An investigation into the relevance of traditional motivational theories in the 21st Century in a multi-national insurance company based in Ireland.

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Abstract

The primary objective of this research was to investigate the relevance of traditional motivational theories in the 21st Century for a multi-national insurance company based in Ireland. The thesis examined motivational theories relevance when we are presented with new theories that look at intrinsic motivation factors such as autonomy, mastery and purpose. The research looked at how important are extrinsic motivational factors in the present day whilst exploring alternative methods of motivation.

Autonomy, as the ability to be able to choose the work being undertaken, mastery as the objective of becoming increasingly proficient in a given role and purpose, having work that has meaning and beneficial to society at large.

Primary research involved a series of interviews, the data then being used as a qualitative assessment for analysis. The information was then gathered and analyzed to see if there are factors that are intrinsic in nature that are motivating individuals in the 21st century.

The findings outlined that whilst salary is an important factor for individuals, it is not something that maintains motivation. Autonomy, mastery and purpose were shown to be significant factors for individuals however, the realities of gainful employment was shown to ground employees in the search for these motivational factors.

This research was based on an extensive literary review and primary research. Findings may be significant to leaders or human resource professionals within organizations as they look to build more meaningful motivational models as we enter a new era of work.

Keywords: #motivation, #intrinsic, #extrinsic, #autonomy, #mastery, #purpose,

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Chapter 1 - Introduction

1.1 Research Background

The objective of this body of research is to determine how individuals are motivated and how organizations motivate staff and employees as we embark on what is now known as the Fourth Industrial Revolution. This work will focus on the relevance of traditional motivation theories as new ways of working, driven by technological advances, are changing the very nature of both work   and employment. The author will focus the research on a multi-national insurance company based in Ireland to examine if individuals are now motivated in different ways by focusing on the increasing understanding and research on intrinsic motivational factors such as autonomy, mastery and purpose.

The Oxford English Dictionary describes motivation as "A reason or reasons for acting or behaving in a particular way". Organizations then are charged to ensure those reasons for employees acting or behaving in a particular way is to ensure positive outcomes for the benefit of the company. What this research will focus on are the non-financial motivation factors that energize individuals to achieve; intrinsic motivation (Pink, 2009). Pink looks at motivation across three specific areas, namely Autonomy, Mastery and Purpose, areas which this research will examine against the backdrop of the more traditional theories of motivation such as Maslow, Herzberg and Vroom.

Technology has enabled new ways of working such as the rise of the gig-economy, homeworking and global virtual teams, all of which are now considered mainstream. Pink (2009) describes Autonomy is allowing individuals to choose when, how and with whom

people are conducting their professional enterprises (Pink, 2009). Mastery as outlined by Pink (2009) is focusing on expertise where individuals are now presented with opportunities to excel and master one specific area rather than generalizing in multiple areas. Finally, Purpose, where employees need to feel engaged to create something bigger and something that they truly feel a part of and this making a difference. (Pink, 2009). For the purpose of this dissertation, the researcher will examine, how a multi-national company based in Dublin is addressing the requirements to maintain a motivated staff in an era of rapid cultural and technological change

The researcher is confident that this area requires further research and examination. As globalization changes the nature of competition it is vital that companies have a motivated workforce that reflects the environment and the challenges for individuals. A motivated workforce means better corporate performance (Nohria, et al., 2008) .

The rate of change is unprecedented and a new generation of workforce have different expectations from the previous. Technology has enabled an entirely different model for what we know as "work" and the application of traditional methods of motivation need to adapt to keep pace. To maintain competitive advantage across any organization, employees need to be engaged in a meaningful way, one that is not solely based on financial incentives, but rather something more meaningful (Nohria, et al., 2008).

As the traditional motivational theories emerged, in some cases, more than 50 years ago, it is important that they are reviewed in the context of today's generation of employees. Evidence suggests that what motivated employees of previous decades do not reflect the

factors that motivate the employees of today and the future (this will be investigated further in the literature review and in the primary research).

Competitive advantage between two organizations can be gained, simply by maintaining a motivated workforce (Griffin, 2006). It therefore is natural to suggest that effective motivation will ensure that employees work harder and drive productivity. So why is everyone not doing this? The traditional approach to motivation is largely based on a hierarchy of needs (Maslow, 1943). Work hard, you will be financially rewarded, therefore fulfilling the most basic (and beyond) needs and conversely, do not work and you will not be rewarded and therefore none of your basic needs will be fulfilled.

The only constant is change and that also goes for people and society at large. Therefore, motivation of people also changes. Since Maslow introduced his hierarchy of needs, the world has evolved, enabled by technological advancements. The researcher will examine whether organizations remain wedded to archaic bonus and incentive systems that look to reward individuals for perceived "good performance" and punish people who do not achieve – the carrot and stick approach (Marciano, 2010). To counter this approach, research now is determining that, in fact, contrary to the organizations beliefs, that the incentive systems that have cost, in cases, millions to implement and maintain are having the opposite effect. In his research, Pink outlines and argues that individuals seek motivational stimulus that are non-financial (Pink, 2009). Empirical evidence as part of this research shows that in fact that those who are offered financial incentives to complete a task actually perform worse than those who are offered no financial reward. Pink positions his research that in fact, contrary to a commonly held belief within many organizations, that individuals are primarily

motivated by financial gain are in fact motivated by intrinsic factors, namely autonomy, mastery and purpose.

The concept of intrinsic motivation itself is not a new theory. Herzberg identified, in his two-factor theory, the fundamental needs for individuals to be motivated, must have all extrinsic needs complete before they can be satisfied and motivated (Herzberg, 1966). What has changed, and when we map this to The Future of Work and the Fourth Industrial Revolution is the concept put forward by *Pink (2009)*focusing on autonomy, mastery and purpose. What the author will do as part of this research is to examine the traditional motivation theories in the context of the 21st Century and to see how assumptions that were made 50 plus years ago have now changed.

Of huge significance for business leaders, to grasp and maintain any competitive advantage, motivation is an area that demands careful consideration and strategic alignment to ensure that a workforce is energized and can deliver optimally against expectations. Motivation as a concept changes and is changing rapidly. Globalization and technology has allowed employees opportunities that were previous un-reachable. Curiosity has been piqued and hitherto opportunities now present on an almost daily basis. In her article, "The Future of Work" Gratton (2010) examines how businesses and organizations are poised to evolve over the next 20 years (Gratton, 2010). The researcher believes that it is vital that in order for organizations to remain both relevant and competitive, leaders and managers must review their approaches to maintaining an energized and motivated work force.

1.2 Dissertation Question

This thesis will investigate whether traditional motivational theories that have been presented by (for example) Maslow, Herzberg and Vroom are still relevant within organizations today or are individuals, in the 21st century motivated by factors such as autonomy, purpose and mastery.

The author will discuss the traditional motivation methods in this paper to determine the relevance in today's way of working principally focusing on the evolution of intrinsic motivation as a concept. Building on from the traditional motivational techniques, the thesis will investigate whether the concept, presented by Pink (2009) around autonomy, mastery and purpose is being implemented across organizations today or if it is still confined to theory.

1.3 Methodology

The author will conduct the research using a qualitative approach. When we review the most common theoretical approach to qualitative methodologies, typically we look at phenomenology (Saunders, et al., 2016). As this body of research is looking to determine factors that are influential in motivation, it is important to have an understanding of the human aspects that require analysis and the subjective nature of the data gathered, and using phenomenology as a basis will allow the researcher to do that.

By taking the qualitative approach to research, areas such as emotions, feelings and attitudes can play a part in the study rather than relying on the assessment and analysis of

quantitative data, which may not fully reveal any emotional intrinsic data or relevant or informant conclusions.

By using a population size of 70, the researcher will seek volunteers to participate in structured interviews of 30 minutes. A convenience sample of 5 individuals will be chosen to participate in the interviews. Invitation to participate will be via an email, distributed to the entire population of 70, giving an understanding of the research that is being undertaken. The researcher will then make a selection, if oversubscribed, to allow for a representative participation of both age and sex. Each volunteer will be asked to sign a consent form and will advised of their anonymity and their right to withdraw from participation at any time. This will be covered in the research methods section in Chapter 3 and all ethical considerations that were undertaken whilst completing this research.

To ensure accuracy and completion, the interviewer will record the interviews using a recording device (IPhone). The interviews will be transcribed and reproduced verbatim. All interviews will be confidential and the only identifier will be the sex of the interviewee. This may be useful to identify if there are different motivating factors within the sexes or not. The interpretation of body language and openness may provide some useful information when the factors that surround demotivation are assessed and examined and therefore, the structured approach will allow for a level of intimacy and relaxation that an un-structured or in-formal interview may not allow.

The expectation is then that there will be a large amount of collected data, and the researcher will apply Thematic Analysis (Saunders, et al., 2016). The systematic approach and

logical construct will be beneficial to draw conclusions and identify trends and themes that exist and can be deduced from the interviews. All interview notes and copies of the interviews will be included in the research dissertation as part of the Appendix. No references to individual's names will be included for confidentiality purposes.

1.4 Dissertation Structure

This research dissertation is divided into a total of 6 Chapters.

Chapter One: This chapter provides an introduction to the topic, introducing the background and rationale for this research. A brief summary is provided here to describe the research methodologies that have been applied.

Chapter Two: This chapter provides secondary data analysis in the form of a literature review. This chapter looks at some of the more well know traditional motivation theories and also expands to introduce some contemporary motivation theories that focus on areas such as autonomy, mastery and purpose.

Chapter Three: In chapter three, the author presents the dissertation question along with the underpinning hypothesis.

Chapter Four: Here, the researcher describes in detail the methodologies that were applied when conducting primary research and how data is captured, maintained and secured. The researcher also outlines the main ethical considerations that were applied. Chapter four also introduces the questions that formed interviews as part of the primary research.

Chapter Five: This chapter presents a detailed analysis and review on the findings from the

primary research and interviews. It is within this chapter that the author verifies the

hypothesis as stated in chapter three.

Chapter Six: The final chapter provides a discussion and a summary of this dissertation,

looking at potential implications for future research, outlining what limitations were

experienced whilst completing this work and a set of recommendations.

Chapter 2 – Literature Review

2.1 Introduction

The primary objective of this thesis is to investigate if traditional theories of motivation are still relevant in the 21st Century or are new theories of motivation that consider autonomy, mastery and purpose now prevailing. Traditional motivational models, developed using research and theories presented by Maslow, Herzberg and Vroom all touch on some aspect of intrinsic motivation.

However, as needs and expectations are changing and evolving this thesis will attempt to determine the relevance of these theories in the world of today and tomorrow, and to assess to what extent the current research by Pink (2009) is being applied.

The literature review will discuss what are the most common of the traditional theories around motivation. Due to the importance of Maslow's (1943) hierarchy of needs, the author will begin to examine the relevance of this model in the working environment of the 21st Century. Herzberg (1966) when introducing his two factor theory, played a pivotal role in the thought processes and development around a lot of what we see in organisations today by looking at job design and two component parts of motivation, namely extrinsic and intrinsic motivation. The literature review will then look at Victor Vrooms expectancy theory (1963) and determine the application and suitability of a new generation of employees.

As this work is primarily focused on motivational factors and the narrative that exists around the Future of Work, the literature review will then look at how social and psychological science is influencing industry and leaders to determine a new concept on how employees

are engaged and motivated. Looking at topics in motivation around Autonomy, Mastery and Purpose presented by Pink (2009), these factors will be discussed in detail. Building on the work from Pink, the literature review will investigate if traditional motivational theories may still prevail in organisations or if there is a movement towards other factors that influence individuals.

