

**Open University of Cyprus**

***Faculty of Economics and Management***

**Postgraduate Programme of *Business Administration (MBA)***

**Master's Dissertation**



**Motivating Employees in the Private Sector**

**Maria Michael**

**Supervisor**

**Paris Cleanthous**

**May 2022**

**Open University of Cyprus Faculty of  
Economics and Management**

**Postgraduate Programme of *Business Administration (MBA)***

**Master Thesis**

**Motivating Employees in the Private  
Sector**

**Maria Michael**

**Supervisor**

**Paris Cleanthous**

This Master's Dissertation was submitted in partial fulfillment of the requirements for the award of the postgraduate title on MBA by the Faculty of Economics and Management of the Open University of Cyprus.

**May 2022**

Word Count 12577

## Summary

The purpose of this research is to present theories regarding employee motivation. Then, cases around the world will be examined in order to identify how well known organizations deal with employee motivation. Specifically, Starbucks and Amazon will be analyzed regarding their ways of motivating their employees and what practices they establish. Lidl Cyprus will also be examined as it has been awarded as Top Employer of the year for the fifth year. Based on motivation theories from the past interview questions will be formed in order to examine manager and employees' perceptions on job motivation in three different organizations in Cyprus. This paper aims at identifying how similar managers and employees' responses will be. In addition, they will be asked to rank five motivators based on Maslow's theory as well as what employees mostly expect as a reward from their organisation. For this research, managers and employees from three different organizations operating in Cyprus were interviewed. Two managers and two employees who work for Lidl Cyprus were interviewed. Lidl was chosen because and it was mentioned earlier it has been awarded as Top Employee so it would be interesting to examine responses from this organisation. Moreover, a manager and two employees who work for Argosy Trading Company Ltd in the Logistics department were interviewed as well as a manager and two employees from MKS Audit & Consulting Services Ltd. Three different organizations were chosen to examine if managers and employees from different organizations have different perspectives on job motivation within their organisation. The data was collected and presented on diagrams which made it easier to compare their responses. Discussion of the results is presented separately for each organisation and then general discussion for all three organizations is given.

## **Acknowledgements**

I would like to thank and acknowledge my supervisor Dr. Paris Cleanthous for being so supportive and encouraging me throughout this year.

I would also like to thank all the participants of this study for helping me finish my research.

## Contents

<b>1</b>	<b>Introduction .....</b>	<b>1</b>
<b>2</b>	<b>Literature Review.....</b>	<b>2</b>
2.1	Definition .....	2
2.2	Theories.....	2
2.2.1	Maslow's Theory.....	3
2.2.2	Vrooms Theory.....	3
2.2.3	Adam's Theory.....	4
2.2.4	McClelland's Need Theory.....	4
2.3	Role of Motivation.....	5
2.3.1	Employee Satisfaction.....	5
2.4	Cases Around the World.....	7
2.4.1	Starbucks.....	7
2.4.2	Amazon.....	9
2.5	Cases in Cyprus.....	10
2.5.1	Lidl Cyprus.....	10
2.6	Previous Research.....	11
2.7	Purpose of this Research.....	11
<b>3</b>	<b>Description and justification of the research methodology.....</b>	<b>13</b>
<b>4</b>	<b>Presentation and analysis of the research data.....</b>	<b>17</b>
4.1	Lidl Cyprus.....	17
4.2	Argosy Trading Company Ltd.....	21
4.3	MKS Audit and Consulting Ltd.....	24
<b>5</b>	<b>Discussion of findings and results.....</b>	<b>27</b>
5.1	Lidl Cyprus.....	27
5.2	Argosy Trading Company Ltd.....	28
5.3	MKS Audit and Consulting Ltd.....	29
5.4	General Discussion and Conclusion.....	30

## Appendices

A	Interview Questions .....	36
B	Tables and Diagrams.....	39
	Bibliographical references .....	45





# Chapter 1

## Introduction

According to Dickson (1973) in the past employees were considered as another part of the goods production. Elton Mayo was the one who changed the way of seeing employees. His research, also known as Hawthorne Studies, was conducted from 1924 to 1932 and showed that employee motivation does not rely entirely on money; interaction and communication can bring high levels of output and commitment (Dickson, 1973). Since then employee motivation and needs became the main focus of managers and a new era studying human relationships in management began (Bedeian, 1993).

# Chapter 2

## Literature Review

### 2.1 Definition

A number of researchers have defined motivation. According to Kreitner (1995) motivation is the mental procedure that provides direction and purpose to our behavior. Buford et.al, (1995) defined motivation as a natural tendency to act in an intentional way in order to reach specific, unsatisfied needs. A mental push to complete an unmet need (Higgins, 1994). In other words, motivation is 'the inner force that drives individuals to accomplish personal and organizational goals' (Lindner, 1998). It is also associated to the ways people behave as it is related to the direction and strength of behavior (Pardee). It has been argued that motivation is what makes an employee or person in general to want to do something again (Elliot 2001). It is connected to the goals a person has, how these goals are chosen and how can others change or even lead this behavior. More specifically in a work related environment it reflects the employees work related behavior (Armstrong2009).

### 2.2 Theories

After the results of Hawthorne Study were published, many researchers focused on understanding what and how; what motivates employees and how they are motivated (Terpstra, 1979). The most well-known theories related to motivation are: Maslow's need hierarchy theory, Vroom's expectancy theory, Herzberg's two factor theory, McClelland's Need Theory, and Adams' equity theory.

### 2.2.1 Maslow's need hierarchy theory

According to Maslow's Hierarchy of needs (Maslow, 1943) there are aspects that every human being has to satisfy in order to be motivated. There are 5 stages and they are presented by Maslow on a pyramid. The lowest levels of the pyramid must be satisfied first in order to move on to the next ones. The first stage includes the Physiological needs including water, food, warmth and rest. Moving on to the second stage, the individual needs to cover security and safety. In other words, in order to be motivated one needs to feel safe in their environment. The third stage includes the belongingness and the love need. The employees need to feel that they belong somewhere, they are part of something, a family. The next stage is the one esteem needs; an employee needs to have a feeling of accomplishment, recognition and respect. On the top of Maslow's pyramid is the self-actualization meaning that employees want to achieve their full potential. It is their desire to become the most they can. However, as it was mentioned at the beginning an employee has to fulfill the first stages and then proceed to the top of the pyramid. They cannot skip a stage as it is a step by step procedure (Maslow, 1943 & 1954).

### 2.2.2 Vroom's theory

This theory supports that if the employees put in a great deal of effort, this will direct to performance and this performance will direct to rewards (Vroom, 1964). The employee motivation depends on the reward. In other words, the more positive the reward, the more motivated the employee will be. Vroom's theory was based on three beliefs; Valence, Expectancy and Instrumentality. Valence refers to people's ideas of the rewards. The management's task is to identify what their employees value the most. Whether they want money, promotion, time off etc. as a reward. Expectancy refers to the capability of the employees. Their level of capability and confidence differs and the management needs to identify what kind of training or resources they need. Instrumentality refers to the reliability of the management. This means that the management should fulfill their promises to their staff. If the management promises a salary raise if the employees manage to fulfill a task then they should give them a salary raise (Steers, 1983). Employees need to trust their managers. All three beliefs can create a motivational force.

### 2.2.3 Adams' theory

Equity Theory proposed by Adam (1965) suggest that not only is employee's motivation affected by their rewards but also their colleagues' rewards. This means that an employee will receive a salary or a reward based on their previous experience, competence, education, effort etc. These are the inputs and they usually expect the outputs which can be a salary raise, recognition, time off etc. When they realize that there is an imbalance in their input –output ratio compared and/or to others then this creates tension (Robbins,1993). When employees realize that their work and effort is not appreciated enough they might end up working less or undervaluing the work of their colleagues. Inequity can be very frustrating for employees. The theory supports that employees create beliefs about what is equitable and fair for their contribution to work. They also compare the way their employers exchange their contribution to other employees. This does not stop here. When they are not treated the right way, employees take actions to change it (Carrell & Dittrich 1978).. The challenge for organizations is to create a reward system that is equitable and fair and also based on the employees' belief about how valuable are to the organization. Champagne (1989) supports that when an employee is not treated right and the output is not fair then the employee will reduce their input 'to match' their output. It is also possible that the employee will quit their job and look for a job elsewhere.

### 2.2.4 McClelland's Need Theory

McClelland in 1961 proposed a theory. This theory relies on three needs; achievement, power and affiliation. The need for achievement means the need to excel, to strive for success. People with the need for achievement strive to achieve challenging goals. They usually prefer working alone and choose tasks with an average risk. The need for power refers to people who want to have control over others and often maintain leadership positions. However, need for power does not always mean personalized power. It also means high need for socialized power as they want power in order to help other. Effective and good leaders do not have a high need for personalized power but for socialized power. When one seeks for power it means that they want to teach, influence, and encourage others. Good and effective managers ought to have a high need for power. The need for affiliation refers to approval from others, avoid confrontation and conflict with other people. They usually try to calm down others and avoid conflicts in workplace. They feel the need to promote a favorable image (McClelland, 1961). They really seek to send

time in social activities and relationships. They want to be loved so they join groups and maintain social relationships. This type of individuals are not the most effective leaders and managers as they spend a lot of time worrying about being disliked when making a decision (Kreitner, 1998).

## 2.3 The Role of Motivation

Why does an organization or company need motivated employees? According to Smith (1994) motivated employees are needed for the survival of the organization or company. Workplaces are quickly changing and in order to survive, a company needs motivated employees who can adjust to any changes. Greatly motivated employees are more productive. In addition they always seek better ways to do their tasks and they are quality oriented (Contan & Serban, 2015). The role of a manager is to identify what motivates an employee in their task context. Managers usually perform many functions but the most difficult one is undeniably the one of understanding what motivates each employee. The reason why they find it so hard to identify this is because what motivated them changes very fast (Bowen & Radhakrishna, 1991). Kovach (1987) found that when an employee's salary increases, salary becomes a less important motivator. Also their age affects what motivates them. For instance an older employee seeks for more interesting tasks to do.

### 2.3.1 Employee Satisfaction

Morse (1997) refers to satisfaction as the 'level of fulfillment of one's need, wants and desire'. It basically depends on the individual's wants and what they get. It measures how content employees are with their working environment as well as their job. It was also defined as 'how pleased' an employee is with his job (Moyes, Shao & Newsome, 2008). Employee satisfaction also affects the organizational effectiveness. According to Bhatti & Qureshi (2007), an effective organization should encourage employee satisfaction. As a result, employees are more productive and loyal to their organization as they affect customer satisfaction and the organization's productivity (Potterfield, 1999). Satisfaction may vary from one employee to another and there is no limit to reach it. There is a number of ways to increase employee satisfaction; good work environment, high salary, training, career developments and having a good

relationship with their colleagues are some of the factors that can affect their satisfaction (Miller, 2006). Heath supported that employee satisfaction and employee motivation are highly related.

The HR and the managers of an organization have to do regular checks on their employee's satisfaction; whether they are happy at their organization and how likely it is to keep working at the company. They need to sustain high satisfaction within the organization because that leads to productivity and content customers. A test called litmus studies average length of employees stay and turnover. When there is a high rise of turnover, loyalty within the company is low. However, when there is low turnover, this means that they employees are loyal to the company. Heskett et al (1994) supported that generally satisfied employees create a chain of beneficial actions which lead to a greater performance. Moreover, it influences productivity, absence from work and retention (Derek R. Allen & Merris Wilburn, 2002). Similarly, the success of a given company is directly linked to employee satisfaction. Freeman, (2005). Satisfied employees can reduce turnover by 50% from the average, increase customer satisfaction to 95% as well as decrease labor cost by 12% Carpitella, (2003). In other words, the more satisfied the employee, the less turnover for the company. Judge et al (1993) that it is related to job involvement, motivation, commitment, mental health, turnover, absenteeism and organizational citizenship behavior. In terms of profit and growth it is suggested that the two previously mention aspects are primarily generated by customer loyalty. In order to be loyal, a customer needs to be satisfied. In order to be satisfied, a customer is influenced by the value of services they receive and value is created by satisfied employees. When an employee has a strong commitment to the company and feel as part of a team with a common purpose is going to deliver the expected service to the customer (Employee Satisfaction, 2005). Managers can observe employee reactions in order to identify whether they are satisfied or not. Casually walking around the company offices and observing them working, interacting and talking to them informally can be a way to understand how they feel about their job. Hartline & Ferrell, (1996) supported that employee satisfaction and customer satisfaction are linked as well as that customer satisfaction and future revenue. This is why employers and manages should investigate and find the reasons why employees quit their jobs creating high turnover. It could be a good start to identify what causes their dissatisfaction. They can even employ an objective professional consultants, a third party to evaluate the work environment and compare it to companies with low turnover. By making observations when giving surveys to the employees can also help find the weaknesses of an organization.

