The Motivation Levels of a Diverse Workforce in a Large Retail Organisation in Ireland

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Abstract

The purpose of this dissertation is to examine the phenomena of motivation in a large retail organisation. How motivated people are in their work and how to possibly motivate them more has been the subject of much research over the last century. Why people work and are motivated differs from person to person for various reasons which we will discuss in this paper. Motivation is a very important issue in business as the productivity of employees affects the bottom line and ultimately the profit of a business.

Understanding how to motivate employees is extremely important in today's world of global financial uncertainty and increasing globalisation and costs.

As Ireland has become more multicultural and this can be seen in the retail industry in particular, this paper looks at the link that diversity has with motivation of employees. The researcher will show in this paper that foreign people are motivated in a different way to the same work when compared with local employees.

The researcher examined literature on both motivation at work and the theories surrounding migrant workers and their motivations.

The researcher then looked to prove the statement that 'foreign workers are more motivated than local employees' by conducting quantitative research. This research involved analysing the data from a quantitative questionnaire of both local and foreign workers in a large retail store. This provided a primary source of data from which the researcher proved the theory.

Following on from the research, it is recommended that an analysis of different motivations in organisations be carried out in order to better manage employees and improve motivation.

In completing these tasks the objectives of this research project were met.

Declaration

The work being submitted for examination is wholly my own work and that all materials consulted and ideas garnered in the process of researching the dissertation have been properly and accurately acknowledged.

Signed_____

Date_____

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1. Introduction

1.1 The Research Structure

This chapter is the introduction which will outline the aims of the research, the reasons for conducting the research and will outline the remainder of the research. Chapter two is a review of the literature on the subject which will look at published works on the subjects of motivation and migrant motivation. This then looks at the main theories of motivation and discusses them. Next the works on the issue of migration and the motives of migrants are analysed. Chapter three is the research methodology chapter which examines and critiques the reasons for choosing the particular research methodology used in this thesis. Chapter four analyses the results from a quantitative survey of employees in a large retail organisation. These results will be analysed using bar charts and by looking at their variables. Chapter five contains the conclusions and recommendations of the research allowing a look back at the research to determine if the theory is robust in this setting. The researcher then determines if any further research needs to be done in this field. Finally, the researcher looks at the processes and methods used during the research and reflects on what could have been done differently in order to provide enhanced results and information.

1.2 Immigration

Ireland has changed over the last twenty years or so, and with the enlargement of the EU, many non Irish people are living and working here, and call Ireland their home. With this influx of foreign people into the country this has brought about a much more diverse potential workforce. This rising use of migrant workers has been well researched. (Salt & Millar, 2006). Managing diversity in an effective way would contribute to organisations meeting their goals. Managing diversity effectively in an

organisation would create a culture of equal opportunity for all, with greater understanding between people and their differences. (Kandola & Fullerton, 1996)

The concept of diversity in the workforce is an important one to investigate because of the effect this has on a company's image, productivity and staff turnover.

1.3 How People Differ

Foreign born and minority employees face many obstacles in their day to day lives. On one side language is perceived as the biggest single barrier for foreign workers. On the other hand the biggest obstacle for managers is seen as the need to stereotype people or make assumptions about them because a person belongs to a particular ethnic group. (Hammond & Keiner, 1992). Diversity is such a broad term, but could be used by just talking about people from different countries, and to the people they refer to as 'out of the mainstream'. (Thomas, D et al, 1996) When talking about diversity this therefore means people who are not part of the biggest part of society.

1.4 Motivation of Employees

Employee motivation 'foucses on decisions to initiate the effort to reach goals, exert a certain level of effort, and persist in that effort until the goal is reached' (Tjosvold & Moy, 1998, p. 147). People are motivated in very different ways and for different reasons. There are many different theories regarding motivation from one of need to that of want.

In a highly competitive marketplace, it is especially important for business that all employees are as motivated to work as possible. It will be shown in the literature review that there are many theories about what motivates people to work and many frameworks that can be used. There is no one framework that can be used in all situations; however managers should use their knowledge of individual situations to guide them in which one to use.

1.5 The Research statement

As will be shown in the literature review, migrants have a 'personality' and traits that influence the way that they work. Also there are different types of motivation and people differ in their levels of motivation. The research that we will prove is:

"Migrant workers are more motivated to work than local employees"

1.6 The Research Aims and Objectives

The aim of the research is to use all available literature in the field of motivation and migration and to collect suitable data to explore these issues further. The level of motivation could be linked to whether an employee is local or foreign born. As will be shown in the literature review, there are many theories on why employees are motivated and indeed how motivation differs between migrants and locals. The researcher will bring the reader through a deductive research method where it will be shown that the theory is the true in a given sample.

1.7 Data Collection Methods

As part of this dissertation the company, 'Company X' will be used to further investigate the issue of the work motivation of local and foreign born people. This company is a large retail organisation that has many branches nationwide. The researcher was allowed access to one of these branches that has a multicultural workforce of 60. The site provided the researcher with a pool of employees from both Ireland and abroad with which research could be conducted. This sample was good because the company employs many people that do the same tasks, so that the work itself would not be considered a motivational factor.

In order to prove the theory that migrant workers are more motivated than local employees, a survey was conducted in the branch. Due to the sensitive nature of the

research, the company wished to remain anonymous. This method of data collection was the most effective in this case as it allowed for a large number of responses to be given in a short amount of time. It also allowed the data to be analysed without prejudice.

1.8 Rationale for the Research

Establishing the levels of motivation in the branch of Company X, and the different types of motivation of its workforce allows the organisation to more effectively manage its employees and encourage them to meet their potential. Having a more motivated workforce helps an organisation to meet its goals and ultimately be more profitable. It was also hoped that the researcher would gain more knowledge and new skills on the subjects of motivation and migration.

2.0 Literature Review

2.1 Introduction

In order for organisations to be as profitable as possible and have a competitive edge, their employees need to be motivated to work. In the process of understanding differing motivation levels of employees, one needs to first research the motivational theories. The benefits of a more motivated workforce are that they are more productive, have a more positive effect on an organisation and also help to generate profits (Origo & Pagani, 2008). Indeed how motivated employees are in their work also determines the labour turnover of an organisation (Clark, et al., 1998)

This chapter goes through the main theories of motivation and what they measure. It also looks at the research carried out on migrants and their motivation.

2.2 Motivation Theory

Motivation can be defined as "an internal state...giving rise or pressure to act" (Westwood, 1992, p. 288), whereas Furnham, et al., (2009) links this with job satisfaction telling us that satisfaction at work is produced by things that motivate one. In making the decision how much effort to put into their work, employees consider the value of their effort, the liklihood of their achievement and the benefit in acheiving the goal. (Tjosvold & Moy, 1998)

Motivation of employees is very imporatnt especially during economic uncertainty as employers seek to get the most from their employees in order to maintain slim margins and remaain competitive. (Field, 2003)

Furnham, et al., (2009) explains that contemporary theories around motivation at work strive to provide a "framework" around which organisations can influence both 'drive' and 'enthusiasm' to work.

The main researchers into motivation that are relevant today include Maslow (1954) Hertzberg et al. (1954), Vroom (1964), Alderfer (1972) McClelland (1961) and Locke et al (1981). Broadly, they can be split into two – process and content theories of motivation. (Bassett-Jones & Lloyd, 2005)

Content theory by Hertzberg et al (1954) assumes that there is a complex interaction between internal and external factors of motivation. Whereas Process theory introduced by Vroom (1964) suggests that factors that are internal to an individual influence behaviour. (Bassett-Jones & Lloyd, 2005)

The researcher will now go through the three main theories Maslow, Hertzberg and Vroom.

2.2.1 Vroom's Expectancy Theory

(Vroom, 1964) Suggests that motivation is more attributed to personal satisfaction. He maintains that everyone works with an 'expectation' of reward both material and spiritual. In other words the effort put into work is commensurate to the reward at the end. A get in what you get out approach. In this theory it is important that the welfare element is explored in order that employees are motivated in their work rate and quality of output. (Vroom, 1964)

The three elements to the theory are:

1. Expectancy: Effort → Performance (E→P)
2. Instrumentality: Performance → Outcome (P→O)
3. Valence- V(R)

Expectancy is the probability that effort will be meet the company's requirements and increased effort would lead to increased performance. Instrumentality is the 'what's in it for me' motivation. People put in the effort to get a reward. Valence is the motivation that people have based on the outcome of their efforts.

This theory has been criticised for being too simplistic and not taking into account changing motivations of people over time. (Lawler & Porter, 1967)

2.2.2 Maslow Theory

Maslow established the hierarchy of needs 'based on the assumption that motivation comes from within and cannot be imposed' (Herbig & Genestre, 1997).

- Human behaviour is determined by unsatisfied needs
- Human needs exist in a hierarchy of importance
- Higher needs differ from lower needs in that they are never completely satisfied

Maslow's hierarchy of needs are:

- Self actualisation needs
- Self-esteem needs
- Social needs
- Security needs
- Physiological needs

(See appendix i for a visual diagram)

The needs start with the most basic of satisfying physical needs of shelter, food, warmth etc..The next level involves being safe and secure. Social needs are the need for friendship, love and belonging. The next level is self esteem and a sense of being able to achieve. The top level of self actualisation is one of meeting one's own full potential and the need to achieve. In Maslow's theory it is only possible to move up to the next level when the lower levels are met. In fulfilling these needs, managers can influence the performance of their employees. (Whiley, 1997)

2.2.3 Hertzberg's Process Theory

Hertzberg, et al., (1959) seminal theory tells us that there are two seperate causes of motivation - "hygiene factors" and " motivators". The hygiene factors could be described as 'needs' and the motvators the 'desires'. When our needs and desires are being realised, this makes one motivated.

Hygiene factors are:

- Supervision
- Working Conditions
- Company policies
- Salary
- Co-workers relations

These hygiene factors desrcibe the environment of a job, though one cannot be motivated by these alone according to Hertzberg, et al., (1959), but are considered important as they reduce dissastisfaction amongst employees. (Alpander & Carter, 1991)

Motivators are more related to a job itself:

- Achievement
- Development
- Responsibility
- Recognition

Herzberg suggests that by allowing employees to have recognition for achievement, allowing them to develop in their roles and by giving them elements of responsiblity that this is the foundation for motivation. (Bassett-Jones & Lloyd, 2005)

Hertzberg et al (1959) explain that improving one or many of the factors would motivate an individual and increase satissfaction; whereas reducting or removing a factor would result in a reduction in motivation. Most interestlingly they determine that money, once it is beyond a certain point, no longer provides motivation to work. There is much debate about this, however; opponents of this theory have suggested that Herzberg's results could be attributed to a range of factors. (Bassett-

Jones & Lloyd, 2005) (Whiley, 1997) Though on the other hand Furnham, et al. (2009) cites Furnham (2002) and Warr (1987) in explaining that there is still a debate in whether the hygiene factors really motivate people to work.

2.2.4 Intrinsic and Extrinsic Motivation

Origo & Pagani (2008) describe motivation as being either Intrinsic or Extrinsic:

Intrinsic Factors:

- Personal development
- Scope for creativity
- Contribute to society
- Functional flexibility

Extrinsic Factors:

- Wages
- Job Security
- Working hours
- Career prospects

Intrinsic motivation is motivation that is born out of the enjoyment of doing a task itself without the need or desire for reward.

Extrinsic motivation is performing to gain an outcome or a reward.

2.3 Measuring Motivation

Perception of Jobs

O'Reilly, et al., (1980) explain that people differ in the way the jobs are perceived even when jobs remain the same. This suggests that individuals must have some influence themselves on their own motivation beyond what an organisation prescribes or intends.

In order for workers to be motivated one needs to consider the issue of the psychological contract. Schein (1965) explain that this "captures a variety of largely unwritten expectations and understanding of the two parties... about their mutual obligations". Morgan & Finniear (2009) cite Herriott, et al. (1997) in explaining that the expectation of the employee in an organisation largely affects their 'attitudes, feelings' and ultimately their motivation to work.

The psychological contract itself is seen as a two-way street whereby job security and fair treatment is responded to with loyalty and commitment. (Morgan & Finniear, 2009) (Burchell, et al., 2002) On the other hand, breaches of the psychological contract increase levels of insecurity and result in a reaction from the employee of anger, resentment and de-motivation. (Morgan & Finniear, 2009)

In order to be able to improve motivation at work it is important to establish what motivates the employees. The best way to do this is to ask them on a regular basis. (Whiley, 1997) Through doing this, it is possible to establish exactly what the needs and desires are of the employees, helps in the future design of roles and their thought can be taken account of when designing business plans.

Interestingly, when determining the motivation of staff, Wessler (1984) tells us that managers should consider what motivates them first as it is likely to be similar.

