing the answers.

### **3.4.3 Type of Interview and questions used**

Once interviewing was selected as a method of research it was then necessary to decide on whether a structured or un-structured approach would be most appropriate.

A un-structured interview was thought to be that best option in this particular study. According to Yum (1998) the use of un-structured interviews gives rise to the temptation on the part of the respondent to discuss more unusual and different areas that the interviewer wishes to deal with, whereas the primary purpose of the interview is to concentrate on the focused issues. Un-structured tend to be more time consuming and difficult to examine.

A un-structured approach to the interviews was thought to be the best for this particular study as specific goals and questions for the interview could be set out to answer specific questions or topics. This type of interview is easier to prepare and manage than structured interviews. It is effectively a question and answer session which is recorded in some way. Most of the data collected is related, and this approach provides more detailed information on the problem.

A variety of question types were asked while conducting the interviews. Both open-ended and closed-ended questions along with behavioural questions were asked but there was a dominance of open-ended questions as it was thought that it would allow the respondents to reveal more. Yin (1984) suggests that open-ended questions develop trust, are perceived as less threatening; allow an unrestrained or free response.

In total three members of staff were interviewed. They were all contacted by email initially to explain what the purpose was and what was involved. I then followed up with a phone call. The interviews were arranged shortly afterwards. They were held in the office and each interview lasted between 30-45 minutes. The data was collected by me asking questions and transcribed, it was decided not to record the interviews as it was felt that it might make the participants feel uncomfortable instead it was thought that note taking would be the better option.

### **3.5 Limitations and Problems encountered**

During the course of this study there were some problems encountered, and some limitations to fulfilment of the outlined objectives in the way in which was initially intended. The following state the problems/limitations encountered:

1. Although the interview was set out in a un-structured format, it was noted that during the course of the interviews it was sometimes difficult to remain focused on the questions. While it is acknowledged that some of the interview questions were conversation leaders that were intended to guide the interview topics, some of the closed ended questions started debates in which respondents held strong views and dominated much of the interview time.
2. Due to time constraints, there was difficulty in trying to gather an extensive amount of information.
3. The completion of the questionnaires was time consuming as it meant that a lot of time was spent trying to get the participants to complete.

### **3.6 Conclusion**

This chapter discussed the research methodology used for the dissertation. It gave an insight into the benefits and justified why each individual method was selected. It was thought that the chosen methods discussed in this chapter would provide the most effective way in which to answer the research question and fulfil the aims and objects as outlined in chapter 1, which was to explore how change impacts an employee's morale and motivation and in return the impacts this has on an organisation, seek to understand employee's morale and motivation as a result of a restructuring process, to explore to barriers to effective restructuring and to improve the successful outcome of a restructuring process. Upon analysing both the questionnaires and the surveys the common themes that came through were communication, commitment, behavioural, participation and involvement.

## **Chapter Four**

### **Findings**

## **4.1 Survey and Interview Results**

It is evident in most of the literature an employee needs to enjoy the work that they do, this is vital and ties in with the Herzberg (1968) model as mentioned above, it seems to be very clear if employees are not communicated properly with about a new changes it can create distress amongst them and in return cause de motivation.

### **Survey Details**

The majority of the participants that was asked to participate had been working in their organisations for 4-6 years followed by 10 years or more and the least being 2-4 years.

In total three employees were interviewed individually a member of senior management, middle management and a non management employee. As the organisation has a very flat structure it was thought that interviewing a member of staff from each of the mentioned departments would have the best result. The questions that were asked were un-structured as set out in the methodology in chapter three. The author found that all three interviewees were willing to speak freely and openly about the topic this was a positive as it meant that the interviewer was at ease.

### **Respondent Perceptions**

Just over half of the participants worked in the public sector verses the private sector. The majority of participants went through a restructure and almost half of the participants felt that the company had changed at least moderately from the restructure while a small portion found that it didn't change at all.

It was evident from all of the interviews that most participants recognised that there was a problem morale, what was more interesting was that most of them put the blame on management which indicates that there are serious trust problems between employees and management which is extremely hard to redeem this trust. One participant quoted that "Negativity and morale is desperate all the way it is absolutely disgraceful, management should be ashamed".

The work atmosphere since the restructure was described mainly as negative with half of the participants thought that it was either “poor” or “very poor” while less than 15% saw it as being positive.

Redundancies was listed as a high consequence since the restructure it was interesting to see that more than half participants thought that it was very likely that they would happen again. A survey carried out by the Employment Management Associated concluded that almost 80% of the 279 organisations studied reduced their staff due to the economic recession

The majority of participants felt that their company would restructure in the future with responses ranging from “it is just a sign of the times” the “company is making profit year on year so don’t see why they can”

The majority of people felt that the restructure process was unfair while a small amount of people felt the restructure process was fair. It appeared to be a common theme that management was unsupportive throughout the restructure process.