## 2.4 Cases Around The World

### 2.4.1 Starbucks

The first Starbucks store was opened in Seattle in 1971. Starbucks has become one of the most popular and fast growing companies in the world (IBS,2005). At the beginning the company grew slowly but steadily and then in the late 1980s and 1990 it expanded rapidly. In the early 2000s about 9000 Starbucks stores were active around the world. Starbucks is a company which promises to deliver execution, innovation and great customer experience in order to continuously be one of the globe's greatly trusted brands. In 2016 Starbucks was the biggest coffee company in the world with 23571 shops. It is argued that their success and growth could be ascribed to its motivated and committed workforce. In January 2005 Starbucks was placed second among well-known and large companies for "Best Companies to Work for" in Fortune magazine. The company was credited for its employee friendly policies as well as its supportive work culture. The company was also acknowledged for providing benefits to their employees. Both full-time and part-time employees were given generous benefits. This is not seen in many companies. The company managed to make sure that their staff remained motivated and productive. This had a positive impact on the company's employee turnover (IBS Center for Management Research (2005). In the 2000s, while the company was trying to find the right employees for its stores, they realized that committed and motivated staff was the key to success. For this reason, the company decided to pay attention to the staff they were going to hire as well as the work environment they would provide them. According to Robbins and Judge (2013) when a company's HR policies are designed in the right way, the selection process will be useful to identify the employees that match the company's targets. Similarly, Noe et al. (2010) stated that the company's decisions for instance who they take on, the amount they pay them, the training they offer and the staff evaluation directly affect employees' motivation and the ability to provide the quality services the customers expect. In other words, HR policies show the commitment a company has to their staff. The company's recruitment motto was "To have the right people hiring the right people."

According to Serwer and Bonamici (2004) 'Starbucks is an unusual company. It strives to mix capitalism with social responsibility. It gives all its employees who work more than 20 hours a week stock options and health-care benefits'. Similarly Butler (2006) supports that 'all the while [the company is] offering employees benefits as rich as its coffee – including tuition reimbursement, partner benefits, a wellness program and a 25% to 150% match in its 401(k) plan'. But where does that generosity come from? Howard

Schultz, who served as a chairman and CEO of Starbucks, was the one who applied this humane approach for the company. It is usually a life event that influences people to change, to become more humane. It is sometimes something good and pleasant such as a marriage or a birth of a child but also negative events such as a death or an illness. Serwer and Bonamici (2004) argue that 'Schultz frequently tells a story about coming home one day as a boy to find his father, Fred-who worked a variety of blue-collar jobs to keep his family going-laid up on the couch with a broken ankle. His father couldn't work. He lost his job, and he had no medical benefits. The family's tight finances became even tighter....I will never forget that episode. I never want that to happen to our employees.'" A personal experience of the CEO led the company to success. The company also provides part-time workers benefits that other companies do not such as health benefits (Serwer and Bonamici, 2004). It can be even said that this is inconsistent based on their capitalistic behaviour. A touching and tragic event occurred in 1997 in Washington DC where three Starbucks staff members were robbed and murdered. When Schultz was informed about the events he took a plane and travelled to Washington in order to take charge of the situation. He visited the families, attended the funerals and most importantly decided that all profits from the Starbucks store the three employees had worked would be donated to "organizations working for victims' rights and violence prevention" (Serwer and Bonamici, 2004.) He also dedicated a book he wrote to the three employees. This shows that the CEO or leader of Starbucks did not behave in a very common way.

Diversity is also of a great importance. May Snowden, the Starbucks president of global diversity, stated that some groups do not get sufficient opportunities to have their 'rightful' position in their workplace (Corkery, 2005). Starbucks is now looking for people with disabilities to hire but also to have as customers. Jim Donald, Starbucks president and chief executive officer (CEO) stated that customers tend to be regular customers of a company that is more like them (Corkery, 2005). In other words the company is 'doing well while doing good.' While others might say that Starbucks actually 'use' disabled people to 'show off' and be considered as a 'good' company, the mother of a disabled employee states that "she knows her daughter is giving the company a wealth of positive press, but she doesn't mind. 'If they want to be selfish and do it for them that is OK. The person with the disability is winning, too'" (Corkery, 2005, p. R.8).

Many companies nowadays are paying attention to ethical values and social responsibility. CRS (Company's Social Responsibility) can encourage employee's positive attitude and even retain the employees. Bhattacharya et al. (2008) 90% of a company's staff think that it is very important for a company to follow CRS policies. Employees tend to prefer working for companies with CRS since it helps

to the "employee value proposition". It can be argued that money might keep an employee to a job physically but CRS is the aspect that keeps them emotionally (Bhattacharya et al. 2008). In the Starbucks Global Responsibility Report (2013) employees are addressed as 'partners'. Visiting their website today, one can verify this. The company call their staff 'partners. This makes the feel part of this company. They are not treated as employees in a traditional way, someone who just do their job and go home, they are treated in a way that makes them feel important, respected and member of a company. As stated in their website 'By bringing people together over coffee, Starbucks has become one of the world's best-known and best loved companies. Working at Starbucks is a lot like working with your friends! When you work here, you're not an "employee" – we call ourselves "partners" because we believe in shared common goals and mutual success. Our partners are our most valuable resource.' This demonstrates their values and the importance of their employees. They also invest in 'youth leadership'. This means that many 15-24 year olds are trained through special programs provides by the company and they can become managers or assistant managers. This might sound too costly as they train staff yearly but this is a win-win situation. The employees get free training and a chance to be educated and have a career whereas the company creates a positive image and invests in their staff. In some cases they cover tuition fees. As stated in their website 'We're committed to the success of our partners (employees). Every eligible U.S. partner working part- or full-time receives 100% tuition coverage for a first-time bachelor's degree through Arizona State University's online program. Choose from over 100 diverse undergraduate degree programs, and have our support every step of the way.'

#### 2.4.2 Amazon.com

Amazon has always been seeking for adaptable and talented employees. The company used a plan trying to compensate ownership to its employees (Amazon annual report, 2011). This highly motivates their employees to think like they are the owners of the company. It is clear that the company expects their employees to perform at a very high level but at the same time they also know that their relationship with the employees is of a high importance. In July 2012 Amazon launched a program that would pay in advance 95 percent of tuition for their employees to take programmes in in-demand fields so their employees would find fulfilling, long term careers such as computer aided design, medical lab technologies and aircraft mechanics. As stated by Jeff Bezos the funder of Amazon "The program is unusual. Unlike traditional tuition reimbursement programs, we exclusively fund education only in areas that are well-paying

and in high demand according to sources like the U.S. Bureau of Labor Statistics, and we fund those areas regardless of whether those skills are relevant to a career at Amazon.” (Albanesius, C. 2012). In 2017 Amazon took on about 130,000 employees. Amazon also adopted an interesting policy known as ‘Pay to Quit’. This policy would pay dissatisfied employees from 2000 dollars to 5000 dollars to quit. Another policy the company has adopted is the Virtual Contact Centre which allows employees to work from home (Amazon.com, 2015). Amazon’s human resource department receives a great number of applications every day but only hires a small fraction of them. Their hiring process is difficult and complicated. For instance, a recent hire process includes an informal interview, an extensive project followed by two three hour phone interviews and a trip to Seattle which includes a round of eight interviews (Brunozzi, S. 2008).

## 2.5 Cases in Cyprus

### 2.5.1 Lidl Cyprus

Visiting their website one can be informed about the history of the company in Cyprus. Their first stores opened in 2010 and today 18 stores are open across Cyprus. They employ 780 people and they claim to provide their customers with high quality standards. They seek to use local products as far as possible while they collaborate with local suppliers as well as producers. They first started in Germany and in the 1930s they expanded internationally. The company supports that they grew rapidly in Germany as they opened 450 stores in the country 15 years later. Today they operate 11500 stores in 32 countries around the globe. Cyprus mail.com recently posted an article which states that Lidl Cyprus has received the ‘Top Employer’ award for 2022 and this is the fifth consecutive year ‘after having been awarded the certification from the internationally-recognised Top Employers Institute’ (Cyprus mail, Jan 20, 2022). The article also refers to Lidl Cyprus as the only ‘Cypriot company in any sector to have received the 2022 certification at a national level – clear proof it is among the island’s premier organisations in terms of its working environment.’ This award, according to the online newspaper, is the outcome of the company’s actions and focus on its employees. What is more, Lidl Cyprus offers competitive salaries, friendly environment, trainings, development and growth as well as the opportunities they offer to their employees.

Moreover, this certification underlines the commitment of Lidl Cyprus to inclusive working conditions and diversity, free from discrimination and stereotypes. Visiting their website one can click on several icons which refer to their ambitions and rewards. They also offer the opportunity to read and get more info about

all the positions to their company even if there are no vacancies available at the moment of entering the webpage. It is a way to get to know the company and the work positions divided to logistics, stores, and offices.

## 2.6 Previous Research

According to Amirtash (1999) when managers and employees have a mutual understanding of job motivators, the first basic step in the effectiveness of the organisation is done. Many surveys conducted in America show that there is a significant disparity between managers and employees' point of view. This means that most of the times managers do not understand their employees' needs and viewpoints (Mohebbifar et.al, 2014). A primary research from Lyndal (1949) also showed that what employees look for are different from what managers believe their employees look for. The research examined 10 different motivational factors and appreciation for work was the number one important factor for employees but managers placed that factor in place 8. Similarly Mohebbifar et. al investigated employees and managers' point of view in motivational factors t employees and managers of hospitals. The results showed that the agreement rate between the way managers and employee see things was 20%. In other words from the 10 motivators ranked by each group only two factors were ranked in the same place from managers and employees.

Lindner (1998) studied the importance of specific factors in motivating staff at the Piketon Research and Extension Center and Enterprise Center. The results showed that Maslow's theory was not confirmed. However' Adams' Equity theory was indeed confirmed as full appreciation for the work done was third in ranking and evidence showed that when employees hard work is not appreciated, it can become a significant dis-motivator. In addition, the study showed that there was a significant relationship between the reward and the employees' motivation which confirmed Vroom's theory.

## 2.7 Purpose of this research

The purpose of this research is to compare managers and employees' point of views about the organization when it comes to employee motivation factors which are based on three theories; Maslow's hierarchy of needs, Vroom's theory and Adams' equity theory. Moreover, both employees and managers will be asked to rank Maslow's needs from most important to least important for employees and will be also asked to

indicate what the most wanted employee reward is. This is to identify if managers understand their employees' needs.

Hypothesis 1: Are the three motivation theories (Maslow's hierarchy of needs, Vroom's theory, and Adam's Equity theory) confirmed?

Hypothesis 2: Do managers and employees share the same perceptions on motivation?

# Chapter 3

## Description and Justification of the Research Methodology

### 3.1 Research design

There are two main types of research; the qualitative research method and the quantitative research method. In quantitative research, also known as hypothesis-testing research, the process starts with the theory, it moves to the research of previous research which is reviews and depending on theoretical frameworks the researches finds the hypotheses. The data collection is essential to be tested according to the hypotheses. The researcher then draws the conclusions which find the theory valid or not (Newman& Benz, 1998, p.20).

According to Newman and Benz (1998, p.10) quantitative research is part of statistical studies while others support that it is part of empirical studies. In general quantitative research is a type of research method which is used in social science research. The aim of this type of research is the generalization of the specific sample to the population. The control of randomization and the variables is required as well as reliable and valid measures. There is a variety of methods for qualitative research such as observations, visual analysis and the most popular one interviews. Interviews can be structured, semi-structured and unstructured (Legard et al. 2003).

