

**In what way can motivational theories be used to enhance staff productivity in Irish SME's?**

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## **Abstract**

Motivation in the workplace is what causes people to get work done, and its aims are to increase employee's willingness to do their job, to improve their job satisfaction and their job performance. Motivation as a result, impacts upon staff productivity. There have been many motivational theories developed since the industrial revolution which are considered the best way of describing what motivates people. The research will attempt to discover if by applying multiple different motivational theories, will staff motivation and productivity increase more than by only applying a single method. It has been discovered by previous research that motivation increases staff efficiency, but the researcher couldn't discover any previous research of combining multiple theories to increase efficiency. This research will attempt to fill this gap in the research, as it may allow for small and medium enterprises to compete stronger against larger enterprises who only apply one method of motivation to their staff. This research will also attempt to discover if it is feasible for small and medium enterprises to use several theories of motivation, and to discover if traditional theories of motivation are still relevant today. The research design will be comprised of interviews with managers and owners of small coffee shops and of surveys with the staff who work in the coffee shops. This will be done to discover if the managers and owners implement multiple methods of motivation and if so, comparisons can be drawn if the staff are more motivated and productive when multiple methods are used. Although one limitation of the research was finding respondents for the study, the research found through an interview with an owner who implemented multiple methods, that the owner believed that her staff were highly motivated as a result. This research could prove to be significant for further research in the future, as if more respondents are found for the study and using multiple methods of motivation proves to be effective, it could give small businesses more opportunity to compete against larger businesses.

# Submission of Thesis and Dissertation

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## Introduction

The researcher plans on setting up a business and one of the topics that appealed to the researcher was how to motivate staff efficiently?

There are many different methods of motivation that can be used, and they have developed over time from traditional approaches like Freud's and Taylor's to newer cognitive approaches such as Adam's. Freud believed that people were motivated by physical needs but doesn't consider other motivating factors. Taylor's traditional approach was that employees were rewarded based on how much they produced, however this doesn't inspire initiative that is now sought after in modern companies. The cognitive approach observes the role of thought and emotion with regards to motivation, such as Equity theory in which an employee is motivated based on their inputs which is what they think/feel that they provide and the value they place on outputs which is what they will receive for their inputs.

Although the newer methods appear to be more effective in the modern workplace, the researcher didn't feel that there was one best way of motivating. This research argues that workplace motivation does not emerge from one specific way of motivating employees. The researcher thought it would be best to apply a method that best fit the person they were trying to motivate. The researcher felt that traditional methods were outdated but some elements were still relevant and could be used alongside newer methods. The researcher also found that small businesses could likely be using only one method of motivation, instead of possibly using multiple different methods to help increase employee efficiency in the business. This could be a problem as many small businesses may find it difficult to compete with larger companies. By using multiple methods of motivation to increase employee efficiency, this may be one method a small business could gain an advantage over a larger company that only uses a singular method of motivation.

After further investigation, the researcher found that there was little research about using different methods for different employees, which helped decide on a research question;

*“In what way can motivational theories be used to enhance staff productivity in Irish SME's?”.*

The researcher aims to answer this question by collecting data from questionnaires, surveys and interviews in order to test the hypotheses;

- “It is feasible for small café managers to use several motivational theories”
- “Using different motivational theories will increase efficiency.”

and alternate hypothesis;

- “Traditional methods of motivation are relevant now.”

The researcher has decided to investigate within small café's as they normally operate with 5-10 employees which would be suitable to test the research question. (Starting A Coffee Shop. Step 7: Hire The Right Staff, 2018)

The researcher felt that it would be important as not everyone is motivated in the same way. If this is feasible it could motivate more people in the workplace. If people are more motivated, they should naturally be happier in their job, which should be an aim of any employer. This research holds the assumption important to continuously try to develop new methods of motivating as the workforce is ever changing.

# Literature Review

## What is motivation?

Motivation is a result of both internal and external factors which can cause people to behave in a particular way, which in the workplace, can be to get work done. Studies have shown that people are motivated in different ways and by different goals and incentives. (Motivating Employees and Reward Management in SME's, 2020)

The aims of motivation in the workplace are to motivate workers as to increase; an employee's willingness to do a job, job satisfaction, employee performance and retention. (Hawthorn, 2017)

Author	Theory	Year developed:
Frederick Taylor	Scientific Management	1909
Abraham Maslow	Hierarchy of Needs	1954
Frederick Herzberg	Two Factor Theory	1959
Douglas McGregor	Theory X and Theory Y	1960
John Stacey Adams	Equity Theory	1963
Victor Vroom	Expectancy Theory	1964

(Fryer, 2016)

## Methods of Motivation

### Scientific management

Scientific management was developed by Frederick Taylor in 1909. This was an old-fashioned method used to motivate based on how much workers produced. The three factors of his theory were measurement, monitoring and controlling. He believed "Workers don't want any initiative, they obey the orders we give them, do what we say, and do it quick". The researcher believes that this isn't the best method of motivation as it breaks morale from too much repetition. It doesn't inspire any initiative which is the opposite of what modern businesses want now. (Taylor, 2003)

*"The new achievement to which Dr. Taylor points the way consists in elevating human labour itself into a higher plane of efficiency"* - The goal of Taylor and result of his theory was to increase efficiency of workers. His theory was successful at the time in motivating factory workers; however, I don't believe that in most modern workplaces this theory would still be completely viable to use. Although it may not be effective now, the principle behind it remains; to increase efficiency of workers. This element of increasing employee efficiency is still the central part of motivation today and what all motivational theories attempt to do. By using multiple theories and choosing the method which best suits the employee, employee efficiency could possibly increase.

