



OPEN
UNIVERSITY OF
CYPRUS
www.ouc.ac.cy

FACULTY OF ECONOMICS
AND MANAGEMENT

POSTGRADUATE PROGRAMME OF STUDIES
«MASTER IN BUSINESS ADMINISTRATION (MBA)»

POSTGRADUATE (MASTER'S)
DISSERTATION

**Job Performance and Job Satisfaction
through Motivation**

Elena Kyprianou

SUPERVISOR
PETROS DEMETRIOU

NICOSIA, MAY 2020

Open University of Cyprus

Faculty of Economics and Management

Postgraduate (Master's) Programme of Study *Master in Business Administration (MBA)*

Postgraduate (Master's) Dissertation



**Job Performance and Job Satisfaction
through Motivation**

Elena Kyprianou

**Supervisor
Petros
Demetriou**

MAY 2020

Open University of Cyprus

Faculty of Economics and Management

**Postgraduate (Master's) Programme of Study *Name of*
*Master in Business Administration (MBA)***

Postgraduate (Master's) Dissertation

**Job Performance and Job Satisfaction
through Motivation**

Name Surname

**Supervisor
Petros
Demetriou**

The present Postgraduate (Master's) Dissertation was submitted in partial fulfilment of the requirements for the postgraduate degree

in Master in Business Administration (MBA)

Faculty of Economics and Management

of the Open University of Cyprus.

MAY 2020

Summary

The aim of the present dissertation is to indicate and prove the significance of employees' motivation regarding the positive or negative that might cause on job performance and satisfaction. The dissertation has been separated in two parts. At the first part the analysis of certain motivational theories has been presented, such Maslow's hierarchy of needs, ERG theory, goal setting theory, expectancy theory, equity theory, the "Motivator-Hygiene" theory and the "Learned Needs theory".

Emphasis has been given to manager-employee interaction since it is directly linked to employees' motivation and respectively their work performance and satisfaction. Through the study of the aforementioned theories suggestions to managers have been made regarding the correct implementation of the theories in order to increase employees' performance and satisfaction based on academic research and personal view and opinion. A short reference to organizations culture has been made aiming to observe through some of its characteristics how might influence employees' productivity and satisfaction.

At the second part the empirical study has been presented based on the qualitative method. The personal interviews that have been conducted were addressed to different kind of employees and managers. Through employees' responses a presentation of the incentives that influence their performance and the significance given by each employee to them has been provided. Through managers' interviews have been expressed different opinions and judgements in which ways a management system considers successful, based on their experience and way of thinking. Furthermore, it has been analysed the challenges managers are facing to motivate and satisfy employees' needs in order to maximize their performance and what actions they are taking to succeed the aforementioned.

Concluding, a general overview regarding the topics of the thesis has been made in order to indicate the importance of the study providing at the same time recommendations and suggestions for future research.

Περίληψη

Ο σκοπός της παρούσας διατριβής είναι να υποδείξει και να αποδείξει την σημαντικότητα του κινήτρου των εργαζομένων σχετικά με τη θετική ή αρνητική επίπτωση που τυχόν να επιφέρει στην εργασιακή απόδοση και ικανοποίηση. Η διατριβή έχει χωριστεί σε δύο μέρη. Στο πρώτο μέρος, παρουσιάζεται η ανάλυση διάφορων θεωριών παρότρυνσης, όπως η θεωρία αναγκών του Μάσλοου, η θεωρία ERG, η θεωρία στόχων, η θεωρία προσδοκιών η θεωρία δικαιοσύνης, η θεωρία υγιεινής-παρακίνησης και η θεωρία επιτευγμάτων.

Έμφαση έχει δοθεί στη σχέση προϊστάμενου-εργαζόμενου λόγω της άμεσης σύνδεσης της με την παρότρυνση των εργαζομένων και αντίστοιχα την εργασιακή τους απόδοση και ικανοποίηση. Μέσω της μελέτης των πιο πάνω αναφερόμενων θεωριών έχουν γίνει εισηγήσεις στους προϊστάμενους για τη σωστή εφαρμογή τους ώστε να αυξήσουν την απόδοση και ικανοποίηση των εργαζομένων βασιζόμενοι σε ακαδημαϊκή έρευνα, προσωπικές θέσεις και απόψεις. Μια σύντομη αναφορά έχει γίνει στην οργανωτική κουλτούρα, μέσω ορισμένων χαρακτηριστικών της, ως προς το πως μπορούν να επηρεάσουν την εργασιακή απόδοση και ικανοποίηση.

Στο δεύτερο μέρος έχει παρουσιαστεί η εμπειρική μελέτη μέσω της ποιοτικής έρευνας. Οι προσωπικές συνεντεύξεις οι οποίες έχουν διεξαχθεί απευθύνονται σε εργαζόμενους και προϊστάμενους διαφορετικών κατηγοριών. Μέσω των απαντήσεων τους έχει γίνει μια παρουσίαση των κινήτρων των οποίων επηρεάζουν την απόδοση των εργαζομένων καθώς και τη σημαντικότητα που δίδεται σε αυτά από τον κάθε ένα ξεχωριστά. Μέσω των συνεντεύξεων των προϊστάμενων εκφράστηκαν διαφορετικές απόψεις και γνώμες ως προς το πως ένα σύστημα διαχείρισης θεωρείται επιτυχημένο, βασιζόμενοι στις δικές τους εμπειρίες και τρόπο σκέψης. Επιπλέον, έχει γίνει ανάλυση των προκλήσεων που αντιμετωπίζουν οι προϊστάμενοι για να παροτρύνουν τους εργαζόμενους τους και να ικανοποιήσουν τις ανάγκες τους ώστε να αυξήσουν στο μέγιστο την απόδοση τους, καθώς και τι μέτρα λαμβάνουν για να το επιτύχουν.

Ολοκληρώνοντας, έχει παρουσιαστεί μια γενική ανασκόπηση σχετικά με τα θέματα της διατριβής τονίζοντας τη σημαντικότητα της μελέτης και δίδοντας παράλληλα συστάσεις και εισηγήσεις για μελλοντική έρευνα.

Acknowledgments

I would like to express my deep and unreserved gratitude to my professor, Mr. Petro Demetriou, for his significant guidance but especially for his complete understanding and support in the process of writing this study. I would definitely state that without his inexpressible assistance the Master's dissertation would not be accomplished.