For this research a qualitative research design will be used with semi-standardized interviews. Semi-structured interviews help the researcher to define certain areas but at the same time they allow the researcher to diverge so they can get more details on the specific question. It allows the elaboration of the data.

For the first part general questions will be used such as the title of the interviewee; to state if they are managers or employees. Then they will have to state the organization they work for in order to be able to group the data based on the organisation. They are also asked to state the department they work in and

how long they have been working for the organization to make sure that the sample has worked for the organization for a couple of years in order to consider the results valid or even identify any relevance between the years of working experience and their responds.

For the second part of the interview Yes or No questions are used but the interviewees are allowed to elaborate their answers, comment or state their opinions and thoughts. The same questions asked to the employees will be asked to the managers to define whether they would give the same answers and show if the managers are aware about their employees thought and feelings. Yes or No questions are used because the results will be used on a diagram to show to what extent employees and managers answered the same in each question. Moreover, open-closed questions are easier to group and analyze.

The questions are chosen based on motivation theories. Questions 1-11 are chosen based on Maslow's theory. The first question asks the interviewee if their job fulfills their physiological needs. This is used to identify whether the first level of the hierarchy is covered by the organization. Then the second question seeks to find out if the employees feel that they work in a safe environment, question 3 if employee safety is a priority for the organization and question 4 if they have work stability. All three questions; 2,3 and 4 deal with the second level of the hierarchy which is the safety need. Not only do these questions examine physical safety but also safety in terms of having a permanent job. Question number 5 aims at identifying if employees feel that they are loved and cared in their organization, if they feel part of it. Similarly, question number six refers to the relationship staff members have. Then question 7 asks the employees if their supervisors or managers are friendly and then question 8 if they treat them fairly. Question 9 asks the employees if their work is recognized by the organization/ managers and then question 10 if they are recognized when they go above and beyond meaning when the work very hard. Question 11 is used to identify if the employees can reach their full potential in their organization; this is the last level of the pyramid in Maslow's hierarchy. Question 12 asks the employees to put in an order from most important to least important factor in terms of job motivation. This is to show if Maslow's hierarchy of needs apply for these employee. Based on Maslow's theory they are expected to leave them in the same order that is most important; Basic needs, feeling safe, friendly environment, recognition and growth and opportunities as the theory supports that an individual has to satisfy lower level needs in order to move to the next one. Then, questions 13 to 16 are based on Vroom's theory. Question 13 asks the interviewees if their motivation depends on the reward. Question 14 seeks to find if the organization uses a variety of rewards such as time off, recognition, salary raise etc. Question 15 asks what the employees want as a reward from their

managers. Question 16 asks the interviewees if the organization gives them enough training/ if the organisation considers important their employees' training. Lastly, question 17 asks if the managers/ organization keep their promises and if they reward them as promised when they finish a task or project. These questions aim at confirming Vroom's theory which supports that employee motivation depend on the reward and at the same time if managers and employees have the same perceptions. The last questions 18 to 21 are based on Adam's theory. Question 18 asks if the input meaning what employees give to the organization is equal to what the organization gives to them as an output. Question 19 asks them to state whether employees are rewarded fairly for the work they do. Question 20 asks them if they feel that their salary/ rewards are considered fair compared to their colleagues and Q21 if they feel that they do not do their best because they feel that the salary or rewards are not worth it. These questions seek to identify if what Equity theory support applies for the employees of these organizations. They are expected to support that when what the organisation rewards them with is not what they expect based on what they bring to the organisation.

Part three includes open questions which allow the interviewee to express their thoughts and opinions on specific aspects related to motivation. Q22 asks them about recommendations on how the organisation can recognize hardworking employees more effectively. Question 23 if rewards are handled the same way for all employees (in terms of fairness) and then question 23 if there are any barriers the organisation should overcome when it comes to employee motivation.

As mentioned earlier the same questions will be used for both employees and managers. Some of them might be slightly changed in order to be appropriate for each group but in general the questions will be asking the same thing so managers' questions will be mirroring employees' questions.

The main part of the interviews; part 2, will be presented on a diagram, as each interviewee will have a diagram showing their answers. Their answers will be presented on the diagrams using a tick or a cross. This will help identify easily common answers and differences; to what extend they have the same perceptions on employee motivation and how they perceive the environment they work in. Part 3 will allow both managers and workers to give general ideas about the organisation and might clarify some of the yes/no questions. These answers will be presented but only if there are any significant or important data will be further analyzed. The interviews will be carried out through a telephone call since the pandemic makes it even more difficult to find managers and workers to meet and conduct the interviews. In addition, it is a process that makes the interviewee more comfortable as the process is less stressful. After a

discussion at their organization all participants agreed to take part in my research through a telephone meeting. As they commented the process was easy and fast.

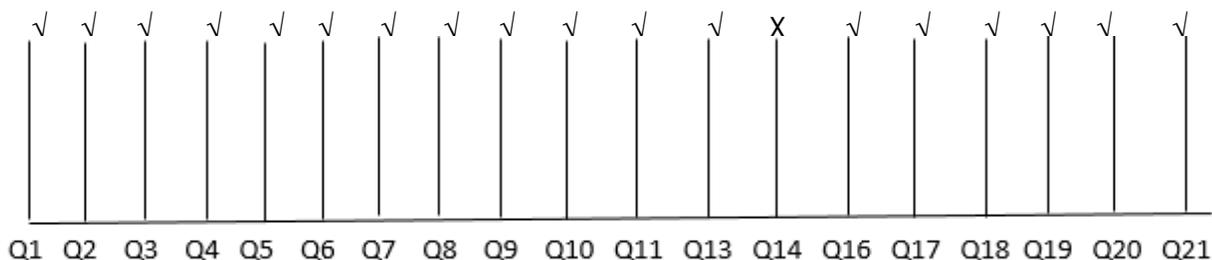
Since the purpose of this research is not to identify if there are different perceptions within one specific organization, three different organizations were chosen to participate in this research. To begin with, Lidl Cyprus was one of the organizations which participated in the research. A random Lidl store was chosen and two managers and four shop assistances were willing to participate. This organization was chosen because it has been awarded as 'Top Employer' for five years now and it would be interesting to see if we can confirm this. Argosy Trading Company LTD was the second organization which participated in my research. Argosy Trading is a major importer and distributor to the retail in Cyprus. The organisation is directly servicing 1,700 outlets. A manager and two employees from the logistics department were willing to be interviewed. The third organization which participated was MKS Audit & Consulting Ltd. A firm in Larnaca which offers accounting and specialized management work. A manager and three employees from the audit department took part in the interview process. In general, three different organizations were chosen to identify any similarities or differences between the organisations.

# Chapter 4

## Presentation and Analysis of the Research Data

### 4.1 Lidl Cyprus

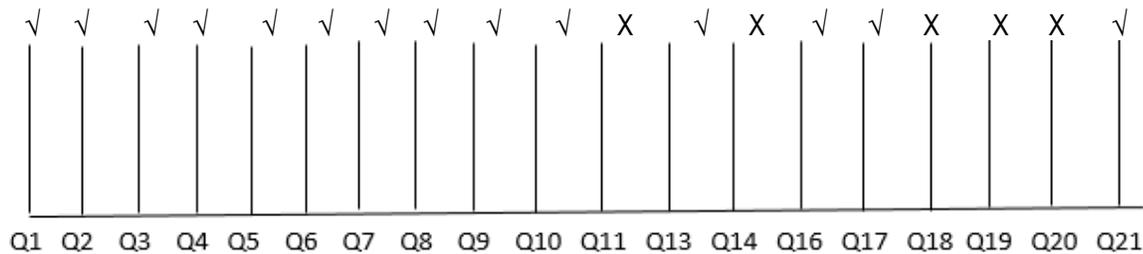
The first data were collected from Lidl Cy. The diagrams below present the answers for questions 1 to 11, 13,14 and then questions 16 to 21. Questions 12, 15,22,23 and 24 will be presented separately as they are not YES/NO questions and cannot be included on the diagram. Two managers and two employees were interviewed.



**Diagram 1.** Question 1-21 results/ Lidl-Manager 1

From the diagrams we observe Manager 1 stated that he/she has been working for this organization for 8 years. There was a positive answer to almost all of the yes/no questions. The only negative answer was when stated that they do not reward staff in a variety of ways. This was the only 'No' answer. When asked (Q 12) to put the employees' needs for a job in an order from most to least important Maslow's theory needs were ordered as: friendly environment, recognition, Growth and opportunities, feeling safe, covering basic needs. When asked about what employees usually want as a reward when they accomplish a target, recognition was the one stated by the first manager. In general manager 1 was positive in all questions related to Maslow's hierarchy implying that the organization covers all these levels of important qualities of a job. However, when asked to put the qualities in order, none of the qualities were placed in the same

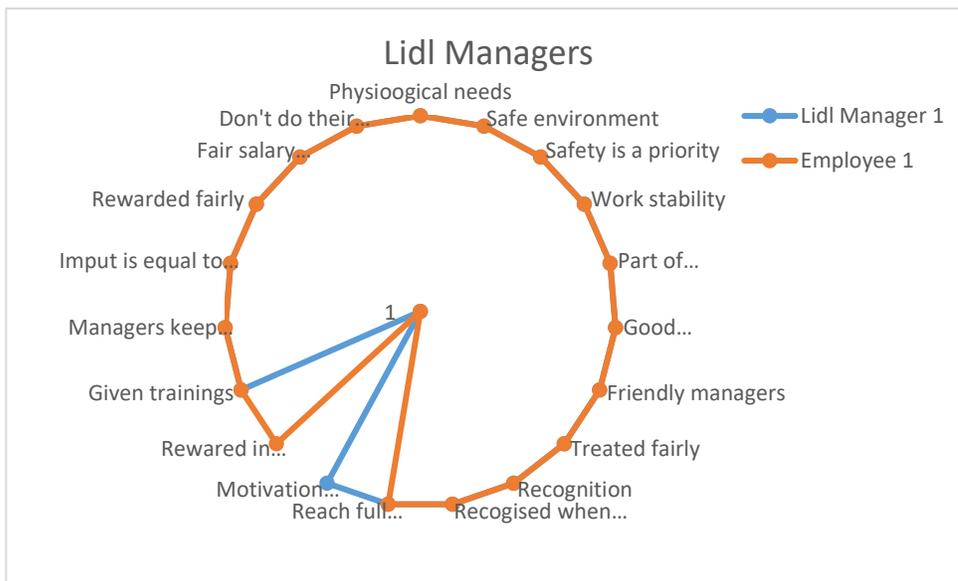
order as presented in Maslow's theory. What is more, Manager 1 stated that the organization does not use a variety of rewards for their employees. Apart from that it seems that according to manager 1 the organization applies Vroom's theory and the staff is given enough training to be able to become better and they reward their staff when they finish a project or a difficult task. Then by answering the last four questions based on Equity theory, Manager 1 confirms that the organization is fair and the input an employee gives to the organization is equal to the output. However, the manager stated that in some limited cases some employees feel that the salary is not fair so they do not do their best and do not try hard enough. When asked about any recommendations about how the organization can recognize hard working employees more effectively the manager stated that the organization should find ways give recognition to those who work harder than others so they do not feel that their work is not appreciated; it is not always about the salary. When asked about how the organization handles rewards, the manager said that it is handled quite fairly. For the last question Manager 1 stated that there are not any barriers the organization should overcome in order to motivate employees. No further details or comments were given during this interview.