## **Maslow's Hierarchy of Needs**

Maslow put forward that there is a hierarchy of needs which is composed of two groups of needs; deficiency needs and growth needs. With regards to deficiency needs, it is required for each lower need to be satisfied before moving to the next level. (RLI Graduate Course, 2016)

The four levels of deficiency needs are;

1. Physiological needs such as hunger, shelter etc.
2. Safety/ Security so that the person is out of danger.
3. Social needs so that the person feels like they belong/ are loved.
4. Self-esteem so they feel the need to achieve/gain recognition.

Maslow believed that an individual will only act upon a growth need if the all of the deficiency needs are met. Maslow initially believed that the growth need group was only comprised of one need: Self-actualization. (RLI Graduate Course, 2016)

The four characterizations of a person who is self-actualized are:

1. Are problem focused.
2. Have an ongoing appreciation of life.
3. Have a concern about their personal growth.
4. Have the ability to have peak experiences/moments of pure joy.

Maslow then recognized the differences within the growth needs group, two which were part of a general level of self-actualization and one beyond the general level. (RLI Graduate Course, 2016)

They are;

5. Cognitive as the need to increase intelligence,
6. Aesthetic as the need for beauty/order/symmetry
7. Self-Actualization as the need to find self-fulfilment and realize one's potential.
8. Self-Transcendence as to help other see their potential.

Maslow believes that as a person becomes more self-actualized and transcendent that they become wiser and more knowledgeable. A phenomenon of Maslow's hierarchy of needs is that although there is little empirical evidence to support his theory, it is widely accepted. The researcher feels Maslow's method is effective as it relates back to human needs and has an exact order of steps to follow which makes it easy to apply. (RLI Graduate Course, 2016)

## **Herzberg's two factor theory**

In 1959 Fredrick Herzberg, based off Maslow's hierarchy of needs, developed his two-factor theory which is based around motivation and hygiene factors, which both effect job satisfaction and can be divided into two different categories. Hygiene factors can be considered less important to job satisfaction than motivating factors. Hygiene factors are based around avoiding unpleasantness, while motivating factors lead to job satisfaction as they are based around the need for an individual's self-growth/actualization. The main hypothesis of Herzberg's theory was that some factors lead to positive attitudes towards work and others lead to negative attitudes. This hypothesis was then restructured to the two-factor theory of motivation we know today. Motivating factors can include recognition, achievement, responsibility, and advancement. Hygiene factors can include company policies, working conditions and salary. Herzberg described his theory as so: motivation factors only improve job satisfaction when present, whereas hygiene factors only reduce job satisfaction when absent. The researcher feels this theory is effective, however, the researcher also believes that hygiene factors have the power to motivate some people, which can be seen from Kacel and colleagues (2005) study. This study helps to emphasise the point that although there is a strong basis for each of the motivational theories, there are still variations with regards to what motivates people. Alshmemri, M., Shahwan-Akl, L. and Maude, P., 2017.

## **McGregor's X and Y theory**

McGregor believed that the beliefs of managers impact on how businesses are run, and their basic assumptions of people are central to the theory. McGregor believed that these basic assumptions fell into two categories; Theory X and Theory Y, which can be used to describe two different styles of management.

Theory X evolves around the idea that people inherently dislike work and will avoid it if possible. Since this type of person dislikes work, they have to be controlled, directed, and threatened with punishment to get them to work towards organizational goals. The average person will prefer to be treated this way and try to avoid responsibility, have little ambition, and seeks security over all else.

This means that a Theory X management style requires lots of close supervision and must clearly specify all tasks. They must also maintain the threat of punishment or the chance of greater pay in order to motivate. Theory X also requires an autocratic style to be used. McGregor believed that this approach is flawed and that it needs to be re-evaluated as it can lead to mistrust and may not work when the needs of the employees are generally social and egotistical.

Theory Y evolves around the idea that work is as natural for humans as rest or play, that in general people do not inherently dislike work and that work may be a source of satisfaction. Satisfying their self - actualization needs can be products of effort conducted towards the goals of a company. The idea also assumes that in general people desire responsibility and that avoiding responsibility and having little ambition are results of experience and generally aren't human characteristics. It also assumes that there is a wide distribution of imagination and creativity amongst the population.

This means that a Theory Y manager could take a more laid-back approach to management by being more democratic or laissez faire. McGregor recognized that this method would not be effective to every employee, however he hoped that managers would consider using some elements and techniques suggested within Theory Y. The theory also applies to employees, who can also be categorised into theory X and Theory Y, depending on how they view work.

The problem with McGregor's X and Y theory is that an X worker could work for a theory Y manager and the way the manager would attempt to motivate the employee would likely be ineffective. The same can be said for if a Y worker was working under a theory X manager. The researcher believes that if applied in the correct way where a manager attempts to motivate the employee with the correct methods it would have the ability to motivate.

(DOUGLAS MCGREGOR: THEORY X AND THEORY Y., 2016)

## **Equity theory**

Adam's developed equity theory in 1963 and it is one of the major conceptualizations with regards to financial compensation. Adam's theory is based on four elements; the nature of inputs and outcomes, the nature of social comparison process, the circumstances leading to equity or inequity and possible response to inequity a person can make.