Furthermore, I would like to give very special thanks to my parents, Achilleas and Katerina, for their ethical and practical support, patience and mostly their belief in me from the start until the end of my studies.

Last but not least, I dedicate this Master's dissertation to my two boys, Lefteris and Achilleas, that even they could not realize it, due to their young age, they were my motivational force for completing it.

Table of Contents

1 Introduction	1
2 Motivation	2
2.1 Content Motivational Theories	2
2.1.1 Maslow's hierarchy of needs	3
2.1.2 ERG motivational theory	5
2.1.3 McClelland's learned needs theory	6
2.1.4 Herzberg's Two Factor Theory	7
2.2 Process Motivational Theories	8
2.2.1 Goal setting theory	8
2.2.2 Vroom's expectancy theory	9
2.2.3 Adam's equity theory	10
2.3 Further Comments	11
3 Job Performance and Job Satisfaction	12
3.1 Job Performance.....	12
3.2 Job Satisfaction	13
3.3 Managers Key Position	14
3.4 Organization's Culture and Its Effects	15
3.5 Further Comments	16
4 Qualitative research	17
4.1 Interviewer's Personal Information	17
4.2 Interviewers' Outcomes.....	19
4.2.1 Employees' results	19
4.2.2 Managers' results	23
4.3 Interviewers' responses and comments	27
4.4 Further Comments and Limitations	32
5. Conclusion	34
Appendices	36
A Qualitative Research	36
References	38

Chapter 1

Introduction

The aim of this Master's dissertation is to examine employees' job performance and satisfaction through the implementation of different motivational theories. The theories that were chosen to be analyzed, from both the content and process categories, are Maslow's hierarchy of needs, the ERG motivational theory, McClelland's needs theory, Herzberg's two factor theory, Goal setting theory, Vroom's expectancy theory and Adam's equity theory.

The aforesaid theories are being analyzed in relation to employees' performance and satisfaction, identify the cons and pros for each of them as to provide suggestions to managers for their implementation. The importance of managers' role in the process of employees' motivation is thoroughly indicated stating that the correct choice of the theory will lead to performance increase and satisfaction and simultaneously will eliminate negative results. The effect of manager-employee interaction is additionally supported by the second part of this Master's dissertation taking into consideration employees' responses in respect to the aforementioned.

Employees' job performance and satisfaction as important concepts of organizational behavior is examined, emphasizing to the positive or negative effects that workers' behavior and actions might have on their productivity individually as well to organizations in general. Furthermore, the importance of organization's cultures through its components -values, assumptions, beliefs- in respect to employees' performance and satisfaction has been indicated.

The second part of this Master's dissertation was established through the quota sampling of employees and managers working in private and public sector based on qualitative methods. The interviews conducted resulted to different but rather interesting opinions from both sides, employees and managers, in relation to their individual needs, approach and expectations in the working environment.

Chapter 2

Motivation

Motivation of employees has been a challenge for organizations due to the demanding and highly competitive working environment. Employees are the vital organ to organizations' survival since through their performance and actions companies may lead to maximum growth and success. Organizations invest on their human resource aiming through motivation to increase job performance.

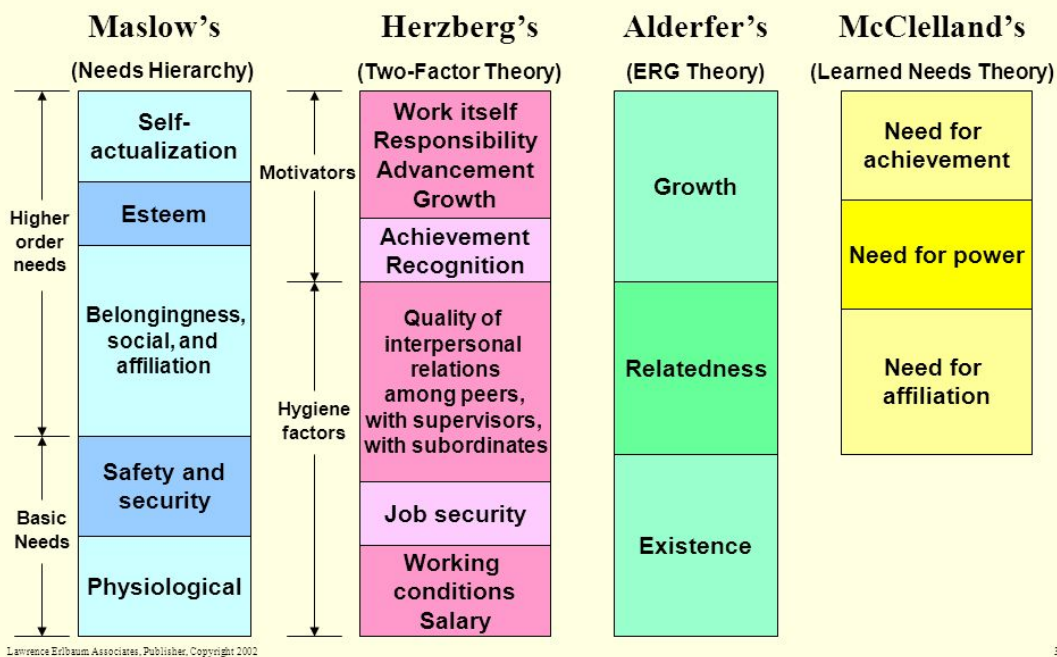
Motivation of employees, who at first they considered to be just another tool for the production of goods and services, started to attract employers' interest after the publish of Hawthorne Studies by Elton Mayo who supported that besides the economic needs employees are motivated by social needs and additionally their behaviour is connected with their attitude in the workplace. Motivation is the inner power that makes employees act and behave in a certain way for accomplishing personal and organizational goals (Lidner, J. 1998). Motivated employees tend to be more effective and productive. Therefore, managers need to identify the forces that driven each employee to get motivated and try to activate them to their benefit.

Due to the importance of employees' motivation and its direct impact on work performance a numerous theory has been developed and studied through the years. Motivational theories can be separated in two categories, the content and process theories.

2.1 Content Motivational Theories

The content motivational theories are explaining what factors activate employees' motivation. The content theories that will be analyzed are the following: Maslow's hierarchy of needs, the ERG motivational theory, McClelland's Learned Needs theory and Herzberg's two-factor theory.