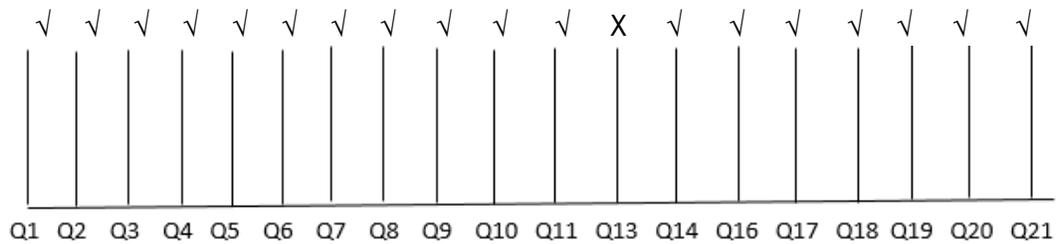
**Diagram 2.** Question 1-21 results/ Lidl-Manager 2

Manager 2 has been working for Lidl Cyprus for 5 years. Manager 2 stated that the organization fulfills employees' physiological needs, the staff indeed works in a safe environments and safety is one of the organization's priorities. The employees have work stability and they are considered to be part of the organization. The members have a good relationship but when asked this, Manager 2 commented 'sort off'. It was explained that not all employees have a good relationship between them but overall nothing too be worried about. It was also suggested that managers are friendly with their staff and that staff is treated fairly. As a manager, Manager 2 recognizes and acknowledges their work especially when they go above and beyond. However, Manager 2 believes that employees cannot reach their full potential in this organization. Based on the answers of Manager two, the organization covers all levels of Maslow's hierarchy apart from the last one; reaching their full potential. When asked to put Maslow's needs in order

the results showed as follow: feeling safe, friendly environment, recognition, growth and opportunities and last covering basic needs. It was also suggested that their staff's motivation depends on the reward but the organization does not reward in the same way. It was also stated that most of the employees ant their managers to reward them with time off explaining that they would rather finish work earlier to go home. It was confirmed that staff is given enough training and managers keep their promises to their staff, so if they finish a project they will get a reward as promised. Interestingly, Manager 2 stated that what their employees give to the organization is not equal to what the organization rewards them with by saying 'not really'. Moving to the next question, it was suggested that employees are not rewarded fairly for the work they do and the salary is not fair compared to other employees within the organization. In was similarly mentioned that some staff members do not do their best because the salary/ rewards are not worth it. For questions 22 to 24 Manager 2 stated that that the organisation should recognize hard-working employees by giving them a 'pay raise, more money, and better working environment'. Moreover, the organisation handles rewards in the same ways for all their employees and commented that this is a barrier and what comes to motivation they should give extra bonus for those who really work for the organisation. The radar chart shows the questions and the manager's answers. The use of the radar chart is to show how different there reposes were. Then the second radar chart shows that manager's 1 responses were significantly similar to the two employees. (1=no/ 2=yes)

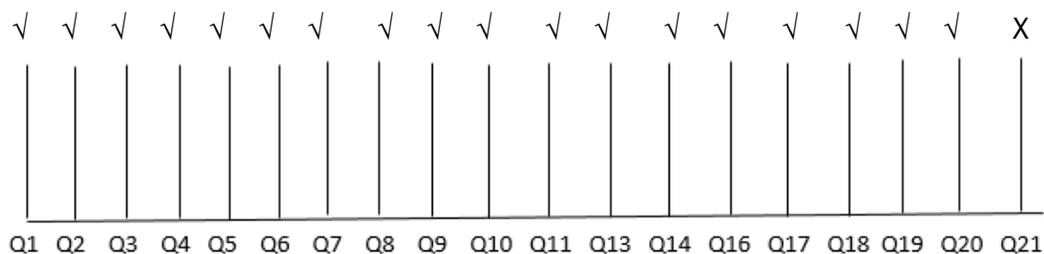


**Radar Chart 1.** Managers' responses to Questions 1-21



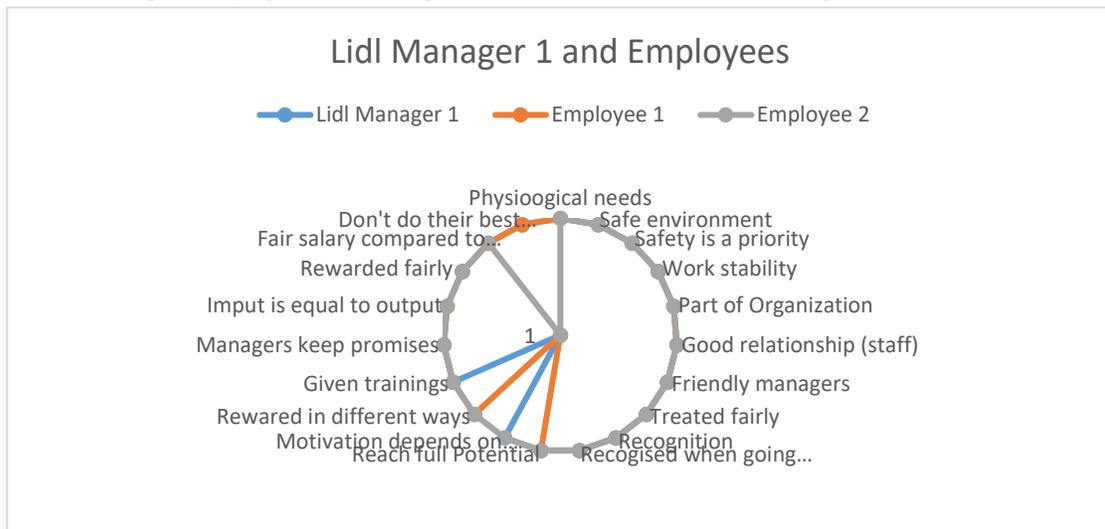
**Diagram 3.** Question 1-21 results/ Lidl-Customer Assistant 1

Customer Assistant 1 responded positively to questions 1 to 11. This means that Customer Assistant 1 feels that their job fulfills their physiological needs, the organisation provides them a safe environment and that staff safety is a priority for Lidl Cy. In addition, they feel that they have work stability and they are part of the organisation. Not only does Customer Assistant 1 has a good relationship with other staff members but he/she also considers their managers friendly. Moreover, their managers treat them fairly, they are acknowledged and recognized especially when they go above and beyond and they feel that they can reach their full potential. When asked to put Maslow's needs in order, covering basic needs was first, feeling safe was second, then friendly environment, growth and opportunities and last recognition. It seems that this was significantly different to the ones their managers suggested. Moving to question 13, it was stated that their motivation does not depend on the reward and that the organisation rewards them in different ways. The ideal reward for this employee seems to be 'time off'. Customer assistant 1 thinks that they are given enough training, the managers keep their promises and what they bring to the organisation is equal to what the organisation gives them back. It was also mentioned that they are rewarded fairly for the work they do and that their salary is fair compared to other employees within the organisation. However, according to Customer assistant 1 stated that he/she 'sometimes' does not do their best because the reward does not worth it. No further explanation was given regarding question 21. For question 22 suggested that the organisation could offer extra time off for hardworking employees. Question 23 was answered with just a 'yes' no further comments were given and regarding any barriers the organization should overcome the answer was 'not really'.



**Diagram 4.** Question 1-21 results/ Lidl-Customer Assistant 2

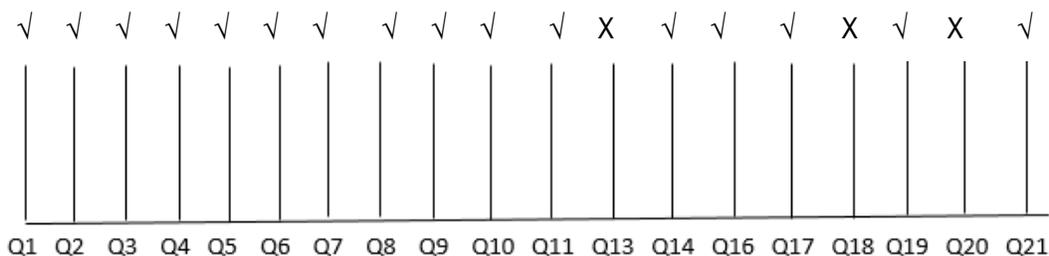
Customer Assistant 2 was similarly positive to questions 1 to 11 implying that the organisation covers Maslow’s needs. However when Customer Assistant 2 was asked to put these needs in order, feeling safe was ranked as the first need which needs to be covered, then friendly environment, covering basic needs and then similarly to Maslow’s hierarchy recognition comes fourth and Growth and opportunities fifth. Customer assistant 2 believes that motivation depends on the reward and that they are rewarded in different ways. When asked about the ideal reward the response was ‘money’. Similarly to the Customer assistant 1, customer assistant 2 believes that they are given enough training and the managers keep their promises when it comes to a reward after finishing a project or task. It was also stated that what they offer to the organisation is equal and fair to what they get. It was also suggested that they are rewarded fairly even when comparing to other employees’ rewards within the organisation and disagreed with the statement referring to employees not doing their best when the reward/ salary is not worth it.



**Radar Chart 2.** Manager 1 and Customer Assistants responses to questions 1-21

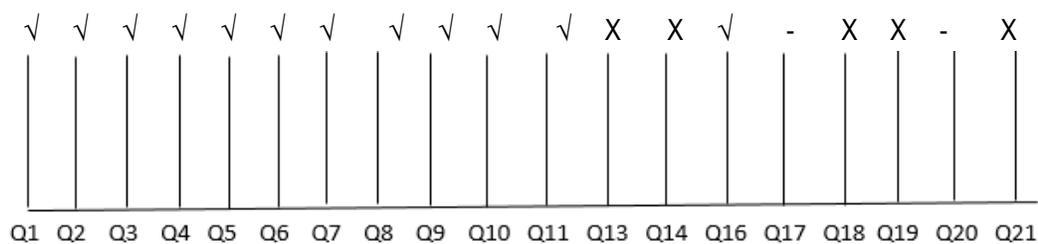
#### 4.2 Argosy Trading Company Ltd

The manager and two employees from the Logistics department were interviewed. The diagrams above present their responds to the same interview questions.



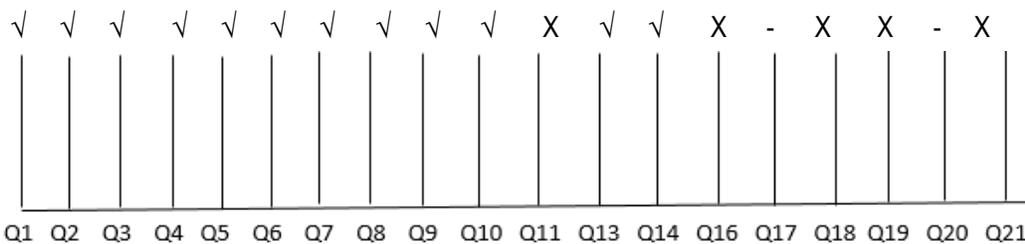
**Diagram 5.** Question 1-21 results/ Argosy-Manager 1

The manager of this organisation stated that she has been working for Argosy Trading Company Ltd for thirteen years. She claimed that the organization she works for fulfill their staff's physiological needs it provides a safe working environment, staff's safety is a priority for the organization and their staff feels stability when it come to their job. In addition, she added that the employees of Argosy Trading Company Ltd are part of the organization and staff members have a good relationship. Moreover she confirmed that she is friendly with their staff and she treats them fairly. Their work is recognized and acknowledged and when they go above and beyond they recognize the effort. She also said that the organization allows them to reach their full potential. When asked to put the needs in order she placed Growth and opportunities as the first step, then feeling safe, friendly environment, recognition and covering basic needs as the last one. She also suggested that their staff's motivation does not depend entirely on rewards and that the organization rewards their staff in different ways, When asked what their employees want as a reward she mentioned day off, to congratulate their staff on their hard work and bonus. She claimed that the train their staff to a good extend and that they keep their promises when it comes to rewards. However, she stated that what the employees bring to their organization is not equal to what the organization rewards them with. As she explained, she believes that her team members are very hard working people and the organization should pay them better. Interestingly she stated that they are rewarded fairly to what they do but said that compared to other employees within the organization their salary is not fair. Lastly she mentioned that she feels that some staff members do not do their best just because the salary is not worth it. The three open questions (22 -24) helped her further explain her negative responds to the last yes/no questions. She said that the organization could set yearly targets and each staff member should be evaluated separately so that the organization does not reward everyone in the same way. She claimed that there are no barriers for the organization to deal with and it is something that would benefit the organization as staff will stop feeling that is treated unfairly.