The motivation averaged between poor and good nobody felt that it was excellent. Management seemed to be the problem and it was something that most of the candidates commented on, this finding is interesting as it links with research that was carried out recently concluded that Steijn (2008) which found that people with a public service job are more satisfied than people who are not, in other words people who thought that their job was useful to society felt more motivated and happy in their job.

It is evident in most of the literature an employee needs to enjoy the work that they do, this is vital and ties in with the Herzberg (1968) model as mentioned above, it seems to be very clear if employees are not communicated properly with about a new changes it can create distress amongst them and in return cause de motivation.

## **Interviews Perceptions**

From a non managerial point of view, the interviewee felt management seemed to be a big part of the issue; the lack of leadership didn't seem to be present, according to Eisenhower (1965) "Leadership is getting others to do what you want them to do because they want to do it" this approach must be portrayed from the top and filtered through the organisation, this is something that seemed to be lacking, the lack of commitment from senior manager has been recognised as being an important factor and has been a major contributory factor for failures during a restructure Carman (2011). One of the most important elements of any change is communication which was another complaint that the interviewer felt was missing; managers who have a good rapport with their subordinates are more likely however Cabanas-Brewin (2001) defines a change as not only having a good relationship but changing the culture in order for the change to be embedded and accepted. Allport and Postman (1947) urges that the communication stage is handled in a prudent way as it can rule out any negativity if it is caught early.

From the middle management perspective the interviewee found that the biggest problem rested with trying to change the employee's behaviour, people do not always welcome change therefore a phased approach can be more ideal. It was also noted that due to the ongoing restructure process a lot of redundancies had been implemented and this meant departments were understaffed and as a result middle management were extremely busy and just didn't have the time to try and implement change.

In relation to the senior management interview the interviewer found there was no rapport between them and the rest of the workforce, the attitude seemed to be "we make the changes and the rest of the workforce should follow".



## **4.2 Conclusion**

The research findings found many significant factors related to restructuring within the organisation, through the survey it was identified that management was the problem the employees understood that although a restructure may be necessary it is how it is introduced that matters. From the interviews it was identified that all have a different perception and there was a culture of “them and us”. Although the literature review identifies many theories and concepts of restructuring within an organisation it does not identify how to implement as each organisation is unique this is extremely difficult.

From analysing the survey’s and interviews (full details can be found in appendix F) it was noted that there were elements that were common to all three which included communication, commitment, behavioural and participation and involvement.

## **CHAPTER FIVE**

### **CONCLUSION**

## **5.1 Conclusion**

At the outset the research question set out was to establish a number of objectives as set out in chapter one, from the research carried out the case study that was investigated, the interviews that were conducted and the surveys that were completed has assisted to identify a number of conclusions.

As previously stated pressure has been forced on organisations to change and adapt as a result of the global recession that the country finds itself in. It is evident that restructuring of some form has happened in both the public and private sectors however it appears that the changes has generally being financial cuts followed by redundancies, downsizing and then outsourcing. It is also very clear that most participants perceived management to be the issue which can be critical to an organisation as a part of their role is to lead and guide employees to achieve organisational goals and objectives and this is extremely difficult to do if that trust is broke also the fact that trust is extremely hard to rebuild can be worrying for any organisation.

The morale and motivation questions were interesting in that the majority of participants stated their motivation was “good” yet their responses were all negative however this may be the fact that employees motivations to work are purely based on financial achievement rather than the self achievement and this is seen in Maslow’s “Hierarchy of Needs”.

The research findings found many significant factors related to restructuring within the organisation, through the survey it was identified that management was the problem the employees understood that although a restructure may be necessary it is how it is introduced that matters. From the interviews it was identified that all have a different perception and there was a culture of “them and us” Although the literature review identifies many theories and concepts of restructuring within an organisation it does not identify how to implement as each organisation is unique this is extremely difficult.

The typical actions that are taken towards coping with a contracting economy are normally downsizing and layoffs however, there is no preferred option as each organisation is unique therefore they must restructure as they see fit.

A restructuring process may include all or some of above however companies may be motivated by different reasons to implement a restructuring process.

Boot (1992) view is the restructure might be difficult to implement if the employees resist the change.

The ideal situation is to carry out a restructure before the intended attack as then the organisation is in a situation where they can predict the crisis that may be ahead of them should the situation arise, however this may not always be easy as managers may be reluctant to admit past mistakes,

Finally, any restructure can be brought about successfully this can be achieved by using established techniques however there are no norm of how it should be done as each organisation is unique and one set of guidelines won't fit every organisation it will all depend on the style that best suits their aims.