A Comparison of Four Content Theories of Motivation



<https://slideplayer.com/slide/8154278/>

The image above is clearly presenting the characteristics regarding the four content theories of motivation.

2.1.1 Maslow's hierarchy of needs

A well-known motivational theory is Abraham Maslow's which is based on the hierarchy of human needs. Maslow claimed that there are five basic human needs, listed from least to greatest that an individual tries to fulfill. Once a need is satisfied is no longer consider a motivator and he/she proceeds to the upper one. The theory is shown as a pyramid and starting from the base of it, the five levels of needs are: At the base are physiological needs including food, water, air, clothing, etc. Generally, all the necessary ingredients needed for survival. At the second level are safety needs which refer to the necessity of obtaining a stable and secure working environment. At the next level of pyramid is belongingness including the need for interaction with other people (family, friends), the need for love and affection. At the fourth level of the pyramid are esteem motivators for personal achievement and recognition making employees feel valued and appreciated. At the peak of the pyramid is self-actualization incentives which through its fulfillment an individual meets his/her full potential. Significant and challenging tasks are leading to increase of employees' innovation and creativity.



<https://www.simplypsychology.org/maslow.html>

The design of pyramid showing hierarchal the motivational human needs has been the trademark of Maslow's theory.

Even though, Maslow's need hierarchy theory was widely recognized has accepted a lot of criticism mainly due to the opinion that the specific needs might be affected by other factors. Martin (2005) has supported that motivational needs might be affected by age, passage of time or even the level of importance an employee pays at his work. It has also attracted criticism as to the different characters of individuals and cultures supporting that the need theory could not be globally implemented.

Based on the aforementioned, it could be stated that since every individual is unique having different need hierarchies and values Maslow's theory could not possibly cover all of the above needs. Employees, through the years would be motivated by different needs and this is crucial for managers to provide to their subordinates the necessary motivators required at that time in order to increase work performance. If employees feel that their needs are identified by their managers and effort for fulfill them is made, consequently are being encouraged and motivated to improve performance.

2.1.2 ERG motivational theory

Alderfer's ERG motivational theory is an extended version of Maslow's hierarchy of needs. The initials, represent the needs of Existence, Relatedness and Growth. Existence needs include physiological and safety needs, such as food, clothing, secure and stable environment, representing the first two levels of Maslow's theory. Relatedness is referring to the social and esteem desires, like the interaction with friends, family, co-workers, the need of belongingness, respect, self-esteem, recognition, the desire of status as included at the third and fourth level of the pyramid. Growth are the internal esteem needs and self-actualization, such as having the respect and admire of others or accomplishing challenging tasks leading to innovation and creativity. Growth needs represent the fourth and fifth level of Maslow's hierarchy theory.

Even though Alderfer developed his theory based on Maslow's research their philosophy differs. The main difference is that Alderfer claims that there is not any determined and fixed set of human needs that an individual is following in order to satisfy those needs. In contrast to Maslow, there is not any hierarchy defined hence ERG supports the satisfaction of multiple needs in different ways and levels providing, at the same time, the opportunity to employees for fulfilling the specific needs applying a more balanced method.

Furthermore, another concept that is not included in Maslow's need theory, is the frustration-regression principle. The aforesaid report that if a higher-level need remains unfulfilled may cause employees' frustration who would seek for the satisfaction of lower level needs. The theory suggests that a previously satisfied desire can be reactivated in case that a higher need is unable to be satisfied. These negative feelings when produced will have an immediate impact on workers' motivation and consequently their job performance.

Taking into consideration the aforementioned, it is critical for managers to identify their subordinates' multiple needs and recognize that, concentrate on the satisfaction of one need will not lead to employee's motivation. The prerequisite is to know their subordinates for having the ability to correctly implement the theory in different

conditions and events as to receive the desired outcomes and avoid unwanted results as analyzed above.

2.1.3 McClelland's Learned Needs Theory

Additionally, another motivational theory based on human needs is the Learned Needs Theory developed by McClelland. McClelland supported that there are three types of needs that are working as motivators. These three motivators are defined as follows: the need for achievement, the need for affiliation and the need for power (Guillen, M. et al, 2012). Specifically, the need for achievement is referring to the desire for challenging, competitive goals that can be reached through employees' effort and would lead to recognition for the accomplished task.

The affiliation motivator is considered to be the human need to create friendly, without conflicts, relationships with other individuals and to be approved by others as being socially acceptable. The affiliation need can be related to the third stage of Maslow's theory the need for belongingness.

The third and last motivator regarding McClelland is the need for power defined as the desire to have control on others having a positive effect on them and a great influence on their lives. McClelland's philosophy was that some needs can be learnt meaning that is not necessary for an individual to be born with them, rather they can be strengthened through reinforcement, learning and social conditions.

Supporting McClelland's theory if managers aim to effectively motivating their employees should have in mind the aforementioned needs and act accordingly. Specifically, regarding achievement it is imperative for managers to provide positive feedback in order for the employees to accomplish the assigned, demanding, but not impossible tasks.

Referring to the affiliation motivator managers as they know that an employee emphasizes on his/her relationship with others seeking for his/her co-workers' approval, should try to maintain a healthy working environment and minimize any arguments that might come up.

Moreover, depending on the nature of the work where can be possible, managers should assign to those employees' team projects in order to reinforce their interaction with their co-workers.

Regarding need for power, managers should give employees responsibilities and put them in charge for the completion of projects to make them feel powerful as they will have control on their co-workers. Generally, managers aiming to performance increase should identify each employee need providing balanced opportunities in order to get them satisfied.

2.1.4 Herzberg's Two Factor Theory

Another famous motivational theory which is interesting to analyze is the "The Two Factor" or "Motivator-Hygiene Theory" developed by Herzberg. Hertzberg, through his theory, attempted to figure out what motivates employees in relation to their job satisfaction or dissatisfaction (Kwasi, B.2010). He supported that there are two factors called extrinsic and intrinsic that influence human motivation. (Guillen, M. et al..2014). Extrinsic factors cover basic needs like salary, security, status, working conditions in general rather intrinsic refer to a more emotional needs, such as the chance for growth, the desire for recognition, the need to interact with others creating strong bonds or the assignment of challenging tasks. As Herzberg believed the two factors have an inverse relationship, meaning that intrinsic factors lead to a motivation increase as being present when extrinsic cause a reduction of motivation being absent.