Motivation as a theme remains an ever presence in the world we live in. It remains an elusive, unquantifiable entity, which organisations invest heavily to capture, manage and maintain and to embed within the organisation culture. It is important to adopt and adapt with the times. To do so, we must critically evaluate the past, determine the appropriateness and effectiveness for today and to discount what may be detrimental for future success for both individuals and organisations.

2.2 What is Motivation – Definition Examples?

Literature and research abounds with motivation theories. Before the author begins to examine some of those theories, it is important that an understanding is presented that attempts to define the term "motivation" along with some context that introduces the research topic.

Oxford English dictionary defines the word motivation as "A reason or reasons for acting or behaving in a particular way" (Oxford, 2019). At a base level, it is recognisable, simply by the definition that motivation involves some sort of stimulus (a reason) and then some type of reaction based on that stimulus (behaviour, either positive or negative). Typically, as we will

develop through this research, organisations seek to influence behaviours of employees and staff in a positive way to ensure motivation and therefore positive organisation outcomes. Eisenhower famously quoted that motivation was simply the art of getting people to do what you want them to do because they want to do it (McFarlin, 2013). Aligning now more to leadership and managerial aspects, Eisenhower identifies a key aspect when looking at motivation, namely, that the individual(s) *want* to do it.

Motivation typically involves choices. To choose or to prioritize one activity or action over another, will ultimately come down to what the motivation is (Deci & Ryan, 2012). There is something, in every individual, that will inform, direct and ultimately drive them a specific way (Adair, 1996). Motivation then is not something that is static. Motivation is formed by many factors and the society in which we live in and shaped by factors that remain in-flux and situation dependent.

This dissertation will position the research from the point of view where the world has evolved, as we enter (or are within) a 4th Industrial evolution, what motivated people70 years, when Maslow was penning his hierarchy of needs has moved on significantly and is now something more nuanced and subsequently the application of traditional motivational models in the work place, may in fact be detrimental (Marciano, 2010).

2.3 Motivation Theories - Traditional

2.3.1 Hierarchy of Needs - Maslow

To briefly touch on the social context of 1943, the World was in the midst of what is commonly known as World War II; global sentiment was low and news of tragedy and death was common. It was against this backdrop that Abraham Maslow introduced, what is perhaps the most enduring and recognisable study on motivation, the Hierarchy of Needs (Maslow, 1943). With an easily understandable graphical representation (Illustration 1), the ultimate goal of self-actualization could only be achieved once all preceding criteria had been achieved, beginning with the most basic of needs, the need for food and water (physiological needs).

Illustration 1: Maslow's Hierarchy of Needs (McLeod, 2018)

The model was presented as a bottoms up approach. No level may be skipped during the journey, nor can an individual be in multiple sections of the hierarchy at any one time. The premise that an individual will not strive or be motivated to achieve the next stage, if all factors within the current step have not been achieved (Landy, 2006). From a work context then, Maslow's hierarchy positions that in order for employees to progress along the path, basic needs such as pay need to be in place before one can begin to consider social needs and work-place engagements with colleagues. Once in place, then an individual may look to consider those aspects around esteem, such as position title or salary, along with other types of recognition (Griffin, 2006). Ultimately, individuals are on a path to self-actualisation, where they are being presented with meaningful and challenging tasks that nurture and promote self-development and progression (Griffin, 2006).

Although penned in the 1940s', there is still evidence that Maslow's hierarchy is still used as the basis for compensation and reward structures within organisations. Criticised for being simplistic (Landy, 2006), in a world of rapid change in the very nature of work (Gratton, 2010) due to automation and innovation, work is becoming a lot more fluid and flexible and the needs of people are changing. Employees are less likely to commit to lifelong relationships with organisations, rather seeking a range of differing experiences and environments to remain challenged and motivated (Marciano, 2010).

Whilst we can recognise that self-esteem and self-actualisation are both related to intrinsic motivation, the rigid nature of Maslow's hierarchy suggests that intrinsic motivation is only a factor once a minimum set of criteria has been satisfied, an argument that is lacking

relevance as we examine the Future of Work. This is argued by authors such as Deci & Ryan (2010) and Marciano (2012) who suggest that the traditional methods of carrot and stick that make up rewards systems in organisations are outdated and need to be refined to take into consideration new ways of working and different expectations from future generations of employees.

2.3.2 Two Factors Theory - Herzberg

Where Maslow looked at Motivation as linear, moving from bottom to top sequentially, Herzberg (1966) looked at motivation from the context of what effect motivation had on employees. Taking into consideration the context of the work environment, Herzberg presented his Two Factors Theory looking at areas of both satisfaction and dis-satisfaction. The very core of motivating employees is a two-step process. (Herzberg, 1968). Basing his research on two different spectrums, Herzberg was moving away from any linear trajectory regarding individuals and motivation.

Focusing, on one side, satisfaction, Herzberg argues that satisfaction for the job comes from motivation factors that are intrinsic in nature such as achievement and recognition. (Herzberg, 1966). Dis-satisfaction, however, focuses on the factors that are extrinsic to the role. Herzberg refers to this aspects as Hygiene factors. Expanding on some of the foundations of Maslow, Herzberg looks at hygiene factors such as pay, status, job security, arguing that these areas are preventative in nature. None of these factors promote or encourage satisfaction or motivation, however, without them, an individual cannot begin to be motivated.

Herzberg contends that job satisfaction and dis-satisfaction are not opposites (Hollyforde, 2002). It is argued that sufficient levels of hygiene factors will simply lead to a level of non-dissatisfaction and not be a constituent of satisfaction (McKenna, 2006). Hygiene elements therefore are not, according to Herzberg, leveraged to motivate employees. It is the intrinsic factors that lead individuals to become motivated. Critics of Herzberg argue that there are elements within extrinsic factors that can lead to satisfaction and conversely there are intrinsic factors that also drive dissatisfaction (McKenna, 2006).

2.3.3 Expectancy Theory - Vroom

Victor Vroom examines motivation from the perspective of humans as psychological beings and subsequently a cognitive process between effort and reward. Humans need to be adequately challenged by a need for something and also the likelihood of achieving it (Griffin, 2006). In a workplace context then, individuals will excel in any given situation when it can be assumed they will master their personal performance and subsequently be recognised for this achievement and rewarded accordingly with something that will be valued and appreciated (McKenna, 2006).

Vrooms expectancy theory determines that if organisations reward individuals for performance, rather than factors such as seniority, job difficulty or effort then the model would become more valid. The reverse however seems to manifest where a significant portion of employees actually demonstrate low on-the-job effort (Timothy, 2013). Whilst the position of the expectancy theory is on where people are motivated by results, it also suggests that motivation occurs as part of the challenge. There are different stimuli that

people demand to achieve their objectives. Extrinsic motivation factors such as pay are not the only driving motivational factors but intrinsic factors are part of effective motivation (Forsyth, 2006).

Based on a calculation criteria, attempts to validate the theory have been complicated. Due to the intricate relationships and calculations required as part of Vrooms expectancy theory, greater understanding of each component is required. (Edward, 2011). As the work-place and nature of work evolves, Vroom himself agrees that his theory needs development and expansion to reflect the changing nature of work and new ways of working linking motivation to factors such as career plans or values which add more value to intrinsic factors (Smith & Hitt, 2007).

2.4 Intrinsic and Extrinsic Motivation factors

2.4.1 Intrinsic and Extrinsic Motivation overview

By taking into consideration the traditional definitions of motivation in section 2.2 it can be determined that models around motivation theory have been created that dictate that extrinsic factors need to be satisfied first and therefore are more necessary (Maslow & Lowry, 1998). Herzberg, in his development of this two factor theory, determined that there are both intrinsic and extrinsic factors that determine and individual's motivation (Herzberg, 1966).

In his book, "Carrots and Sticks do not work", Marciano takes a contemporary view of the workforce motivation factors and how leaders need to address the issue in a changing

environment and dynamic. It is argued that the traditional approach to motivation needs to be re-considered (Marciano, 2010). As employees are financially rewarded to a satisfactory level, other factors for motivation need to be considered as the research shows that, over the long term, money does not improve performance (Marciano, 2010).

2.4.2 Motivation in the 21st Century

As the very nature of employment evolves, it is becoming vital for organisational success, that roles and employment that is meaningful in an open and engaging environment, are established to build and to fulfil motivation (Nohria, et al., 2008). Developing incentive frameworks around extrinsic motivational factors such as bonus and salary are based around the traditional motivational models presented by Maslow (et al), however, recent research has focused more around factors which are intrinsic in nature.

Research that was conducted by Timothy Judge and his colleagues (2010) shows that the correlation between salary and job satisfaction is very week (Chamorro-Premuzic, 2013). The research shows that there is only a 2% correlation with individuals who relate to satisfaction being associated with their salary. Nelson (1996) suggested that when financial rewards become part of an employees expected remuneration, they form part of an individual's expectation or entitlement and offer nothing towards any sense of motivation (Nelson, 1996). Eliot and Dweck (2007) determine that the ideal scenario, where motivation has been optimised is when intrinsic motivation has been satisfied as a result of appropriate action and individuals have been satisfied with requisite and satisfactory remuneration (Elliot & Dweck, 2013).

2.4.3 Intrinsic Motivation – Motivation in the 21st Century

The researcher will now examine the area and research around intrinsic motivation, with a focus on the work that has been promoted by Daniel Pink (2009), who examines the field of intrinsic motivation with an understanding around the areas of autonomy, mastery and purpose.

Reward systems, traditionally, are solely based around the extrinsic factors, based on the beliefs that individuals will do better, if they are promised some sort of incentive (Kohn, 1993). Standard economic assumptions suggest that higher incentives will bring higher effort and therefore higher performance. However, the links between performance and incentives is extremely complicated. Where the financial incentives may fail to promote higher effort if those extrinsic motivational factors actually crowd out the intrinsic factors (Gneezy & Rustichini, 2000). Other scenarios such as the ceiling effect (Camerer & Hogarth, 1999) or not being able to cope with the added pressure (choking under pressure) (Baumeister & Showers, 1986) may actually result in a decrease in performance.

Pink positions motivation in terms of human existence. Motivation 1.0, the hunter-gatherer where man-kind needed to hunt to survive (Broughton, 2010). Followed in the 20th Century, Motivation 2.0 where the prevalence of reward and punishment or carrot and stick was a dominant theme of motivation (Broughton, 2010). The next evolution then, as we face a new industrial revolution in the 21st century is where individuals seek meaning in their roles, operate under greater autonomy and financial rewards are insufficient as a means of incentive (Pink, 2009).

2.4.4 Autonomy

Autonomy is defined as "independence or freedom, as of the will or one's actions"

(Dictonary.com, 2019). Life in the 21st Century has offered more freedom than before. This

has translated into the professional life as much as the personal life (Deci & Ryan, 2012). It is

a natural behavioural trait of human beings to self-direct and be autonomous (Pink, 2009).

Research has shown that individuals who are conscious that, after completing tasks, will be

rewarded a prize are not as successful when measured against those who are not informed

that a reward exists (Kerr, 1997). It has been indicated that rewards and incentives can have

the opposite effect to those which were intended and can stifle both engagement and

creativity (Kerr, 1997). Motivation in organisations needs therefore to realistically reflect the

needs of employees (Deci & Ryan, 2012).