Whiley (1997) conducted a survey of employees asking them what factors motivated them the most:

The top 5 are:

1. Good wages
2. Full appreciation for work done
3. Job security
4. Promotion and growth in the organisation
5. Interesting work

These are similar to the Hierarchy of Needs. When considering pay – this alone could cover many of the hierarchy of needs by allowing people to buy things, but also fulfilling their self-esteem; in other words getting paid well makes you feel that you are worth something and are performing well in your career. (Whiley, 1997)

2.4 Migration

Migration can be involuntary due to wars or natural disasters, but is more often voluntary due to the desire for economic improvement. This is why migrants are largely found in developed countries. (Tharmaseelan, et al., 2010) (Boneva & Frieze, 2001) The main motivation for migration is economic, though people also emigrate for humanitarian and social reasons too. (Devine, et al., 2007)

Migrant labour is "all those who migrate for employment reasons including all those who migrate for work". (Athukorala, 1993) It is estimated that 3% of the world's population (200m people) live in a country other than where they were born (International Organisation for Migration;, 2009) - such as 19% of the population of Canada, 13% in USA, 25% in Australia, 20% in New Zealand. What has changed more recently though, according to Morgan & Finniear (2009) is the government support for labour movement. This can be shown by regulations such as the EU regulations for the freedom of movement of EU citizens. This has many implications in particular for some of the wealthier EU countries that are attracting workers from the less well off EU countries. As the EU effectively has an open internal market in labour, Morgan & Finniear (2009) cites Debra (2002) in explaining that migrant labour is welcomed in periods of low unemployment though this changes when economies struggle.

Immigration researchers describe a 'push' and 'pull' scenario where "demand pull factors that draw migrants into industrial countries, supply-push factors that push them out of their own countries, and networks of friends already in industrial societies who serve as anchor communities for newcomers". (Martin, 1993, p. 4)

The careers immigrants take up in their new country depend largely on their lives in their home country. For example the qualifications they achieved their careers successes and how motivated they are. In their new environments, immigrants face many challenges – legislative, societal and organisational. (Tharmaseelan, et al., 2010) In addition, many migrants from developing countries into developed countries use their home country as a benchmark and are therefore more likely to accept lower wages and working conditions than local employees and indeed in some cases below what is legally acceptable. (Taylor & Finley, 2010) (Morgan &

Finniear, 2009) Migrants also have difficulties in having their foreign work experience and qualifications recognised and find themselves having to return to education in their host country and start at entry level positions. (Zikic, et al., 2010)

The majority of the world's workers that travel to other countries are unskilled. (Martin, 2006) (Taylor & Finley, 2010) (Morgan & Finniear, 2009) The motivation for these people to emigrate is financial as the difference in unskilled salaries is far greater than the difference between skilled salaries. That said, increasing numbers of well educated, professionals are entering the UK labour market yearly. (Morgan & Finniear, 2009) (Begley, et al., 2008)

In order to overcome these constraints, immigrants need to be extremely motivated in their work and may need to push harder, get more qualifications and plan their careers more effectively. Indeed many developed countries have negative stereotypes about developing countries and people who emigrate from them. Such assumptions include thinking that they are less educated or able to do the same jobs. This results in a 'brain waste' were immigrants perform jobs that they are over qualified for. (Tharmaseelan, et al., 2010) There is a considerable mismatch in many cases between the career experiences of migrants to the work that they end up doing in their host country. Many migrants end up doing low skilled work for which they are over qualified and educated for. (Forde & MacKenzie, 2009) (Bhagat & London, 1999) For example people who are skilled or semi skilled may find themselves working in low skilled work such as bar work, retail sales etc. As a result of this many migrant workers end up being under utilised in their roles in their host country. (Devine, et al., 2007)

According to Biemann & Andresen (2010) many international workers move countries at a young age and may move jobs more frequently than local employees. The motivation immigrants have for moving country and indeed their motivation to succeed in their new career can be attributed to their want for better careers, an improved quality of life for them and their families and dependant on the country they come from possibly a better economic and political situation. (Zikic, et al., 2010) The career outcomes of immigrants may be totally different to that of locals. For some they may be focused on survival or making a better life for their family, for others, they may have longer term career goals. (Bhagat & London, 1999)

Immigrants tend to be at a disadvantage in a new country in terms of understanding political and cultural norms. Minor challenges and interactions in work life can be stressful for new immigrants. (Bhagat & London, 1999)

Migrant work attitudes can change over time. It is possible for example that some migrant workers are simply in a new country to earn money and ultimately go back home. This of course helps to determine their work experience in their host country. In addition, for those that settle down in their new state, their willingness to work for lower wages will reduce, especially when the migrants become settled into communities in their new country. (Forde & MacKenzie, 2009)

2.5 Migrant's Work Motivation

Individuals that go through a 'boundary-crossing experience' are driven by their motivation to succeed. It is people with this type of personality trait that have the motivation to succeed. These are the people that take advantage of opportunities and are therefore more driven than people that do not cross boundaries. (Zikic, et al., 2010) Many organisations cite this as an advantage of hiring migrant workers and experience employees that have a high level of motivation in comparison to labour sourced differently. (Forde & MacKenzie, 2009) Organisations have learnt from this and position themselves to attract migrant workers. They are also seen as being more reliable and innovative. (Devine, et al., 2007) Firms have identified that migrant workers tend to be more committed, are more flexible, cost less and have a stronger work ethic than compared with local employees. (Forde & MacKenzie, 2009) The expectation of employers is that migrant workers are highly committed as they are motivated to learn English, integrate into their new country and want to earn as much money as possible to be able to send money home to their native country. (Dench, et al., 2006) Many employers enjoy having foreign workers and they describe migrant workers as calling in sick less often and working longer hours. (Devine, et al., 2007)

Stereotyping can become self-fulfilling, both positive and negative. Employers see migrants as harder working than local people.(Page, 2009) Whereas the negative stereotypes of local people with regards to entitlement creates a negative stereotype

of them. The self-fulfilling stereotype is probably more effective in its negative sense, but ultimately it shows the difference between the two. One of the reasons that migrants show more commitment to their employers is that of insecurity. (Khan, et al., 2010) Indeed in some countries, recent migrants are excluded from welfare systems, thereby increasing their motivation to work.

Many migrants leave their country with a specific plan in mind and goals to earn money or to get experiences. (Forde & MacKenzie, 2009) These people leave their jobs when they have reached their target. Even when immigrants have a positive perception in a new country, many immigrants maintain ties with their communities and maintain their original culture including speaking their native tongue outside of work. (Bhagat & London, 1999) This shows that when immigrants aculturise themselves in a new country, they do not totally give up their native culture. Job satisfaction has been shown to contribute to how well immigrants adjust to their new life. (Berman, 1981)

This is echoed in Forde & MacKenzie's (2009) study in the UK that showed that the majority of their respondents who were migrants cited earning money, as much money as possible in as short a space of time as possible was their primary motivator. Many migrants are highly motivated to work hard and long hours. This explains the take up of lower skilled work than they were qualified for in many cases.

Individuals that emigrate possess different 'characteristics' in comparison to those people who stay in their own country. People that move countries tend to be more highly motivated to work and achieve more than people who stay in their country of birth. (Boneva & Frieze, 2001). Those for which work is more important to them are more likely to move to more affluent countries in comparison to those who do not see work as big a part of their lives. (Fassmann & Munz, 1994) The desire to emigrate compared to the desire to stay is attributed to the increased motivation and desire to work. (Boneva & Frieze, 2001) McClelland (1985) tells us that high and low levels of work motivation in a country are associated with increased or decreased economic development. High achieving people in a developing economy find it difficult to progress in their careers and are therefore more likely to emigrate. This has been coined the 'brain drain'.

There is some evidence to suggest that economic and socio-environmental factors are not always the full reason to why people emigrate. There must be more to the rationale than this. If this was the case then there would be mass emigration from some countries to ones that offer open door migration policies which is not always the case. Therefore these factors create the 'conditions' for wanting to leave, though 'desires' are based on the choices made by the individual. These choices are down to individual 'personality' (Boneva & Frieze, 2001)

There is empirical research that has shown that some people are more disposed to emigrate regardless of economics such as Jennings (1970). Also Morrison & Wheeler (1976) explain that some people have a propensity to migrate and continue to do this. This is reinforced in studies by Kupiszewski (1996). Neuman & Tienda's (1994) research finds that people that migrate are more likely to migrate again. This shows that migrants have a propensity to migrate and this is part of their personality. McClelland (1985) shows that 'achievers' are people who are not satisfied which the same routine and these people become 'restless' and tend to move. From this one can see that people motivated to achieve are likely to move in order to find better opportunities. Tharmaseelan, et al. (2009) proposes that the pre-migration motivations that brought the migrant to the host country can determine their career motivation.

In their study, Tharmaseelan, et al. (2009) determines that there are five main factors in immigrants' decisions to emigrate:

- Exploration
- Escaping
- Family building
- Financial betterment
- Career building

2.6 Conclusion

The purpose of the literature review was to determine the theories that have been formulated on motivation and migration. Whilst there is much theory on the subject, there is still scope for more. The research does not fully explore to what extent migrants are motivated when compared to local employees in the same organisation.

There is no single all encompassing theory of motivation that can be valid for all situations. The different theories we have discussed show that there are many factors that affect the motivation of employees. What we have established is that motivation can be measured using many factors that are considered intrinsic or extrinsic and worker's motivation can be linked to Maslow's Hierarchy of Needs.

In addition, it must be pointed out that everyone does not have the same personality and we cannot suggest that all immigrants have the same personality. What we can see, though, is the types of people that emigrate are people that are highly motivated to work and are less family-centric. From this, the researcher has shown that there is considerable research to suggest that migrants are more motivated to work than local people.

3.0 Methodology

3.1 Introduction

Business research is about "the process of collecting and interpreting the information needed for managers to make sense of what is going on within their organisation and in its environment. This allows them to make effective decisions and actions." (Cameron & Price, 2009, p. 4)

A retail setting was chosen as the target for the research. As the researcher demonstrated in the literary review, many migrants are both low skilled and skilled workers. The retail sector employs both these types of people. This section will describe the methods of research used in order to research the topic and collect the data necessary to prove the aim of the project. Through researching the literature around migration and motivation, one can see the effects of what we have found in the workplace. This chapter illustrates how the research was designed and carried out.

The main objectives of this research project are to prove the theory that motivation is linked to diversity and 'migrants are more motivated to work than local people'. This will be done through researching employees of a large retail organisation.

3.2 The Research Methodology

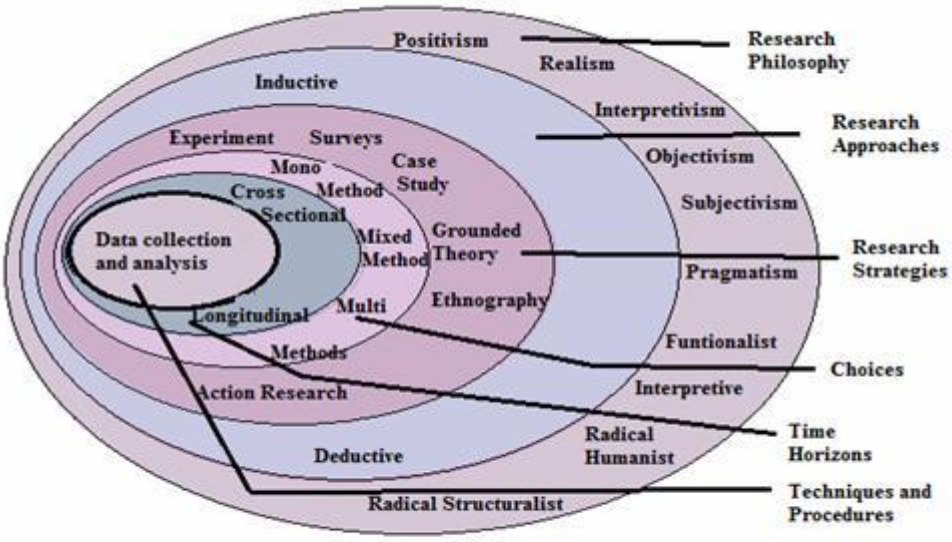

Figure 3.1

Source: Saunders *et al., (2009)*

(Saunders, et al., 2009)

The framework used in this research paper follows the 'research onion' process that was developed by Saunders et al (2009) (see above). This framework helps us to analyse and develop the methodology.

The research philosophy forms the outer part of the onion. In this case the author is conducting a positivistic study, investigating a phenomenon that the author has shown from the literature research to be true and will be affirmed with a quantitative survey. The next layer is the research approach. In order to conduct the research, there are two approaches that could be taken – deductive or inductive research.