In reality, an organisation won't be fully aware of the issues that a restructure will bring they will have to manage them as they arise. Normally when a organisation restructures it is because they need to become more competitive, it is evident from the case study that the organisation needs to dig deeper to build the relationships between management and employees before the restructure can become successful and this includes build morale and motivation.

In conclusion, restructuring is evident in most organisations and sectors in order to keep morale high while motivating staff at the same time can be a challenge but this can be overcome by getting managers to buy into the change as they will in return filter all the positives down to employees as nowadays organisations don't have time for delay they need to be assertive and reactive to the changing world as the need for restructuring is necessary for survival.

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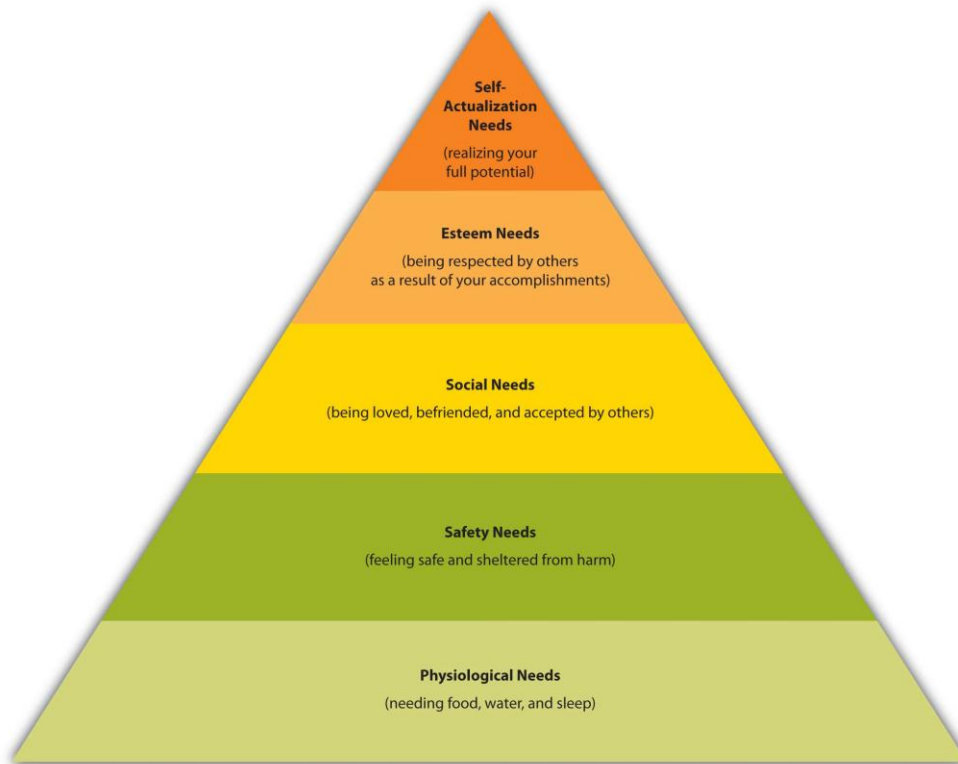
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## **Appendices**





**Appendix A: Maslow Hierarchy of Needs**



**Appendix B: Vroom's Expectancy Theory**

## **Appendix C: Interview One - Supervisor**

**How long have you been with the company?**

Six years

**Do you feel the company offers you a career path?**

I feel it does to a certain extent, promotions do come up, but not that often, actually they never have in the past couple of years.

**Does your current workload allow you to meet the goals of your job? For example do you have enough time?**

Most of the time! Since the company made cut backs, the workload can increase without warning, leaving it difficult to complete my own goals.

**Did the company restructure?**

Yes loads the pressure is terrible, I found it very hard to change the behaviours of my staff some of them are better than others however I do have a good relationship with them so that has helped me. However there has been many redundancies and my department is understaffed but I learned to cope with it, what's the point in complaining? I'm happy to have a job!

**Are you happy with the amount of responsibility that your job holds?**

Yes, as a supervisor I get to oversee each of my departments projects, it gives me deadlines to meet and keeps my job interesting, I am a person that likes to be kept busy.

**Would you like to have more responsibility in your job?**

Honestly, no. if I take on more responsibility with a promotion, it means I move to inside an office instead of being hands-on at floor level plus there is nothing that would want me to, like no money or rewards. I get more satisfaction from being involved with the whole process from start to finish.

**Do you feel you have enough autonomy over your job or is it monitored?**

Most of the time I am just left to it. I have a very strong and experienced team working with me, and thankfully, everyone knows their job inside and out, and for this reason it doesn't need a whole lot of monitoring once goals are reached, I know other departments are in a bad way.