Pink (2009) has suggested that in order for organisations to encourage engagement and

creativity in the workplace, staff need to be able to choose the work that they do (Pink,

2009). Areas such as flexible working and the ability to work from virtual locations are part of

the key changes described by Gratton (2010) that organisations need to consider for the

future generations of employees (Gratton, 2010). Employees are now demanding choices, as

to how they work, when they work and where they work. (Pink, 2009).

Leaders within organisations are now charged with developing autonomy for employees as a

form of intrinsic motivation by ensuring that staff have more responsibilities and the ability

to make choices for themselves (Silverthorne, 2005). Salary and remuneration are still

important, however, in the 21st Century employees need to be autonomous and that the

work being done has meaning (Pink, 2009). When autonomy is high within organisations, and roles are meaningful, employees are happy and subsequently are more engaged in their work (Elliot & Dweck, 2013). Individuals do expect and search out for different forms of autonomy. The organisation ultimately needs to decide what the components of autonomy are that are best suited for the benefit of the organisation (Deci & Ryan, 2012).

2.4.5 Mastery

Pink (2009) describes mastery as the need for individuals to be better but better in areas that are important (Pink, 2009b). The 20th century was defined by a need for compliance in the workplace, however, as we move through the 21st century people are motivated by remaining engaged and involved in their work (Pink, 2013). Focusing on objectives, in the work environment that are ambitious tend to promote positive outcomes (Rose, 2014). Mastery requires individuals to have an understanding of the situation where employees are clear in terms of how much they need to do (Pink, 2009). Goals that are geared towards master will have positive effects, whereas those that are biased towards performance result in the opposite (Elliot & Dweck, 2013).

Motivation through mastery will focus on the fulfilment of learning rather than the goal (Pink, 2009b). There are 3 core elements that Pink (2009) associates with mastery: Mind-set, painfulness and asymptote (Pink, 2009). Gains and improvement are not things that are easily achieved. Being determined and resilient through ones efforts is typically a fundamental part of life – mastery is painful (Elliot & Dweck, 2013). Pink describes mastery as something that can never fully be achieved. The asymptomatic aspect where tasks can

never be fully accomplished gives rise to the enjoyable and fascinating aspects that individuals (as human beings) enjoy (Pink, 2009).

2.4.6 Purpose

For individuals, to believe they are working towards something larger and more important than themselves are often the most engaged and productive according to Daniel Pink (2009). An engaged workforce should not only be driven by the objective to maximise profit but engaged to maximise purpose (Pink, 2009b). To be a part of something that is bigger where individuals are focused not only on the task, is grounded in a sense of purpose (Deci & Ryan, 2012). When individuals are energised by the journey that is created with a clear plan on how to get there, this becomes the driving force behind both autonomy and mastery (Pink, 2009).

There has been a trend, where individuals seek to take opportunities from their roles in current employment to engage in endeavours which are meaningful and important to both themselves and others (Pink, 2009b). Once a person's most basic needs have been met they will seek to commit to something that has meaning and purpose (Fullan, 2011). Organisations are now recognising that when tasks have a true sense of purpose, the achieved outcomes are greater (Fullan, 2011). By focusing on the actual purpose of work, greater competitive advantage and value can be achieved within organisations than those organisations who are only motivated via financial results. Not having a purpose that has meaning can yield unsatisfactory results (Pink, 2009).

Esque (2015) criticises Pink's (2009) Motivation 3.0 as being too narrow in focus. Suggesting that in his model, Pink overlooks the aspect where an individual's goals, in a work context, need to match the ultimate purpose of the organisation (Esque, 2015). Suggesting that Pink is at risk of "throwing the baby out with the bathwater", Esque (2015) determines that, as conscious beings, humans set goals and these goals are the motives for actions (Esque, 2015).

2.5 – Conclusions – Literature Review

Since Maslow penned his hierarchy of needs in 1943, theories of motivation have been a key topic for organisations and a source of extensive research. The concept of intrinsic motivation builds upon the models that were developed including Herzberg and Vroom. The context and application around the models is seeing a shift away from the rewards and punishment (carrot and stick) approach, to a more focused approach that takes into consideration a person's needs.

By focusing on individuals from the point of view of autonomy, purpose and mastery, Pink has attempted to bridge the gap in a changing world of employee engagement (Pink, 2009). As the very nature of work is changing at an increasing pace, we face into the future with uncertainty driven by innovation, automation and robotics (Gratton, 2010). What served to motivate individuals in the past may not server to motivate people in the future and industry will need to pivot and adapt.

Being a relatively new concept, Motivation 3.0 being described by Pink in 2009, it is difficult

to find any documented comprehensive empirical studies that show the application of this

model. Research around the topic is still largely in the testing stages, where organisations are

yet to fully adopt or embrace the model presented. As part of the researchers literature

review, no information was available that covered the concept of intrinsic motivation within

a global insurance company, based in Ireland and therefore validation that this requires

further analysis.

Chapter 3 – Research Question

3.1 Introduction

The purpose of this chapter is to introduce readers to the research question that is being investigated. The author will look at the over-arching objectives as part of this body of work as well as looking at what hypothesis are derived from the literature.

3.1 Proposed Research Question

Are traditional motivation theories still relevant as industry embraces a 4th industrial revolution or are employees seeking alternative incentives such as autonomy, mastery and purpose?

3.2 Research Objectives

The primary objective of this thesis is to examine the factors that serve to motivate individuals within a multi-national insurance company based in Ireland. Focus will be centered on analyzing the factors that motivate employees and whether or not it is intrinsic factors that are key factors when considering motivation. The research will examine the extent to which non-financial factors influence an individual's motivation by looking at factors such as autonomy, mastery and purpose.

Objectives of this research will be addressed around the following themes:

- Are extrinsic motivation factors still relevant to motivate individuals?

- Are intrinsic factors important to employees in Ireland?

- Do employees consider autonomy, mastery and purpose important, non-financial factors, for motivation?

As the work-force is evolving, and organizations continue to seek competitive advantage, these findings may assist leaders within companies to understand what it is that motivates employees based in Ireland. Staff retention, employee satisfaction and recruitment are key factors to any organizations success and this research will seek to review what it is that staff in the 21st Century are seeking.

3.3 Research Hypothesis

From the secondary findings outlined in the literature review, the hypothesis described were formulated:

- Traditional motivation theories that focus on extrinsic motivation are insufficient in the 21st century.
- Employees now demand factors for motivation that are intrinsic in nature.
- For employee motivation; autonomy, mastery and purpose are important.

Chapter 4 – Research Methodology

4.1 – Introduction

The primary objective of this research paper is to investigate the relevance of traditional motivation theories in the 21st century as we embrace a 4th Industrial revolution. In commencing the research, secondary data has been analyzed that looks at the traditional motivation theories on which existing models within organizations have been built, which focus on both extrinsic and intrinsic factors.

The author investigated the implications of new models of motivation that are focused on intrinsic motivation factors such as mastery, autonomy and purpose. In the literature review, gaps have been identified that show that there is little research that has focused on new motivation theories and benefits and potential these are now beginning to bring to employees.

As a result of these gaps, the author's primary research will further investigate the impact of these new models that are prevailing in the 21st Century.

For primary research to be effective and successful there are a number of requirements that need to be fulfilled. This chapter will outline those requirements and discuss the basis for the choice of research methodology. Some sections will describe the interview, sampling and ethical considerations that were used during the research. To finish, the author will discuss what limitations were encountered during the primary research and a conclusion.

4.2 – Research Philosophy

There is no general consensus on a "best" philosophy between business or management researchers (Knusden, 2003). Morgan (1986) outlines that in fact each research philosophy makes valid and unique contributions and offer different perspectives in viewing organizational realities (Morgan, 1986).

There are five major philosophies in business and management research: positivism, critical realism, interpretivism, postmodernism and pragmatism. The researcher will apply an interpretivism philosophy conducting the primary research for the following reasons. Interpretivism underlines that as individuals are by their nature different from physical phenomena as they create meanings, this research will look to understand and interpret the social aspects around motivation. Part of the interpretivism approach, as outlined by Saunders et al (2016) is to ensure that the researcher positions him/herself from a social perspective to determine and acknowledge those contrasts that exist between individuals (Saunders, et al., 2016).

According to Saunders et al (2016) here are three different strands within interpretivism (Saunders, et al., 2016). Each strand will place different emphasis on how research is conducted in practice. The three strands are: phenomenology, hermeneutists and social interactionism. This thesis will approach primary research from a phenomenology perspective as this places primary focus on participants lived experiences and interpretations of those experiences (Saunders, et al., 2016).

It is important to acknowledge that interpretivism, by design is explicitly subjective. It is important that the researcher, whilst conducting primary analysis maintains an empathetic stance. It is pivotal that whilst conducting interviews, the researcher is able to understand perspectives from the interviewee's point of view. This may form a level of bias within the research, however, the belief is that this approach is the most representative and suitable as the researcher will gain insight through the relaying and interpretation from individual's stories.

4.3 - Qualitative versus Quantitative methods approach

For this research it was decided that the most appropriate approach would be structured interviews and applying a qualitative analysis approach. This approach lends itself to seeking nuance and subtleties that would not be garnered if a quantitative method of analysis was taken.

This research will be conducted by gathering information based on individual's experiences and perspectives. Qualitative research is typically associated with a philosophy of interpretivism (Denzin & Lincoln, 2011). The researcher will gather the narrative from interviewees, which is valuable primary data, and will interpret the stories that have been represented.

Quantitative research typically deals with highly structured data collection techniques (Saunders, et al., 2016). Based on deductive methodologies, a researcher who applies a quantitative approach to research will use the data collected to test and existing theory. By applying some statistical analysis and techniques, the researcher will look to determine if

there are relationships or correlations in the data collected that either prove or disprove the theory.

Data-collection, when research is conducted via a quantitative method can be varied, a typical example would be via a questionnaire distributed to a large sample size to ensure a suitable and appropriate response is received to test the presented theory.

When determining the most appropriate methodology for this thesis the researcher determines that it is important for individuals to feel comfortable when being interviewed and to communicate in a natural manner. The author felt the most appropriate method for conducting this research was by the application of a qualitative approach as it is more suited for the reasons outlined above.

4.4 – Interviews

As outlined by Saunders et al (2011) there are 2 primary methods in which interviews are conducted: structured or unstructured. Typically a structured interview is formal, where the questions that are posed are close-ended and delivered in a standard order. Conversely, an unstructured interview is traditionally informal and questions can be open ended and take any form.

Due to the topic of this thesis and the potential for going in tangential directions, the author will conduct the interviews in a structured format. The questions have been designed in a manner which encourages individuals to be natural and open in their responses whilst maintaining relevance and perspective to the topic.

4.5 – Data Collection Methodology

The data collected for this research will be taken from primary resources. The source of primary data is from employees working within a multi-national insurance company based in Ireland. Prior to each interview beginning, each interviewee is provided with an information sheet, detailing the context for the research and a consent form. Each individual is informed that it was their right to withdraw from the process at any time.

A total of five individuals are to be interviewed individually, using structured questions that related to the topic of the research. Interviews are audio recorded to facilitate the researcher to capture responses succinctly and to eliminate the potential for any human error or transcribing issues. Some notes will be taken during the interviews. Each interview is to last around 30 minutes.

It is important that during structured interviews, the interviewer is the person who is asking the questions. Each of the questions that were presented were concise and with replies that were predictable in length.