Inductive research is a "bottom up approach" where research goes from "observation, categorization and association, and in so doing give us constructs, frameworks and typologies which lead to models" (Carlile & Christensen, 2005). It involves developing theory from the observation of phenomena. (Cameron & Price, 2009)

Deductive research is a 'top down' approach whereby one tests a hypothesis that has been formulated (Carlile & Christensen, 2005). This is most often done by comparing the data with a test in a different setting to prove its validity. (Cameron & Price, 2009)

This involves developing a theory which is then subject to testing in a real life setting. Dependant on the results of this test, the hypothesis is either proved, or may need to be amended due to the results of the test.

This research project employs a deductive approach to the research. This is because the researcher is starting with a theory to prove; therefore the deductive approach is the most suitable.

The next layer is the research strategy involving quantitative or qualitative methods. Quantitative methods of data collection involve data that is numerical or data that can be coded numerically. Qualitative data is data that represents "feelings, thoughts, ideas, /understandings, and non numerical data" (Quinlan, 2011, p. 105) The researcher is testing a hypothesis in a real life setting using a survey which indicates quantitative methods. This is also a favoured method of proving a hypothesis. (Cameron & Price, 2009) From completing the literary review, the researcher found that this is the favoured method of research in this field.

The next layer of the onion is the choices of research method. These are mono, multi or mixed methods. In this case one method of research is used, being a quantitative survey. This allows data to be collected from many people in a short period of time. It also allows the data to be analysed easily through graphs and numerically.

Time horizons is the next layer and this gives options of longitudinal or cross sectional. As the research question is not about changing motivation, just about the current state of motivation in the company, this is a cross sectional study.

Finally the last layer of the onion is data collection and analysis. For this research paper the primary data used is the online survey that was completed in a branch of company x. Secondary data was also used in the preparation of both the research question and the literary review. This secondary data came from sources such as books, online journals and papers.

3.3 Population of Study

The researcher chose company X within which to complete the research. The company allowed access to the employees into one branch only and did not want to be named in the research paper due to the sensitive nature of the results of a quantitative survey of its employees. This branch has a population that is very diverse, with approximately 40% of the employees coming from outside Ireland.

Being a retail organisation, the majority of the employees perform similar tasks and therefore this would not affect their motivation. The branch is relatively new, it is only five years old, so that there would be less of an impact on motivation between people of longer service compared to newer members of staff. As the literary review has shown, many migrants are both skilled and unskilled. The mix in the branch reflects this and this is a good place to test the theory.

3.4 Sample and Sampling Method

A sample is a "subset of the population" (Quinlan, 2011, p. 143). It is important that a sample is established from which to validate the phenomena. It would be impractical to be able to collect data from the whole population. Therefore a decision must be made in finding a suitable sample from which to complete the survey. The decision was made to complete the research in a large retail organisation with a diverse demographic as this involves many people that complete the same tasks.

The population of Customer Assistants in the branch is 58. All of them were invited to take part in the survey in order for it to be as accurate as possible in this setting. The focus on this study is the motivation of local people vs. foreign people. In this sample there is a good mix with 23 foreign workers and 35 local employees. Ideally we should be taking a true random sample of people working in many large retail organisations in order for the sample to be representative. (Thomas, 2009) Given that we are only surveying people from one branch, this lead us to believe that this is

a convenience sample. A convenience sample will provide us with distorted results only relevant to one population of people, not the general population.

3.5 Data Collection Methods

Data in a research project are "information or evidence gathered in order to prove a research hypothesis." (Quinlan, 2011, p. 5). There are two types of data collection – primary data and secondary data.

"Primary data is data you gather for yourself, secondary data has been gathered by others" (Cameron & Price, 2009, p. 209). The secondary data for this project has been collected already and has been described in the literary review. There are many methods of collecting primary data including observation, one to one interviews questionnaires, scales etc (Quinlan, 2011). This research project, as already stated involves a deductive approach to research involving a quantitative survey of employees.

Questionnaires are among the most widely used forms of data collection (Quinlan, 2011), they are highly structured and can facilitate large numbers quickly. (Quinlan, 2011). (Cameron & Price, 2009). Questionnaires facilitate gathering the data necessary from 58 people in a relatively short time frame. The research question is very specific; in terms of we are looking to replicate the theory that foreign born people are more motivated in work than local people. Therefore it is appropriate to gather the data on motivation for both foreign workers and local people in order to analyse this.

The survey questions used are endorsed by the American Psychological Association and determine the motivation at work using a scale. They have been researched and their accuracy has been proven. This particular survey is made up of closed questions to which the respondents answer by replying on a scale of what they believe.

(see Appendix ii)

The questionnaire was based on a format set up on Google docs and distributed to the employees by allowing them access to the survey during work time. In order to

gain the co-operation of the employees and their managers in completing the survey, the number of questions asked was kept to a minimum and only relevant questions were asked in the survey. The advantage of completing the surveys in this manner was that the results were instantly available once the surveys were completed.

The survey was kept deliberately short and involved only questions that were necessary to provide the accurate results expected. This meant that participants would not lose interest in the survey and would see each question as being relevant and not unnecessary.

The employees were first asked whether they were local or were born in a foreign country. This question is crucial as this determines what category the responses go into. They were then asked 12 questions that measure different types of motivation in work. Each question requires a response in terms of giving a score out of 7 where 1 corresponds to 'not at all' and 7 corresponds to 'exactly'. This is known as a 'Likert scale' which is widely used to measure the type and strength of attitudes. (Quinlan, 2011) This enabled the researcher to analyse the results and determine which types of motivation are more evident in local vs. foreign workers.

The questions are designed to measure four types of motivation: intrinsic motivation, identified regulation, introjected regulation and external regulation. (Gagne, et al., 2010). In order for each type of motivation to be measured equally, the different types of questions were split up in the survey in order to ensure that that the responder wasn't focused on one type of motivation or another. Differential scales are ones that have two views at opposite ends and a scale in between for people to select from. This scale encourages people to select at which end their preferences are and by how much. (Cameron & Price, 2009)

A pilot testing of the survey was completed with four people before starting the survey. Conducting a pilot has many advantages such as to be able to "refine or modify research methods or to test out research techniques," (Thomas, 2009) before the survey is used on a live audience. It was also important to ensure that the questions asked were easy to understand and was relevant. In order for a survey to be understandable, language used should be kept simple. (Cameron & Price, 2009)

The responses yielded the results expected and the pilot audience were able to answer the questions and felt that they were written in a very clear form that was easy to understand. From this it was determined that the quantitative survey was suitable to obtain the necessary data.

The survey questions:

- Because this job affords me a certain standard of living (Extrinsic)
- Because I have to be the best in my job, I have to be a 'winner' (Introjected regulation)
- I chose this job because it allows me to reach my life goals (Identified regulation)
- Because I enjoy this work very much (Intrinsic)
- Because it allows me to make a lot of money (Extrinsic)
- Because my work is my life and I don't want to fail (Introjected regulation)
- Because this job fulfils my career plans (Identified regulation)
- Because I have fun doing my job (Intrinsic)
- I do this job for the pay cheque (Extrinsic)
- Because my reputation depends on it (Introjected regulation)
- Because this job fits my personal values (Identified regulation)
- For the moments of pleasure that this job brings to me (Intrinsic)

The questions refer back to the theory the researcher has covered in terms of Maslow's Hierarchy of Needs and also intrinsic and extrinsic motivation in work. By referring back to the research each response can be assessed.

In order to maximise the response rate of the survey, the researcher wrote personalised letters to all of the staff in the branch explaining the purpose of my research, what the questionnaire involves and my assurances of the survey results being anonymous. The data gathered enabled the researcher to look at the different types of motivation that the employees have and to distinguish between local and foreign people. From this the results can be analysed to understand what the differences are and why they exist. Completing this questionnaire as the primary source of research is a feasible way of gathering data and achieved the highest

possible response rate and the most accurate data were obtained as the survey was anonymous. That said, there are limitations of completing surveys. The response rate of the survey is unpredictable and there is no incentive for people to complete the survey in a timely manner. (Cameron & Price, 2009)

3.6 Issues of Validity and Reliability

The measurement of validity is the degree to which the research project measures what it intends to measure and whether the views are measured consistently. (Quinlan, 2011) (Collis & Hussey, 2009) The validity of the research project lies in the data collection methods used. In the case of this research project deductive methods were used to prove a phenomenon exists. This has been done through research of the subject from literary sources and through a primary data survey. The survey used is one that has been produced and tested by the 'American Psychological Society' and has yielded proven results in measuring motivation in work. These are the correct data methods for this study.

The populations involved in the primary data are the largest possible given the confines of this research project as everyone in the branch was invited to complete a survey. Due to business constraints the researcher was only allowed access to one store and the company's name was not allowed to be used in order to retain the anonymity of the research and its findings.

Reliability is the measure of how different results of a test would be if completed again; if the results are the same, then the test is reliable. (Thomas, 2009) (Collis & Hussey, 2009) The reliability of the results is dependent on the honest answers given by the respondents in order that the conclusions remain valid. There are many factors that might affect this including their interest in completing the survey, ethics in terms of if they believe in the integrity of the security of the information they are providing and their relationship with their manager.

Another consideration in the reliability of the data provided is the limitation of the literature reviewed on the phenomena due to time constraints and the limited resources available from the college library. The researcher already established that

motivation can change over time and does not always remain the same. Therefore if the survey is repeated we may not always guarantee that the results will always be the same.

However, the survey is well constructed and the subject matter has been well researched for the purposes of this paper, the population used is the largest possible in terms of gathering primary data. Therefore, on balance, as it stands, the case study remains valid considering if it is repeated again now the results would be the same.

3.6 The Limitations of the Research

The research has been completed with much detail and accurate as possible. Though there are limitations to this study. Limitations are "weaknesses or deficiencies in the research" (Collis & Hussey, 2009, p. 125)

Firstly, the literature research completed does not contain a global view on migration; rather the researcher was bound by time constraints and the resources available from the college library. Therefore only a small proportion of the available perspectives were used. The primary research is analysed assuming honest responses have been given from those surveyed. Whilst everything possible has been done to increase the likelihood of receiving accurate results from the survey, there is no guarantee. The survey was conducted in one workplace only, using a small sample of people. This was a convenience sample and cannot be taken to reflect society as a whole. The results from the survey are only relevant to that workplace only.

3.7 Ethics

The ethical issues in this research project are significant. The survey questions are on an individual's motivations to work. In order that the responses given are honest, assurances must be given that they survey will remain anonymous and not used on an individual or a team basis.

The survey questions themselves are not highly personal or commercially sensitive which helps to facilitate a more honest response. To highlight this to the participants, a personalised letter was drawn up to each individual before the consented to completing the survey. This letter outlined that the survey was totally voluntary, that the responses were anonymous and that a sufficiently large sample was being taken so that a team of people could not be identified by the results. (see appendix iii)

In addition, the other ethical consideration was to the managers of the employees taking part in the survey. To address their concerns, the researcher made the commitment to them also regarding the size of the population used and that a spread across the branch would be surveyed in order that a particular team wouldn't be identified as motivated or not, which could reflect on them.

Informed consent is necessary and the participants need to know to what they are agreeing to in terms of participating in the research (Thomas, 2009). In order to do this, the researcher drafted a letter to accompany the survey. In this letter, the nature and the purpose of the research project was explained, and assurances were given about the information they were supplying and the confidentiality of the responses. It was explained that the data, once used would be destroyed and gave them my details in case they have any further questions or would like to read output of the research, once completed. Having anonymity and confidentiality should increase the response rate and honesty in the answers. (Collis & Hussey, 2009)

The survey was presented in a manner that was without any technical language that could be easily understood and used a programme 'Google docs' on the internet that is widely used and trusted.

All participants had the choice whether to take part in the survey or whether to decline. The survey was anonymous and their decision to complete the survey would not reflect on them in any way. There were no monetary incentives or otherwise in completing this survey which could bias results. (Collis & Hussey, 2009)

An opt-out approach was used that assumed that all participants would agree to the survey. The reason for this is as the topic of the study is motivation to work. People that opt in are more likely to be the more motivated ones than compared to the ones opting out of a motivation survey. Therefore the results could have been skewed. Thomas (2009) recommends that the opt out approach is used as the default approach when the risks are low to the participants.

4.0 Data Analysis

4.1 Introduction

The aim of this chapter is to look at the findings from the research conducted as a result of the research methodology. A survey was completed with 58 employees from one branch of company X. Four employees were selected to complete a test pilot to determine if the questions would be easily understood and relevant. Of the remaining employees, 40 responded to the survey and completed same. The survey was made up of a question to determine their nationality – this determined whether they were local or migrant workers. The rest of the survey was made up of 12 questions carefully designed to measure their motivation at work.