Inputs are all the elements a person perceives relevant which can get a return on their personal investment for such as age, experience, effort etc. The person believes that the elements they bring to a relationship are something of value. Outcomes are the elements a person perceives have value, such as wages, time off etc. A ratio is then made between the inputs and outputs and their perceived importance is then weighted against each other. People are said to continuously compare their input/outcome ratio against others subconsciously. This can be done against one person or against a wide group of people who the person considers relevant in comparison. This could be for someone comparing themselves to another person working the same amount of time in a job as them, or to a wider group of people who are working in a similar role. Equity is believed to occur when a person's perceived ratio is equal to others, and inequity conversely occurs when a person's perceived ratio is unequal to others. Although Adam's doesn't precisely discuss the consequences of inequity, he does state that it is likely to create tension, which can actually motivate a person to reduce or eliminate the tension. A person can reduce inequality in many ways, such as distorting their own inputs/outputs, acting to change their own or other people's inputs/outputs, or they can change the person they are comparing against or leave the field.

Pritchard, R. D. (1969).

## **Expectancy Theory**

Vroom's expectancy theory developed in 1964, is one of the first attempts to take a cognitive orientated approach towards motivation. Vroom defines motivation as the force compelling people to act in a certain way, which is determined by a person's expectancy that their action will be rewarded with a certain outcome and the valence of the outcome. Vroom's expectancy theory has 3 components: Expectancy, Instrumentality and Valence. Valence can be described as the perceived value placed on the outcome by the person, e.g. how much an employee values time off. Expectancy is the effort an employee is willing to exert to increase performance.

Instrumentality is the belief that if an employee's performance is good, there will be a reward as a result. This could be used in large companies to set targets and if employees reach them, they get rewarded. (Juneja, n.d.) Lawler, E. E., & Suttle, J. L. (1973). *Expectancy theory and job behavior*

The researcher believes this method may not be as effective as it may appear as employees could possibly feel the reward for reaching high targets isn't worth it the rewards and could possibly result in them becoming unmotivated.

## **Fear as a method of motivation**

Studies have shown that using fear and intimidation to motivate come with a lot of risk and are disputed as to how effective they are. The problem with using fear to motivate is that it prevents creativity. Fear makes people narrow their attention which causes them to miss opportunities. In the modern workplace innovation is valued very highly and if fear is used on a constantly, the employees won't innovate which is vital for modern businesses. (Wilson, 2009)

## **Motivation Psychology**

Psychology plays a huge part in motivation as it studies how people think, feel, and learn and has been pivotal to the development of motivational theories. People's motivation to process information is impacted based on two main factors; how relevant the topic is to them and their willingness to think about the topic. (Saxena, 2020)

## **Motivational Psychologists**

<b>Theorist</b>	<b>Year developed</b>
Freud	1897
Pavlov	1897
Adler	1912
Jung	1933
Lorenz	1935
Hartman	1937
White	1948
Skinner	1948
Erickson	1950

## **Sigmund Freud**

Sigmund Freud had a profound impact on how we think, and the 20<sup>th</sup> century is known as the Freudian century, which conveys the impact of his theory. His theory, known as the “psychodynamic approach”, which he developed in 1897, has developed new ways of thinking and understanding about factors such as love, hate, family relations, childhood, and sexuality. Freud’s theories are renowned for how they are based around the principle of sex. They emphasize the infant’s early development of sexuality and then adult psychological illnesses which can appear in conflict between satisfying sexual desires and the demands of society not to. His theory also is linked to memory, which calls on people to remember childhood events which shaped their personality. (Thurschwell, 2009)

The main assumption of psychoanalysis is that everything can be linked back to sex, and that even if you are thinking completely of something unrelated to sex, a Freudian will still believe you are thinking of sex. Psychoanalysis is based on looking at deeper meanings and that there are always more meanings to statements than there first appears to be. A critical aim of psychoanalysis is in Freud’s terms searching “behind and below”. One surprising element to Freud’s work was how he constantly contradicts his earlier ideas. Freud regularly revised and rewrote his ideas and this meant he often contradicted his old work, however, this could be viewed as admirable as he accepted he made mistakes and seen the conflict in his work as a strength rather than a weakness. (Thurschwell, 2009)

## **Developing Freud’s Theory**

Konrad Lorenz developed Freud’s theory and argued that if the psychic energy isn’t released externally, people will implode. Heinz Hartman developed Freud’s theory and emphasized that people needed to achieve their goals but in ways that didn’t create inner conflict. Robert White denied Freud’s belief that motivation was driven by the pleasure principle. He believed that people were motivated to achieve competence, even though the goals of each person changes. (Ackerman, 2020)

## **Behaviourist Approach**

Behaviourism is based around learning and the change in behaviour that takes place whenever learning occurs. In behaviourism, learning can be described as acquiring or modifying a behaviour resulting from teaching or training. It can also be linked with reward and punishment. Skinner was the most influential behaviourist. He believed behaviour followed by good consequences will likely be repeated, and behaviour followed with bad consequences will less likely be repeated. This is used in some motivational theories such as McGregor’s X and Y theory as “X” workers are motivated by fear and punishment. (McLeod, 2018)

Pavlov Petrovic is famous for his experiment that known as ‘Pavlovian Conditioning’. He rang a bell every time he was ready to feed the dog and the dog began to associate it with being fed. Whenever he rang the bell the dog salivated even if it wasn’t being fed as it had become conditioned to it. This can be applied to workplaces as employees can be rewarded for completing a task well and can make them seek to do other tasks well with the prospects of reward. (McLeod, 2018)

## **Cognitive Psychology**

Jean Piaget developed Cognitive psychology and it has become the main approach to psychology. It is the study of mental processes and their role in thinking, feeling, and behaving. Cognitive psychologists attempt to create cognitive models based how information is processed in the mind, such as perception, attention, language, consciousness etc. (Cognitive Psychology, 2020)