4.6 – Audio Recording

For the researcher to ensure there are no errors in transcription, an Apple i-Phone device will be used during the interviews to record the dialogue. As part of the ethics acknowledgement, documented in Appendix 1 all participants are informed, prior to commencement, that each interview will be recorded to ensure accuracy and consistency. Individuals are informed that the recordings sole use would be for the purpose of this thesis

and that once the interviews are documented all recordings will be deleted. Acceptance is given when each interviewee signed the ethical consent form.

4.7 – Selection Process

To gather relevant data from a reasonable population size the researcher will apply a non-probability sampling methodology. From a population of 70 people, the researcher distributed an e-mail seeking for individuals to volunteer to participate in the research interviews. No discrimination to age, sex or gender was deemed appropriate to the nature of the research. Individuals were then assigned a unique number and then selected at random to participate.

Participants, as per the population of recipients who received a request to volunteer, were all individuals working within a multi-national insurance company based in Ireland.

4.8 – Sampling Size

4.8.1 – Population

Individual selected are in full time employment working more than 30 hours per week. A total of 70 people were emailed to volunteer to participate.

4.8.2 – Age

No discrimination criteria for age was applied for volunteers. Due to the mix of the population age, applying an age criteria may have had the potential to eliminate information that was relevant to the research.

4.8.3 – Demography

Both males and females were invited to participate. Of the 5 individuals who were selected randomly, 4 were male and 1 was female. Whilst this may suggest a bias towards male interviewees it is a representative split of the population: 79% Male / 21% Female.

4.9 – Interview Questions

For the purpose of the interview, all questions are prepared in advance, to allow for a structured, standardized approach. An ethics form is provided to all participants in advance of the interview commencing. Participants are briefed on the nature and context of the research as part of the ethical considerations.

To ensure quality data is obtained during the interviews, the researcher a 4 step interview protocol refinement (Castillo-Montoya, 2016). This protocol is comprised in 4 distinct areas:

- Ensuring alignment between interview questions and research questions

- Constructing an inquiry based conversation

- Receiving feedback on interview protocols

- Pilot testing of the interview questions

Having conducted some pilot interviews, it was determined that some of the questions needed refined as they may have had the potential to lead the interviewee or to allow for very short one word answers i.e. yes / no.

To ensure that each individual fully understands and interprets the questions with accuracy, each question was carefully considered to prevent ambiguity or misinterpretation. Saunders (2016) suggests that for responses to be valid, it is imperative that each question is understood correctly (Saunders, et al., 2016).

Table 1 below shows the questions that each individual was asked during the interview:

	Qualitative Research Questions	Theme
Q1	In your current role, are you satisfied with your current salary?	*Extrinsic*
Q2	In order to maintain interest in your work, are rewards an important factor?	*Extrinsic*
Q3	Does the achievement of an annual bonus influence you in your engagement with your work?	*Extrinsic*
Q4	Does the type of work you do maintain your engagement and interest?	*Extrinsic*
Q5	Would you take on additional responsibilities / projects / challenges that offered no monetary incentives?	*Extrinsic*
Q6	Do you prefer to choose the work that you do or be assigned tasks?	*Autonomy*
Q7	As part of the working day, is a fixed schedule important or flexible hours to suit personal circumstances?	*Autonomy*
Q8	When conducting your work, do you prefer techniques to be described or to have autonomy to develop techniques?	*Autonomy*

Q9	Would you prefer to choose the area or team with whom you work rather than be told?	Autonomy
Q10	Are the challenging aspects of your work more enjoyable in your work than those where you are not challenged?	Mastery
Q11	What motivates you to improve in your role?	Mastery
Q12	Do you feel that when you make mistakes in work that you adjust and correct to improve moving forward?	Mastery
Q13	Do you consciously seek feedback from managers or peers to help improve individual performance?	Mastery
Q14	How do you grow and develop within your current role?	Purpose
Q15	Is a contribution to the community important in what you do?	Purpose
Q16	How do you feel your work contributes or makes a difference to society?	Purpose
Q17	How important is it to you that your work is meaningful?	Purpose

4.10 – Ethical Principles

During the collection and analysis of data it is imperative that no harm is caused to participants (Saunders, et al., 2016). As part of completing this thesis, the researcher was able to familiarize themselves with the documented ethical policy stipulated by NCIRL titled: Ethical Guidelines and Procedures for Research involving Human Participants, dated

September 2013. At all times the researcher respected the rights and privacy of all individuals involved.

As part of the interview process, an explanation to the background of the research and context of the research is provided. It is confirmed, with all that at no stage would their responses be shared with any third party and is for the sole purpose of this research.

Each individual is reminded that their contribution and participation was entirely voluntary and will be treated with strict confidentiality. Each individual has the right to withdraw their consent at any time.

It will be confirmed with the individuals, that once all recordings had been used for the sole purpose of transcribing their responses, their recordings will be deleted and not shared or stored on any local or external media devices.

No information will be requested or gathered by any individual who was a minor.

For any clarifications that may be required by individuals, the researcher will provide their name and contact number and advise each individual to contact them if required.

With the best knowledge of the researcher, no individuals were treated in an un-ethical manner during the course of this thesis.

4.11 – Data Analysis Strategy

All the data that is compiled and transcribed from the interviewees will be summarized and input into an excel spreadsheet, to ease manipulation and interpretation. All this qualitative data will be indexed according to themes and categorized so that the researcher can

decipher the information for analysis. Thematic analysis will be applied as a methodology to organize the data in a structured manner and for ease of interpretation. Thematic analysis allows for data to be organized whilst conducting qualitative research (Saunders, et al., 2016).

The excel spreadsheet will be structured to show the questions along a horizontal axis and the respondents replies across a vertical axis.

4.12 – Conclusion

In this chapter the author has presented the preferred approach taken for this research thesis along with the pros and cons in the approach. There is no universal approach to conduct a body of research and on weighing up the options, applying a qualitative approach to the research was deemed the most appropriate, given the nature of the research question.

Due consideration to ethics has been given throughout this work.

Chapter 5 – Analysis and Findings

5.1 – Introduction

In the previous chapter the researcher outlined the methodologies that have been applied for data collection. The methods of data manipulation were also discussed and presented that enable the researcher to conduct their analysis. Those findings are presented in this chapter.

Built on themes of motivation the qualitative research is presented below. The analysis will describe the factors that influence motivation for employees working in a multi-national insurance company based in Ireland. The findings will examine if intrinsic motivation factors such as autonomy, mastery and purpose are factors that are more important than extrinsic motivation factors such as salary or bonus.

The chapter will conclude with a discussion that incorporates findings from the existing research that either supports or conflicts existing theories.

5.1 – Results Analysis

From the research objectives, the author constructed a total of 17 questions that related to the central themes. The researcher then conducted 1 to 1 interviews with a randomly selected group of five people. During the interviews, the five participants gave their views on different aspects on motivation as part of their working life. The interviews were transcribed and the qualitative data that was gathered was used to formulate the findings.

The author has represented the transcribed data in **appendix 3**, where each individual can be differentiated by Interview 1 through to Interview 5. This allows anonymity to persist. Each question was differentiated by theme to assist in the analysis of the study and to remain consistent with the research objectives that were outlined in Chapter 3.

1. **Questions 1 – 5 – Extrinsic**. This theme examined the extrinsic motivation factors for individuals to determine how important factors such as salary or rewards are. The replies are also used to analyse if there are intrinsic motivation that are actually more important.
2. **Questions 6 – 9 – Autonomy**. Questions that examine if autonomy is important for employees to maintain motivation in their working life.
3. **Questions 10 – 13** – Mastery. Is Mastery important for individuals to be motivated as part of employment in the 21st Century?
4. **Questions 14 – 17** – Purpose. How important is purpose and meaning to individuals to be motivated in their work.

5.1 – Findings – Research Objective One

In chapter three the researcher outlined the first objective for this thesis:

- Are extrinsic motivation factors still relevant to motivate individuals?

Five questions were developed to examine this them and to see how important extrinsic motivation factors for individuals.

<u>Question 1 - In your current role, are you satisfied with your current salary?</u>

Four of the five respondents replied that they were happy with their salary, with one

respondent replying negative:

> **Interview 4**: *"Not really - I see and hear what others earn and think that perhaps I am not paid enough"*

<u>Question 2 - In order to maintain interest in your work, are rewards an important factor?</u>

For this question, four responses that said that rewards are not important and one response

that rewards are important:

> **Interview 1:** *"For me rewards are nice to get but don't really keep me interested in my work"*
>
> **Interview 2:** *"I wouldn't say important but they certainly can help"*
>
> **Interview 5:** *"No. Rewards are something that are simply a recognition of an individual getting on with their work in a way that is recognised by peers or managers"*
>
> **Interview 4:** *"I'd probably say yes. As an individual I always get a boost when I get an award"*

<u>Question 3 - Does the achievement of an annual bonus influence you in your engagement</u>

<u>with your work?</u>

Question three, all individuals interview said that the payment of an annual bonus did not

impact their engagement with their work:

> **Interview 1:** "*Not really, the bonus is just something that has become part of the cycle"*

Interview 3: "*I think the bonus can be counterproductive. We all have objectives, if we hit them, we get a bonus*"

Interview 5: "*Maybe for a few weeks of the year it would. But that is a bit silly as the bonus should reflect your achievements over the course of a year*"

Question 4 - Does the type of work you do maintain your engagement and interest?

Four of the five respondents for question five said that the type of work that they do does in fact maintain their engagement. One respondent replied that the type of work that they do does not maintain their engagement.

Interview 4: "*No. My job is built on routines and strict scheduling and ensuring the Service Levels are consistently and constantly met.*"

Question 5 - Would you take on additional responsibilities / projects / challenges that offered no monetary incentives?

Only one of the respondents responded directly that they would not take on any additional responsibilities. All other four responses were a qualified yes, if the opportunity was beneficial to them and it was the right opportunity (personally).

Interview 2: "*If it was the right challenge that really energised me then yes, absolutely.*"

Interview 5: "*I like to step out of my comfort zone from time to time. I'd absolutely take on new challenges for no reward if it was personally beneficial for me in the long run*"

Interview 4: *"Probably not. I think people are entitled to be paid and rewarded for the work that they do."*

5.1.1 – Findings – Research Objective One Analysis

From the interviews that focused on extrinsic motivation factors, the majority of replies suggest that factors such as salary or bonus are not important to maintain motivation. Individuals who were interviewed are mainly satisfied that their salary is adequate and that the incentive of an annual bonus does not motivate them any more in their lives.

Rewards are seen something that can have a positive influence if appropriate. The interviewees expressed more of a preference relating the actual feedback rather than the value of a reward. When the interviewees were asked about taking on further responsibilities without reward, the replies were largely nuanced. Individuals expressed a desire to know what the challenge was and what the potential benefits where for them. The lack of monetary incentive was not a factor in whether or not individuals would take on increased challenges.

5.2 – Findings – Research Objective Two

The second research objective, as covered in chapter three is:

- Are intrinsic factors important to employees in Ireland?

The researcher used the same question set for analysis that was used to examine the extrinsic motivation of employees. By using this data, we are able to look at the answers

respondents give when questioned around extrinsic motivational factors to understand the intrinsic motivation factors.

Question 1 - In your current role, are you satisfied with your current salary?

Four of the five interviewees had explained that they were satisfied with their current salary. The one respondent who expressed dis-satisfaction with salary suggested that, as she was aware what other people earned, this was the root cause of her issue.