**Is there a strong morale between management and employees?**

No, I am a supervisor and I struggle to get management's attention.

**So, do you think senior management are approachable?**

No, anytime either I or any of my team has a problem, I report it to management and nothing happens, you have to keep chasing them.

**Do you have a strong relationship with the people you work with?**

I work very closely with everybody, I work with even the people from other departments and we all interact with one another and get along great! Which in my opinion makes a happy workplace, however there is kind of a line dividing management and staff.

**The company has in the past acted socially responsible and given back to society. Do you feel that this is important for the company's culture and getting people to know one another?**

In the last few years, they have recycled a lot more than in the past, and also, the grounds around the factory entrance were for as long as I can remember always tired and run down looking. The company bought the land and turned it into a park for the local community

**So you haven't been involved in any of these activities as yet?**

No, not yet, but if they decide to do something on the scale of a park again, I would love to be involved

**Would you think that your loyalty towards the company would strengthen as a result?**

Yes definitely! It's good to see companies doing things for people really they don't have to do! And to be involved in something like that would not only make me feel good about myself, but make me respect the company a lot more too!

Thank you for your time! You are very good to give up your time.

**Appendix D: Interview Two – Non Managerial Role**

**How long have you been with the company?**

1.5 years – I think!

**Do you feel the company offers you a career path?**

No absolutely not.

**How do you get on with your colleagues?**

OK, I have made good friends here and there is some really nice people.

**Are you aware of the company restructuring?**

What do you mean? Like changing or something?

**Yes!**

Only a little bit since I joined, I notice a lot of the time it is very difficult to get parts for machinery for example which is not good, I believe in the past the company was very bad and changed a lot?

**Are you happy with the amount of responsibility that your job holds?**

No, not really I am working for the money to buy my shopping and pay bills.

**Would you like to have more responsibility in your job?**

No I'm happy to do my job and go home, once I'm paid I don't care what happens.

**Is there a strong morale between management and employees?**

Don't know I never see any managers I get along with my supervisor and I take orders from him, I probably only know 2 managers.

**So, you obviously don't think that management are approachable?**

Haven't a clue. I thought they are suppose to lead, I hardly know any of them.

**Are you motivated in work?**

Yeah, by money, that is all and the hours that I work suits me too as I'm an early person.

**What is your morale like?**

What you mean?

**How would you describe your attitudes or what drives you?**

Probably the people I work with, they are great craic and we have laugh while doing our jobs.

Thank you for helping me and answering the questions.

**Appendix E: Interview Three – Senior Management**

**How long have you been with the company?**

8 years, can't believe it is that long.

**You must really enjoy your work?**

It's OK, you get use to doing the same thing and nowadays it is so hard to change job.

**Are there many people in senior management?**

About 7 of us but we have over 300 employees, so it's not a lot, we have downsized a lot lately.

**Tell me more about that?**

Well lets say I'm doing almost 3 people jobs, I know it's crazy, plus I took 2 pay cuts and work harder than ever, anyway no point in complaining, I'm still happy to be employed. I was promoted recently but I think it was just to keep me quiet as they took loads of my staff away now in saying that they did give me an increase but I am still not back up to where I was before all the paycuts.

**Are you happy with the amount of responsibility that your job holds?**

Yes, it holds a lot for just one person, but that is life, I guess!

**Do you delegate much?**

I try but people not interested have a gripe with company I find it easier to do it myself, I know it is my fault.

**Is there a strong morale between management and employees?**

To be honest I don't really see that end of the operation, I don't have time to go and say hello sometimes I don't even get a lunch. Employees should be more willing, without sounding too bumptious we make the decisions they should just follow I am not here to make friends.