Cognitive psychology came into focus in the 1950's as there was a dissatisfaction with the behaviourist approach and as a result of better experimental methods being developed. This meant the emphasis of psychology switched from the conditioned behaviour towards understanding the information processing of the mind. The term "computer analogy" was used to describe how the human mind handles information similar to how a computer does. This theory of information processing was then embraced by cognitive psychologists as to how the mind works. (Cognitive Psychology, 2020). Cognitive psychology is a dominant approach towards motivation today and has had many lab experiments which have produced both reliable and objective data. However, this approach only has a narrow focus on mental processes and relies on the comparisons on how the brain works in a similar way to computers even though the brain is a lot more flexible in how it can process information. More recent motivational theories take a cognitive approach and try to motivate people by understanding how they think, feel, and behave, for example, equity and expectancy theory both look at how people think and feel and motivate this way. (McLeod, 2020)

### **How can motivation be measured?**

There are a number of methods in which motivation can be measured, one of which is called the Job Diagnostic Survey. This survey was created by Richard Hackman and Greg Oldham and can be used to measure the motivational variables in a job. The survey can be completed by employees who are asked to score their job based on 5 key characteristics. These characteristics are skill variety, task identity, task significance, autonomy, and feedback. There are two other elements which can be helpful in measuring jobs and how employees feel about them. These elements are feedback, the degree in which an employee receives feedback about their performance, and dealing with others, how often the job requires the employee to work closely with others. If the survey score ranks low, this could suggest that job enrichment or enlargement may be required. This survey, however, doesn't work equally for all individuals as those who don't place much value on personal growth may feel uncomfortable in a job with high motivating potential. Those who do value strongly personal growth and accomplishment in theory should respond well to jobs with high motivating potential. (Hackman and Oldham, 1974)

Another measure that can be used is the Multi Factor Motivation Scale at Work which was developed with the objective of developing a way of measuring motivation at work. The scale is made up of 28 items based off research theories. These items are based of four areas of motivation, work organization, performance, accomplishment and power, and involvement in the organization. Freitas, V., & Duarte, M. (2017).

## **Combining elements**

Some of the early motivational theories were developed when the common workplace was factories. This meant that the theories were developed based on this workplace and meant that they attempted to motivate employees based on how much they produced. A large part of these early theories aren't relevant today, however some elements could still possibly be used alongside elements from other theories. The idea of trying to increase productivity is a large part of early theories such as Scientific management. This principle of the theory is largely relevant today however, the way in which employers try to increase productivity is quite different.

## **What is a SME / classifying a SME?**

Another element to the study is how a SME is classified. There are three categories businesses can fall into: A Micro Enterprise, Small Enterprise, or Medium Enterprise. A Micro Enterprise consists of 10 or fewer employees and/or has annual turnover less than €2 million. A Small Enterprise is one that has between 10 and 50 employees and/or has an annual turnover less than €10 million. Lastly, a Medium Enterprise has between 50 and 250 employees and/or a turnover less than €50 million. According to the most recent Central Statistics Office reports, there are currently 248'344 SME's in Ireland and there are roughly 968 thousand people employed by these SME's. (SME Facts & FAQs - ISME, 2021)

## **Other factors which effect motivation**

A consideration must be made with regards to motivating employees is what size/kind of business area they are working in. The researcher notes that in areas such as the fast-food industry, there can possibly be very little effort made by employers with regards to motivating staff. Excluding managers, generally those who work as staff in fast food restaurants are either students or people who have immigrated into a country. The reasoning for this is that both students and immigrants are not necessarily seeking a career within the fast-food companies but seeking a job to support themselves. Only line managers and the store managers generally seek careers within the companies, whereas the rest of fast-food workers usually are just seeking a wage.

The researcher believed that this is important to consider because in the industry. there is very little effort made to motivate any general staff. Staff are expected to come to work and do their job and in return they were given our wage which we they are happy to receive to support themselves. The researcher believes that they don't always feel motivated to do their job and at times do the bare minimum that is required of them. The researcher believes this occurs as few efforts are made to motivate staff. Even though the general employees don't see the job as a career, the owners and managers of these restaurants do. This means that if they wish their business to succeed, they should possibly make more of an attempt to motivate staff so that the business runs more efficiently and so they don't have employees only working to their bare minimum. The researcher believes this is important because the same situations could be occurring in coffee shops where only managers and owners see the job as a career and there may not be efforts made to motivate staff. If the researcher can identify if this is the case and find methods to better motivate the staff within the small coffee shops, it could help to improve their efficiency so that their employees aren't only working to the bare minimum required of them.

## Research Question and Objectives

*In what way can motivational theories be used to enhance staff productivity in Irish SME's?*

The research question seeks to discover, in what way can motivational theories be used to enhance staff productivity in Irish SME's?

The research originally intended to discover in what way could motivational theories be used to possibly enhance the productivity of staff in Irish SME's. From further studying the topic of motivation, the research now intends to discover how different theories of motivation could be possibly combined with each other in order to increase productivity.

The hypotheses are to test if using several different approaches to motivation would be feasible for small café managers, if using these different approaches would increase efficiency and if the traditional methods of motivation are relevant today.

There was a problem discovered with regards to the methods of motivation as none had a link on how they can be used alongside each other. Each method is discussed individually on how it can motivate; however, none discuss how their methods can be used alongside other methods. This was noticed when researching the topic of motivation and the research question was developed to also investigate this.

The aim of the research is also to discover how using motivational theories can increase employee efficiency in SME's. The researcher seeks to discover this as by using different motivational methods, SME's could possibly increase their employee's efficiency which could help them to compete with the levels of larger companies.