> **Interview 4**: "*Not really - I see and hear what others earn and think that perhaps I am not paid enough*"

Question 2 - In order to maintain interest in your work, are rewards an important factor?

Four of the five people outlined that rewards are not important from them to maintain interest. When the individuals explained their rationale, a clear sense of something other than monetary awards was in fact what was important.

> **Interview 1**: *"It is always nice to get some sort of recognition like an excellence award or some sort of customer <u>feedback</u> but that typically will not make my work more interesting or maintain my interest in the actual work. It is the <u>type of work</u> that is really key here."*
>
> **Interview 2:** *"I work in a service team so <u>positive feedback</u> can really lift spirits"*
>
> **Interview 5**: *"I think that if you <u>like</u> your job and <u>enjoy</u> what you do, this naturally benefits the output and quality and sometimes that gets rewarded"*

Question 3 - Does the achievement of an annual bonus influence you in your engagement with your work?

All five of the replies relating to bonus arrangements and being an influence on work were negative. Individuals did not make any connection between the awarding of the bonuses and maintain engagement with employment. A level of cynicism around the bonus regime was also observed with some of the replies.

> **Interview 2**: *"Maybe when it is bonus time and there are multiple communications relating to it"*
>
> **Interview 3**: *"I think the bonus can be counterproductive. We all have objectives, if we hit them, we get a bonus. If those objectives are largely weak objectives then the desire to excel throughout the year is minimum."*
>
> **Interview 5**: *"Maybe for a few weeks of the year it would. But that is a bit silly as the bonus should reflect your achievements over the course of a year"*
>
> **Question 4 - Does the type of work you do maintain your engagement and interest?**

Out of the 5 interviews, four of the replies determined that the type of working being carried out is important to maintain a level of interest. Themes are diverse roles and changing perspectives were all factors that stood out as being important for people in their current roles.

> **Interview 1**: *"I am quite lucky in my job where I am dealing with people from across the globe on a daily basis and seeing and hearing different perspectives. That really keeps me interested and broadens my own personal experiences"*
>
> **Interview 2**: *"There are parts of my roles where I have the ability to really make a difference and to contribute in meaningful way"*
>
> **Interview 5**: *"It just allows me to seek out other things to do that allows me to build up different skills in a safe environment"*

Question 5 - Would you take on additional responsibilities / projects / challenges that

offered no monetary incentives?

There was only one respondent who replied that they would not take on any further

responsibilities without monetary incentives. All other replies where nuanced in that they

depended on how the opportunity would personally benefit them.

> **Interview 1**: *"I think incentives are important but it is vital to seek out opportunities or challenges that help develop you as an individual. It really would depend on what it was."*
>
> **Interview 2**: *"If it was the right challenge that really energised me then yes, absolutely."*
>
> **Interview 3**: *"Money is not everything and I do like to take on new challenges. You would have to be careful that if you take on something, that is not part of your day job that you are not putting that at risk. The opportunity would need to be assessed to ensure there is no conflict"*

5.1.1 – Findings – Research Objective Two Analysis

Using the data that was captured as part of the exploration into extrinsic motivation, the

researcher was able to interpret the factors around intrinsic motivation that influence

people. Whilst salary is always a sensitive topic, there was a broad sense that individuals are

being paid reasonably for the services they provide and not a motivating factor in the

workplace that was used.

The culture around bonus produced some results that had a certain level of cynicism. Individuals, whilst thankful of the bonus, where not influenced throughout the year by this incentive.

When asked about rewards as an incentive, broadly the consensus was that it is not about monetary rewards rather than some positive feedback from peers, customers, managers etc. The incentive to get a monetary reward was not seen as a motivating factor.

When asked about taking on challenging work, with no monetary recompense, the answers became quite internalised. People needed to understand what the challenge or project was that was presented to ensure that there was going to be personal gain. Weighing up options was a big factor, and in lieu of monetary rewards, individuals felt that they needed to be able then to be rewarded intrinsically.

5.2 – Findings – Research Objective Three

The third and final objective for this research was:

- Do employees consider autonomy, mastery and purpose important, non-financial factors, for motivation?

The researcher built the second stage of the interview around themes of autonomy, mastery and purpose. The questions were structured in such a way as to understand if these three areas of motivation are important to employees working in a multi-national insurance company based in Ireland.

5.2.1 – Autonomy

Question 6 - Do you prefer to choose the work that you do or be assigned tasks?

The responses from all replies had a level of realism that grounded the question. From an aspirational side, all individuals would like to choose the work that is assigned to them, but the realities of working in a commercial organisation with deadlines and tasks that must be complete influenced the answers.

> **Interview 1**: "*I prefer to choose the tasks that I work on, but typically that is not an option*"

> **Interview 2**: "*If we could choose what we do then absolutely, this would be the ideal scenario. That rarely happens in the work that I do*"

> **Interview 4**: "*I would love to be able to choose the work that I do but that is not realistic*"

Question 7 - As part of the working day, is a fixed schedule important or flexible hours to suit personal circumstances?

All respondents to question 7 indicated that flexibility within work scheduling was an important factor. One respondent replied that although it was not possible to have flexible working hours, the wish to have some was clear.

> **Interview 1**: *"Having that flexibility these days is hugely beneficial, especially with a young family".*

> **Interview 2**: *"In the modern world having flexibility is vital. Being able to adapt to personal life such as getting the car serviced or parcel deliveries is now the norm"*

Interview 4: *"My work dictates rigid working hours. We need to be open from 0800 to 2000 so scheduling and being available during those times is absolutely vital and needs planning. Personally though I would like to have some flexibility around my hours to be able to do some chores that can only be doing during office hours"*

Question 8 - When conducting your work, do you prefer techniques to be described or to have autonomy to develop techniques?

Question 8 was to determine if people now like to decide how it is they work. Is it important that they have the autonomy to develop their own methods of working and completing tasks or are tasks something that people prefer to be prescribed? Again, with this question, the answers displayed a level of reality and practicalities when completing work items.

Interview 1: *"There is a balance here. I like to be able to develop and refine my own techniques and ways of working but that is typically built on some foundational explanations or process."*

Interview 3: *"My preference would be to be allowed to develop my own techniques. Reality though dictates that we have to complete things based on compliance and controls that already exist"*

Interview 4: *"As a team we like to refine and adapt our policies collectively. This provides an opportunity for all to have inputs that work. Once we have these implemented though then they are quite rigid and need to be followed. Consistency is key and by introducing this it allows us to maintain that consistency"*

Question 9 - Would you prefer to choose the area or team with whom you work rather than be told?

Looking at where and with whom individuals people work with is an option that is typically not available to many employees. Question 9 was designed to see if in fact this is something that is important to individuals in the modern workplace. Again, we can see some

practicalities being demonstrated where people recognise that they are placed in teams

rather than choosing.

> **Interview 1**: *"Ideally yes. The reality however is that functions and teams are organised along functional requirements so choosing which team to work with isn't really an option"*

> **Interview 4**: *"Yes. Having the ability to choose the team where I work would offer me an opportunity to find work that excites and energises me, work that I believe would really motivate me"*

5.2.2 – Mastery

Question 10: Are the challenging aspects of your work more enjoyable in your work than those where you are not challenged?

To determine if the interviewees preferred work when it is challenging, the author began by

seeing where employees gain the most enjoyment. All respondents replied that they enjoy

the challenging parts of work more with some qualifications.

> **Interview 1**: *"100% yes. Being challenged is what excites me about the role"*

> **Interview 2**: *"There is absolutely a balance here. I certainly enjoy days when I am challenged a bit more, but I think only if I know I can succeed. Tasks that are "impossible" or for which I don't have the skills for are not a challenge they in fact have a negative effect".*

> **Interview 4**: *"I like to remain challenged and actively seek out challenges where I can"*

> **Interview 5**: *"Sometimes, yes. It really is dependent on what else is going on. I do enjoy taking on challenges if times are slow, however, when it is busy or we have deadlines, it is difficult."*

Question 11: What motivates you to improve in your role?

Question 11 directly asks what it is that motivates you in your role. Seeking to determine if there are aspects around mastery that drive motivation with individuals to really improve their current performance and if getting better all the time is a real motivation. The respondent's replies ranged from personal development, to family and to making a difference to others.

Interview 1: *"My primary motivation is development. I'd like to think that there is a long future in what am I doing so I seek opportunities constantly to learn and to adopt to conditions."*

Interview 3: *"My main motivation comes from outside my organisation. My family are the primary reason why I work."*

Interview 4: *"Making a difference to people who are in trouble is a great motivation. Just knowing that each day you are helping someone who has had a misfortune is a real motivator. It is those moments of truth where you can stop and reflect and understand that what you do is really helping others"*

Question 12: Do you feel that when you make mistakes in work that you adjust and correct to improve moving forward?

Making mistakes is a key part of any learning objective. Question 12 was designed to determine if people feel that if they make mistakes, they are using the experience to correct the anomaly and learn from this to ensure there is an improvement for the future. All respondents felt that they use learnings from mistakes in a constructive and positive way.

Interview 1: *"Yes I think so. The culture here is reasonable where mistakes are typically not punished, certainly not in my area. We are encouraged to learn and constantly learn. There is a saying here "fail fast" - the key is not to make the same mistake twice"*

Interview 4: *"Mistakes happen. I think in the world of today, where everything is completely time sensitive mistakes happen when people are put under pressure."*

Interview 2: *"If I make a mistake, I recognise and acknowledge it. Record it if it needs to be and move on. It is important that mistakes are shared though as potentially someone may make the same mistake as me."*

Question 13: Do you consciously seek feedback from managers or peers to help improve individual performance?

Seeking feedback is key for development and to seek ways for improvement. Question 12

asked each individuals whether feedback, either from their peers or managers was

something that undertook. 4 of the 5 replies confirmed that feedback was important in their

own personal development.

Interview 1: *"I have always valued feedback when it is well placed and constructive"*

Interview 2: *"Sometimes. It can be difficult as it is not easy to hear criticism. If I trust the person then it is easier as I can accept negative comments".*

Interview 5: *"I started doing this some years ago now. I do try to remain structured in my frequency but I would regularly have one to one meetings with my manager to seek feedback and areas of developments"*

5.2.3 – Purpose

Question 14: How do you grow and develop within your current role?

Individual growth and personal development are key components for individuals to maintain

motivation in their jobs. When people have a sense of purpose, it is suggested that

motivation will be heightened and people grown and develop as a result.

Interview 1: *"I like to keep learning. I think if we stand still we can become complacent. Learning about things that typically are outside of my comfort zone is how I keep myself occupied"*

Interview 2: *"I try to look for opportunities to make things better each day. Incremental improvements are something that I think a lot of people take for granted so introducing ways of measuring achievements is a really good idea and helps demonstrate how improvements can really add up over time, even if they are typically not noticed"*

Interview 3: *"When I am in a role I give it 100%. I try to master the skills required and to do everything I can to succeed. I think though after 2 or 3 years you really need to be looking for the next step and to learn some new skills and gain more experiences"*

Question 15: Is a contribution to the community important in what you do?

Aspects outside of your place of work are important for individuals to have a sense of purpose. Question 15 looks to see if individuals consider the communities they work in as part of their work.