Supporting the aforementioned as to the importance given by Herzberg regarding job satisfaction for managers view it is imperative to create opportunities for achievement providing concurrently the necessary guidance and training and consequently the expected rewards having in mind the abilities and expertise of each employee independently. In addition, based on Hertzberg philosophy in order to minimize dissatisfaction managers should create the conditions needed to succeed the aforesaid by giving supportive feedback and eliminate at the same time any obstacles that might affect employees performing their work duties. Most

importantly they should provide a safe and healthy working environment in which employees would feel secure.

2.2. Process Motivational Theories

The process motivational theories are focusing on how employees are being motivated. The process theories that will be analyzed following are: the goal setting theory, Vroom's expectancy theory and Adam's equity theory.

2.2.1 Goal Setting Theory

A popular motivational theory is the Goal setting which was developed by Latham and Locke. The theory draws attention to the significant relationship of goal and work performance. It is based on the idea that employees do not share the same performance goals (Latham and Locke,1991). Goal setting theory can be an effective tool for employees' motivation in combination with certain requirements. Particularly, tasks must be specific, relevant and at the same time challenging for the theory to be correctly implemented providing the desirable outcomes. Managers should assign specific tasks along with the necessary feedback in order to be clarified for employees what the expected outcomes are. Moreover, all the resources needed to help accomplishing the set goals must be given by organizations and at the same time any obstacles that might come up must be removed (Latham,2005).

Nevertheless, individuals concurrently must be willing to accept the goals in relation to performance and need to have the requirement commitment to achieve them. Commitment is the vital ingredient for the theory to be fully functioning. Managers in order to gain employees' commitment must pay attention to personal outcome expectations and self-efficacy. If employees have high self-efficacy then they will set greater personal goals having a strong belief that those tasks are achievable (Lunenburg,F, 2011). On the other hand, if employees have a low self-efficacy then managers should find ways to encourage them and improve their confidence (Latham,2005).

Supporting the aforesaid managers should be supportive to their subordinates providing the necessary guidance and experience and even allow employees to make their own mistakes and learn by them in order to test their own methods and ways to accomplish their work tasks. Most importantly a manager or supervisor must be a role model and should lead by example gaining the admire and trust of his employees which will lead to a confidence increase for performing the requested tasks.

As it was already stated, the goals set by the managers should be demanding and challenging since the theory suggests that difficult but clarified goals lead to higher job performance. Despite the preceding, there is an argument regarding the level of difficulty as it could lead to unwanted results and consequently demotivating employees. Managers must ensure that the goals assigned are achievable based on the knowledge and abilities of each employee in order to avoid arguably any stress or anxiety that might cause performance decrease.

2.2.2 Vroom's Expectancy Theory

One more motivational theory that is widely recognized is Expectancy theory developed by Vroom. The theory suggests that an individual selects a specific behavior among others based on the belief that the chosen working behavior will result to the expected, desired outcomes. Vroom claimed that an individual is being motivated under the following conditions. The effort that the individual is making will have an acceptable performance degree which will lead to a specific personal outcome. The aforesaid outcome that is accomplished should provide a reward as the individual expects. (Isaak, R.et al, 2001). Expectancy theory attempts to prove the existence of reward necessity and most importantly that this might differ from each individual estimating the strength of his/her motivation to act in a specific way.

In relation to the aforementioned, expectancy theory when implemented correctly can be a useful tool for managers to comprehend how employees are motivated to select a specific behavior between others. Having in mind that an increase of effort will lead to a

performance growth, managers need to find ways from which employees would be motivated. Managers should select employees with the required skills and knowledge and provide training to them since extra effort leads to better performance. They should clarify to employees their role making sure that the work task is in accordance with his/her abilities. Moreover, to reinforce the preceding they should provide sufficient time and resources to employees as well as coaching and feedback when needed. If an employee lacks self-confidence, they could set simpler and fewer tasks to him/her until he/she can deal with it.

Regarding the increase of performance in relation to the expected valance it is critical for managers to recognize that since every individual is different consequently expects different outcomes and rewards. Therefore, a good understanding of what is expected is essential. Managers should make sure that rewards are valued as are the deserved and desired expected outcomes for each employee independently.

2.2.3 Adam's Equity Theory

In addition to expectancy theory another process motivational theory has been developed, the Adam's Equity Theory which basically supports that employees are motivated by fairness. Employees seek to maintain equity between the inputs and outcomes they receive in comparison to the inputs and outcomes of others. Specifically, the contribution made by employees, referring to the effort, experience and knowledge or ability must be in balance to what they receive as outcomes, for example rewards such as promotion, pay or recognition. If employees feel that they are treated fairly, they are being motivated to increase their performance and productivity. On the other hand, if they have the perception that they are under rewarded, they would possibly get dissatisfied resulting to unwonted effects, such as fewer work efforts or absenteeism.

In respect to the aforesaid, managers in order to avoid undesirable results should primarily introduce a fair system of reward based on performance outcomes. The system must be thoroughly explained to employees as to how it works, based on what criteria a reward is given and what kind of reward could be provided. At this point it is significant for managers to clarify that the reward system is applicable to all employees without exception.

A reward might differ based on organization's budget. If a company has a low monetary resource and therefore cannot give a pay increase or promotion then must find other ways, for example might reward its employees by providing an extra paid day off. Furthermore, as it has already stated a reward does not necessarily refers to monetary means. On the contrary, a recognition to the skills, abilities, commitment, knowledge and more importantly the hard-working of employees can be equally significant. Through the positive identification of those characteristics, employees are being motivated increasing their performance and consequently work satisfaction as the components of loyalty and commitment towards their employer are being created. Moreover, managers' positive recognition for achievement provides a sense of job security as they feel that their future in the organization is guaranteed.

2.3 Further Comments

Having analyzed few of the numerous motivational theories that have been developed through the years it can be stated that there is not a specific model that would guarantee success in motivating employees and consequently increasing their performance. It is of great importance that organization's values and goals are compatible with those of employees in order to be motivated. Managers having a key role in employees' motivation must know their subordinates who as different entities are driven from different incentives.