## **Methodology**

### **Philosophical assumptions**

The ontological view of motivation is that it is varied, and it has no consensus. A theory can be described as the best explanation/description of a certain phenomenon and that there are only certain theories that best explain the ideas of motivation. These theories make up the ontological view of motivation as they are the best way of describing how we see motivation. For example, with Maslow's hierarchy of needs, although the theory itself is complicated, if you look at it in terms of its basic principles, he sets out a basic structure of needs that we all wish to achieve. The motivation then to reach those needs varies from person to person. Although basic needs such as survival would have a strong need to achieve it when you go further up the hierarchy to factors such as self actualisation not everyone has the need or desire to attain this. There is a reality created with motivational theories that those motivations when applied in theory, that they are being used to satisfy a need.

By using different methods to motivate staff because individuals aren't motivated by the same needs, the reality is that although there are theories that motivate staff well, not all elements of theories are effective in satisfying all needs of staff. One objective of the research is that when these theories of how we see motivation are combined, motivation of staff can increase.

The closest we can get to an epistemological view of motion are motivational theories. Even though motivation varies from person to person, these theories are the closest we have to evidence of how motivation works as when the different theories have been used, they have been proven to increase employee motivation and productivity.

## Research Philosophy

The researcher has many assumptions towards the research. One of the researcher's assumptions is that if different motivational theories are used to motivate different employees, productivity will increase. The researcher assumes this because if more efforts are made towards employee motivation and the right method is used to motivate an employee, they will have more motivation to do their job. This means that they should provide more effort when completing daily tasks, and if all staff become more motivated, this should help to increase productivity if they are all providing more effort in their work. The researcher's argument is that instead of being limited to one method, why not consider each method, and choose which method to use based upon who is to be motivated. The theories studied in the literature review show people are motivated in different ways, e.g., McGregor says there are two types of workers and can be motivated differently. Instead of using just his method to motivate based on if they are type X or Y, why not consider all the methods and choose which one best fits the person to be motivated.

The researcher assumes small café managers will find it difficult in the beginning to take several approaches to motivation because using several different approaches could be time consuming and may take some time to learn how to implement the different approaches. The researcher also assumes café managers will find it difficult to implement as they would generally be very busy in their role and may find it difficult to find the time to learn and implement the methods.

However, the researcher assumes they would become more proficient over time as they learn to use different approaches. This is because as they continue to practice using the different methods, they should gain a better understanding of them and should in turn, become easier for them to use.

The researcher also assumes that if using different theories can increase motivation, productivity will increase, because if employees are motivated, they would work to a better standard and provide more effort in their work, which should increase productivity.

The researcher assumes that traditional methods aren't relevant today because they aren't suitable for the modern-day working environment. This is because at the time they were developed, they were designed for factory workers. Some elements could be used today in some industries but in most working environments, the researcher assumes they wouldn't be suitable. However, the researcher believes that elements of them, such as the generally idea of wanting to increase productivity and efficiency, could be accomplished by using multiple methods to motivate staff, which should result in an increase in both productivity and efficiency.

The researcher assumes that motivation is considered a good thing, as it has the ability to increase employee effort, efficiency, and productivity.

The researcher assumes that motivation is only one of the factors associated with good performance, and other factors such as talent, resources available and working conditions can also impact performance.

The researcher also assumes that motivation is in "short supply" and continuously needs to be renewed, which means if someone is motivated once, they could still need to be motivated again. (MOTIVATION: Assumptions about Motivation, Early Views Three Needs, n.d.)

## Research Design

In 2005, Kacel and colleagues (2005) used Herzberg's theory as their framework for their study of job satisfaction of 147 nurses. They used a descriptive study which found both hygiene and motivation factors contribute to job satisfaction. They also found that when hygiene factors such as salaries and compensation that job satisfaction increased.

Lephalala (2006) studied 136 nurses using a quantitative descriptive study and used Herzberg's theory as her framework. The study found that motivation factors influenced dissatisfaction, with both salary and administration policies.

Mitchell (2009) used Herzberg's theory as a framework and studied 453 nurses using a mixed method study. This study also found that both motivation and hygiene factors influence job satisfaction.

Russell and Gelder (2008) studied job satisfaction using Herzberg's theory of motivation. Their study had 331 participants and used a descriptive, correlation design study

Jones (2011) undertook a study based on the influence of motivation and hygiene factors on job satisfaction. A quantitative, cross-sectional survey design on 135 nurses was used. It was found that they were satisfied with their organisations policies and pay, however autonomy had the most influence on their job satisfaction and that task requirements and their professional status effected their job dissatisfaction.

Alshmemri, Shahwan-Akl and Maude (2016) studied, using a mixed method design, job satisfaction among 272 Saudi nurses and used Herzberg's theory as their theoretical framework. The results of the study supported Herzberg's theory and found that hygiene factors were less important and that motivation factors were most important to job satisfaction.

These studies show that although motivational theories can be supported by these studies, they can also be rejected. The theories do have some practical underpinning as even when the theories are rejected, lots of elements are still supported and they do have the power to still motivate. However, the studies also show that there lacks consistency as some studies of Herzberg's theory support it and some reject it. This could be related to the sample and how everyone is different in how they can be motivated. This could show the need for multiple methods of motivation to be used as for some samples, the majority lies with supporting the theories and others with rejecting it. This is one reason why I feel multiple methods should be applied as each sample will be different in terms of how they would be best motivated.

The researcher plans to follow the interpretivist paradigm. The researcher is following this paradigm as it is important for the researcher when following the interpretivist approach to appreciate differences between people. The researcher appreciates differences between people as it has been observed through the research that people have different needs and aren't all motivated in the same ways.