Interview 1: *"It's not something I have really thought about to be honest. Thinking about it I'd like to say yes. I think we all would like to think that we are making a positive contribution to our communities."*

Interview 2: *"Absolutely. I think we all have an obligation to ensure we live in a responsible and positive way that contributes to our community"*

Interview 4: *"Global companies are everywhere and perhaps to the detriment of local communities. This is something I really feel strongly about and something I believe that each company has an obligation to prioritize and take action to ensure that there is integration with communities."*

Question 16: How do you feel your work contributes or makes a difference to society?

Question 16 looks at society in general, to see if employees now feel that what they do makes a contribution. To understand if people are motivated with a deeper sense of purpose rather than just gainful employment, this question is designed to see if societal considerations are now a factor.

Interview 1: *"As a society then, these are areas where people can feel re-assured they are in safe hands and should they get into difficulties that we will have their best interest."*

Interview 2: *"I guess there are many areas where we all contribute to society in our professional lives. From my perspective I believe that the work I do makes a difference. Maybe I don't see it first hand, but further down the line I know that insurance protects people and gives comfort in bad times, so that can be rewarding and I think a contribution to the society we all live in"*

Interview 3: *"Multi-national organisations can sometimes be seen as all about the profits and at all cost. I think or at least I hope that we are different. There is an expectation now within society that privacy is paramount, data is safe and secure and that individuals are treated with due respect. I think we have a culture in our company that promotes that, so that every action we take is grounded by this. I think this contributes to society and promotes a level of assurance"*

Question 17: How important is it to you that your work is meaningful?

We look here at meaning. In the 21st century, is it important that the work that individuals do every day has a sense of meaning? Is meaningful work important to maintain motivation or is it something that has no relevance?

Interview 1: *"Very important. I think that if what I did had no meaning then I wouldn't be doing it for very long"*

Interview 2*: "Yes it is important but I guess we can't have it all our own way. I'd like to believe that everything I do when I come to work has deep meaning but in reality, some of the work I do is pretty mundane and to try to get some meaning out of that might be a stretch"*

Interview 4: *"For me this is massive. I joined this company because of the culture and ethical foundations. Every-thing we do is driven by a sense of purpose fundamentally."*

Interview 5: *"I think if my work had no meaning it would be a chore. To be motivated to come to work knowing there was no purpose to it would be a nightmare. I do believe my work ultimately has meaning but if I am honest, it is not something that I think about a lot."*

5.2.4 – Findings – Research Objective Three Analysis

The final objective of this research was to examine if factors such as autonomy, mastery and purpose are important for individuals as ways of motivation. The questions were focused on determining if these are factors that now proving important as part of daily work and employment.

Autonomy, being the first topic that was discussed, was looking to see if the ability to choose work undertaken and to have flexibility was now a factor. The broad agreement when we looked at autonomy is that flexibility is a key requirement for many individuals. Having the ability to adapt to changing personal circumstances was something that individuals now expect. One respondent answered:

"I don't think I could go back to having a very fixed schedule like a 9 to 5".

Whilst this is something that is desirable, there was also an input of realism. The requirements of each role may be different, and whilst it would be idealistic to suggest that every role has some level of flexibility, the realities of work cannot be overlooked

"My work dictates rigid working hours. We need to be open from 0800 to 2000 so scheduling and being available during those times is absolutely vital"

The focus of the interview then moved to mastery, to understand if individuals now determine that mastering a task or a role is key for motivation. When asked what it is that motivates you, the feedback was entirely focused on intrinsic factors. Positive feedback, personal development, family were all factors that were important for individuals. One

respondent explicitly called out that salary was not a motivating factor, but qualifying that without it, the reply may be different:

"I don't think salary is a motivation for me. I guess without it though there may be a different answer"

It was clear, from the replies, that a big weight is put on personal development and growth. Individuals need to be empowered to seek these opportunities for development and to operate in a safe environment that nurtures and promotes self-development. Having the ability to make mistakes is key to learning and development and it was clear that individuals recognize this an enabler to allow them to fulfil their roles whilst continuing to improve.

The interviewer finally moved on to purpose. Purpose, as a motivation, suggests that individuals in the 21st century expect that what they are doing has a benefit to community and society and this in turns energizes individuals to perform.

The results from this set of questions is varied. Whilst there is definitely a sense that multinationals need to respect the communities in which they are based and be cognoscente to the fact that it is those communities which sustain the employees. The interviewees understood that there is a valuable contribution that can be made by organizations, the reality of this does not yet fully resonate with individuals.

"In reality though, I am not sure it is something that I have thought too much about"
"In my professional life it is probably something I should pay more attention"
Whilst this aspect of purpose is perhaps still quite new in terms of what it means for individuals, the sense of jobs that have meaning was overall positive. Each individual felt that

it was very important for them that their roles had meaning. Some individuals suggesting that this was fundamental to the reasons for joining the organization.

> *"For me this is massive. I joined this company because of the culture and ethical foundations. Every-thing we do is driven by a sense of purpose fundamentally"*

5.3 – Conclusion

This chapter presented the output from the primary research based on themes around motivation. The first phase of questions was to determine whether extrinsic factors are important for individuals in the 21st century and whether or not there were actually intrinsic motivating factors that were predominant.

The chapter provided further analysis of intrinsic motivational factors when looking at autonomy, purpose and mastery. The purpose of this analysis was to tie in with the three stated research objectives. A full transcript of the interviews that were conducted by the research can be found in appendix 3**.**

Chapter 6– Discussion and Conclusions

6.1 – Introduction

Chapter 6 will discuss the findings from the research to link it back to the existing theories and literature as discussed in the literature review. Conclusions will be reviewed against the existing theories which will either support or contradict the existing literature.

The author will then look at any implications of this piece of work, what limitations were encountered, some recommendations for further research and finish with a conclusion.

6.2 – Discussion

The objective of this research was to examine if traditional theories on motivation are still relevant in the 21st century or are factors such as autonomy, mastery and purpose, as outlined by Pink (2009) now factors which employees are searching for when concerned with motivation.

This research looks at the items presented by Pink regarding intrinsic motivation to determine if these are factors which are beginning to influence people in the 21st Century. Herzberg (1968) writes that only when an employee is satisfied with extrinsic factors such as salary, can they begin to actually be motivated through intrinsic stimuli (Herzberg, 1968). Traditional motivation theories typically have an element of intrinsic motivation. Maslow (1948) highlighted the need for non-financial stimulus, however, suggesting that as part of a hierarchy, those needs need to be fulfilled before other criteria can be satisfied (Maslow, 1943).

Some researchers, contrary to the views of Herzberg (1968) and Maslow (1943) go as far to suggest that extrinsic motivators can be detrimental and ultimately end up in decreasing creativity (Deci & Ryan, 2012). Modern companies though maintain a regime of carrot and stick and build their structures of recognition and rewards around extrinsic factors (Marciano, 2010).

This research then attempted to investigate if extrinsic motivational factors are prevalent with individuals or are intrinsic motivation stimuli more important. The first series of questions concerned extrinsic motivation factors. Primarily respondents confirmed that they were satisfied with their remuneration with only one respondent suggesting any form of discontent. When the researcher then asked around bonus and rewards, a level of cynicism was observed. One interviewee said:

"They can however be contrived I feel where people are simply getting awards for the sake of it"

The inference here is that employees are beginning to determine that rewards are not seen as a motivating factor, but something that is having the opposite effect. If employees don't perceive that rewards are valuable and the organization is not being transparent, this may discourage motivation. Where extrinsic motivation factors are used by employers to boost morale or desire to work, the effects may have the reverse effect than those which were envisaged by the organization (Hong, et al., 1995).

Bonus payments, it can determined from the analysis, are not a motivating factors. All respondents have said that their bonus is not something that they think about throughout the working year that influences their motivation in the workplace.

The research can reasonable conclude that for motivation, in this context, the extrinsic or monetary factors are not significant in determining motivation. However, per Maslow (1943) and Herzberg (1966), it is important that reasonable and fair recompense is in place if individuals can become motivated.

When the researcher focused the interview on the autonomy, mastery and purpose there was strong evidence to suggest that these were beginning to be an important factor in how individuals are motivated in the 21st century.

One respondent, when asked about having flexibility in their working life replied

"In the modern world having flexibility is vital. Being able to adapt to personal life such as getting the car serviced or parcel deliveries is now the norm. I don't think I could go back to having a very fixed schedule like a 9 to 5"

References to *"..the modern world"* suggest that these are indeed changing times. Organisations are now able to offer flexibility to suit and adopt a more work-life balance approach. This clearly demonstrates that autonomy is now an important factor for employees if they are to remain engaged and motivated. Gratton (2010) has suggested that organisations must consider the area of flexible working as they seek to attract and retain the best staff (Gratton, 2010).

Through the remainder of the research, a theme developed consistent with the desire for individuals to control their own destiny. There were frequent references to the ability to learn, to develop and to be challenged within roles that are becoming more important for individuals. When looking at mastery, and specifically how an employee grows and develops, one reply was:

"Every day is different and every day presents a new opportunity to learn something, to improve something or just to make things better. I think it could be easy to just sit back. I try to look for opportunities to make things better each day"

Learning is a key part in mastery and individuals now recognise the need to keep refining and honing skills to remain in the workforce. Gratton (2010) describes Mastery as key to the Future of Work (Gratton, 2010). As the age of automation and robots is upon us in the fourth industrial revolution, employees must seek to be masters of skills rather than broad generalists which may be an opportunity for displacement.

The researcher observed that autonomy, mastery and purpose are all aspirational traits for employees, a level of realism and practicalities prevailed in the research. Replies such as:

"I would love to be able to choose the work that I do but that is not realistic"

"Yes it is important but I guess we can't have it all our own way…."

"The realities of working in a multi-national company…."

"Reality though dictates that we have to complete things based on compliance and controls that already exist…"

This would suggest that in an ideal world, where considerations of a financial or family obligation where not a consideration, the replies may be different. This underpins Maslow (1946) where an individual must fulfil the most basic of needs before reaching self-actualization. Earning a salary and complying with the obligations of employment are paramount so perhaps choosing what team you would like to work in or on what work you would like to put your efforts are not yet quite a reality for a lot of people.

6.3 – Limitations

Motivation and motivation theory is an extremely broad topic. To cover all aspects that concern both extrinsic and intrinsic motivation would be impossible and hence this paper was limited in scope to cover some of the more prevailing traditional theories on motivation and focusing on the themes presented by Pink (2010) around autonomy, mastery and purpose.

When conducting interviews there was no explanation given to the interviewees on the traditional theories of motivation nor was there an explanation given to the work of Pink around autonomy, mastery and purpose.

A small population size was used for this research as this was convenient to the researcher who had access to the population. The population however was representative of the nationality population of Ireland in that it had 19 nationalities represented.

The research was limited to employees who are working for a multi-national insurance company, all of whom are office based employees with flexible working arrangements. This may have had the opportunity to introduce some bias on some of the answers.

The research did not discriminate on age, sex or religion – each of which may have influence on how individuals are motivated.

6.4 – Recommendations

Building on the limitations discussed by the author, it is recommended that further research is undertaken in this field. Traditional motivation models prevail within organisations, and the carrot and stick method of rewards is seen as dated and in the worst cases leading to de-motivation (Marciano, 2010). Further research could investigate the seasonal impact that the regime of bonus payment has on employees and the impact.

It is recommended, to expand this research, a supplementary quantitative analysis be complete that complements and supports this qualitative research. A mixed methods approach may allow for some candid answers that individuals may perhaps feel they cannot express during an interview due to the sensitivities of the topic.