The aim of the survey was to ask questions of the respondents to determine their level of motivation to work. This will prove that the migrant workers in the branch are more motivated to work than the local employees. As the survey used a Likert Scale, every question was graded from 1 (Not at all) to 7 (Exactly). The breakdown of the result can be seen visually (in appendix iii).

The analysis methods of the data collected the researcher chose to use are:

• bar charts

• central tendency summarised by median and mode

• variability summarised by range and inter-quartile range

These are the most appropriate ways of analysing this type of individual questions with responses on a Likert scale. (Bertram, 2013)

Each question will be broken down and discussed and compared between the results for the local employees and the migrant workers.

4.2 Analysis of Surveys

There are 58 employees in the branch, of these there were 4 people selected to perform the test surveys. Of the remaining employees, 40 completed the survey.

Ratio of migrants vs. local employees from the surveys is :

Nationality	Surveyed	Total in Branch
Irish	27	40
Other	13	18
Total	40	58

4.3 Intrinsic motivation

These questions were designed to measure the intrinsic motivation of employees to work. Intrinsic motivation is "doing something for its own sake because it is interesting and enjoyable" (Gagne, et al., 2010, p. 629)

Because I enjoy this work very much (Intrinsic)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**5**	**2**	**12**	**6**	**2**	
%		**19**	**7**	**44**	**22**	**8**	
Other		**1**	**3**	**4**	**2**	**3**	
%		**8**	**23**	**31**	**15**	**23**	

Irish workers

From this question, the vast majority of Irish workers in the branch respond to say they are doing their current job because they 'moderately' enjoy their work, representing 44% of respondents. 22% of respondents 'strongly agree' that they like

their work and 7% agree ‘very strongly’. There was a diverse range of responses from ‘very little’ to ‘very strongly’ and inter-quartile range is ‘a little’ to ‘strongly’. No one responded that the ‘exact’ reason they are doing their job is because they enjoy it. That said, 26% of those surveyed only saw enjoying their work playing a small part in why they are in this workplace. The majority of Irish people in branch therefore feel, according to the survey, that enjoying their job is a factor in why they are working there.

Migrant workers

The results from migrant workers are more evenly spread, though the responses also ranged from ‘very little’ to ‘very strongly’. The most common response to the question (31%) came out that enjoying work ‘moderately’ affects the reason why they are doing their current job. Outside of this 30% of migrant workers felt that enjoying their work effected their decision ‘very little’ or a ‘little’ and 38% said that enjoying their work affected their decision ‘strongly’ or ‘very strongly’. This tells us that many of the migrant workers have very different motives in their workplace at the moment. Splitting it down the middle, half seem to have chosen this particular workplace because they enjoy the work and half do not see the enjoyment of work as a strong factor in choosing their workplace.

Because I have fun doing my job (Intrinsic)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**4**	**3**	**2**	**6**	**3**	**9**
%		**15**	**11**	**7**	**22**	**11**	**34**
Other			**4**	**2**	**2**	**4**	**1**
%			**31**	**15**	**15**	**31**	**8**

Irish Workers

The responses ranged from 'very little' to 'exactly'. The median response was 'moderately/strongly'; whilst the most popular response for Irish people in the store to this question is that having fun in doing their job 'exactly' is the reason they are doing it. 34% of responses describe being fun is 'exactly' the reason, with 'strongly' and 'very strongly' together representing another 33%. This leaves 33% for 'moderately' or less. This shows that the vast majority of Irish people in branch see having fun at work as a major reason for working there.

Migrant Workers

Migrant workers in the store give a more evenly distributed response to this question, the most popular answers being 'a little' and 'very strongly', though the median response was 'strongly'. This shows that many of the migrant workers have differing experiences in work. Approximately half are working there partly because they are having fun, whereas 46% of them indicate that having fun in their jobs can only be considered 'a little' or 'moderately' the reason for them doing their present jobs.

When comparing the local employees to the migrant workers, we can see that only 8% of migrants are 'exactly' doing their job because of the fun element of the work, whereas 33% of Irish people in the branch are there 'exactly' because they find that they are having fun whilst they are in work. This represents a huge difference between the two samples.

For the moments of pleasure that this job brings to me (Intrinsic)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**4**	**2**	**5**	**7**	**2**	**7**
%		**15**	**8**	**19**	**25**	**8**	**25**
Other		**2**	**3**	**2**	**4**	**2**	
%		**15**	**24**	**15**	**29**	**15**	

Irish Workers

Looking at the Irish people, there was a very large range of responses – from 'very little' to 'exactly' and the inter-quartile range went from 'a little' to 'very strongly'. This question gives a median response of 'moderately/strongly', whereas the most popular responses were 'strongly' and 'exactly'. When asked if they are doing their current job for the moments of please it gives them, 78% of the Irish respondents find that they are doing their job because it gives them pleasure, either 'moderately' or more. Whereas 23% of respondents felt that bringing them pleasure only effects 'a little' or less why they are doing their current job.

Migrant Workers

Whereas, for the migrant workers the results are again like the last question more evenly spread – the range went from 'very little' to 'very strongly', giving an inter-quartile range of 'a little' to 'strongly'. No one responded to say that their job 'exactly' gives them pleasure and that is why they are doing it. The most popular response in this case is 'strongly', 38% of them found that the pleasure that their job brings them accounts for a reason they are doing it. 38% of them found that it affects them 'a little' or 'very little' and 24% responded 'moderately'.

Comparing the local employees and migrant workers we can see that the Irish workers find that bringing them pleasure has a greater influence on them performing a particular role than migrant workers. Migrant workers in the store have a more mixed view with the results split; half saying that they are motivated by their job

bringing them pleasure and half indicate that bringing them pleasure doesn't really motivate them.

4.4 Identified regulation

The following questions measure identified regulation. This is "doing an activity because one identifies with its value or meaning, and accepts it as one's own" (Gagne, et al., 2010, p. 629) Identified people commit to activities based on their personal goals.

I chose this job because it allows me to reach my life goals (Identified regulation)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**1**	**7**	**3**	**7**	**6**	**2**
%		**4**	**27**	**12**	**27**	**23**	**7**
Other			**1**	**1**	**8**	**2**	**1**
%			**8**	**8**	**61**	**15**	**8**

Irish Workers

When looking at the Irish staff, the results are quite mixed and spread across the scale. The range goes from 'very little' to 'exactly' and the inter-quartile range is 'a little' to 'very strongly' with the median result being 'moderately/strongly'. The most popular responses to whether allowing them to reach their life goals is a main reason for them in their current job is both 'a little' and 'strongly' with 27%. However when we look at the spread of responses, the majority (56%) tell us that the reason they are doing their role is 'strongly', 'very strongly' or 'exactly' influenced by their life goals.

Migrant workers

In terms of the migrant workers, the results have a large range and go from ‘a little’ to ‘exactly’ with the inter-quartile range being from ‘moderately’ to ‘very strongly’. The responses though, are more focused on the ‘stronger’ motivation side. The median result is ‘strongly’ and the inter-quartile range is ‘moderately’ to ‘very strongly’. The most popular response (61%) is that they are ‘strongly’ motivated in doing their role because of their life goals. 85% of the migrant workers give the reason they are doing their role is ‘strongly’, ‘very strongly’ or ‘exactly’ influenced by their life goals.

This shows that both Irish workers and migrant workers are motivated to work in the branch because it helps them to reach their life goals. However one can see that there is a large difference in the levels of motivation, with the vast majority of migrant workers being ‘strongly’ motivated by this in comparison with a little over half of the Irish workers. Therefore the migrant workers consider their work helping them to reach their life goals as a motivation for working.

Because this job fulfils my career plans (Identified regulation)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**1**	**2**	**11**	**5**	**5**	**3**
%		**4**	**7**	**41**	**18**	**18**	**12**
Other		**1**	**5**	**1**	**1**	**4**	**1**
%		**8**	**38**	**8**	**8**	**30**	**8**

Irish Workers

When we looking at the results of the Irish workers' there are a large range of responses from 'very little' to 'exactly' with the inter-quartile range being from 'a little' to 'very strongly' The median result of this question being 'moderately/strongly'. This shows that there are a wide variety of opinions on whether fulfilling their career plans is a reason for doing this role amongst Irish people in the branch. The most popular response on the survey was 'moderately' scoring 41% of the result. However when looking at the trend, we can see 48% scored either 'strongly', 'very strongly' or 'exactly'. When added this to the 'moderately' score one can see that an overwhelming majority of the responses have indicated that career plans plays at least some part in their motivation to work in this business.

Migrant Workers

Looking at the migrant workers, the results are a bit different, they are spread and have a large range from 'very little' to 'exactly' and inter-quartile range is 'a little' to 'very strongly'. The median result is 'moderately/strongly', with the most popular response being 'a little'. There is a divide in the responses with two extremes in the trends, 38% of responses are 'a little' and 30% 'very strongly'. This population is divided in whether a career plan motivates them to work in company X.

When comparing the two sets of results, the majority of Irish people in the branch find that having a career plan motivates them to work there, whereas the migrant population is divided – half of them are motivated by this and half not so much.

Because this job fits my personal values (Identified regulation)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**2**	**2**	**10**	**5**	**5**	**3**
%		**7**	**7**	**37**	**19**	**19**	**11**
Other		**1**	**1**	**5**	**5**		**1**
%		**7**	**7**	**39**	**39**		**8**

Irish Workers

Looking at the Irish workers responses there is a large range from 'very little' to 'exactly' and inter-quartile range is 'a little' to 'very strongly'. This shows that there are mixed opinions on this. The median result is 'moderately/strongly' and the most popular result is 'moderately'. The trend on this result is high with 49% of responses being 'strongly' or more. This shows that the Irish people in the branch are somewhat quite to work because their job fits their personal values.

Migrant Workers

When looking at the migrant worker results there is a similar picture, though no one scored 'very strongly' The range and inter-quartile range are the same for Irish people, with the most popular score being for both 'moderately' and 'strongly'. The trend on this result is for a high score with 47% for strongly or above.

In this case the results are similar for both the Irish workers and migrant workers. It is clear to see that both populations are motivated in their current job because it fits their personal values.

4.5 Introjected regulation

The following 'introjected regulation' questions refer to 'the regulation of behaviour through self-worth contingencies such as ego-involvement and guilt. Introjected people engage in behaviour or commit to an activity out of guilt or compulsion.' (Gagne, et al., 2010)

Because I have to be the best in my job, I have to be a 'winner' (Introjected regulation)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish			4	1	14	8	
%			15	4	52	29	
Other		2		1	4	2	4
%		15		8	31	15	31

Irish workers

The responses from the Irish people in the branch vary from 'a little' to 'very strongly' and inter-quartile range is from 'moderately' to 'strongly'. This shows that having the compulsion to do their best in work is a motivator for the Irish staff. The median result is 'moderately/strongly' and the most popular response is 'strongly'. 85% of the responses are 'moderately' or greater, though no one responded with 'exactly'. This shows that the vast majority of Irish staff are motivated in part to work because they feel compelled to do their best and be a 'winner'.

Migrant workers

The responses from the migrant workers show a larger rage of responses from 'very to 'exactly' and inter-quartile range is 'a little' to 'very strongly'. This shows that

for some migrant workers doing their best is a motivator and for others it is not. The median response is ‘moderately/strongly’, whilst the most popular responses are ‘strongly/exactly’. Similar to the Irish results, 85% of responses are ‘moderately’ or above. This shows that the vast majority of migrant workers are motivated to work as they want to do their best and be recognised for this.

When comparing the two sets of data there are similar results, whilst the results from the migrant workers are more extreme, they both indicate that wanting to do their best and be recognised are motivators to work.

Because my work is my life and I don't want to fail (Introjected regulation)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish	8		8		11		
%	30		30		40		
Other			5	1	5	2	
%			38	8	39	15	

Irish workers

The results from the Irish workers show a large range going from 'not at all' to 'strongly' and inter-quartile range is 'very little' to 'moderately'. The median is 'a little', this shows that on the scale, the responses to this question have a range that is on the lower end, with 30 % of responses indicating that they do not consider that work is their life and they don't want to fail to be a motivator in why they are doing their job. On the other hand, the most popular response at 40% is 'strongly', so many Irish people in the branch do consider work to be their life and they are motivated by not wanting to fail. Looking at the overall results the results are very mixed. Whilst 70% of responses indicate that this is a motivational factor of at least 'a little', the other 30% do not consider it a factor at all.

Migrant Workers

The migrant workers have a smaller range from 'a little' to 'very strongly' and inter-quartile range is 'moderately' to 'strongly'. This is a more positive range with no one responding with 'not at all' or 'very little'. The median result is 'moderately/strongly' and the most popular scores are 'a little/strongly'. This gives us a mixed result, where 46% are 'a little' or 'moderately', whereas 54% are 'strongly' or 'very strongly'.