**Are you motivated in work?**

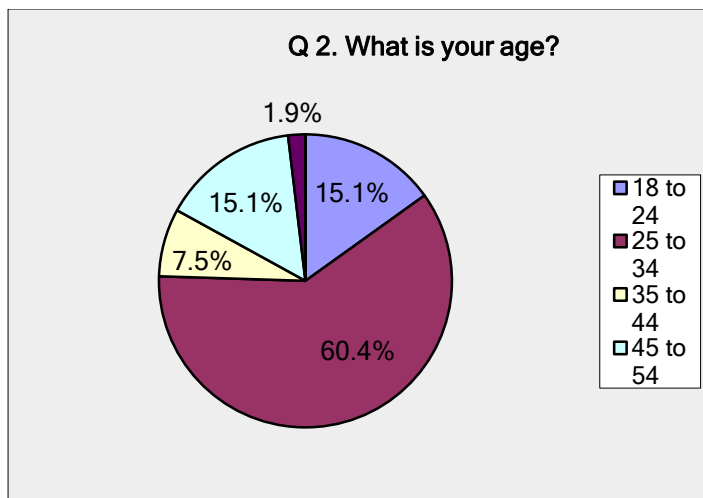
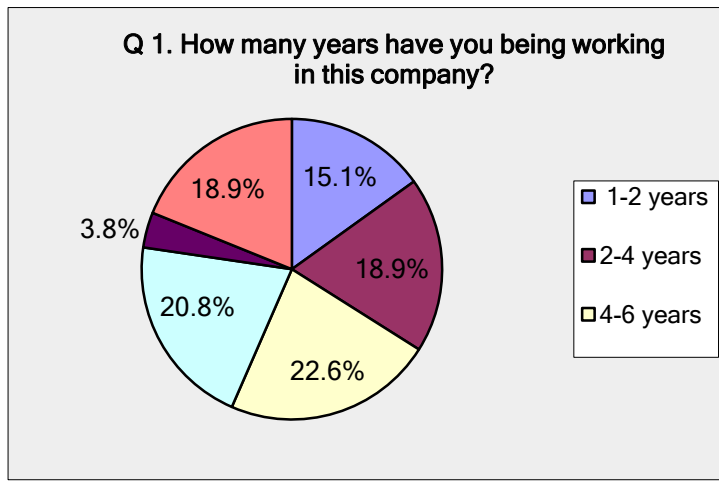
A little but could be a lot more, maybe one day I get that back.

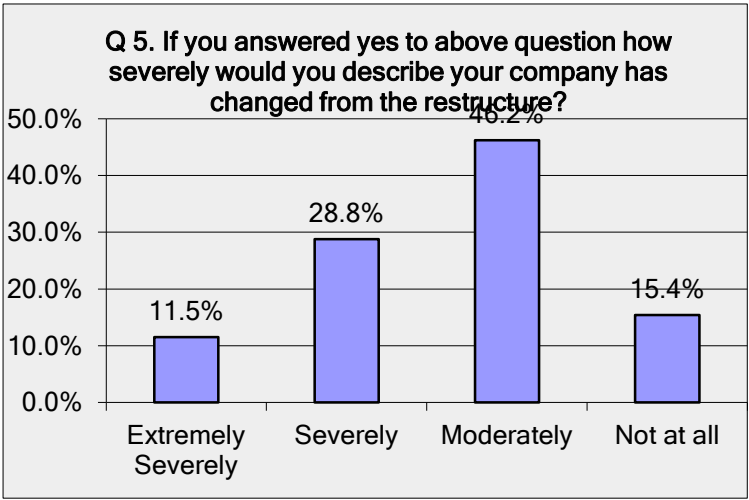
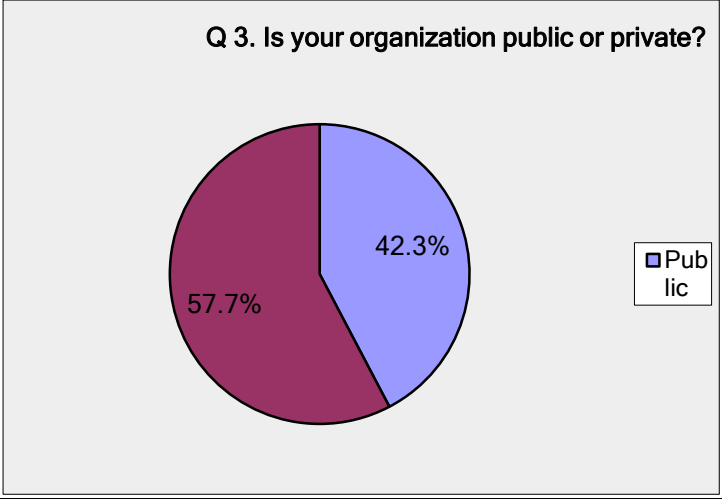
**How do you think you could motivate the rest of the workforce?**