It is interesting at this point to make a reference at salary as a motivator for increasing performance. Even though money is not considered to be the only motivator nor is given the same amount of importance by each individual is still remaining a significant motivator having a strong relationship to job performance and satisfaction. Therefore, in general, organizations should try to keep the amount of salary level inside the boundaries of economic market as to be considered competitive, attracting new employees and most importantly keeping their existing personnel satisfied. Furthermore, where money reward can be permitted in respect to the company's budget, it is a simple, effective and additionally effortless procedure who might lead to promptly productive results.

Chapter 3

Job Performance and Satisfaction

Throughout the years, researchers have been publishing multiple studies regarding the controversial relation of job performance and satisfaction supporting different opinions and providing divergent outcomes thus indicating the great interest to the aforesaid relation, which is still remaining an ongoing discussion.

3.1 Job Performance

Employees' job performance considers to be the behaviour of the employees in their working environment and the level at which they are performing their assigned working duties. It is perceived to be a function that is influenced mainly by three factors: the individual's motivation, the employee's abilities and the workplace they are performing in.

Since the employees are having the power to significantly impact organizational productivity, the companies are seeking to improve, increase and maintain a high level of their workers performance. Therefore, it is imperative for the organizations to create an evaluation system in order to measure the employees' performance aiming not only to an increase of company's growth but simultaneously assist employees reaching the peak of their potential.

The most important ingredient for the production of an effective appraisal system is feedback, as it can greatly influence employees' motivation and performance. Employees need to know what is expected from them having a clear image for the tasks and targets

that have to accomplish and how well they are fulfilling them. Any balanced feedback, both positive or negative, specified and place in a straight-line employees' actions to his/hers work requirements. Furthermore, the evaluation system should include training and coaching, as well as career guidance and self-growth. A successful evaluation system leads to equity among the employees, motivates them in increasing their performance through the aforesaid incentives and eventually provides individual and organizational growth (Petasis, A. 1993).

3.2 Job Satisfaction

Job satisfaction considers to be one of the most complex and thoroughly studied attitude regarding organizational behaviour. It is of great importance to examine job satisfaction and the impact that may has, positive or negative, both on employees and organizations. Employees and organizations interpret differently the term job satisfaction. For employees is perceived as a personal welfare and prosperity and for organizations is observed as a powerful tool that will lead to an increase of productivity.

Numerous definitions and approaches have been provided through the years in respect to job satisfaction and its impact on motivation and performance of employees. It can be claimed that job satisfaction is the reflexion of how employees are feeling performing their work duties compared to the reward receiving based on their values, assumptions and expectations. There are numerous factors that can influence employees' job satisfaction or dissatisfaction. Some of them are: the nature of work referring to its contest and the work duties that are assigned to the employee. Salary and benefits, such as bonuses, working hours, promotions or even the provision of medical insurance and provident fund. Managers' behaviour toward employees may easily affect work satisfaction or dissatisfaction level. Employees' relations with their co-workers leading to work in a stable, healthy, conflict free environment might as well have an impact on the aforesaid. Finally, the opportunity for professional growth and development, the job prospects that the organization provides may, as well, have an effect on work satisfaction (Aziri, B. 2011).

Organizations and their managers seek for employees' work satisfaction due to the multiple effects that may cause in the working environment. If employees are satisfied then consequently there is an increase of productivity and conversely if they are experiencing dissatisfaction in the workplace then negative unwanted outcomes might appear, such as absenteeism, quitting or turnover which have a serious damaging impact on organizations' productivity. Furthermore, job satisfaction may influence organization's reputation in the economic industry depending on employees' saying. A good business reputation to be built and maintained, is critical for organizations due to the highly competitive economic environment.

3.3 Managers' Key Position

Taking into consideration all of the above, managers, in respect to their position, are having a key role to employees' satisfaction or dissatisfaction. Primarily, managers' behaviour towards the employees must be characterised by respect, trust and understanding. Managers must lead by example and be an inspiration for their subordinates, having a positive impact on them. The assignment of challenging and meaningful goals aiming to lead to job satisfaction is more easily achieved having managers' support. Managers must be cautious when assigning tasks to be in accordance to employees' skills, knowledge and abilities in order to avoid unwanted outcomes, such as disappointment, stress and anxiety which will lead consequently to work dissatisfaction.

Managers should provide opportunities to their subordinates for advancement inside the organizations offering the necessary tools, such as training seminars to reinforce their knowledge and skills or growth opportunities where can be possible. Furthermore, managers should identify which factors are causing each employee dissatisfaction and try to eliminate them. When it comes to reward as it is directly associated with job satisfaction and dissatisfaction respectively, managers should provide rewards that are meaningful and worthy for each employee individually.

Another approach that managers could use to increase work satisfaction is employees' empowerment, as empowered workers create higher expectation level in their abilities to successfully complete the tasks assigned facing any difficulties that might come up

(Olcer, F. 2015). Empowerment of employees can be achieved through the feeling of freedom and discretion to perform their work duties, the belief that their work is meaningful and important, the building of employees' self-efficacy and competence and lastly the belief that through their work and actions are influencing organization's success.

In respect to the aforementioned approaches to be successfully activated, it is a prerequisite that managers have created a two-way communication cultivating a trusted working climate. It is a high-powered process that primarily builds a quality relationship between managers and employees, provides the opportunity to exchange information, opinions and ideas and at the same time solves any problem that might occur. Managers through the two-way communication can more easily and effectively transfer their demands and expectations to their subordinates.

3.4 Organization's Culture and Its Effects

Another important aspect that is worth mentioning is organization's culture which is the values, beliefs and assumptions shared in the working environment since it considers to influence employees' performance and productivity.

Through the creation of strong cultures, organizations are driven to higher profits and improved financial results. Therefore, a positive effect on employees' performance is of great importance. Managers should try to transit organizations culture to employees sharing its values and missions, and explaining thoroughly. It is significant for employees to adopt organizations culture having a clear picture of what is expected of them and most importantly feeling a part of it.

Managers in order to succeed the aforesaid, should try to reinforce employees' involvement providing flexibility and freedom to share their opinions, ideas and knowledge, motivating them to increase their working effort and performance to achieve any goals set and consequently fulfilling organization's culture.

In respect to the aforementioned, a valuable characteristic that should be noted since it has been supported to be connected to employees' performance and satisfaction, is employees' commitment. Through shared values, trust to their supervisors/managers,

involvement, support and fairness produce organizational commitment increasing, at the same time, job satisfaction. Employees that have created strong bonds with their employers are loyal and have a sense of responsibility to increase their productivity. Moreover, through employees' commitment, organizations are able to face absenteeism or quitting since a loyal, satisfied employee is unlikely to have such behaviour.