The research used in the literature review also falls into this paradigm which can be seen with McGregor's X and Y theory or with Vrooms Expectancy theory. These theories appreciate that there are differences between people and that they are motivated in different ways. They believed that people have differences between their attitudes to work and the value they place on rewards and responsibility.

The researcher intends to conduct inductive research as it is planned to develop new motivational methods and theories. The researcher intends to begin by gathering data through interviews and surveys. The interviews will be done with small coffee shop owners and managers, while the surveys will be completed by small coffee shop staff. By using this method, this will enable the researcher to look for patterns within the data and then possibly develop a theory as an explanation of the patterns.

From investigating previous research, the researcher has decided to use a mixed methods study design. Mixed method research design involves integrating both qualitative and quantitative data into a single investigation. This method enables a more efficient way of synthesising data rather than synthesizing both data sets separately.

The researcher has chosen to undertake a mixed methods study as it was felt that qualitative or quantitative research alone wouldn't be sufficient. This is because there is a close-ended database required for undertaking surveys, but also an open-ended database for undertaking interviews where interviewees will be required to draw on knowledge and experience to answer the interview questions. A mixed methods study is required by the researcher as there is a need for multiple perspectives on the subject, from both employees and managers, in order to gain a greater understanding motivational methods and which elements of them are considered most effective.

(Creswell, 2013)

Quantitative research methods include surveys, observations, and questionnaires. These methods have been used by other theorists within the literature review. Taylor's approach was to observe employees as they work in order to analyze them, Maslow also used observation to develop his theory as he observed how monkeys preserve some needs over others.

Qualitative research involves the collection and analysis of non-numerical data, generally through interviews, and can be used to understand behavior. This method has also been used by theorists within the literature review, such as Herzberg, who surveyed 203 workers and then interviewed them. (Analysis of Herzberg's Two-factor Theory, 2019) (George Boeree, 2006)

The researcher intends to take a largely qualitative dominated approach with elements of quantitative methods included. This is because motivation is largely related around how people feel and cannot strictly be measured. However, productivity and efficiency are both also required to be measured so quantitative methods will also be required for this study.

The main priorities for the research design is to gather enough data from café managers about what methods of motivation they use and to gather enough data from their employees about how motivated they feel in their role. This is so that comparisons can be drawn as to the effects on employee's motivation that using multiple methods has.

The research will seek to compare the approaches cafes with multiple staff and cafes with few staff take towards motivation. The research will then compare the levels of motivation of the staff within the cafes and then analyse the data to find if more methods are used, are staff in general more motivated.

### **Limitations of the research**

One possible limitation to the research could be covid 19 restrictions. Interviews and surveys could likely be required to be completed online rather than face to face. This could make it difficult for data collection as some of the sample may not be capable of using the required technology.

Another limitation to the research could be finding enough of the sample to participate in the research. Many café managers and owners are busy with daily operations and may not have time to participate in the study or may just not be willing to participate in the study.

Café managers may unknowingly provide bias in their responses as they may feel that they use more methods of motivating staff than they actually do. This could skew the results of the research as the interviews and surveys are being used to draw comparisons between the two.

## Interviews

The researcher decided to undertake interviews as a form of data collection as they can result in a better understanding of a topic compared to other methods. When conducting interviews, it is important to ask questions that will possibly gather as much information possible about the topic. The researcher conducted research into what would be best practice when conducting interviews and will follow this guidance when conducting the interviews for the research. Good interview questions are generally open-ended which helps gather more information about the topic, rather than asking yes or no answers. It is good practice to start off an interview with questions the respondent can answer easily, before proceeding to more difficult or more open-ended questions. This helps make the respondent more comfortable and often helps to improve the quality of data collected. Before the interview is conducted, the respondents should be informed about certain factors, such as details about the study, the ethical considerations and anonymity. By doing this, it informs respondents more about the study. During the interview, the researcher should listen to what the respondent is saying, adopt open or neutral body language, smile and make themselves look interested in the answers of the respondent. It is important for the researcher to thank the respondent for their time at the end of the interview and ask them if there is anything that they would wish to add to the interview. This can help lead to the discovery of responses that would've been unanticipated by the researcher and is very important for data collection. The researcher also should consider recording the interviews as it requires less note taking during the interview and helps maintain the flow of the interview. The researcher decided that it would be best to conduct interviews with the managers of small coffee shops to find out what methods they use to motivate staff. The interviews aim to discover if the coffee shops use multiple or few methods of motivation. This is so the researcher can compare when surveys are conducted how motivated staff are when only one method is used compared to when multiple methods are used. The interviews seek to discover if much time is spent by owners and managers deciding on what methods should be used. This is so it can also be compared when surveys are conducted whether staff are more motivated if more time is spend deciding on what methods to use. The interviews aim to find out whether owners and managers would consider implementing new methods as it is assumed they are very busy running the business and may not have much spare time. The interviews aim to discover if managers and owners feel their staff are motivated so that it can be compared to how motivated the staff actually feel and may find that owners and managers are overestimating how motivated the staff are. (P. Gill, K. Stewart, E. Treasure<sup>3</sup> and B. Chadwick, 2008)

The researcher constructed the interview so that there will be a total of 10 questions and so the interview will last between approximately 10 and 15 minutes. The researcher believes that this length of time will be adequate for the study and that by making it any longer, respondents may be disincentivised to take part in the interview. The researcher developed the interview questions in order to gather as much relevant data for the study as possible, with the reasoning behind each question explained below.

The first interview question the researcher will ask is “How many years experience have you in managing small coffee shops? This will prove as an easy opening question which helps to make the respondent feel more comfortable and also provides a background on the respondent’s experience in the field.