**Diagram 6.** Question 1-21 results/ Argosy Staff member 2

Staff member 1 was interviewed with the same questions to identify any similarities or differences in the manager's and the staff member's responds. He actually gave all positive answers regarding the questions relating to Maslow's hierarchy need. This means that he stated that the organization covers their physiological needs, safety and stability, feeling loved and having a good relationship with other staff members, they are treated fairly and their work is recognized and acknowledged. In addition, he feels that they can reach their full potential. When asked to prioritize his needs when it comes to his job he stated that the most important is to cover his physiological needs, work in a friendly environment, being recognized, growth and opportunities and lastly feeling safe. He confirmed that their motivation does not depend on the reward and that they are not rewarded in different ways. He claimed that acknowledgement, time off and trips would be the ideal rewards for him. Furthermore, he suggested that they are given enough training. When asked if his manager keep their promises when it comes to rewards about projects he explained that ' I have no relevant experience but I think they would, I don't really have projects so I cannot connect'. When asked if what he brings to the organization is equal to what the organization rewards him with and if he feels that he is rewarded fairly he said that 'there is room for improvement'. When asked if his salary is fair compared to other staff members within the organization he claimed that he did not know what others are paid. Lastly he stated that 'As a person I always do my best' when asked if he feels that he does not do his best because the salary/reward is not fair. Questions 22, 23, 24 were not answered as he stated that he has no recommendations on how the organization can recognize hard working employees more effectively as he said that this is not his responsibility, q23 was not answered because as stated earlier he does not know what the organization rewards other staff member with and regarding barriers he responded that he does not know if there are any.



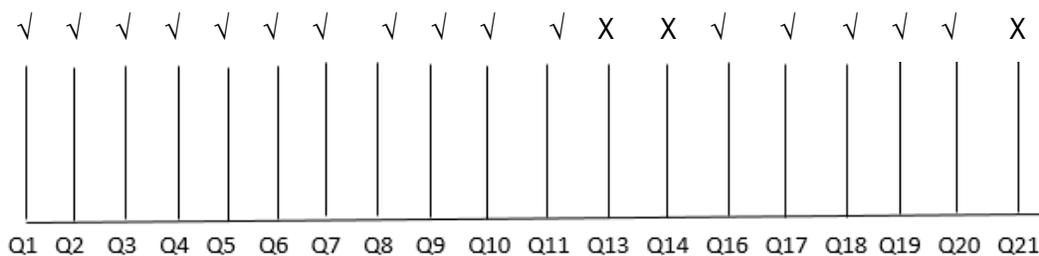
**Diagram 7.** Question 1-21 results/ Argosy Staff member 2

Staff member 2 agreed with staff member 1 in questions 1 to 10. However, he believes that he cannot reach his full potential in this organization. When asked to prioritize the 5 needs he stated that the most important is growth and opportunities, feeling safe, friendly environment, recognition and last, covering

basic needs. This staff member claimed that his motivation depends on the reward and agreed that the organization rewards in different ways. He wants the organization to reward him with money when he accomplishes a goal. He stated that they are not given enough training and he similarly stated that he cannot say if their manager keeps her promises when they finish a project as they do not have to do projects. He also stated that what he brings to the organization is not equal to what the organisation rewards him with, that he is not rewarded fairly for they work he does and that he does not know what other employees within the organisation get when it comes to salary/ rewards so he cannot respond to question 20. Lastly he stated that he does his best without thinking about the unfair treatment he gets from the organisation. According to his opinion, the organisation he works for 'should set clear objectives and KPI' (key performance indicator). When asked if he feels that rewards are handled I the same way for all employees, he stated that 'I don't have access to that info'. Interestingly, when asked if there are any barriers the organisation should overcome when it comes to employee motivation he said 'Yes, the barrier of gossiping'.

### 4.3 MKS AUDIT & CONSULTING

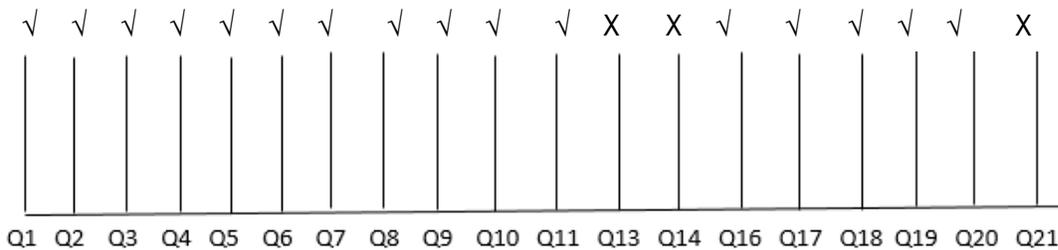
A manager and a Junior Auditor and a Senior Auditor answered the interview questions. The diagram and a brief summary of the results are given below.



**Diagram 8.** Question 1-21 results/ MKS manager

The Audit manager of MKS audit department stated that she has been working for this organisation for 3 years and 5 months. She positively stated that questions 1 to 11 were true meaning that the organisation covers all the needs from Maslow's theory. Then, when asked to prioritize their employees' need the manager of the department pointed that friendly environment is the most important need, recognition comes second, feeling safe is the third need, growth and opportunities is the fourth and lastly convening basic needs such as food and water. She also stated that their staff's motivation does not depend on the

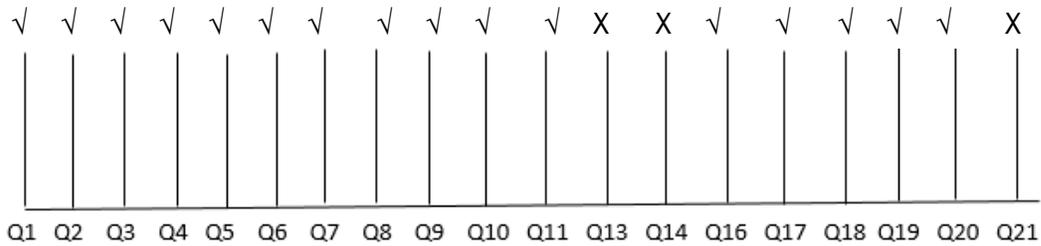
reward, their organisation does not reward in different ways and that their staff usually want rewards like recognition of their work and bonuses. She believes that their staff are given enough training and that they keep their promises to their staff. So when they finish a project that has a reward the manager will definitely give the reward to the employee. The manager also claims that what the employees give to the organisation is equal to what the organisation give to them as well as that they are rewarded fairly for the work they do. It was also mentioned that their salary is fair compared to other employees within the organisation and that their employees always do their best without thinking that the salary/reward is not worth it. In questions 22 to 24 the manager said that the organisation could recognize hardworking employees more effectively by giving extra bonus, extra holidays and by upgrading their position when there is an opportunity. She then mentioned that regarding how rewards are handles ' Yes, there is equal treatment for all employees'. Finally, she referred to a number of barriers that affect employee motivation in their organisation saying ' Work routine, work pressure, strict deadlines may affect employees motivation. The organisation is making efforts to minimize these.'



**Diagram 9.** Question 1-21 results/ Junior Auditor

Junior Auditor A stated that she has been working for a year and months for MKS Audit and Consulting Ltd. She also suggested that the organisation covers all Maslow's theory needs by answering yes in questions 1 to 11. When asked to put the needs in the correct order she places covering basic needs as the number one need, then, feeling safe, friendly environment, recognition and growth and opportunities. She places all needs in Maslow's hierarchy of needs theory. She said that her motivation does not depend on the reward and that their organisation does not reward them in different ways. When asked how she wants her organisation to reward them with she said time off. She confirmed that they are given enough training and that the manager keeps her promises to the employees. She stated that what she brings to the organisation is equal to what they reward her with. She said that she feels that she is rewarded fairly and that her salary is fair compared to other employees within the organisation. She also said that she does her best no matter what so the reward would not affect her overall performance. Lastly, for questions 22 to

24 she said that she had no suggestions for rewards for hardworking employees, the rewards are handled the same way for all employees in the organisation and that there are no barriers the organisation should overcome when it comes to employee motivation.



**Diagram 10.** Question 1-21 results/Senior Auditor

The Senior Auditor claimed to have worked for the organisation for four years and 6 months. Surprisingly, the senior auditor had the same responses as the Junior Auditor to the yes/no questions as well as questions 12 and 15. She prioritized her needs to the same order as in Maslow's hierarchy of needs theory and stated that she wants time off as a reward. The rest of the questions were answered the same way, even questions 22 to 24. In brief she stated that the organization she works in fulfills her physiological needs, it provides her a safe environment and employee safety is the organization's priority. She feels that she is part of the organization and that staff members have a good relationship. She finds her managers friendly and the treat her fairly. Her work is recognized and acknowledged and she feels that she can reach her full potential. She does not feel that her motivation depends on the rewards and the organization does not reward them in different ways. She stated that she is given enough training and the managers keep their promises to them. Moreover, she said that what she brings to the organization is equal and fair to what she gets. Lastly, she claimed that she does not feel that she does not do her best because the salary is not worth it. The chart shows that all three participants had the same responses on all 21 questions.



**Radar Chart 3.** MKS Audit & Consulting Ltd Manager and Employee's perceptions.

# Chapter 5

## Discussion of Findings and Results

### 5.1 Lidl Cyprus

The results showed that both Customer assistant 1 and 2 believe that their organisation covers their needs as presented in Maslow's hierarchy of needs. However, when asked to prioritize their needs, not only did the two assistants put these needs in a different order compared to Maslow's theory but they also prioritize them differently compared to each other. This shows that people have different needs from each other even when they work for the same organization. Moving to Vroom's theory the two Customer assistants agree that they are rewarded in different ways, they are given enough training and their managers keep their promises. However, one of them believes that their motivation does not depend on the reward. When asked what the ideal reward would be for them they had different answers. As mentioned earlier one considered money as an ideal reward and the other 'time off'. When it comes to the equity theory both interviewees responded positively about how the organization deals with what they give to the organisation and what the organisation gives them stating that the organization's rewards and salary are 'fair'. The only difference was that one of the employees said that he/she sometimes feels that they do not do their best if they feel that the reward or salary does not justify the task. When it comes to comparing managers and employees responses we have an interesting difference between the opinions of the two managers. While manager seems to agree in most questions with the employees, Manager 2 has a different opinion from manager one and Customer assistants 1 and 2. It can be observed that both managers stated that they do not reward the employees in different ways and as explained during the interviews this meant if they reward their staff with not only pay raise but also trips, time off etc however the employees suggested that they are rewarded in different ways. This need further investigation as they need to specify how they are rewarded and more interestingly to identify what they consider as a reward that their managers do not. Moreover,

one of the managers stated that their employees cannot reach their full potential within the organisation, this is a statement that neither the other manager nor the two employees confirm. In addition, Manager 2 was the only one who stated that the organisation does not reward their employees fairly compared to what they bring to the organisation, they are not rewarded fairly and in general their salary is not fair compared to other employees within the organisation. One would expect a Customer assistant to respond this way to these questions but surprisingly the manager seems to feel that their staff is not treated fairly, even if the Customer assistants feel that they have a fair treatment. In general the results showed that Manager 1 answered 18/21 questions in the same way with the two customer assistants whereas manager 2 answered 14/21 questions in the same way with the two customer assistants. Manager 1 seemed to agree on most of the questions with the two assistants but comparing the two managers' responses one can see they have different perceptions about their employees' motivation and how they are treated in their organization. In the general discussion section this organization will be referred to as Organization 1.