A more detailed analysis should be undertaken to take into account age, gender and salary scale. As we embrace a fourth industrial revolution a new work-force is entering the market who do not have the legacy of traditional ways of working that perhaps some employees. This may reveal differing expectations in terms of motivation than someone who has been in fully employment for many years.

6.5 – Conclusion

For employers, motivation is an elusive topic. Motivation is something that is required for individuals to be productive, innovative and ambassadors for the organisation. Traditionally seen as something that was linked to financial awards and factors that are extrinsic in nature, theories around motivation have demonstrated that it is in fact the intrinsic factors that serve to motivate individuals. It is the responsibility of all leaders and managers to introduce and to promote factors that promote the intrinsic factors that now serve to engage an energised work-force.

Autonomy, mastery and purpose are not something new. Where the application is new is that individuals are now seeing their motivational inspiration coming from these areas. Individuals need to understand and to connect with an overarching vision or purpose of an organisation. Employees need to be connected to a mission that encourages and promotes factors that are bigger than the organisation, such as their local communities or the society in general.

Diversity and inclusion along with respect are basic needs that each and every individual deservers and demands. It no longer possible to simply depend on offering salary as an incentive. In a globalised economy with increased mobility, it is now the individual who has the choices. Technology has removed many barriers to employment, it is now for employers to listen and to act and to put in place those structures that are vital to a healthy and successful workforce.

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APPENDIX

Appendix 1 – Consent Form

Consent to take part in research

"Are traditional motivation theories still relevant as industry embraces a 4th industrial revolution or

are employees seeking alternative incentives such as autonomy, mastery and purpose?"

• I…………………………………… voluntarily agree to participate in this research study.

• I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer

any question without any consequences of any kind.

 • I understand that I can withdraw permission to use data from my interview

• I have had the purpose and nature of the study explained to me in writing and I have had the

opportunity to ask questions about the study.

• I understand that participation involves honestly answering a series of questions relating to

motivation factors in my employment.

• I understand that I will not benefit directly from participating in this research.

• I agree to my interview being audio-recorded and subsequently deleted once the interview has

been transcribed.

• I understand that all information I provide for this study will be treated confidentially.

• I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.

• I understand that if I inform the researcher that I or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

• I understand that a transcript of my interview in which all identifying information has been removed will be retained for 2 years.

• I understand that under freedom of information legalization I am entitled to access the information I have provided at any time while it is in storage as specified above.

• I understand that I am free to contact any of the people involved in the research to seek further clarification and information. Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

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Signature of participant   Date

I believe the participant is giving informed consent to participate in this study

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Signature of researcher   Date

Appendix 2– Participation in Interview request E-Mail

All

As part of an MSc I am currently studying for, I am conducting a series of interviews as part of my research thesis

This qualitative research requires for individuals to volunteer to participate.

Research Title*:*

"Are traditional motivation theories still relevant as industry embraces a 4th industrial revolution or

are employees seeking alternative incentives such as autonomy, mastery and purpose?"

I am looking for volunteers who are currently in full-time employment

Be aware that the name of your organization will not be mentioned to conform to ethical considerations.

All participants will sign an ethical form that confirms your understanding.

If you would like to volunteer, your support would be gratefully received.

Email: brian.mcevoy@xxxxx.com

Kind regards,

Brian

Appendix 3 – Data Collection - Interviews

	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6
	In your current role, are you satisfied with your current salary?	*In order to maintain interest in your work, are rewards an important factor?*	*Does the achievement of an annual bonus influence you in your engagement with your work?*	*Does the type of work you do maintain your engagement and interest?*	*Would you take on additional responsibilities / projects / challenges that offered no monetary incentives?*	*Do you prefer to choose the work that you do or be assigned tasks?*
Interview 1	For now I would say yes - Salary is always one of those things where you are always looking for more	I don't think so. It is always nice to get some sort of recognition like an excellence award or some sort of customer feedback but that typically will not make my work more interesting or maintain my interest in the actual work. It is the type of work that is really key here.	Not really, the bonus is just something that has become part of the cycle. I don't think about it througout the year.	By and large I would say yes. I am quite lucky in my job where I am dealing with people from across the globe on a daily basis and seeing and hearing different perspectives. That really keeps me interested and broadens my own personal experiences	Difficult to say. I think incentives are important but it is vital to seek out opportunities or challenges that help develop you as an individual. It really would depend on what it was.	I prefer to choose the tasks that I work on, but typically that is not an option. Work is something that is assigned from above so we don't usually get an option to choose.
Interview 2	Yes - relative to the market I think it is ok	For me rewards are nice to get but don't really keep me interested in my work. I work in a service team so positive feedback can really lift spirits. These type of rewards can boost morale but I am not sure if they maintain interest in the actual work being done	Maybe when it is bonus time and there are multiple communications relating to it. Outside of that I rarely if ever actually think about the bonus.	Sometimes, yes. There are parts of my roles where I have the ability to really make a difference and to contribute in meaningful ways. There is also the boring repetitive aspects of the roles, those are not so exciting but you have to take the rough with the smooth. You can't be energised and enthusiastic 100% of the time	If it was the right challenge that really energised me then yes, absoluteley.	If we could choose what we do then absolutley, this would be the ideal scenario. That rarely happens in the work that I do. We deal with a lot of projects that are pre-defined deliverables. Those deliverables simply have to be complete as described so we don't get much of I choice.
Interview 3	Difficult to say, I think I am ok but am always interested in external comparisons	I wouldn't say important but they certainly can help. If you are doing a boring repetitive job it can be very heard to maintain interest no matter what rewards or incentives are offered. I think it is important that reward don't become a tool to mask boring work that is not challenging to retain staff	I think the bonus can be counter productive. We all have objectives, if we hit them, we get a bonus. If those objectives are largely weak objectives then the desire to excel throughout the year is minimum. Bonus' are all but guaranteed so they simply become part of the norm.	I think maintaing engagement over long periods of time is difficult. Fatigue plays a part and we need to have variety. I am lucky in that my role offers plenty of variety and that also has challenges when you are juggling multiple priorities and deadlines and a broad set of stakeholders. I'd like to think I maintain a level of engagement that compliments my own style and way of working	I am a firm believer of taking every opportunity. Money is not everything and I do like to take on new challenges. You would have to be careful that if you take on something, that is not part of your day job that you are not putting that at risk. The opportunity would need to be assessed to ensure there is no conflict	I am fortunate in my role in that I am able to assign and delegate tasks and objectives to others. That being said, it is not carte-blanche to invent or to make up jobs. In an organisation like ours we are focused on organisational strategic objectives. Typically everything is derived from there. I have heard of other companies that have "skunk works" where indivudals have the opportunity to spend time on something that really interests them. That would be perfect

Interview 4	Not really - I see and hear what others earn and think that perhaps I am not paid enough	I'd probably say yes. As an individual I always get a boost when I get an award. It can re-ignite me and sometimes gives me a kick I need. They can however be contrived I feel where people are simply getting awards for the sake of it	I don't think so. It is really good to get a bonus every year, we are lucky as I know some places do not have bonuses but I don't usually think about the bonus through-out the year. It certainly doesn't change my ways of working or how I go about my work everyday	No. My job is built on routines and strict scheduling and ensuring the Service Levels are consistently and constantly met. The role I do is largely dealing with complaints and front line customers but it is not something that challenges me on a daily basis due to the nature of what is involved	Probably not. I think people are entitled to be paid and rewarded for the work that they do.	I would love to be able to choose the work that I do but that is not realistic. We need to run a very structured and organised team that is built on processes and scripts. To ensure we maintain quality at all times we need to comply with that.
Interview 5	Yes I think so. You can always want more I guess	No. Rewards are something that are simply a recognition of an individual getting on with their work in a way that is recognised by peers or managers. I think that if you like your job and enjoy what you do, this naturally benefits the output and quality and sometimes that gets rewarded. Those who aren't so lucky probably don't get rewards.	Maybe for a few weeks of the year it would. But that is a bit silly as the bonus should reflect your achievements over the course of a year. I'd like to think that the bonus is recognition of a valid contribution through the year but it is not something that I think about typically	I'd probably say yes. No day is typically the same but that has challenges. There are peaks and troughs and to maintain enthusiasm when it is quiet can be a challenge but typically I seek opportunities to get involved in other projects or activities that aren't really within my area. It just allows me to seek out other things to do that allows me to build up different skills in a safe environment	I like to step out of my comfort zone from time to time. I'd absolutley take on new challenges for no reward if it was personally beneficial for me in the long run	I don't mind that we are assigned tasks. We are then clear at all times in terms of expectations and outcomes. I think the team then have a collective achievement based on the contribution of each individual. Having time though to be able to chose those things which I am interested in would be amazing, I think that is something we need to explore but everything these days is all about time and money.

	Question 7	Question 8	Question 9	Question 10	Question 11	Question 12
	As part of the working day, is a fixed schedule important or flexible hours to suit personal circumstances?	*When conducting your work, do you prefer techniques to be described or to have autonomy to develop techniques?*	*Would you prefer to choose the area or team with whom you work rather than be told?*	*Are the challenging aspects of your work more enjoyable in your work than those where you are not challenged?*	*What motivates you to improve in your role?*	*Do you feel that when you make mistakes in work that you adjust and correct to improve moving forward?*
Interview 1	We are quite lucky here in that we have flex-work. It allows us the options to start early and finish early or work remote two days a week. Having that flexibility these days is hugely beneficial, especially with a young family.	There is a balance here. I like to be able to develop and refine my own techniques and ways of working but that is typically built on some foundational explanations or process.	Ideally yes. The reality however is that functions and teams are organised along functional requirements so chosing which team to work with isn't really an option	100% yes. Being challenged is what excites me about the role. I appreciate there are mundane aspects to every job that simply need to be done. It is those bits which require a bit more thinking that really keep me going.	I honestly enjoy my job. My primary motivation is development. I'd like to think that there is a long future in what am I doing so I seek opportunities constantly to learn and to adopt to conditions.	Yes I think so. The culture here is reasonable where mistakes are typically not punished, certainly not in my area. We are encouraged to learn and constantly learn. There is a saying here "fail fast" - the key is not to make the same mistake twice
Interview 2	In the modern world having flexibility is vital. Being able to adapt to personal life such as getting the car serviced or parcel deliveries is now the norm. I don't think I could go back to having a very fixed schedule like a 9 to 5	Definitley to be able to define and structure my own techniques is ideal. I enjoy finding better and more efficient ways of doing tasks and having the autonomy to be able to do this is vital. I wouldn't like to be having a repetitive and scripted role, automation is now being developed with machines	I think we would all like to chose who we work with and on what tasks. The truth is however that it is not typically possible. Teams are built over time based on demands for skills and typically there is nothing much you can do about that	Being constantly challenged is draining. I think organisations these days are constantly pushing employees to do more and to reduce waste. There is absolutely a balance here. I certainly enjoy days when I am challenged a bit more, but I think only if I know I can succeed. Tasks that are "impossible" or for which I don't have the skills for are not a challenge they in fact have a negative effect.	I'd like to think that by using the skills that I have I can progress within the organisation. Each day you learn something new and develop new skills. To remain relevant these days you have to keep learning, keep applying yourself and keep making a difference. I think that is really what motivates me.	Everyone makes mistakes. I don't believe that having an element of fear helps individuals and can potentially be harmful. If I make a mistake, I recognise and acknowledge it. Record it if it needs to be and move on. It is important that mistakes are shared though as potentially someone may make the same mistake as me.