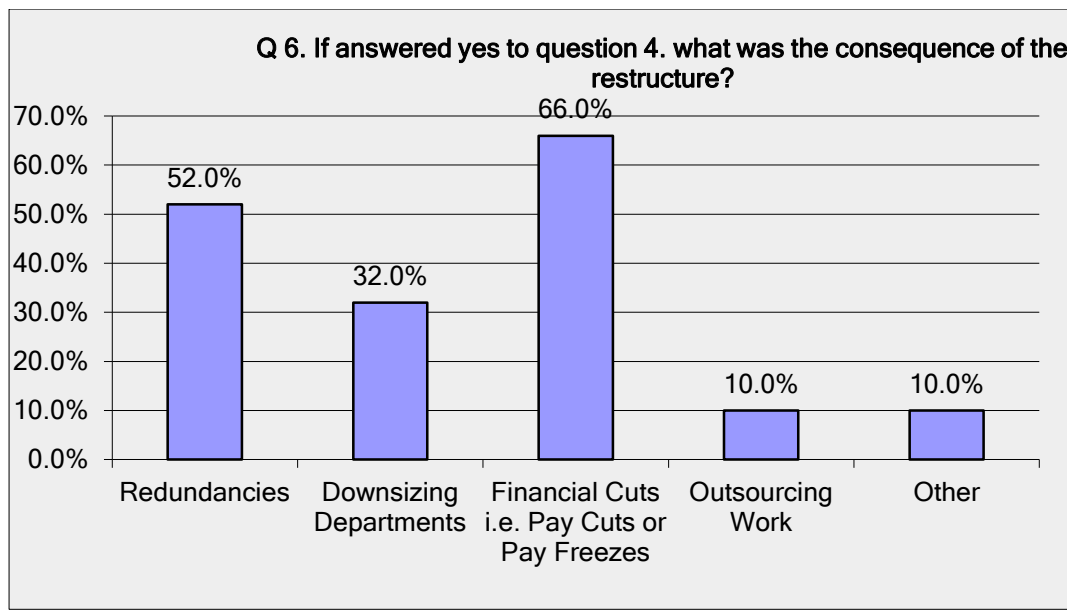
To be honest don't think by doing anything would motivate them, I'm at the view it's not a playground they are paid for doing their job.

**Thanks a lot.**

**Appendix F - Survey Results**







**Q 7. Do you feel the changes which were caused due to the restructure have had a negative or positive impact on employees?**

This question was asked to determine if the restructure had a negative or positive impact on employees, the author thought a open ended question was best as it was an opportunity to get a better insight from the participants as to how they felt it impacted them, from the responses that were returned some of the informative answers were:

“Yes company morale is extremely low”

“Management don’t seem to care about the employees, we understand it is all about saving costs but I think there are better ways to go about this”

“I don’t think the impact is that bad as the company took on 900 new employees as the business is growing, so for me that is a positive”

“Yes pretty average really; I would say it is mainly negative as I think there are less people so more work for those remaining”

“Absolutely negative impact, there is a perception of an I next syndrome”



“Absolutely negative impact, employees are being exploited by taking on more and more responsibilities and the workload is huge, employees are bringing work home in the evenings just to keep up with workloads, no information positive or otherwise is being shared, employees do not have a clue what is going on”

“Yes negative, pressure on remaining staff and stress”

“Positive all the way, sales and targets are reached every year”

“Negative as atmosphere and employee mood is very negative at present”

“From what I can see everything is positive”

“Negative all the way it is absolutely disgraceful, management should be ashamed”

From all of the above answers it is clear that more participants recognised that there was problem morale, what was more interesting is that most of them put the blame on management which indicates that there are serious trust problems between employees and management which is extremely hard to redeem this trust.

#### **Q 8. Do you think there is a strong morale between management and employees?**

“Morale is very low. Senior management are not managing. Even mid management are not managing also, but this is why the company is in such a bad way. Nobody takes responsibility for anything”

“There are poor relations between management and employees”

“No as the employees are not sure of when and what the steps will be just there will be more changes in the coming months”

“Happy sometimes but bitter when it is quiet”

“No morale at all”

“I don't think morale is that bad at all”

“Yes I think morale is wonderful, we are always informed what is going on and why”