When comparing the two sets of data, there are mixed results from both populations, they both indicate that the majority feel that they are motivated to work as work is

their life and they don't want to fail. In comparison though, the migrant workers are more motivated by this and have no responses at all that show us this is not the case.

Because my reputation depends on it (Introjected regulation)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish			**2**	**12**	**6**	**1**	**6**
%			**7**	**44**	**21**	**7**	**21**
Other				**5**	**2**	**5**	**1**
%				**38**	**15**	**40**	**7**

Irish workers

The results from the Irish workers show us a rather positive range from 'a little' to 'exactly' and inter-quartile range 'moderately' to 'very strongly'. The median score is 'strongly'. This indicates that reputation has a positive effect on the motivation of Irish workers in the branch. The most popular response at 44% is 'moderately'; though 49% indicate 'strongly' or more. Therefore Irish people in the branch are at least a little motivated by reputation and the vast majority at least 'moderately'.

Migrant Workers

Looking at the results from the migrant workers there is a very positive range from 'moderately' to 'exactly' and inter-quartile range is 'strongly' to 'very strongly'. This shows that the migrant workers are at least 'moderately' motivated by reputation. The median score is 'strongly/very strongly' and the most popular scores are also 'moderately/very strongly'. 62% of responses are 'strongly' and above. This shows that the migrant workers are highly motivated by reputation.

When comparing the two sets of data, both populations are motivated by reputation, though the migrant workers are ahead in their motivation with 18% more strongly

and above and no responses less than moderately. It can be deduced from this that the migrant workers are more motivated by reputation than the local employees.

4.6 External regulation

External regulation is 'doing an activity in order to obtain rewards or avoid punishments' (Gagne, et al., 2010, p. 629)

Because this job affords me a certain standard of living (Extrinsic)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**3**	**4**	**10**	**10**		
%		**11**	**15**	**37**	**37**		
Other				**3**	**8**	**2**	
%				**23**	**62**	**15**	

Irish workers

Amongst Irish workers in the branch, the range of responses varied from 'very little' to 'strongly' and inter-quartile range is 'a little' to 'moderately'. This indicates that there is a wide range of opinions on whether they are motivated because of the standard of living their job provides them. The median result is a 'little/moderately', whilst the most popular responses are 'moderately/strongly'. These results indicate that whilst some of the Irish people feel that affording them a good standard of living is not motivation for them to work, 74% of the responses indicated that it is by at least 'moderately', so one can deduce that this does have a bearing on their motivation.

Migrant Workers

Looking at the migrant workers, the results are more positive. The range is ‘moderately’ to ‘very strongly’ and inter-quartile range is ‘moderately’ to ‘very strongly’. This is a higher range than for the Irish people. The median result is ‘strongly’ and this is also the most popular score given. The migrant workers are very much motivated to work in order to have a good standard of living.

When comparing the two sets of data, both of them present a positive result for this question. However, the migrant workers score much higher. None of the migrant workers scored any less than moderately and 15% scored very strongly compared to none of the Irish people.

Because it allows me to make a lot of money (Extrinsic)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**12**	**3**	**6**	**6**		
%		**44**	**12**	**22**	**22**		
Other			**5**	**5**		**3**	
%			**39**	**39**		**22**	

Irish workers

The Irish workers have given a range of scores to this question from 'very little' to 'strongly' and inter-quartile range is 'a little' to 'moderately'. Again with this kind of a spread of answers it can deduced that there is a mixed opinion on whether making a lot of money is motivating them to work in this branch of company X. The median result is 'a little/moderately' and the most popular result is 'very little'. Whilst the results are mixed, more people have answered on the negative side of the scale. 56% of responses are only 'a little' or less, and 22% 'moderately'. Therefore the Irish staff do not feel that making a lot of money is one of their main motivators for working.

Migrant Workers

The results from the migrant workers are also mixed. The range is 'a little' to 'very strongly' and inter-quartile range is 'moderately' to 'strongly'. This shows that opinions are mixed, though the range is more positive than for the Irish people. The median score is 'moderately/strongly', though the most popular scores turn out to be 'a little/moderately'. One can see from this that for the majority of the foreign workers, making a lot of money is a consideration, but not one of the main ones.

When comparing the two sets of data one can see that neither result is on the positive side, though the migrant workers are more neutral compared to the Irish people who are on the negative side of the scale.

I do this job for the pay cheque (Extrinsic)

	1 Not at all	2 Very Little	3 A Little	4 Moderately	5 Strongly	6 Very Strongly	7 Exactly
Irish		**3**	**7**	**7**	**5**		**5**
%		**12**	**26**	**26**	**18**		**18**
Other				**1**	**5**	**5**	**2**
%				**7**	**38**	**38**	**17**

Irish workers

For the Irish responses there is a large range from 'very little' to 'exactly' and inter-quartile range is 'a little' to 'very strongly'. This shows that the opinions range from people that are totally doing this job for the pay and others who consider it to be only a small factor. The median result is 'moderately/strongly' and the most popular results are a 'little/moderately'. Whilst the results are spread, the majority of the responses at 64% are moderately or less. So even though there is a spread of responses, the majority do not see pay as the main reason for working.

Migrant Workers

The migrant workers responses are somewhat different with a range much higher on the scale from 'moderately' to 'exactly' and inter-quartile range is 'strongly' to 'very strongly'. This shows that migrant workers are more inclined to feel that they are working for the pay. The median result is 'strongly/very strongly' and these are also

the most popular results given. From this one can see that migrant workers in the branch are very inclined to be motivated by pay.

When comparing the two populations one can see that the migrant workers have a strong tendency to be motivated by pay in this workplace, whereas the Irish workers have a mixed view tending not to consider pay as one of their main motivators.

4.7 Conclusion

It is important to note that motivation as a phenomenon can vary over time (Mullins, 1985) and therefore the survey results will not remain valid indefinitely

As the literature review shows, intrinsic motivation is concerned with the desires to complete tasks. The results from the intrinsic motivation questions show that the local employees are in their current roles because they like their work and have fun in their work because it brings them pleasure. Whereas migrant workers provided more mixed results. Approximately half are there because they enjoy their work, half are there because they find they have fun in work and half are there because of moments of pleasure. These results show that local people in the branch are far more intrinsically motivated when compared with the migrant workers.

In terms of 'identified regulation' both Irish workers and migrant workers are motivated to work in the company X because it helps them to reach their life goals, though migrant workers are especially motivated by this. Irish people are motivated by their career plans in the business whereas migrant workers are divided, some of them are very motivated by this and others are not. In terms of their job fitting their personal values, it has been found that both Irish and migrant workers are almost equally motivated by this. 'Identified regulation' is therefore a motivator for both sets of populations.

In terms of introjected regulation, both populations want to do their best in work and find this a motivator, they both provide mixed results regarding 'work is my life' though the migrant workers provide more results on the positive side of the scale for this, and both populations are motivated by their reputation in work, though again the migrant workers have provided more positive results.

In terms of Extrinsic Motivation we can see differences in the results of Irish and migrant workers in the branch. They are both motivated by a standard of living, though the migrant workers more so. Neither feel that they are motivated in this job because they can make a lot of money, though the migrant workers are more on the neutral side of the scale. Finally, migrant workers in the branch are far more motivated by pay than the Irish workers.

5. Conclusions and Recommendations

5.1 Introduction

This purpose of this chapter is to present the conclusions and the recommendations that have been deduced from this research study. This conclusion will respond the research statement 'migrant workers are more motivated to work than local employees'. The conclusions that have been drawn up from the primary data survey in company X and the secondary data obtained from the literature research will be presented and discussed with recommendations for further study.

5.2 Conclusions

The motivation of employees in an organisation is very important element of ensuring it is an economic success and remains competitive. (Field, 2003) When employees are motivated, they put more effort into their work. (Tjosvold & Moy, 1998). From the research conducted the author has shown that different cultures are motivated in different ways.

The main conclusion drawn from this research study is that migrant workers are more motivated to work than local employees. This echoes the conclusions of research by Boneva & Frieze (2001), McClelland (1985), Tharmaseelan, et al. (2009) and Forde & MacKenzie (2009). All these researchers found that migrant workers have traits that help to explain people who migrate tend to be harder working and are more motivated to work in their host country. The primary research that the researcher conducted echoes these results with the migrant workers scoring higher in motivation in almost every type. What the researcher has also found is that the strength, range and intensity of the motivation of the two types of employee – local and migrant differ in almost every type of motivation researched.

Another conclusion of the study is that there are different types of motivation which affects people in different ways including intrinsic motivation and extrinsic motivation. From the research conducted, it is evident that the migrant workers in company X are more motivated by extrinsic motivation especially pay. This is

echoed in the research completed by Devine, et al. (2007) and Forde & MacKenzie (2009) showing that many migrants have moved due to economic reasons.

On the other hand, migrant workers are less intrinsically motivated then compared to local employees. This is echoed by much research showing that this can be attributed to the many challenges migrants have such as legislative, cultural, societal etc. (Tharmaseelan, et al., 2010). Intrinsic motivation is about doing a task because you enjoy doing it. As shown in the literature review, many migrants have been forced to leave their country due to financial reasons and have ended up working in another country at a lower level than they would have aspired to in their native land. Therefore many migrants end up doing jobs for which they are overqualified and would not enjoy as much.

The research also shows that migrant workers are more motivated by 'identified regulation' in the workplace than compared to local employees. This is backed up by the research of Tharmaseelan, et al. (2010) and Bhagat & London (1999) which explains that migrants need have a clear career plan and be especially motivated to succeed. As they are at a disadvantage compared to local employees in terms of having their qualifications and experience recognised.

The research shows that migrant workers are more motivated by introjected regulation, they want to do their best and they have a tendency to want to work harder than local employees. This is echoed by research by Boneva & Frieze (2001) and Fassmann & Munz (1994) showing that tell us that migrants have a personality that is committed to working hard and a migrant is a person with the propensity and need to want to work for their own inner need.

Hertzberg shows that there are different levels of motivation with the ultimate state of motivation being one of creativity, spontaneity, having morality and being without prejudice.

What can be concluded from this is there are different types of motivation in the workplace and migrants are motivated in different ways when compared to local employees. Migrants are especially motivated due to their personality as a 'migrant', the want for a career path and for financial reasons. These are high up on Hertzberg's hierarchy of needs. Whereas, local people are more motivated by

intrinsic motivational factors such as safety and security. These are lower down on Hertzberg's hierarchy of needs.

These motivational factors have an effect on a business in terms of labour turnover, morale, recruitment and productivity. By understanding what motivates employees allows a company to tailor their management approach to them.

5.3 Limitations of the Research

There were some limitations to this research study that should be acknowledged. The researcher was constrained by the literature available in the college library and time available to review same. Even though a thorough and systematic research was taken out in the fields of motivation and migration, there could be gaps in the research. In terms of the primary research, the researcher surveyed a large retail organisation of which the company would only allow access to one branch. This means that the results of the survey could only be taken to be reflective of this branch and is not a large enough sample to be reflective of the whole company. The survey was conducted in a way that maximised the ethics of the responses, though there is no guarantee that all the responses given were honest.

5.4 Recommendations

- Different cultures are motivated in different ways, therefore it is important to understand these differences. The researcher recommends conducting cultural diversity training with managers in the organisation in order that people understand their differences and can appreciate them. It would be easier to motivate people to work if you understand them.

- Migrants have traits and personalities that mean that they are more motivated to work. They would therefore be better tasked with roles that are target driven. Managers, knowing their inner motivation should provide migrants with enough tasks to keep them motivated.

- Migrant workers are especially motivated by extrinsic motivation especially pay. Migrants are therefore especially interested in roles that offer overtime, high rates of pay and target driven pay. By setting productivity targets set to pay would motivate migrant workers more than local employees. Managers wanting to attract migrant workers for the skills they can bring to an organisation can take this into account when setting remuneration schemes.

- Many migrant workers emigrate due to economic reasons and end up doing jobs that are below their educational attainment. They consequently become less motivated than local employees in terms of the enjoyment of their work. Though they are more motivated when they have a career plan. In order to keep their motivation, managers could set up career plans, development plans and succession plans in their organisation in order that migrants are able to 'climb the ladder' in an organisation and gives them a goal they can work towards.

- Migrants do not enjoy their jobs or have fun as much as local people. Cultural differences contribute to this. In order to bridge this gap of cultural differences, organisations could have cultural awareness days where migrants and local people share their cultures to help bridge the culture gap.

- Of course it is important to measure the motivation of all employees in an organisation. Completing surveys such as the one in this research project and even just asking them regularly would help an organisation to determine what is motivating their employees and what is not, in order that the balance is redressed and their motivation maximised.

If a company implements these recommendations above they would find themselves in a situation where they are aware of the motivational level of their employees both

local and migrant. They would also be in a position to increase cultural co-operation of teams and plan to increase to motivation of its employees.