## 5.2 Argosy Trading Company Ltd

In general the two staff members had similar responses. They had the same responses to question 1-10 making clear that the organisation covers their physiological needs, safety needs, belongingness and love needs, as well as self-esteem needs. Their manager gave the same responses to these questions as well showing that the organisation does cover these needs. However, staff member 2 stated that he feels that he cannot reach his full potential in this organisation. That was different to staff member 1 and manager's response who believe that the organisation does give them the opportunity to reach their full potential. Moving to prioritizing needs, the manager and staff member 2 put them in the same order showing that the manager knows what their employees believe is more important to them yet staff member 1 has a different opinion; similar to Maslow's hierarchy of need theory. It seems that growth and opportunities come first for employee 2 and the manager knows it then feeling safe, friendly environment, recognition and last covering basic needs. It can be argued that staff member 2 has growth and opportunities as the most important need and least important covering basic needs. The manager seems to know this and believes this applies to all of her staff members as she did not comment anything to clarify that this order applies to some or most staff members. Moreover that manager stated that staff members wasn't day off, recognition (well done) and bonus as rewards, confirming both employees who mentioned all of the above. Indeed staff member 1 agreed that their motivation does not depend on the reward as the manager stated, yet staff

member two claimed that it does. In question 14; if the organisation rewards staff in a variety of ways, the manager and staff member 2 responded yes but staff member 2 said no. This could be due to the fact that staff member 1 has been working for a year and four months whereas staff member two has been working for 2 and a half years. In other words the younger staff member might not have the chance to get rewards in different forms. The manager and staff member 1 agree that they get enough training yet staff member 2 disagrees. The managers states that she keeps her promises when it comes to rewarding staff after they finish a project. However both staff members argued that they cannot really answer this question because they are never given projects to do. Regarding questions 18 and 19 both staff members said no; what they bring in the organisation is not equal to what the organisation offers them and if they are rewarded fairly. One of them also commented that there is room for improvement in both answers. The manager had the same answer in question 18 as she feels that her team members are really hard working and they bring more than they get. However, she then stated that they are generally rewarded fairly for the work they do implying that if the organisation rewarded them more, they would have more to give to the organisation. This makes sense as she believes that some of them do not do their best because of the limited rewards (q21). The two staff members on the other had said that they always do their best no matter what. It can be claimed that the manager was referring to other staff members though since she did not know who I would interview after her and she was talking in general or that she indeed believe that staff members 1 and 2 do not do their best because of the limited rewards. Lastly, question 20 was answered in the same way from the two staff members saying that they do not know how other staff members within the organisation are rewarded so they did not answer the question but the manager said that she feels that their salary is not fair compared to other employees. Generally, the manager got 18/19 same yes/ no answer with at least one staff member. It is worth mentioning that the 2 questions not included here are questions 17 and 20 which were not actually answered from the staff members as they said that the question does not apply in their case. In the general discussion section this organization will be referred as Organization 2.

### 5.3 MKS Audit & Consulting Ltd

Comparing the two interviews between the Junior Auditor and the Senior Auditor, one can observe that both of them gave the same answers even when they had to prioritize their needs and when they had to mention what they consider a good reward. They both agree that the organisation they work for covers

their physiological needs, safety needs, love and belonging and esteem as psychological needs and self-actualization as self –fulfillment need. Not only do they confirm that their organisation cover these needs but they also prioritize them in the same way Maslow presents them in his theory. What is more, Vrooms theory is partially applied in this organisation as the staff is not rewarded in different ways and they suggest that their motivation does not depend on the reward. Finally, Adam's equity theory is confirmed as they both feel that there is a fair balance between what they bring to the organisation and what the organisation rewards them with. In addition, they feel that they are rewarded fairly compared to other employees within the organisation. Moreover, none of the two employees supports that they do not do their best because the managers do not reward them or the salary is not enough. It can be said that this is because both of the employees stated that their rewards and salary is fair. In general Adam's equity theory is confirmed as well. What is more interesting than the 2 Auditors' interviews, is the manager's interview. The manager confirmed her employees thought and ideas. By comparing the three diagrams one can confirm that all three interviewees responded in the same way for all of the yes/no questions, confirming the theories which were confirmed by the two employees. However the manager prioritize the needs in a completely different way based on what she realized for her employees. In addition, when asked what her employees usually want as a reward, time off was not in her respond even if she suggested two different rewards. She also identifies some barriers that might affect employee's motivation and states that efforts are made to reduce them. In general the manager had 21/21 same yes/no answers. In the general discussion section this organization will be referred as Organization 3 .

#### 5.4 General Discussion

In general, this researched showed that only the two employees and the manager who work for MKS have the same perspectives. This was the most interesting finding as based on previous research employees and managers' perspectives are usually different to a great extent. In this case however they share the same perspectives showing that the manager does understand and has a clear picture of the organisation and its needs as well as how the employees feel. In addition, it was noted that the employees have ranked their priorities differently and what they seek as a reward compared to the manager implying that there is need for more work and discussion to make the manager realize what their employees prioritize.

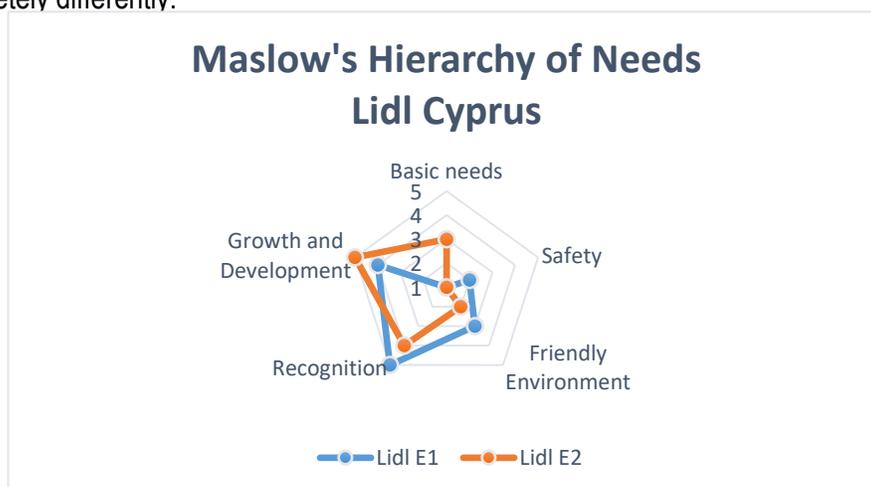
On the other hand the finding from Lidl Cyprus imply that further investigation is needed as one manager seems to have the most different answers from both employees and the other manager.

Question 12 asked managers and employees to rank their needs from most important to least important.

Maslow's Hierarchy of needs										
	Lidl				Argosy			MKS		
	M.1	M.2	E.1	E.2	M	E.1	E.2	M	E.1	E.2
Basic needs	5	5	1	3	5	1	5	5	1	1
Safety	4	1	2	1	2	5	2	3	2	2
Friendly En.	1	2	3	2	3	2	3	1	3	3
Recognition	2	3	5	4	4	3	4	2	4	4
Growth and D	3	4	4	5	1	4	1	4	5	5

**Table 1.** Maslow's Hierarchy of Needs Results

They were given five options as presented in Maslow's hierarchy of needs. Only two employees ranked their needs in the same way as they are presented in Maslow's theory. These two employees work in the same organization. What is more, only one manager placed the needs of their employees in the same order as one of her employees ranked, yet the order was not the same as in Maslow's theory. In general four out of six employees ranked Basic needs as their top need, four out of six employees ranked safety as their second need, four out of six employees consider friendly environment as the third most important need, four out of six consider recognition as the fourth important need and three out of six employees consider growth and development as the least important need. The radar charts below show how employees ranked their needs from most important to least important per organization. The radar chart confirms that both employees who currently work as customer assistants in Lidl Cyprus ranked their needs completely differently.



**Radar Chart 4.** Maslow's Hierarchy of Needs Lidl Cyprus

Similarly, they two employees who work in the logistics department in Argosy ranked their needs completely different.



**Radar Chart 5.** Maslow's Hierarchy of Needs -Argosy

The two employees who work in the Audit Department of MKS Audit & Consulting ranked their needs in the same order. They also ranked it in the same order as presented in Maslow's theory. One of the employees is a Junior Auditor who has been working in this organization for 1 year and two months and the other employee is a Senior Auditor who has been working for four years and six months. They have different titles and they have not been working for the same period so no conclusions can be drawn on what makes them rank their needs the same way as well as why they ranked them in this order.



**Radar Chart 6.** Maslow's Hierarchy of Needs MKS Cyprus

Interestingly, all four managers consider that a job that covers their employees' basic needs is the last that needs to be covered. In addition two managers agreed that friendly environment is the most important need, two of them consider recognition as the second most important need and two of them that growth and development is the fourth important need.



**Radar Chart 7.** Maslow's Hierarchy of Needs All four managers

However, further research should be conducted in order to find the reasons behind each ranking. It could be suggested that demographical information could be used to identify if age or years of experience seem to change the ranking. In addition, a variable could be the organization; people prioritize their needs based on the organization they work in or even based on personal experiences.

IDEAL REWARD									
Lidl				Argosy			MKS		
M.1	M.2	E.1	E.2	M	E.1	E.2	M	E.1	E.2
recognit ion	Time off	Time off	money	Day off, recognitio n, bonus	Time off, Trips, Acknowledgement	Money	Recognition , bonus	Time off	Time off

**Table 2.** Ideal Reward

When asked about the ideal reward, four out of six employees suggested time off, and two of them money. Trips and acknowledgement were also mentioned by one employee. However, three out of four managers

suggested that what their employees consider as an ideal reward was recognition. Two managers also suggested time off and two of them added bonus/ money. Even the manager from MKS had a different perception from her employees although they had the same perceptions on most of the questions. The manager from Argosy suggested that her employees want a day off, recognition and bonus. One of her employees stated that money would be an ideal reward whereas the other employee suggested time off, recognition and trips. This was the only manager who identified her employees' perceptions. Moreover one of Lidl managers agreed on this question with one of the employees. Manager one suggested recognition but none of the employees mentioned it. At the same one of the employees stated that money would be the ideal reward but none of the managers mentioned it.

When it comes to the theories the interview questions were based on, not all of them were answered the way the theory was presented. As mentioned, questions 1 to 11 were based on Maslow's hierarchy of needs. They tried to identify if employees feel that the organization they work in covers these needs. All of the employees as well as managers stated that all of these needs (question 1-10) are covered by the organization. Interestingly, a manager and an employee from two different organizations stated that employees cannot reach their full potential in the organization. No further comments were given regarding this response. These were the questions employees and managers had the most answers in common. Questions 13 to 17 were based on Vroom's theory. Four out of six employees stated that their motivation does not depend on the rewards whereas two out of four managers stated the same. It is worth mentioning that the two managers who suggested that the motivation of their employees depends on the reward work in the same organization and one employee of this organization agreed. More than half of the interviewees disagreed that motivation depends on the reward. All of the participants agreed that managers keep their promises to the employees and only one employee believes that they are not given enough training. Managers' and employees' perception did not confirm the theory as they do not accept their motivation depends on their reward.

The last questions were based on Adam's Equity theory. Three employees stated that they feel that what they bring to the organization is not equal to what the organization rewards them with. However, the manager of two of those who answered yes agreed with them. That actually shows that they share the same perceptions towards the organization. The manager of the third employee who supported that what is brought to the organization is not equal to what they get had did not shared the same opinion.

Overall, in terms of the three theories, Maslow's needs are clearly covered in all three organisations however the hierarchy is clearly different, only 20% of the sample ranks the needs in the same order. In other words, while the theory suggests that lower levels of the hierarchy need to be fulfilled before moving to the next level, this study does not confirm this. Only 33% of the employee sample supported that their motivation depends on the reward. Based on Vroom's theory one would expect a greater percentage in order to confirm the theory. 40 % believe that what they bring to the organization is not equal to what they get. The same percentage stated that what they bring to the organization is not equal to what they get, however none of them stated that that could affect their performance. In general none of the theories were confirmed by this study.

When it comes to the same perceptions organization 1 had 18/21 answers in common which gives a percentage of 85,7%. Organization 2 had 94% answers in common and Organization 3 had 100% of the answers in common. This shows that managers and employees have the same perceptions to a great degree. This also does not confirmed previous studies as mentioned previously in this paper.