3.5 Further Comments

Many researchers have stated that job satisfaction is directly connected to work performance. The author supports the aforementioned and the idea that many companies have adopted, over the years, that "a happy worker is a productive worker", claiming that organizations who keep their employees "happy" have better productivity results. It could be additionally added, that the level of importance given to the preceding relationship it is eligible to the personality and working perspective of each employee.

Vroom through his expectancy theory has claimed that the link which connects performance and satisfaction is reward. An adequate performance will lead to reward and respectively a reward will cause employees' satisfaction (Lawer, E. and Porter, L.). If the reward is meaningful especially in terms of intrinsic motivators –as it has already explained- then employees will feel satisfied (Aziri, B.2011). Nevertheless, the most significant ingredient in order to gain satisfaction is the nature of job and whether individuals love what they do and what feelings are receiving performing their work duties. Additionally, is equally important whether employees' needs, values and expectations are being met.

On the other hand, if employees' dissatisfaction appears the consequences on organizations' productivity are damaging as it has been linked to employees' absenteeism and consequently companies' turnover (Lawer, E. and Porter, L.) in reference to the importance of the aforementioned companies should find ways through their qualified personnel, managers or supervisors to be specific, to reduce absenteeism and turnover implementing motivational theories based on organizations' culture.

Chapter 4

Qualitative research

The research method chosen for this study is the qualitative technique over quantitative research mainly for the opportunity that the former method provides to focus on a specific group of individuals. Through personal interviews significant data can be collected for further discussion and exploration leading to better comprehend of certain human behaviors and actions in accordance with the topic of the study. Qualitative method considers to be a useful tool for the interviewer who seeks for a detailed analysis to the questions presented in order to gain efficient information. Furthermore, it provides the opportunity for having a complete insight from the data gathered leading to valuable outcomes.

4.1. Interviewers' Personal Information

For the conduction of the interviews fourteen individuals have been selected, four managers and ten employees. Five of them, four female and a male, are working at the same governmental banking organization, the Housing Finance Corporation.

Mr. Konstantinos Tsissios is the manager of banking operations at the Housing Finance Corporation with eighteen years of experience. He was chosen as his has under his supervision seventy-five employees which is very challenging to manage expecting to receive interesting opinions and ways of actions from his answers.

Three female employees were selected. Mrs. Eirini Stavrinou, Mrs. Eva Poumpouri and Mrs. Stella Paschali, the first two forty-five and the third forty-eight years old, with approximately the same employment years and all working at the Accounting

Department. It is interesting to analyze their answers and way of thinking since they are three individuals with different character having, although, the same working conditions and duties.

Mrs. Athena Avraamidou, fifty-seven years old, working as a senior officer and member of Credit Committee at the organization was chosen mainly due to her years of employment – thirty-six to be specific- and her great working experience which will might result to a different perspective and approach in relation to the other employees of the Housing Finance Corporation.

Mrs. Angelina Koura, thirty-six years old, is working at the law firm George Z. Georgiou & Associates LLC as the head of banking department. Mrs. Stephanie Phaedonos, thirty-six years old as well, is working at Wargaming Ltd a video game company as manager. They were both selected due to their working positions at two large companies having although under their supervision a small number of employees, specifically four.

Mr. Andreas Kyrillou, forty-one years old and Mr. Theodoros Kyprianou, thirty-six years old are working at Astrobank and Bank of Cyprus respectively. Mr. Kyrillou is working as an information technology employee and Mr. Kyprianou is working as a banker. They were both selected due to their employer as they are working at banking sector.

Mr. Panayiotis Karamanis, thirty-four years old, is a manager at a Multi-Beneficial Elderly Care Center located in Nicosia. He was chosen due to his job position in combination to the large number of subordinates – twenty-eight total- and his young age. It is interesting to observe what challenges a young manager has to face and what actions he is taking to maintain a healthy working environment in order to achieve the set goals.

Mr. Charis Ioannou forty-five years old is a governmental employee at Cyprus Fire Service with a large amount of experience since he is working as a fireman for the last twenty-five years. He was chosen due to his work nature and significantly for the fact that he has no connection with the economic sector making interesting to observe a different working approach compared to the other employees.

Mr. Demetris Philippou, thirty-eight years old, is working at Health Insurance Organization as an accountant. He was selected to be interviewed as a public sector employee in order to compare his answers with the private workers' responses.

Mrs. Sylvia Hadjikyriacou, thirty-two years old is working at Real Substance Fiduciary Services Ltd as a corporate administrator. Mrs. Katerina Tillirou, is working at FFH Farmer's Fresh & Healthy Products Ltd as a clerk. They were both selected as private employees with different working duties rather approximately the same employment years as to gain the opportunity to compare their answers in relation to those of public sector.

4.2. Interviewers' Outcomes

The interviews were addressed to a small sample of employees and managers that are working in different companies in order to study on one hand how employees are motivated to increase their performance and on the other what actions managers are taking to motivate them and have the desired results. Moreover, it will be interesting to observe the role of managers in relation to employees' performance and satisfaction and how can affect employees positively or negatively. Through the interviews' outcomes will be analyzed the relation job performance-job satisfaction and at which level the former may have an effect on the latter.

4.2.1 Employees' outcomes

The interviews have been addressed to employees working in both private and government sector as in small or larger companies as well. Even though the majority have worked in other companies almost all of them have answered that are satisfied with their current employer and wish to work at the specific organization for the next following years. The main reason is the nature of work as they are doing what they like, have a satisfying salary and they are working in a healthy environment. From the governmental employees' interviews only one has answered that she is not content with her work duties. Although as long as working hours and salary are satisfying are overshadowing the aforesaid. The exception was a private sector employee who has answered that she is not satisfied with her current job. Despite the fact that the working environment is satisfying, the salary is very low and working hours too many.

Referring to the question whether employees wish to work at the same company for the following years they have all, except one, answered positively. All employees working at the government sector reasonably share the same sentiment due to the benefit of job security and special perks. Three employees working at private sector, two at different banks and one at an established company, are enjoying good working conditions and a satisfying salary. Negatively has answered an employee working at private sector claiming that she will definitely search for a new employer in order to have better job conditions, specifically higher salary and less working hours.