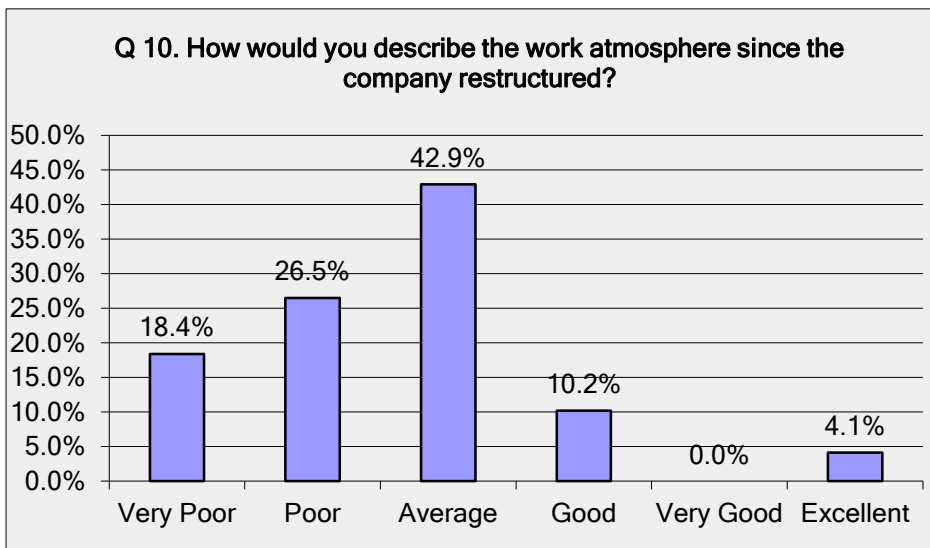
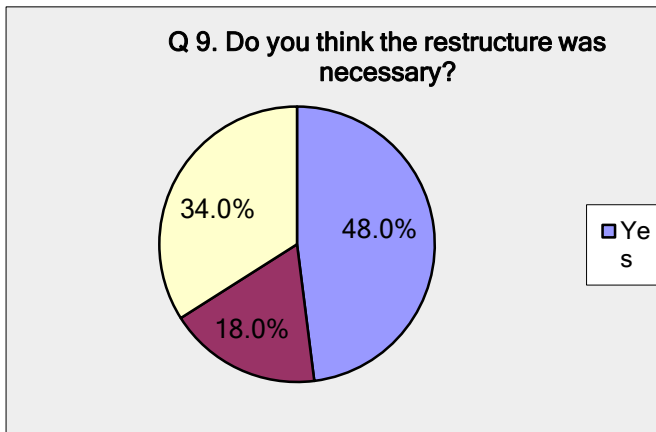
“Not at present, previously maybe but not at present”

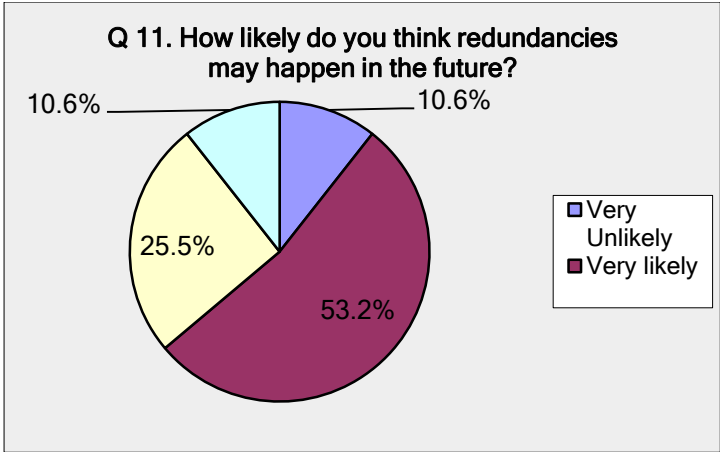
“No terrible”

“I think it is OK”

“Yes good”

There is a mixed view on morale; again it is clear to state that more participants find that morale is an issue.





**Q 12. Do you feel a restructure process may or may not happen in the future?**

This question was asked to get an idea of why people thought a restructuring process may or may not happen in the future some of the answers included:

“If they did I would like to think they are handled in a completely different way”

“I think it will happen again in the future as even though lots of people took less hours and lots of people took pay cuts plus anybody that retired or left wasn’t replaced”

“It is just a sign of the times, I believe management will implement them again”

“Staff was willing to reduce their pay and hours and redundancies still went ahead for me I believe they will happen again”

“As I work in the public sector government will need cuts from somewhere in the future”

“I believe there are some pockets around the organisation that are over staffed”

“I feel my organisation jumped into implementing redundancies too fast they could of held it off for a bit longer”

“The company is making a profit year on year so I would hope they don't happen again”

“The company needed to save costs and making people redundant and cutting costs was the right thing to do, I feel the company knows best so the time might come again for a restructure to happen”

“Yes it will happen as there are too many people doing the same job in the public sector this will have to targeted at some point”

“Yes because expenditure is always exceeding income and it is the only way of reducing expenditure”

“Yes they most definitely it will happen again and not for the good as I believe that management are key, and the company would not be in he position they are in now if management managed properly”

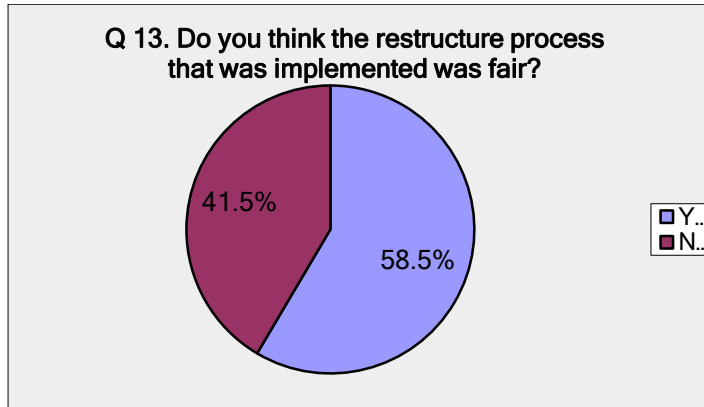
“Yes because employees are not working to their full potential”

“I don't think they will happen company is doing so well that there is no need for a restructure”

“Yes they are necessary to get back on track to meet financial targets”

“No don't think they will happen again”

This question has a mixed view the majority of people feel that a restructure process will happen again.