Interview 3	I think we all have come to expect certain flexibilities within our working lives. I don't think I could work for a company that doesn't offer some sort of flexible working arrangements.	My preference would be to be allowed to develop my own techniques. Reality though dictates that we have to complete things based on compliance and controls that already exist. To try to introduce or change any of those parts would potentially prove detrimental.	I am not convinced that chosing your own teams is viable. Teams should be built up with people who compliment each other in different ways. We would risk chosing people who are similar to ourselves potentially and this might not actually work.	There typically is nothing rewarding about routine and repeatable tasks but there is a sense of achievement in completing a days work successfully. Being challenged when work-loads are already tight is sometimes a bad thing. People react in different ways when expectations are higher and normal performance may reduce	My main motivation comes from outside my organisation. My family are the primary reason why I work. When I think of them, they give me enough motivation to keep going, keep improving and strive for something better.	I believe I do. We all make mistakes. I think organisations these days are more tuned into individuals who can learn from mistakes and move on. It is the skills to know when a mistake has been made, to rectify that mistake and to subsequently learn from it. We wouldn't be human if we didn't make mistakes although, in the world of automation, maybe that is not a good thing
Interview 4	My work dictates rigid working hours. We need to be open from 0800 to 2000 so scheduling and being available during those times is absolutley vital and needs planning. Personally though I would like to have some flexibility around my hours to be able to do some chores that can only be doing during office hours	We look at our tasks through the lens of continual service improvement. As a team we like to refine and adapt our policies collectively. This provides and opportunity for all to have inputs that work. Once we have these implemented though then they are quite rigid and need to be followed. Consistency is key and by introducing this it allows us to maintain that consistency	Yes. Having the ability to chose the team where I work would offer me an opportunity to find work that excites and energises me, work that I believe would really motivate me. We are currently told where we have to work and with whom that I believe is normal and to be honest is fine most of the time.	I like to remain challenged and actively seek out challenges where I can. Personally I find that if I am only doing routine tasks I can become very bored or even complacent. We are fortunate to have a reasonable training budget and I am frequently seeking to sharpen my skills and to take on different work	In my line of work we are constantly talking to customers who are potentially in very difficult situations. Making a difference to people who are in trouble is a great motivation. Just knowing that each day you are helping someone who has had a misfortune is a real motivator. It is those moments of truth where you can stop and reflect and undertand that what you do is really helping others	Mistakes happen. I think in the world of today, where everything is completely time sensitive mistakes happen when people are put under pressure. I personally don't like to admit to making mistakes and is something I need to work on and develop. Working in a team that is largely driven by processes and scripts that are pre-designed, it is difficult sometimes to acknowledge mistakes in front of peers as this may reflect badly
Interview 5	Each job is different and will have different requirements. I understand that some jobs will require you to be onsght and available from 9 - 5. Thankfully I have the flexibility to chose my hours and days in the office. I think these days this is the norm, office space is getting expensive and commute times are getting longers. These are not 2 factors that typically encourage productive and enjoyable days	Thankfully part of my role is to identify and implement new ways of working. That is typically trial and error and is something that I genuinely like about my role. The reality though is that once they become part of a process or policy the expectation is that they are followed as described. In a global organisation it is important to have standards and consistency. This ensures a consistent service irrespective of where you are in the world.	There are some factors to consider here. If I chose what team that I wanted to work for, what would the rationale be? The reality is that teams are organised based on skills available and capacity to meet business demands. We rarely get an opportunity to chose where we want to work as perhaps we wouldn't have the right skills. If we interviewed for a team in an open process, would we actually be successful. Potentially not. So there is a balance to be struck here	Sometimes, yes. It really is dependent on what else is going on. I do enjoy taking on challenges if times are slow, however, when it is busy or we have deadlines, it is difficult.	I don't think salary is a motivation for me. I guess without it though there may be a different answer. I like to think that my motivation is to make a difference. To help build and develop individuals to really get the most out of their skills. Watching a team grow and develop and to gain real confidence is a massive motivation for me.	I'd like to think that mistakes that I make are instantly recognised. We have a good spirit of trust within our team and it is ok to make mistakes. Personally, mistakes are all part of learning. As kids we learn by the mistakes we all make. Why not as adults and in our professional career. As we all get busier there is potential for more mistakes to be made simply down to fatigue , but that is a separate issue. The root cause for mistakes needs understood rather than having a blame culture, in any organisation

	Question 13	Question 14	Question 15	Question 16	Question 17
	Do you consciously seek feedback from managers or peers to help improve individual performance?	*How do you grow and develop within your current role?*	*Is a contribution to the community important in what you do?*	*How do you feel your work contributes or makes a difference to society?*	*How important is it to you that your work is meaningful?*
Interview 1	I have always valued feedback when it is well placed and constructive. I think we live in a culture where feedback is almost seen as a chore. We have performance cycles that depend on feedback - annually. That just seems wrong. I like to get instant feedback so I can pivot or change instantly. Getting it 12 months after the fact is frankly pointless.	I like to keep learning. I think if we stand still we can become complacent. Learning about things that typically are outside of my comfort zone is how I keep myself occupied. I think if we only focus on our current role then we can lose any ambition and stagnate.	It's not something I have really thought about to be honest. Thinking about it I'd like to say yes. I think we all would like to think that we are making a positive contribution to our communities. In reality though, I am not sure it is something that I have thought too much about	Insurance can be viewed as something sterile or cold but I genuinely believe that we do make a difference to society. We are absolutley an ethical organisation and people can trust us with their most confidential data. As a society then, these are areas were people can feel re-assured they are in safe hands and should they get into difficulties that we will have their best interest	Very important. I think that if what I did had no meaning then I wouldn't be doing it for very long. We commit a lot in our professional lives so it is important that we are driven by something that has genuine meaning.
Interview 2	This is something I don't do. I see this happening with individuals around me and have been reminded that this is a positive thing to do, but something I have not followed through on. I am conscious that I may be encroaching on peoples time un-neccessarily so I tend to self-regulate and take cues from my surroundings if I need to change or adapt	Every day is different and every day presents a new opportunity to learn something, to improve something or just to make things better. I think it could be easy to just sit back. I try to look for opportunities to make things better each day. Incremental improvements are something that I think a lot of people take for granted so introducing ways of measuring achievements is a really good idea and helps demonstrate how improvements can really add up over time, even if they are typically not noticed	Absolutley. I think we all have an obligation to ensure we live in a responsible and positive way that contributes to our community. We are fortunate to have many initiatives in work that allow us to volounteer and to give back to the community. I always volounteer and I get a real sense of pride getting involved	I guess there are many areas where we all contribute to society in our professional lives. From my perspective I believe that the work I do makes a difference. Maybe I don't see it first hand, but further down the line I know that insurance protects people and gives comfort in bad times, so that can be rewarding and I think a contribution to the society we all live in	Yes it is important but I guess we can't have it all our own way. I'd like to believe that everything I do when I come to work has deep meaning but in reality, some of the work I do is pretty mundane and to try to get some meaning out of that might be a stretch
Interview 3	Sometimes. It can be difficult as it is not easy to hear criticism. If I trust the person then it is easier as I can accept negtive comments. I don't think I would approach someone who I did not know that well for feedback	I don't like to remain in a role for too long. I think that to keep things fresh you need to have a plan for progression within your career. When I am in a role I give it 100%. I try to master the skills required and to do everything I can to succeed. I think though after 2 or 3 years you really need to be looking for the next step and to learn some new skills and gain more experiences	Yes I think it is important. The realities of working in a multi-national company however can sometimes lose sight of what it is to be working in a community and the people who live here. I think we could and should do more to really engage with our community in a positive way and to lend support where we can. I don't think we do enough but it is something I really would like to see	That's a difficult one. Multi-national organisations can sometimes be seen as all about the profits and at all cost. I think or at least I hope that we are different. There is an expectation now within society that privacy is paramount, data is safe and secure and that individuals are treated with due respect. I think we have a culture in our company that promotes that, so that every action we take is grounded by this. I think this contributes to society and promotes a level of assurance	For me this is massive. I joined this company because of the culture and ethical foundations. Every-thing we do is driven by a sense of purpose fundamentally. We may not all see this or recognise this as we get caught up in the minutia of day to day work but I think if we look at things from a bigger perspective, the work we all do has real meaning.

Interview 4	We are lucky in our team in that we are constantly getting feedback directly from customers. Though perhaps not personal feedback, there is a representative view that is coming direct from paying people on the work that we do. The trick is to use the feedback constructively. If it is bad feedback, then seek opportunities to improve. If it is good feedback, then share that with the team and highlight and promote success. There are lessons to be learned all the time. Coming from our customers is the closest we get to continuous feedback	I like to research what other organisations are doing. Always trying to search for some nugget or piece of information that may allow me to gain some advantage or introduce some new initiative that will help and support both me and the team. I think if we are always looking internally we risk losing sight on what best practices are available and in fact we may actually be digging a h hole deeper. I think it is important to have that perspective.	This is an area where I think we are losing touch. Global companies are everywhere and perhaps to the detriment of local communities. This is something I really feel strongly about and something I believe that each company has an obligation to priorities and take action to ensure that there is integration with communities. That it is not some faceless corporation that doesn't contribute to local communities and people. I think organisations miss this all the time.	I see the impact of personal loss or tradgedy on a daily basis. I believe that what I do and we do absolute contributes to the community we live in. We are protecting people and giving people piece of mind in the event something bad happens. I believe we can do more philanthropic activities to give back to the communites we all work in but I think we do some really good stuff already. Sometime organisations as big as ours can be neglectful of the communities on which they depend which is a shame.	Working in an environement that is largely driven by scripts and repeated processes, it can be difficult to remember the real reason we are doing it. Absolutley having a meaning is important. I think it only really becomes apparent when we all get time to reflect and look at the work we do. This is really why it is important as the job can be stressful when dealing with people who have suffered loss, but that you know you are helping someone out in their time of need, then that gives a real sense of purpose.
Interview 5	I started doing this some years ago now. I do try to remain structured in my frequency but I would regularly have one to one meetings with my manager to seek feedback and areas of developments. I will talk to stakeholders all the team to ensure I am acting and behaving in a way in which they would expect. I found this difficult in the beginning but as you get used to hearing feedback it has become a massively beneficial part of my own development here	For me it is all about remaining relevant. The private sector can be fickle so who knows when your job might be gone. I tend to look for industry recognised certifications and do my best to gain as many as I possibly can. This for me a level of insurance that I am employable in the future. There is of course benefits to my own organisation. It is important to have properly qualified people working for you, but there is of course personal benefits	In my professional life it is probably something I should pay more attention. Maybe because in me personal life I have a lot of involvement with different sports clubs and societies in my community I tend to forget that there is an aspect too within my professional life. After all, we spend so much time sitting in our offices that are based in local communities, we really should be more active in promoting engagement and areas where we can help	We are living in a world of change. A world where climate concerns are becoming very real. I think organisations need to act and to lead the way and thankfully our company is doing something. Each individual has a part to play. Because of that I think that the work that I do makes a small but meaningful contribution to society.	Difficult to say. Ideally I'd like to say that yes, it is vitally important but perhaps not as far as that. I think if my work had no meaning it would be a chore. To be motivated to come to work knowing there was no purpose to it would be a nightmare. I do believe my work ultimately has meaning but if I am honest, it is not something that I think about a lot. Perhaps when I look back and reflect on the work that I am doing then I will be able to really understand what the real purpose was.