In respect to the aforementioned, it can be stated that when employees are satisfied with their current job fulfilling their needs are more committed to their employer with no interest of applying to other companies. While this is not the case, employees feel compelled to search for better working conditions and a new employer who will provide the aforesaid satisfying their personal needs. This is a setback for companies who invest on their human resource losing time and money in the process of hiring and training new employees.

Regarding the importance of increasing job performance the majority of employees specified –both in public and private sector- that are mostly being motivated by knowing that their effort is recognized by their supervisor or manager. Consequently, they are expecting a reward which may differ depending on the company's incorporation. For example, employees in governmental organizations cannot get bonus or extra time-off following the regulations of public sector. Their managers could only provide moral satisfaction to them in contrast to private sector's employees who may gain monetary rewards.

Employees were asked to grade from the most to least important five given motivators for increasing their performance. From a sample of ten employees working in both public and private sector in different parts of the economic industry the following have been concluded. The 50% of employees (five out of ten) have prioritize nature of work as the most important motivator. Working hours has been chosen as the second motivator for the 40% (four out of ten) employees. Following salary was selected by the 40% (four out of ten) of employees as their third choice. Co-workers as a motivator for increasing performance was rated at fourth place by the 50% (five out of ten) employees. The least

important incentive was job prospects as it has been selected by the 60% (six out of ten) employees (Appendix B).

As it can be seen the most significant motivator leading to higher job performance is nature of work. Employees tend to be motivated when they are enjoying their work duties and love what they do. Some of them are experiencing moral satisfaction as they feel that they are offering to society, being useful and helpful through their work increasing due to the aforesaid their effort and consequently their performance. The aforesaid, it is supported as well by the fact that only one employee has rated the specific incentive last.

Working hours seems to be an important motivator for five out of ten employees that have selected it as their second choice. It seems that a good working schedule attracts employees and improves their performance. Depending on each employee's needs the aforementioned might be acting as a determining factor for fulfilling their needs, especially for those having family responsibilities. Moreover, a more relaxed business schedule may offer personal time for employees to rest, reduce the stress and anxiety that may have, become more energetic and this might have a positive impact on their performance.

Salary as an incentive was chosen by four out of ten employees rated at fourth place. It is an interesting result to observe that employees are not considering wage as a determining factor for increasing their performance. Employees seem that are not emphasizing on their earnings even though salary is providing not only the essentials for survival but a high salary offers a luxurious life status. Nevertheless, it is clearly observed that salary without sufficient work contest does not satisfy the specific sample of employees. A great salary may only work as a motivator in combination with other incentives like nature of work or other benefits, for example working hours.

Co-workers, based on employees' answers do not affect to a large extent their job performance and therefore is not considered a motivator of great importance for more than half of them compared to the aforementioned motivators. Only 20% of employees have selected first their interaction with their co-workers considering that a healthy, stress-free, calm working environment is the most important motivator for increasing job performance.

Job prospects was selected as the least significant motivator with a high percentage, as six out of ten employees have it chosen last. Only one employee has given great importance to the specific motivator for increasing job performance. The majority of the interviewers is not considering that career prospects and consequently the opportunities for growth given by their employer is a motivator of notable importance.

Manager-employee relationship it seems to be of great importance as may influence employees' performance in a negative or positive way. All employees have answered that they have a good relationship with their supervisor/manager and this interaction has a positive effect on their performance. A supportive manager that employees feel they could rely on may increase their effort to accomplish their work duties or the tasks assigned to them more effectively.

Employees share the opinion that a manager/supervisor in order to motivate his/her subordinates must be fair, honest, providing support when needed and set specific and achievable goals. In private sector, where monetary tools can be used, it is easier for employees to be motivated as managers may give promotions or salary increase, bonus or even time-off. On the other hand, for the managers/supervisors working in public sector motivation is more challenging and demands more effort to be achieved since their only tools is their behavior towards their subordinates.

In relation to the aforesaid, based on interviewers' answers in how managers should reward them they all think alike. Employees are expecting a fair system of evaluation which will measure their performance and reward them accordingly. Some of them supported that behavior in the working environment should be examined as well. As it appears further down managers tend to pay close attention to employees' behavior and this could be a block to their evaluation and their career growth in the long run.

To the question whether job performance can affect work satisfaction all employees without exception responded positively. All of them supported that their performance has a direct influence on their job satisfaction in high degree. Some of them have mentioned as well that when problems arise and they feel that they have their managers' support are experiencing satisfaction.

4.2.2 Managers' outcomes

It is clearly observed that managers play a critical role and has a direct impact on employees' performance since through managers' actions and behavior employees may be motivate or demotivated. Analyzing the results of four managers working at various sectors of the economy –in private and public sector- it is very interesting to observe and compare their answers.

The two managers that will be examined first are working in totally different economy sectors, specifically to an elderly care center and to a governmental bank. On the other hand, they have similarities as individuals. They have same sex and close age which can be an important indicator as to their management ideas and goals. Moreover, they have under their supervision a quite large number of employees and they both have the same years of employment at the specific organization.

Answering what the qualities of a good manager should be, they prioritize communication with the employees as the most significant element. More specific, the manager of the care center claims that he supports employees as he is willing to listen to them and he is always trying to satisfy their wishes and demands. The same holds for all staff members from the lower to the upper level of the hierarchy. This is a very interesting point as it reveals fairness and justice without any signs of discrimination against employees. It is a good way of motivating employees as they feel that are treated fairly leading to performance increase as a way to show their respect and gratitude. On the other hand, the bank manager claims that beyond communication skills a good manager is critical to have knowledge of the market environment and technical knowledge of the business, the ability to recognize which employees are more effective and efficient in order to assign responsibilities accordingly as well the ability to prevent future threats and at the same time being able to predict upcoming opportunities.

Even though, both managers have listed communication as the first quality a manager should have, it is observed that those characteristics are differentiated depending on the nature of work. The same stands and it is more clearly observed as to the qualities that an employee must have to be productive. At this point their answers are totally different. The manager of banking organization expects from his employees to be able to follow procedures and prioritize workload, have the required knowledge for the job, being able

to concentrate on the tasks that might assigned to them and at the same time have the ability to block useless destructions. On the other hand, the manager of the Care Center believes that an employee is productive when he/she can work as a team member, he is calm and efficient under any pressure and he/she has the patience and understanding needed working with elderly people.