Appendices A  
Interview Questions

Title \_\_\_\_\_

Organization you work for \_\_\_\_\_

Part of the business/department  
within which you work \_\_\_\_\_

How long have you been working for this organization? \_\_\_\_\_

Answer the questions by simply saying yes or no (you are free to add your comments if any)

1. Do you feel that your job fulfills your physiological needs? (water, food, shelter)

YES/NO

Comment

2. Do you feel that your organization provides you a safe working environment?

YES/NO

Comment

3. Is employee safety a priority for the organization?

YES/NO

Comment

4. Do you have work stability?

YES/NO

Comment

5. Do you feel that you are part of this organization?

YES/NO

Comment

6. Do you have a good relationship with other staff members?

YES/NO

Comment

7. Are your managers friendly?

YES/NO

Comment

8. Do your managers treat you fairly?

YES/NO

Comment

9. Is your work recognized and acknowledged?

YES/NO

Comment

10. Do you feel that staff are recognised when going above and beyond?

YES/NO

Comment

11. Do you feel that you can reach your full potential in your organization?

YES/NO

Comment

12. Please put the following in order (1 most important-5 least important) / managers asked about how their staff would rank them

1. Covering basic needs (food/water / shelter) \_\_\_\_\_
2. Feeling safe \_\_\_\_\_
3. Friendly Environment \_\_\_\_\_
4. Recognition \_\_\_\_\_
5. Growth and opportunities \_\_\_\_\_

13. Do you believe that your motivation depends on the reward?

YES/NO

Comment

14. Are you rewarded in different ways? (pay raise /time off / trips)

YES/NO

Comment

15. What do you want your organization to reward you with when you accomplish a goal/challenge?

Comment

16. Do you think that you are given enough training? Does your organization bother with trainings and seminars?

YES/NO

Comment

17. Do the managers keep their promises to you? If you manage to finish a project that would give you a reward, are you actually rewarded?

YES/NO

Comment

18. Do you believe that what you bring in your organization is equal to what the organization rewards you with?

YES/NO

Comment

19. Do you feel that you are rewarded fairly for the work that you do?

YES/NO

Comment

20. Do you feel that your salary is fair compared to other employees (within the organisation)?

YES/NO

Comment

21. Do you feel that you do not do your best because the salary /rewards is not worth it?

YES/NO

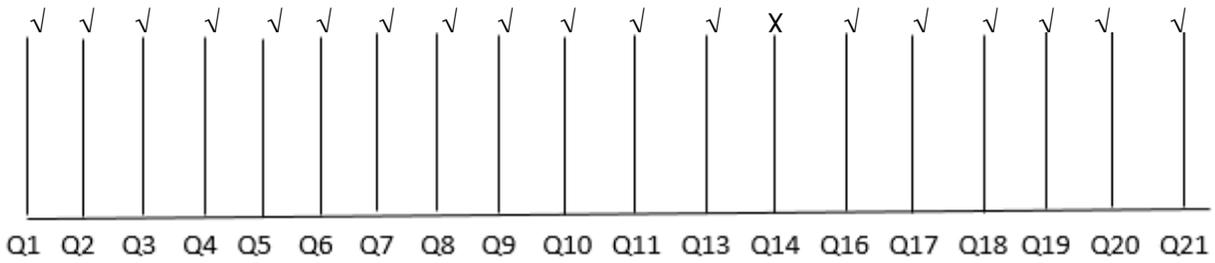
Comment

22. Do you have any recommendations on how the business can recognise hard-working employees more effectively?

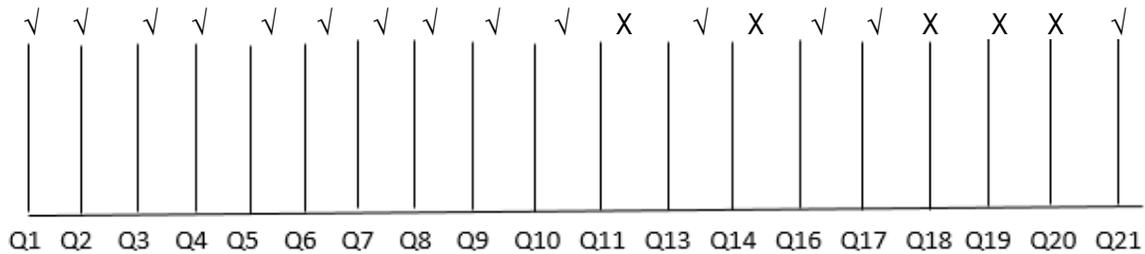
23. Do you feel that rewards are handled in the same way for all employees? Explain.

24. Are there any barriers the organization should overcome when it comes to employee motivation?

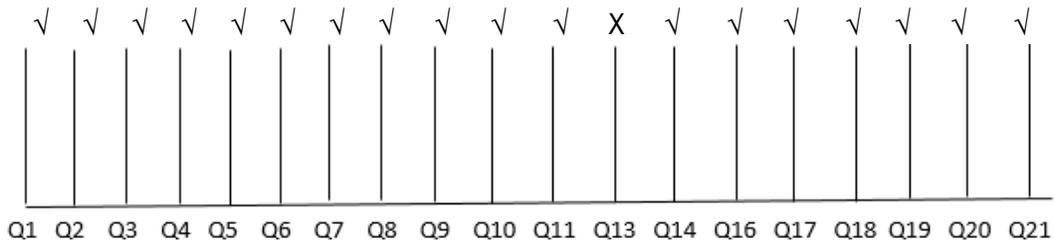
## B TABLES AND DIAGRAMS



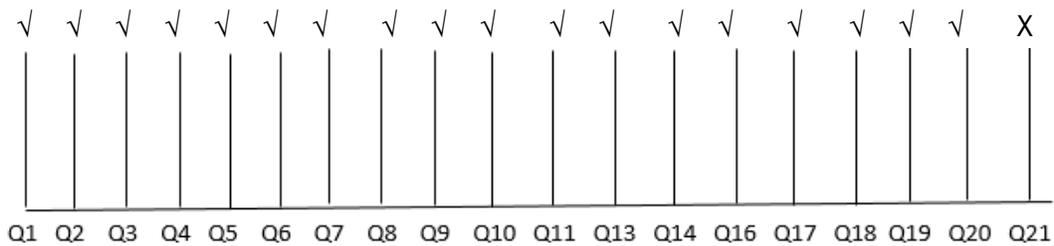
**Diagram 1.** Question 1-21 results/ Lidl-Manager 1



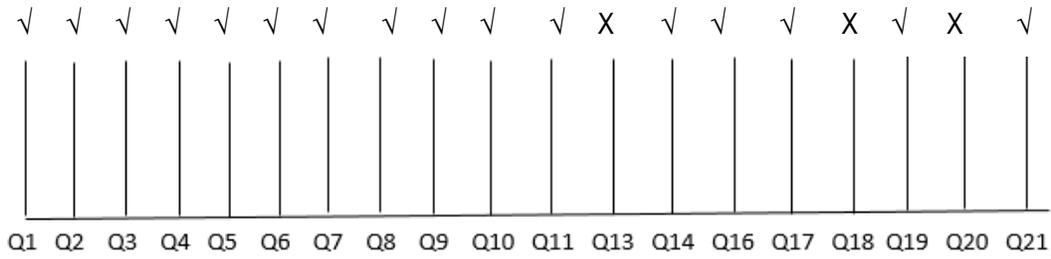
**Diagram 2.** Question 1-21 results/ Lidl-Manager 2



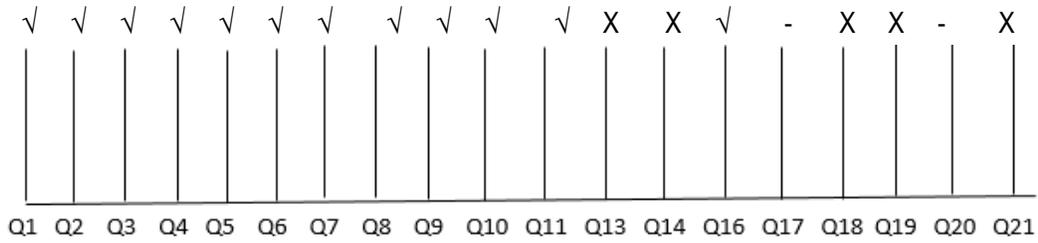
**Diagram 3.** Question 1-21 results/ Lidl-Customer Assistant 1



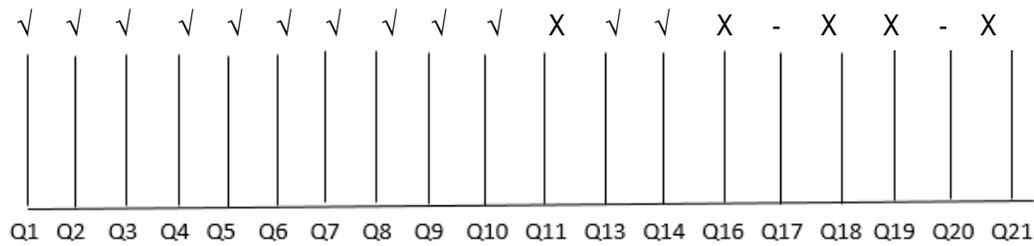
**Diagram 4.** Question 1-21 results/ Lidl-Customer Assistant 2



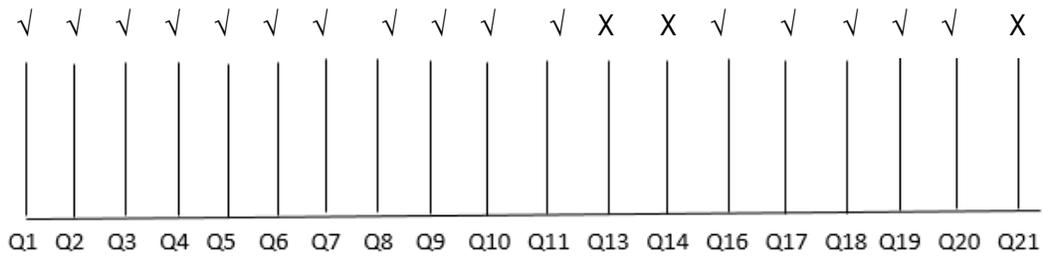
**Diagram 5.** Question 1-21 results/ Argosy-Manager 1



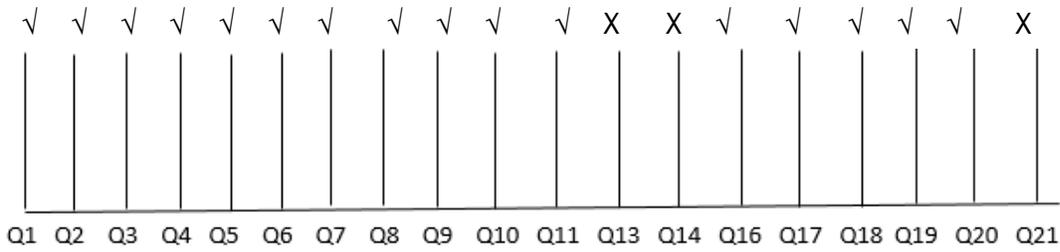
**Diagram 6.** Question 1-21 results/ Argosy Staff member 2



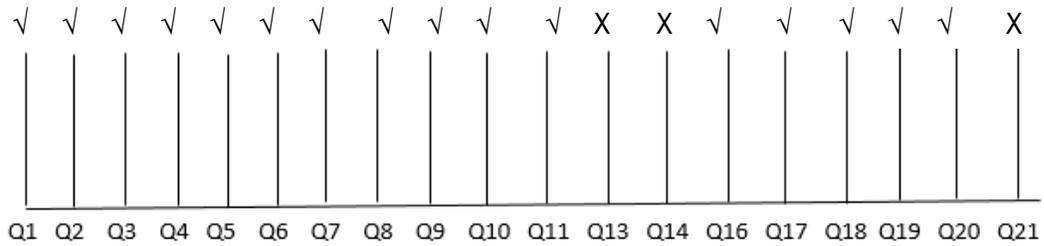
**Diagram 7.** Question 1-21 results/ Argosy Staff member 2



**Diagram 8.** Question 1-21 results/ MKS manager



**Diagram 9.** Question 1-21 results/ Junior Auditor



**Diagram 10.** Question 1-21 results/Senior Auditor

Maslow's Hierarchy of needs										
	Lidl				Argosy			MKS		
	M.1	M.2	E.1	E.2	M	E.1	E.2	M	E.1	E.2
Basic needs	5	5	1	3	5	1	5	5	1	1
Safety	4	1	2	1	2	5	2	3	2	2
Friendly En.	1	2	3	2	3	2	3	1	3	3
Recognition	2	3	5	4	4	3	4	2	4	4
Growth and D	3	4	4	5	1	4	1	4	5	5