**Q 14. Why do you feel the restructure process was fair or unfair?**

As this was an open ended question to try and gather as much information as possible, some of the detailed answers were:

“It was unfair as it made people feel unsafe and there was no job security anymore”

“It was fair because there was not enough work for everybody”

“I felt some of it was fair and other parts were not”

“Fair as it happened at a good time anybody that was made redundant were given a good package”

“Very unfair as people were selected for redundancy based on their wage and not their skill set”

“Fair in regards to the redundancy side of the restructure as people volunteered to be let go”

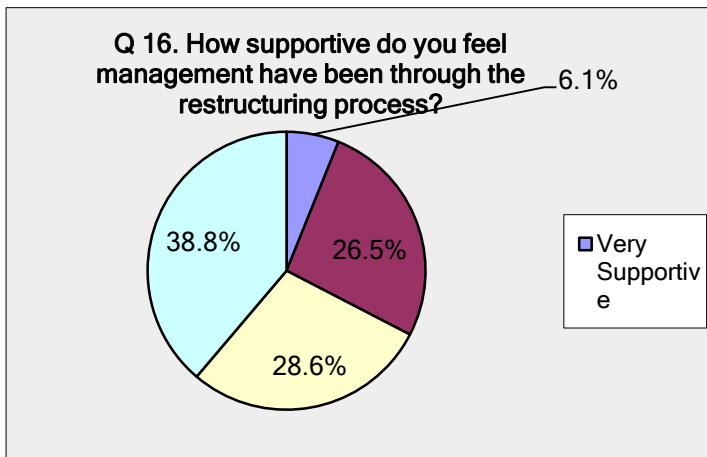
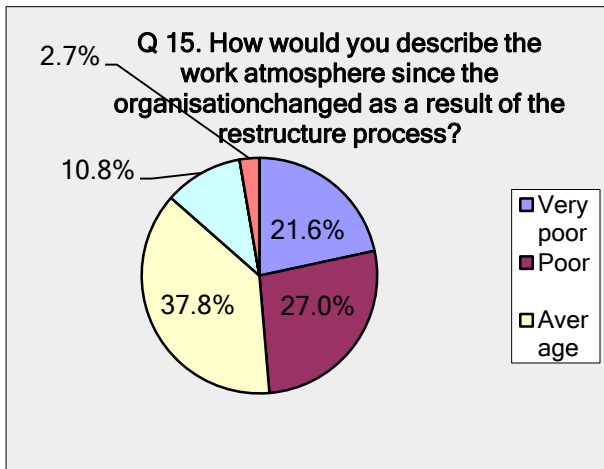
“Maybe unfair but it was needed for the company”

“Extremely unfair, as employees with the skills and knowledge of the sector were made redundant, employees are an asset, especially with the experience in the business sector”

“If the restructure process wasn’t implemented then the company would of had to struggle a lot more”

“The company downsized to much leaving the people that was left behind over worked as there was just too much work to do”

“Very unfair as the wrong people was let go”



**Q 18. Why do you feel your motivation is that way?**

“There are no loyal to any one and Chinese whispers are rife”

“The company is understaffed”

“My motivation is OK as I still get paid and that’s all that matters to me”

“We are expected to work longer hours for no extra pay”

“Because morale is terrible”

“Because I am a worker and I always give my best”

“Purely down to my own ethic and I want to do well”

“I am very happy in my job and what I do”

“I love to learn new things and I won’t learn new things if I don’t like the job”

“All down to bad management”

“The atmosphere of employees and management is so de-motivating”

“There are so much work to do because of redundancies and not enough hours in the day to do it”

“My motivation is derived externally”

“Company not being supportive my management so little or no motivation to push and grow business”

“Uncertainly for the future”

“Lack of information, management dose not seem to know what to do next”

“Lack of communication”

“Fair systems in my organisation, management always listen”

“I am always motivated”

“I enjoy my work”

“I’m glad to have a job”

“Encouragement and money”

“It is all down to bad management”

“Feel ignored by management and too much work”

“No support from management they do not talk to employees”

## **Glossary of Terms**

HR = Human Resources

HRM = Human Resource Management

IBEC = Irish Businesses Employers Confederation