5.5 Summary

By establishing what makes all employees as motivated as possible, both local and foreign born would enable an organisation to tailor its policies in recruitment, selection, reward, development and training in a way that would enable it to have a competitive advantage.

From carrying out this the research, the researcher has developed and enhanced their understanding of motivation at work, the reasons people are motivated and the effects this has on employees. In addition the research has broadened their knowledge of migrant workers and their differing levels of motivation in comparison to local employees.

From what the researcher has found from literature and from the primary research conducted they have determined and deduced that migrant workers are more motivated than local people especially with regards to pay. In order for organisations to be successful, it is important to understand the motivations of all employees.

Given the extensive literature review that was conducted and the primary data survey that was carried out in company X, there is scope to further enhance this study such as:

- Conducting a mixed method of research. The researcher feels that with hindsight, conducting a quantitative research of a relatively small sample was limiting and did not allow for responses beyond the 12 questions asked of the sample. The sample provided was quite small and the researcher feels that the research would benefit from increasing its size. In addition, conducting interviews as well as a survey would have given greater insight into the motivations of the employees in the sample.

- Motivation of different nationalities. This research was about migrants and was not broken down by nationality. There is a gap in the literature regarding the characteristics of migrants from specific countries and what motivates a nation's citizens when they are abroad? By understanding this greater would allow organisations to tailor their HR policies to take account of these motivations.

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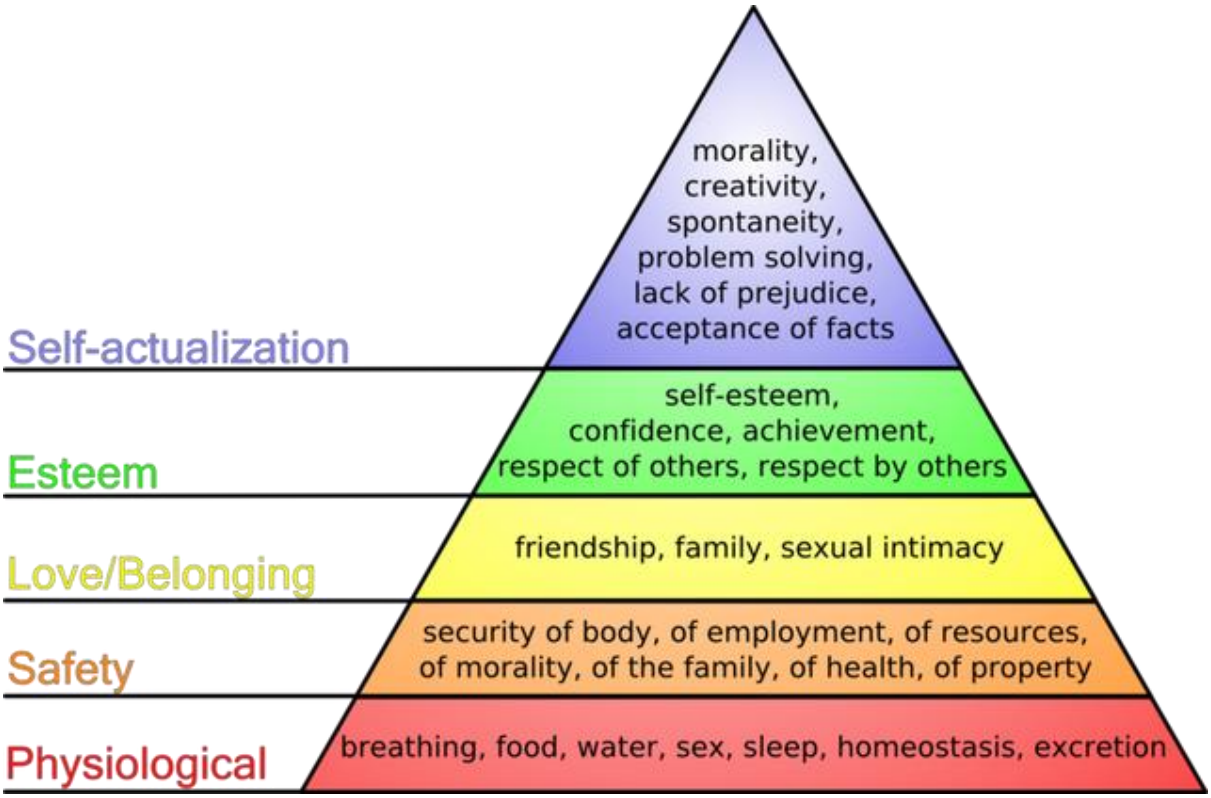
7.0 Appendices

7.1 Appendix i – Hertzberg's Motivational Theory



(Boundless Management, 2014)

7.2 Appendix ii – Survey

Motivation survey

Using the scale below, please indicate for each of the following statements to what degree they presently correspond to one of the reasons for which you are doing this specific job.

What is your nationality?*

- ○ Irish
- ○ Other

Because this job affords me a certain standard of living*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because I have to be the best in my job, I have to be a 'winner'*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

I chose this job because it allows me to reach my life goals*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because I enjoy this work very much*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because it allows me to make a lot of money*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because my work is my life and I don't want to fail*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because this job fulfils my career plans*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because I have fun doing my job*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	exactly

I do this job for the pay cheque*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because my reputation depends on it*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

Because this job fits my personal values*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

For the moments of pleasure that this job brings to me*

	1	2	3	4	5	6	7	
Not at all	○	○	○	○	○	○	○	Exactly

7.3 Appendix iii – Participant Letter

Dear _____

Research Questionnaire

Thank you for agreeing to complete a questionnaire as part of my research. Please find the link to my questionnaire at https://docs.google.com/forms/d/1b3581IpCPwA12Mm0_rrKwUArrbY56zrq9ZLOL5bDBUk/viewform

It should take no longer than 10 minutes to complete.

The title of my research project is motivation of employees in a large retail organisation

And I am interested in exploring the motives of both local people working in the branch and migrant workers working here.

Before you complete the enclosed questionnaire I wish to confirm that:

- Your manager has given permission for this research to be carried out.
- Your anonymity will be maintained and no comments will be ascribed to you by name in any written document or verbal presentation. Nor will any data be used from the questionnaire that might identify you to a third party.
- You are free to withdraw from the research at anytime and/or request that your questionnaire be excluded from the findings.
- I will write to you on completion of the research and a copy of my completed research report will be made available to you upon request.
- If you have any queries concerning the nature of the research or are unclear about any question please contact me at mrmichaelprocter@gmail.com

Finally, can I thank you for taking the time to help me with my research. It really is much appreciated.