The next interview question to be asked is “How motivated do you feel your staff are?” This will allow for a comparison to be made between how motivated managers/owners believe staff are and how motivated the staff are in reality when surveys are completed. This will then show if managers/owners are overestimating or underestimating how motivated their staff are.

The following question to be asked is “Do you find it difficult to motivate staff?” This may help to discover if it is a common theme where small businesses may not know how to properly motivate their staff and if more needs to be done to educate owners/managers.

The next question to be asked in the interview is “What methods do you use to motivate staff?” The researcher decided on this question as it should provide an insight into how many different methods of motivation the café’s takes and also finds out which types used.

The researcher then intends to ask, “How effective do you feel these methods are?” This should provide first-hand experience in the effectiveness of motivational methods compared to the theory of how they effective they should be.

The next question to be asked is “Do you spend much time deciding on what methods of motivation to use? The researcher hopes to discover with this question how much thought managers and owners put into motivating staff.

The researcher will then ask “Do you have much free time during your working hours to implement new methods?” and “Do you think it would it be possible for you to use other methods alongside the ones you use currently?” The researcher hopes by asking these two questions to discover whether it would be feasible for managers/owners to use multiple different approaches.

The final questions the researcher will ask are “What method do you feel works best when motivating staff?” and “What method/methods do you feel motivates you best?” The researcher hopes to discover what methods in their personal experience works best and may discover a method which several different owners/managers find to be most effective.

## Surveys

The researcher also intends to conduct surveys with the staff of the same small coffee shops. The survey will be composed of 5 questions which will take roughly 1 minute to complete. This is so that respondents aren't discouraged by the length of time the survey would take if it was any longer. The survey questions intend to discover how staff feel about different elements of motivation within their job.

This can then allow the researcher to compare and contrast between the approaches taken by coffee shop managers and how motivated the staff are within them.

The researcher expects that coffee shops that take multiple approaches to motivation will have staff who feel more motivated in their roles than those working in coffee shops who take few approaches to motivation.

The first question to be asked in the survey is "On average how motivated do you feel in your job? Scale of 1-5 with 1 being highly unmotivated and 5 being highly motivated." This will give a strong indication as to how motivated staff feel within their job and can be used to compare with how many approaches to motivation managers/owners take. It will also allow the researcher to compare how motivated the staff are compared to how motivated the managers/owners think the staff are.

The second question in the survey will ask "How long have you worked in your current job". The researcher intends to ask this as it will give a time frame for the following question "Do you feel motivated more/less now, than when you started working in your job?" The researcher decided on this question as generally when people are excited when they start a new job and often means they are very highly motivated in the beginning. This can be a challenge for employers to maintain this level of motivation with their staff. The researcher believes that unless staff are really happy in their jobs, they will likely be less motivated than when they first started working in their job.

The fourth question will ask "Are you motivated by namely one factor or several factors? – ie time off, pay, responsibility etc.?". The researcher will ask this question to test whether there is a large range of answers for this question or not. If there are a large range of answers it could mean that people are motivated by different factors and that different approaches should be taken in order to better motivate them.

The final question the researcher will ask is "What could your manager do to increase your motivation to work?" The researcher will ask this question so that when the researcher is providing the findings of the research to the café owners/managers, the researcher can also give a summary of things that can be done in order to increase their staffs motivation that they may not be aware of.

## **Sampling**

The sample for the research consists of managers, owners, and staff of small and medium sized coffee shops. The researcher will search online for small and medium coffee shops in his county and email them to discover if they would be willing to participate in the study. The researcher will have to confirm that the coffee shops conform to the classifications of a SME.

## **Ethics**

The researcher decided to create a survey online as due to Covid 19 restrictions discussed in the limitations, it was unlikely that surveys would be conducted face to face. A benefit to using survey monkey is anonymity, as it allows respondents to be kept anonymous. The participants of the interviews will also be kept anonymous in order to protect their privacy and any recordings taken of the interviews will be deleted after the research has been submitted.

Each respondent will be informed of the background, purpose, and nature of the study before any interview or survey takes place. An ethics form has been completed by the researcher, and each respondent will be sent a pre-drafted email in order to ensure it is appropriate. The consent form will be used to document the respondent's decision to voluntarily participate within the study. Respondents will have the choice within the surveys and interviews to refuse to answer questions and to end the interview or survey at any stage.

## **Analysing the data**

The researcher intends to gather data through interviews and surveys and plans to draw comparisons between the two. After the interviews and surveys have been carried out, the researcher will discover if café managers and owners take several approaches to motivation or if they don't make any attempt to motivate their staff. The researcher will also discover how motivated staff within the cafes are. This will then allow the researcher to make the comparisons between how motivated staff in each café are compared to the approaches the café owners and managers take. The researcher would expect that cafés with few approaches made to motivate staff will have unmotivated staff, and those with multiple approaches made to motivate staff will have highly motivated staff.

## Analysis and findings

The interview the researcher conducted found many different interesting aspects about how the coffee shop approached motivation. The coffee shop was only newly opened 10 months previous to when the interview was conducted and was quite small with only four staff working there. The owner felt that their staff were generally well motivated with an average of 7 or 8 out of 10 factoring that people can sometimes have bad days. The owner felt it was difficult to motivate new staff as the owner doesn't know what motivates them, however felt that once they got to know them it made it easier when motivating. This also showed that the owners take multiple approaches to motivation as they try to find what motivates each of their staff rather than taking a generic approach. One approach to motivation that the owners take was to provide constant feedback to their staff as they felt it was their most effective method they used, however one concern was that with constantly giving feedback it would lose its value as it wasn't backed up when being given. Other approaches were to give praise and recognition, by increasing wages when employees doing well, providing them with new training, and by giving more senior staff more responsibility when the owners aren't there. The owners hadn't sat down together to decide which methods to use but rather took notice to which methods they felt worked best for each member of staff. The owner felt they would be definitely open and willing to take the time to introduce new methods, as "it's always worthwhile investing in your staff" and because they were also concerned about their methods losing their value over time. The owner felt that different methods were more effective depending on their situation, where sometimes they were working for a pay increase, whereas other times felt that praise helped to encourage the owner to keep going.