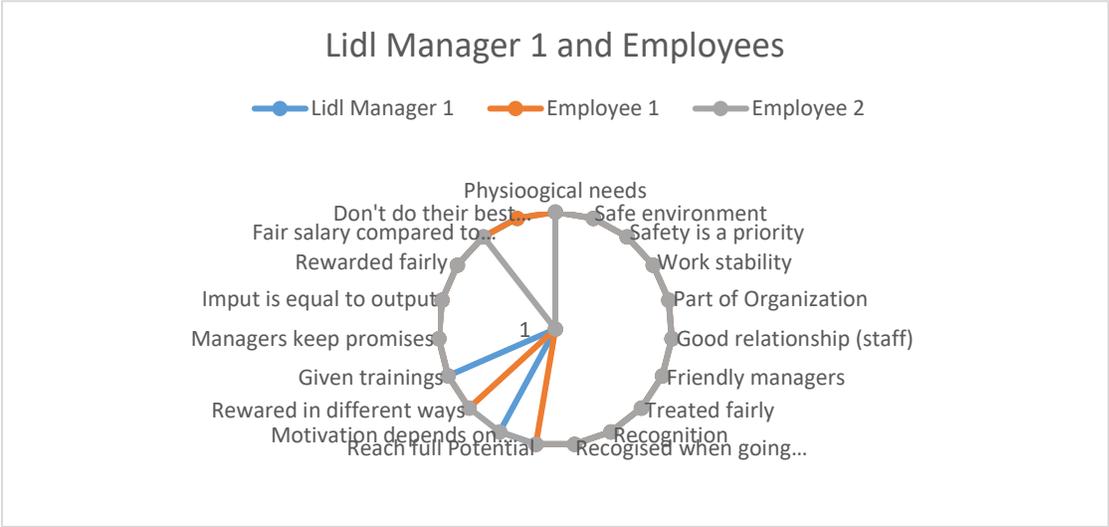
**Table 1.** Maslow's Hierarchy of Needs Results

IDEAL REWARD									
Lidl				Argosy			MKS		
M.1	M.2	E.1	E.2	M	E.1	E.2	M	E.1	E.2
recognition	Time off	Time off	money	Day off, recognition, bonus	Time off, Trips, Acknowledgement	Money	Recognition, bonus	Time off	Time off

Table 2. Ideal Reward



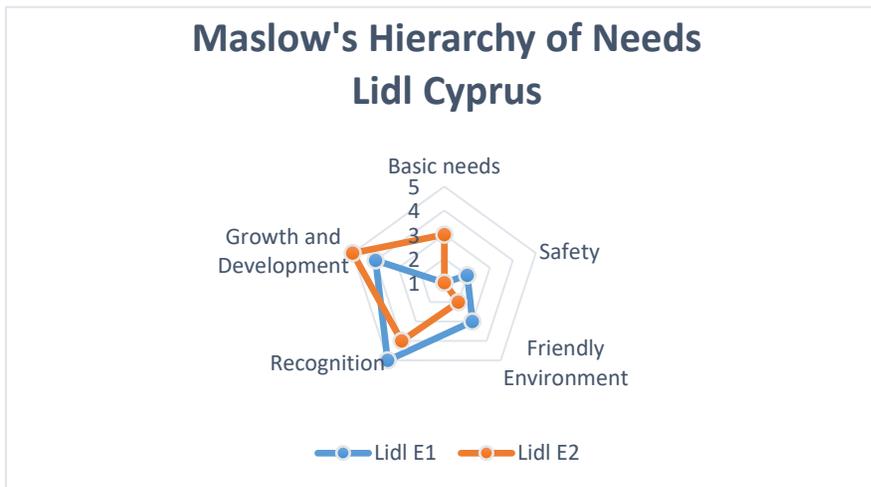
Radar Chart 1. Managers' responses to Questions 1-21



Radar Chart 2. Manager 1 and Customer Assistants responses to questions 1-21



**Radar Chart 3.** MKS Audit & Consulting Ltd Manager and Employee’s perceptions.

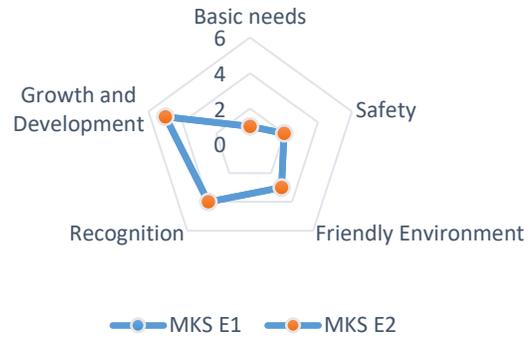


**Radar Chart 4.** Maslow’s Hierarchy of Needs Lidl Cyprus



**Radar Chart 5.** Maslow’s Hierarchy of Needs -Argosy

## Maslow's Hierarchy of Needs MKS Audit & Consulting



**Radar Chart 6.** Maslow's Hierarchy of Needs MKS Cyprus



**Radar Chart 7.** Maslow's Hierarchy of Needs All four managers

## BIBLIOGRAPHICAL REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299
- Albanesius, C. (2012). Amazon Offers Tuition Assistance for Courses in 'Well-Paying' Fields. *PC Magazine*, Jul2012: 1.
- Amazon (2011). *Amazon.com: 2011 annual report*. Seattle, WA: Amazon.com, Inc.
- Armstrong, M. (2009) *Armstrong's Handbook of Human Resource Management Practice*, Eleventh edition, Ed. Kogan Page, ISBN 978 0 7494 5242 1, London
- Bedeian, A. G. (1993). *Management* (3rd ed.). New York: Dryden Press.
- Bhatti, K., & Qureshi, T. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3(2), 54 – 68.
- Bowen, B. E., & Radhakrishna, R. B. (1991). Job satisfaction of agricultural education faculty: A constant phenomena. *Journal of Agricultural Education*, 32 (2). 16-22.
- Brunozzi, S. (2008). How I got hired at Amazon. May 22. <http://www.brunozzi.com/2008/05/22/how-i-got-hired-by-amazoncom>. Accessed November 15, 2012.
- Buford, J. A., Jr., Bedeian, A. G., & Lindner, J. R. (1995). *Management in Extension* (3rd ed.). Columbus, Ohio: Ohio State University Extension.
- Butler, K.M. (2006), "Examining the benefits of corporate social responsibility", *Employee Benefit News*, May 1, p. 1
- Carpitella, Bill. (2003). Make residential construction the industry of choice [Electronic version]. *Professional Builder*, Oct 2003.
- Carrell, M. R., & Dittrich, J. E. (1978). Equity theory: the recent literature, methodological considerations and new directions. *Academy of Management Review*(3), 202-210.
- Champagne, P., & McAfee, B. (1989). *Motivating strategies for performance and productivity: A guide to human resource development*. New York: Quorum Books.
- Contan, A. L., & Serban, D. C. (2015). *Motivated Or Unmotivated*. Bucharest: Niculescu Publishing House. Retrieved from <https://www.proquest.com/conference-papers-proceedings/motivated-unmotivated/docview/1761613138/se-2?accountid=36196>
- Corkery, M. (2005), "Leadership (a special report); a special effort: Starbucks is reaching out to people with disabilities – both as employees and as customers", *Wall Street Journal*, November 14, p. R8.
- Derek R. Allen, Merris Wilburn, (2002) –Linking customer and employee satisfaction to the bottom line, ASQ quality press publications cat log, Milwaukee, WI.
- Dickson, W. J. (1973). Hawthorne experiments. In C. Heyel (ed.), *The encyclopedia of management*, 2nd ed. (pp. 298-302). New York: Van Nostrand Reinhold.
- Elliot, A. J.; Covington, M. (2001) Approach and Avoidance Motivation, *Educational Psychology Review*, Vol. 13 No. 2

- Employee satisfaction and opinion surveys. (n.d.). Retrieved February 25, 2011, from [http://www.infoquestcrm.co.uk/employee\\_surveys.html](http://www.infoquestcrm.co.uk/employee_surveys.html)
- Freeman, Shelly, (2005). Employee satisfaction: The key to a successful company. Retrieved on March 15, 2011 <http://library.lp.findlaw.com/articles/file/00301/008927/title/Subject/topic/Employment>.
- Hartline, Michael D. and O.C. Ferrell (1996). The Management of Customer- Contact Service Employees: An Empirical Investigation. *Journal of Marketing*, 60 (4), 52–70.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Heskett, J. L., T. O. Jones, G. W. Loveman, W. E. Jr. Sasser, L. A. Schlesinger. (1994). Putting the service-profit chain to work. *Harvard Business Review* 72 (2)
- Judge, T.A., Hulin, C.L. (1993), "Job satisfaction as a reflection of a disposition: a multiple source causal analysis", *Organizational Behavior and Human Decisions Processes*, Vol. 56, pp. 388-421.
- Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30. 58-65.
- Kreitner, R. (1995). *Management* (6th ed.). Boston: Houghton Mifflin Company.
- Kreitner, R., & Kinicki, A. (1998). *Organizational Behavior* (4 ed.). Boston: Irwin McGraw-Hill.
- Legard R, Keegan J, Ward K. (2003) In-depth interviews. In Ritchie J, Lewis J (eds) *Qualitative research practice: a guide for social science students and researchers*. pp 139-169. London: Sage Publications.
- Lindahl L. (1949) What makes a good job? *Personnel*. 25:263–266.
- Lindner, J. R. (1998), "Understanding Employee Motivation", *Journal of Extension* 36(3)
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-96.
- Maslow, A. H. (1954). *Motivation and personality*. New York: Harper and Row.
- Mayo, E. (1945). *The human problems of an industrial civilization*. New York: The Macmillan Company.
- McClelland, D. (1961). *The Achieving Society*. Princeton NJ, Van Nostrand.
- Miller, J. L. (2006). *Coach Yourself to Succeed @ Work: How to Achieve Optimal Performance and Job Satisfaction*. CA, Dorrance Publishing Co
- Mohebbifar, R., Zakaria Kiaei, M., Khosravizadeh, O., & Mohseni, M. (2014). Comparing the perspectives of managers and employees of teaching hospitals about job motivation. *Global journal of health science*, 6(6), 112–118. <https://doi.org/10.5539/gjhs.v6n6p112>
- Morse, C.N , (1977)-*Satisfactions in the white-collar job*, Ayer publishing.
- Moyes, G. D., & Shao, L. P., Newsome, M. (2008). Comparative analysis of employee job satisfaction in the accounting profession. *Journal of Business & Economics Research*, 6(2), 65-81
- Newman, I., & Benz, C. R. (1998). *Qualitative-quantitative research methodology: Exploring the interactive continuum*. Carbondale: Southern Illinois University Press

Pardee, R.L.: Motivation Theories of Maslow, Herzberg, McGregor & McClelland. A Literature Review of Selected Theories Dealing With Job Satisfaction and Motivation, Available from <http://files.eric.ed.gov/fulltext/ED316767.pdf>, Accessed 2014-04-30

Potterfield, T. A. (1999). The business of employee empowerment: Democracy and ideology in the work-place. Westport, CT: Quorum Books

Robbins, S. (1993). Organizational Behavior (6 ed.). Englewood Cliffs: Prentice-Hall.

Serwer, A. and Bonamici, K. (2004), "Hot Starbucks to go", Fortune, Vol. 149 No. 2, p. 60

Skinner, B. F. (1953). Science and Human Behavior. New York: Free Press.

Steers, R., & Porter, L. (1983a). Motivation & Work Behavior (3 ed.). New York: McGraw-Hill Book Company.

Susan M Heathfield, Employee Satisfaction, retrieved from About.com on 23 Nov. 2011-  
[http://humanresources.about.com/od/employeesurvey1/g/employee\\_satisfy.htm](http://humanresources.about.com/od/employeesurvey1/g/employee_satisfy.htm)

Vroom, V. H. (1964). Work and motivation, New York: Wiley.