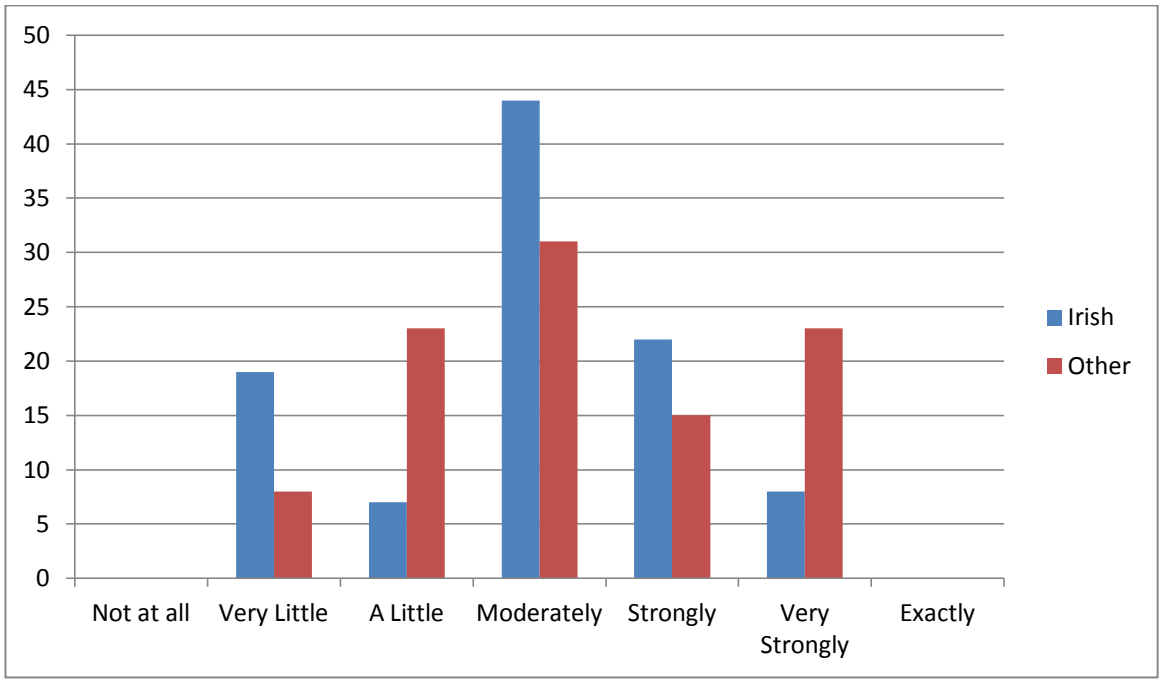
Yours sincerely,

Michael Procter

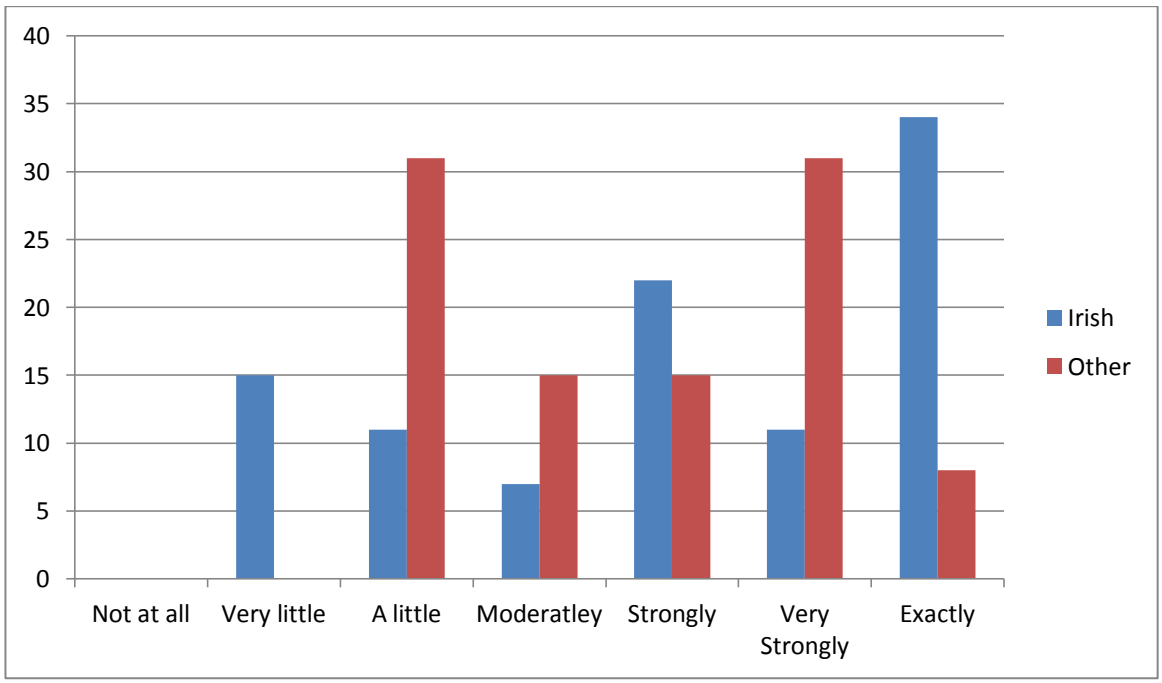
7.4 Appendix iv – Survey Results

INTRINSIC MOTIVATION

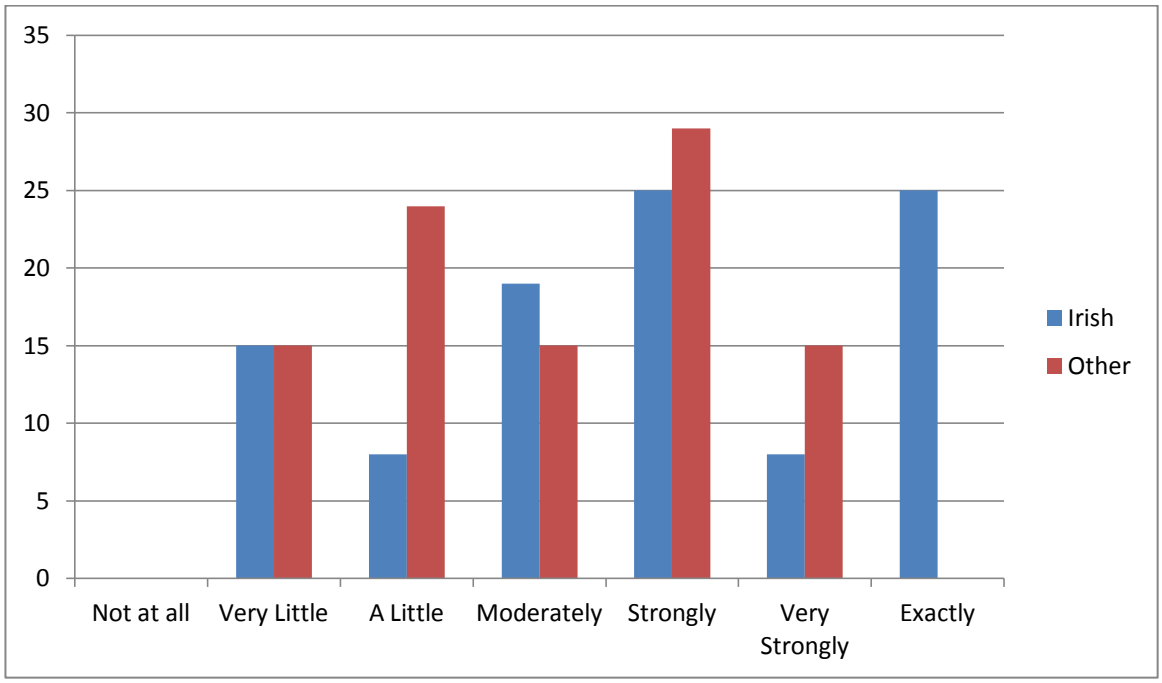
Because I enjoy this work very much



Because I have fun doing my job

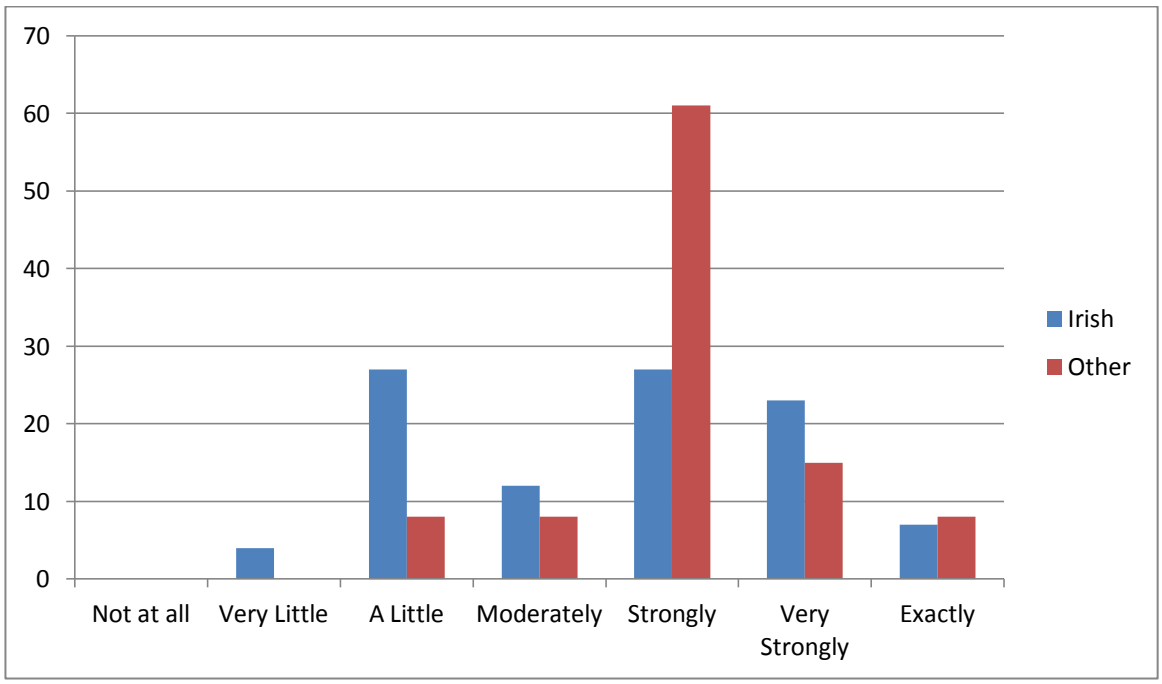


For the moments of pleasure that this job brings me

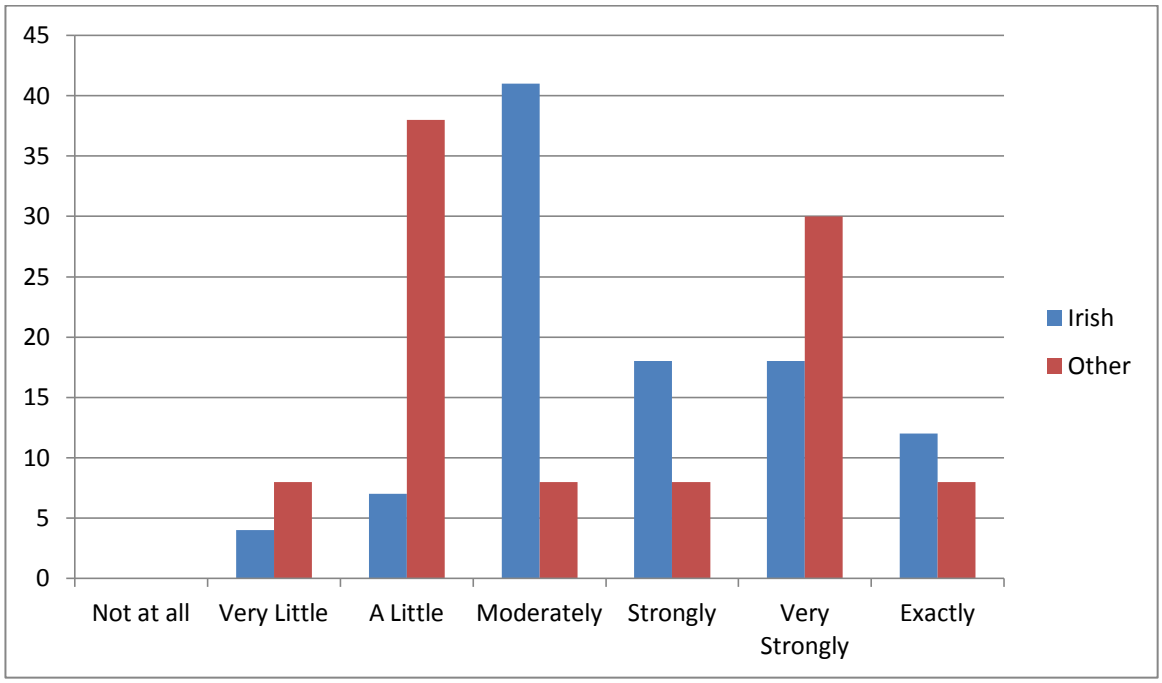


IDENTIFIED REGULATION

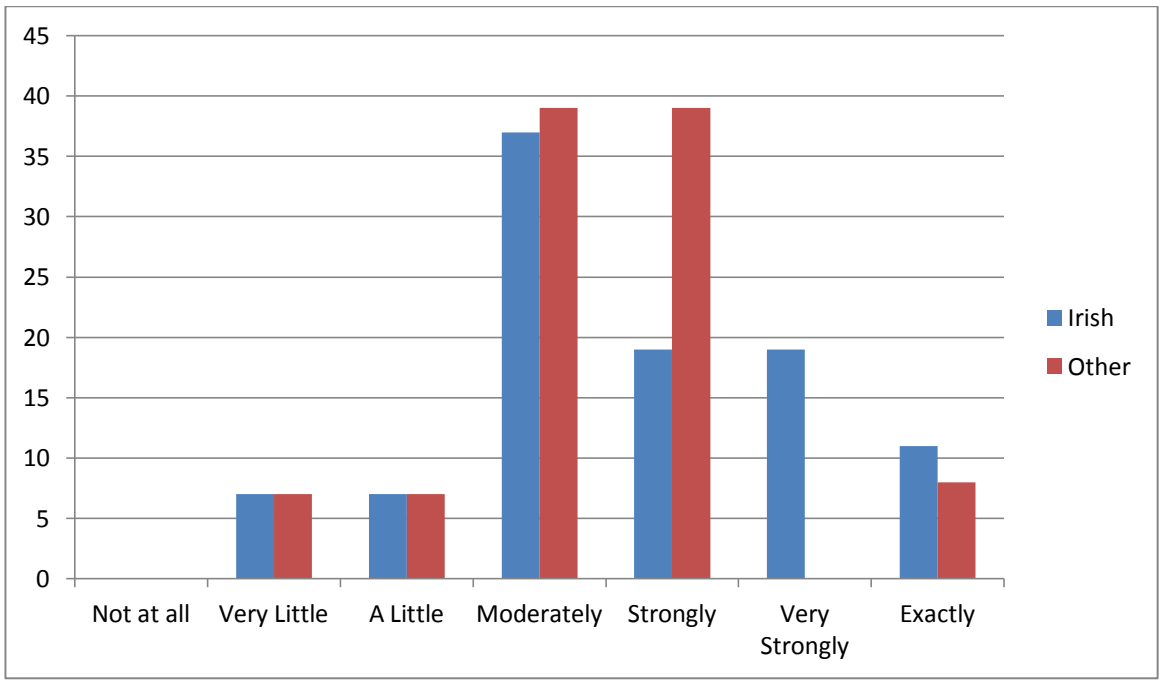
I chose this job because it allows me to reach my life goals