The owners of the coffee shop that was interviewed used several different methods, such as Maslow's hierarchy of needs, Herzberg's two factor theory, and McGregor's X and Y theory. They used elements of Maslow's as they try to motivate their staff based on their needs and even help try get staff to reach self-actualization by providing training for them. They also use Herzberg's two factor theory, as they provide pay and good working conditions but don't rely on them to motivate. Instead they provide staff with responsibility, advancement, and recognition in other to motivate their staff. They also use McGregor's X and Y theory as they understand that some people don't like their work and others do and that they can be motivated in separate ways. They take a cognitive approach to motivating their staff as they examine how they think and feel and how it motivates them.

The researcher expected to find that when these multiple methods were used, that employee efficiency would be high.

The researcher had expected that businesses wouldn't use fear as a method of motivation as it can create a hostile and uncomfortable working environment and reduces the creativity and innovation of staff.

From conducting the interview, the researcher found what was expected with regards to the research question. Although there were limitations, the researcher discovered from the interview that by taking an active approach to motivating staff, they can increase their motivation and efficiency. The researcher felt that the research question could be answered to an extent, however some limitations have held it back from being more definite. The researcher believes that by using multiple methods of motivation, or combining elements of different motivational theories

together, that productivity of employees will increase. The researcher also believes that the hypotheses have been somewhat proven, although with regards to some limitations they also could not be considered definite. The researcher believes the hypothesis that it is feasible for small café managers to use several motivational theories has been proven as the coffee shop owner which was interviewed uses several motivation theories, meaning it is feasible to implement. Although the comparison couldn't be made between coffee shops who use multiple motivational theories and those who don't and how efficient staff members are in each, it could be said that the second hypothesis could be proven to an extent. This is because the coffee shop owner who was interviewed uses multiple different theories and as a result the owner believed their staff were generally very motivated and efficient in their work as a result. The researcher also believes that although the alternate hypothesis of how traditional methods are relevant now isn't true, that the basic principles behind traditional methods of using motivation to increase productivity is still very relevant now.

An interesting aspect that was unexpected before conducting the interview was how the owner found it difficult to motivate staff when they are first taken on as they didn't know which methods of motivation work for them. This could also be worth further investigation into how newly recruited staff could be motivated until it is understood which method is a best fit for them.

Motivational theories could possibly be combined in order to improve employee motivation. The owner of the coffee shop who was interviewed felt that the constant feedback was losing its effect as it was being provided regularly, By backing the feedback up with another method of motivation such as extra pay, time off, etc it could be a way of supporting the constant feedback.

## **Limitations**

There were several limitations encountered when conducting the research. One of these limitations was a result of Covid-19 restrictions, which meant that some interviews couldn't be done in person and had to be done online. This may have made it difficult for interviewees as they may not be proficient with technology or as comfortable partaking in the interview online compared to in person.

Another limitation the researcher encountered was restrictions for being able to use libraries. Libraries provide a quiet space without distractions which make it easier to get work done, however with libraries being closed for periods due to Covid-19, this made it more difficult at times to get work done from home where there are many constant distractions.

Another limitation to the study was finding café owners and managers who would be willing to participate in the study. Café managers and owners already are busy keeping their business running smoothly and may not have a lot of time to spare. The researcher found it very difficult to find managers and owner who were willing to take part in the study. This limitation had a big impact on the research as it hindered how comparisons were to be made between coffee shops.

Another possible limitation could be bias from owners and managers, who may unknowingly provide distorted information in which they feel is true. This could be the case in circumstances where they may feel their employees are more motivated than they truly are, or may say they try to use multiple methods of motivation but in practice could only use very few. This could effect the research as the interviews are being used in order to draw comparisons and if the information has underlying bias within it, it could distort the results and analysis.

Another limitation to the research is time constraints. With the research required to be submitted before a certain deadline, it made it difficult to conduct as many interviews as the researcher would have hoped. This was more due to long wait times for responses from managers and owners which made it difficult to conduct interviews on schedule.

## **Conclusion**

The research is based within the topic of motivation, and sought to discover how motivational methods could be used together, and by using multiple methods of motivation than just one, would employee efficiency increase. After further research into the topic, very little was found on combining elements of motivation to increase employee efficiency, so the researcher decided to base the research question around this. After conducting research through interviews and surveys, the researcher found that in a business that made strong efforts toward motivation and used multiple different methods depending on which motivated each employee best, the employees had a high level of motivation to do their job. This meant that they would in turn be more efficient in their work if they are more motivated to do their job.

This could prove very useful and serve as a basis for future research into the idea of using multiple methods to motivate staff. By using multiple methods to find which motivates each staff member best, employees could be highly motivated to do their job. This could prove very useful for businesses as maintaining staff motivation is very important so that they do their job effectively, efficiently and to the best of their ability.

Another element of the study which could possibly serve as a basis for future research is how newly recruited staff could be motivated until it is understood which method is a best fit for them. This was unexpectedly discovered when the interview was conducted and could prove very useful for businesses if a method of motivating newly recruited staff could be developed until it is understood what methods are best fit for them.

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