Because this job fulfils my career plans

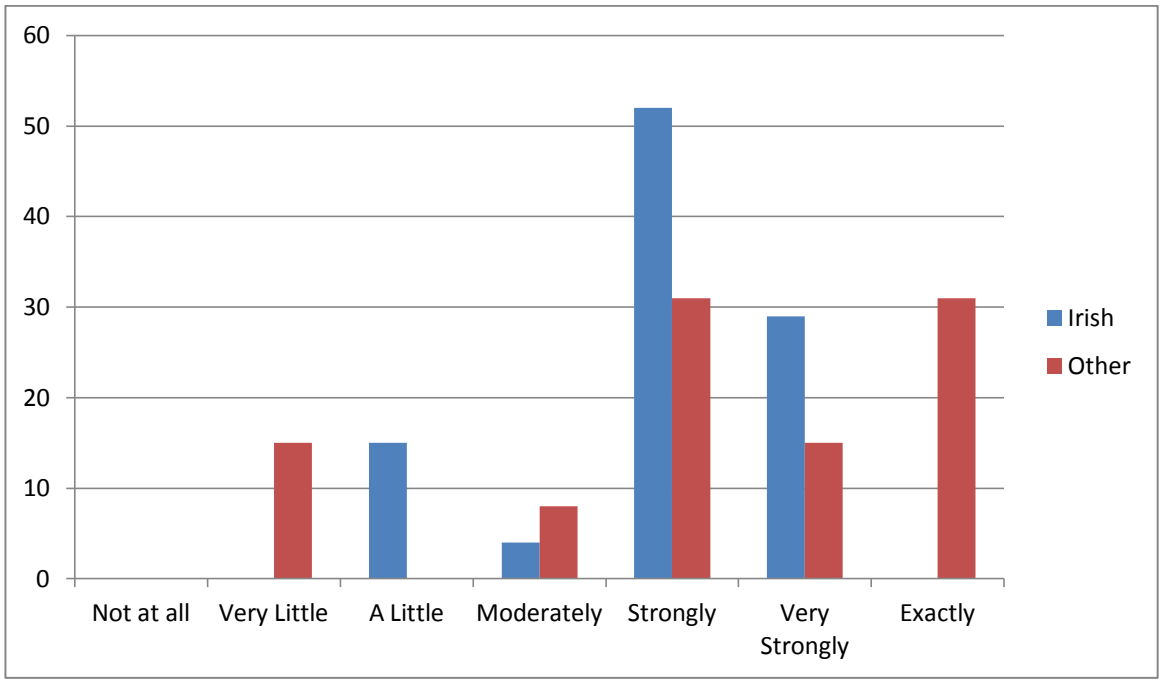


Because this job fits my personal values

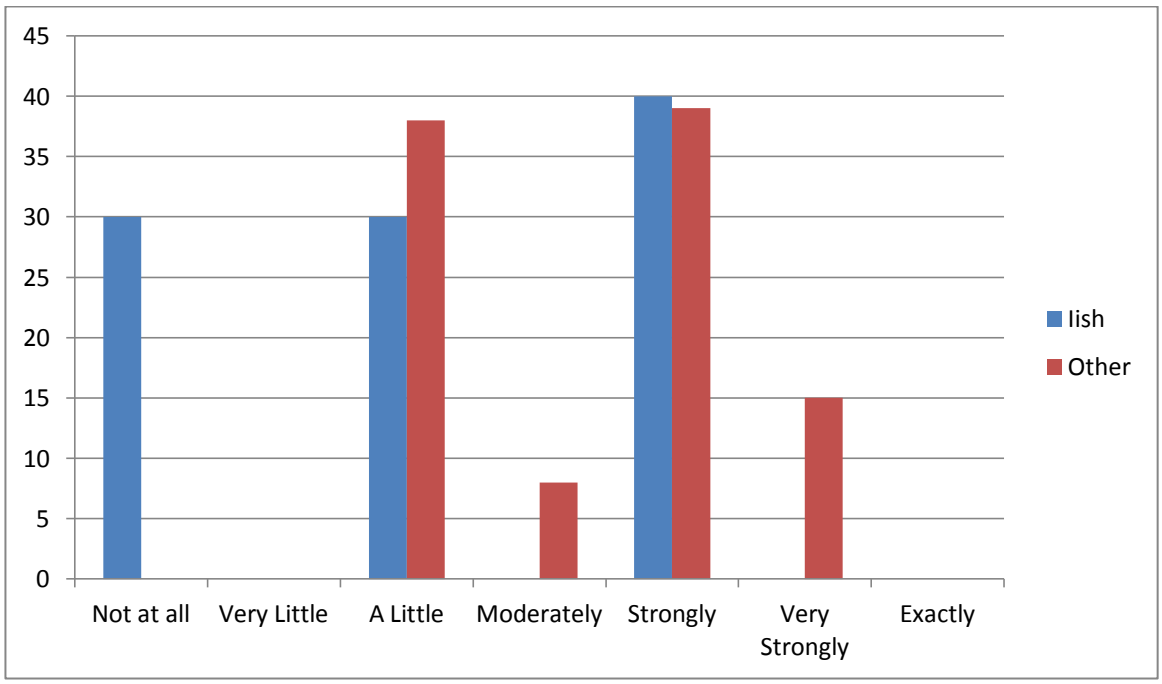


INTROJECTED REGULATION

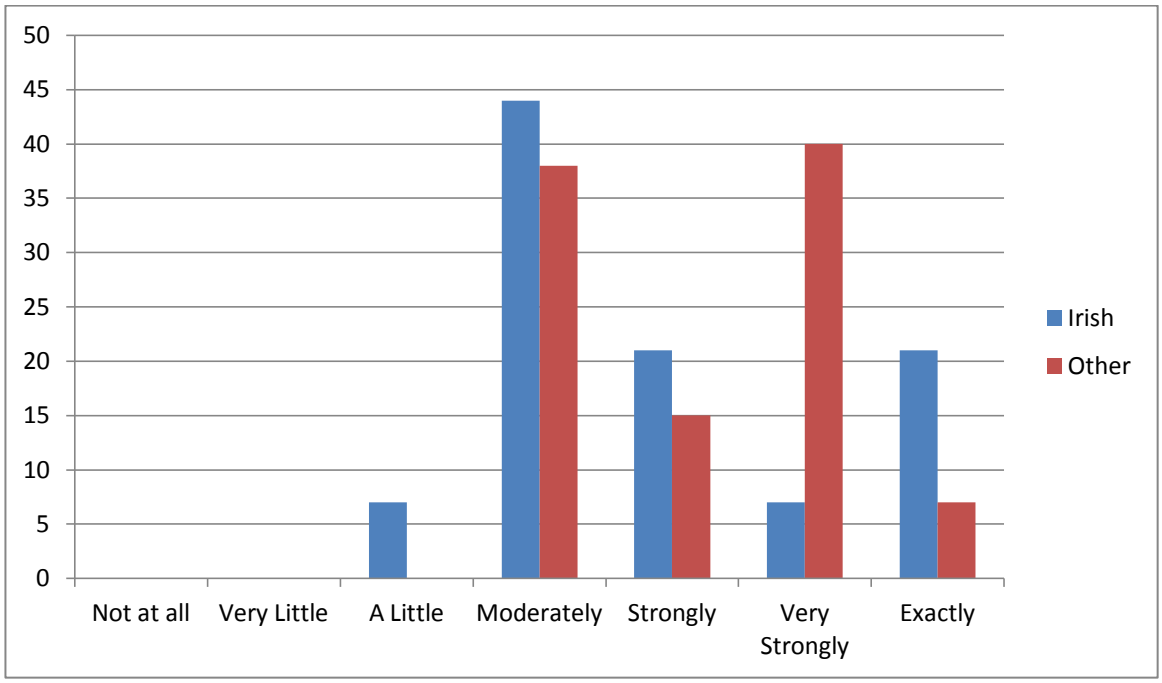
Because I have to be the best in my job. I have to be a 'winner'



Because my work is my life and I don't want to fail

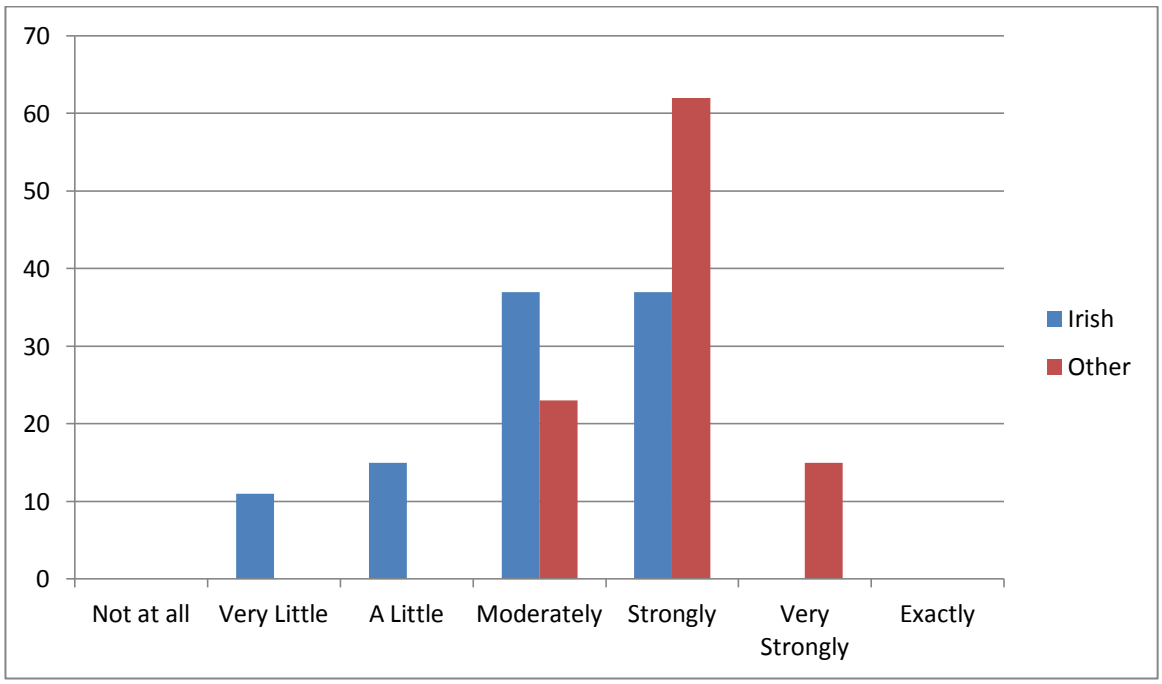


Because my reputation depends on it

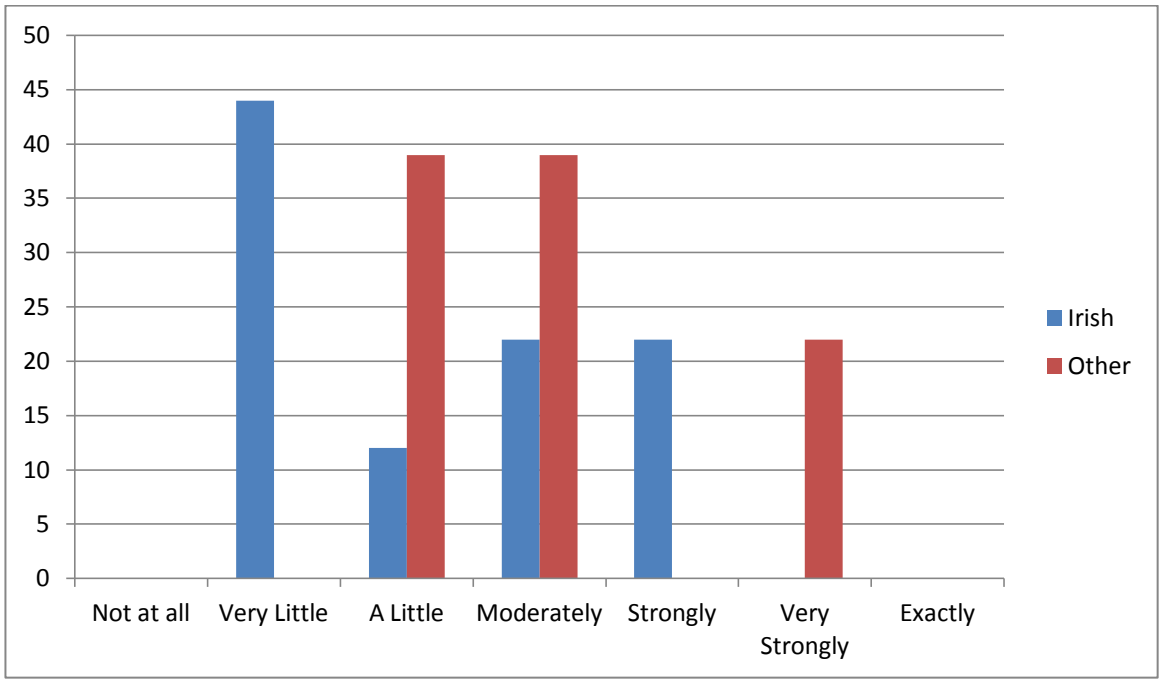
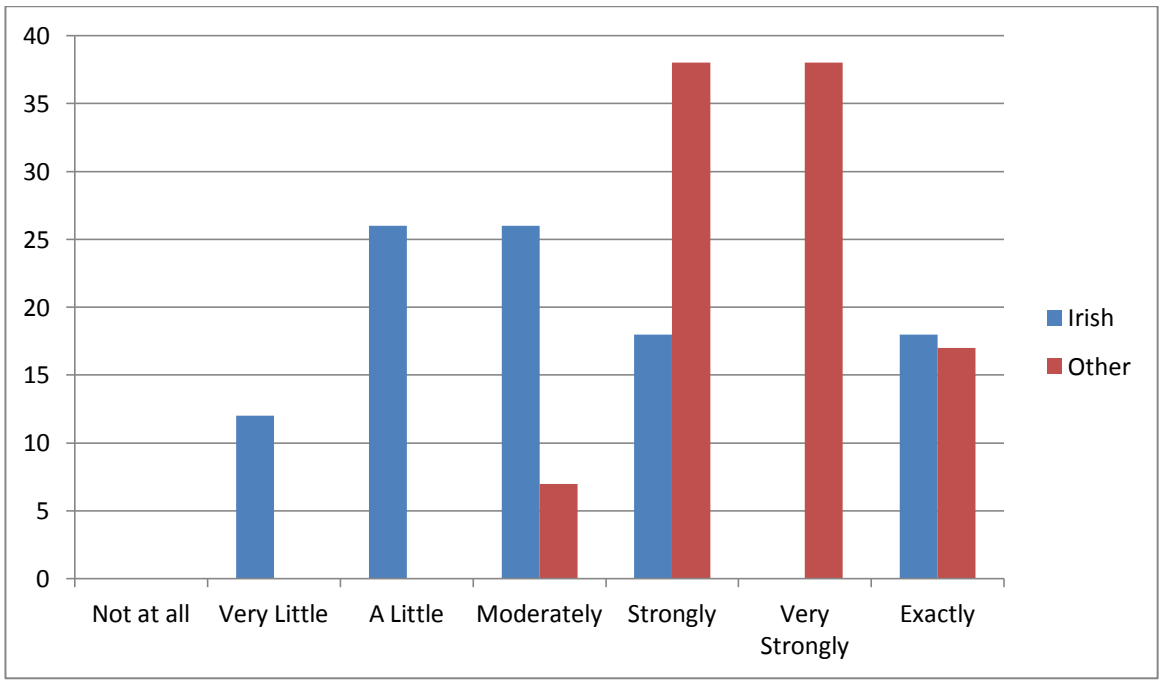


EXTERNAL REGULATION

Because this job affords me a certain standard of living



Because it allows me to make a lot of money



I do this job for the pay cheque