As it can be seen the characteristics of the employees needed for performing their duties productively are totally different. More specific working in the banking sector employees should be practical and realist in contrast to care center's employees that have to performing their duties with sympathy above everything else showing kindness, tenderness and patience towards elderly people. This is proved by the way both managers are evaluating their subordinates. Regarding the bank manager the first criterion is the efficiency and effectiveness contrary to the manager of care center who emphasizes to employees' behavior towards not only to the elderly people but to their families as well. Moreover, they both evaluate their subordinates depending on their understanding of work procedures and their collaboration with their co-workers.

Regarding the issue whether an employee's performance can be linked to his/her job satisfaction they both have answered positively. The manager of the bank added that it is more helpful if the environment is ideal and the targets assign to employees are clear cut. The manager of care center has supported his opinion as it has already noted that employees who had their own agenda had a reduced performance since their own expectations were different than the institution's incorporation. Based on the aforementioned it can be said that managers' belief is that employees' performance is directly linked to their satisfaction.

The actions managers have taken in order to motivate their employees aiming to performance increase are different. Even though they both believe that monetary means is the most efficient motivator they do not have the authority to provide it. Regarding the public sector there are rules and regulations that have to follow and as to care center's incorporation only the Management Board can approve any raise or provide any other benefits.

Regardless the aforesaid, the managers supported that there are other ways that employees can be motivated. For example, they can provide ethical support to them when

needed. The manager of care center who has more flexibility is giving his subordinates extra time-off and free meals in order to award them for their hard working. Moreover, he organizes nights-out providing the opportunity for employees to relax, to interact with each other in a less pressured environment creating bonds as he is aiming to an increase of teamwork productivity and effectiveness.

Another way of motivating employees is by providing the support needed in order to perform their work duties without obstacles. This may include guidance and feedback, training and educational seminars where needed or providing the necessary equipment. The manager of care center supports the aforementioned by sending employees to seminars every month for training as well to psychological seminars in relation to their duties. For example, how to deal with stress and anxiety at workplace or how to address and behave to elderly people. Moreover, once a month he organizes staff meetings in order to point out center's goals or to set new tasks, to resolve any problems that might come up or assess to any difficulties that employees might facing.

It is interesting to examine from managers' view if and at which degree a manager-employee relationship may affect employees' performance. The manager of banking sector supports that the aforesaid relationship is crucial for employees' performance. Due to that he tries to have a close direct and supportive interaction with his subordinates in order to successfully fulfil all the set goals.

Through the aforementioned relationship some challenges for managers might come up. Regarding governmental organization its manager supports that the same ratios of responsible/irresponsible employees stands to all sector. The difficulty that he is facing is the inability to replace irresponsible employees due to governmental regulations. As to the manager of private sector he claims that there is a thin line between professional and friendly level which is sometimes difficult to separate. Moreover, he is, as well, an employee and he is often facing the same problems with his subordinates, for example a raise request or better working conditions, and even though he might not agree he is feeling compelled to pass and support board decisions.

Comparing the results of two female managers who have the same age working in different private companies, a law firm and video game company and having the same

number of employees under their supervision, it is interesting to analyze their answers and their way of thinking.

Both of them have responded positively whether they consider themselves good managers but for different reasons. Regarding the manager of law firm, she emphasizes on the fact that she succeeded working with her subordinates as a team and regardless the pressure and strict timelines, they are managing to deliver everything assign to the them on time.

As to the manager of video game company, she supports her answer by providing her subordinates with clear set of tasks, objectives and targets to complete and moreover she treats them fair and with respect.

The opinions of the characteristics required of being a good manager are differentiated between them giving their own way of thinking. This is in fact based on their different character and as a result it is reasonable to have different answers. What is important is that both of them manage to achieve their company's goals regardless their own approaches towards their subordinates.

As to the qualities needed for an employee to be considered productive and consequently how they are evaluated by them their answers are similar. For the video game manager, the most important elements are good character, honesty and hard working. Based on the aforesaid she is evaluating her subordinates accordingly. Regarding the law firm managers expects from employees to be calm, focus and have the ability to work under pressure in order to be productive. Employees are evaluating by an annual appraisal which includes topics like Organization and Planning, Work Tasks, Team Work, Organization Skills etc.

Even though employees' evaluation is based on the aforementioned topics the manager considers their behavior and performance as the most important qualities. As it can be stated from the above said the two managers believe that the personality of employees, specifically behavior and actions at workplace, plays a crucial role and has a direct impact on their evaluation.

Regarding the actions taken to motivate employees and the support needed to perform work duties without obstacles they both answer that reward, for example bonus, is the strongest motivator for increasing performance. Monetary means as it can be observed

is the motivator that both companies through their managers are using to achieve their set goals.

The manager-employee relationship from the two managers' view is directed linked to their performance. As the law firm manager believes the above said interaction may cause positive or negative effects. Supporting her opinion argues that if their relationship is too close and an argument comes up it will have a negative impact on their performance. Due to that she tries to be friendly but at the same time keep her distance. Regarding the other manager believes that manager-employee collaboration is a give and take relationship which should be based on respect on behalf on both parts gaining eventually higher performance.

As to the challenges they are facing through the interaction with their subordinates the manager of video game organization claims that the key to preserve a healthy working environment is to have in mind that every individual is different and needs to use different approach. The law company's manager is encounters challenges when an argument comes up and has to be solved keeping at the same time a calm, stress-free working environment. At this point she speculates that is even more difficult for government employees to be handled since they have the benefit of job security.

The two managers were asked what their vision is for the company they are working giving totally different answers. The manager of video game organization has answered that her vision is to assist her company in gaining value and accomplishing the targets set. In contrast, the law company manager gives a different approach with a more personal view as she prospects to become a partner in the firm. This is particularly due to their different needs as the law manager seems more ambitious having personal expectations.

4.4 Interviewers' responses and comments

Following, are quoted unaltered some of the interviewers' answers that are worth noting.

A manager at the question whether employees' performance can be linked to their job satisfaction, has given the following answer:

“The answer is definitely yes because as it has already noted employees who had their own agenda had a reduced performance since their own expectations and way of thinking were different in comparison to the institution’s incorporation, values and set goals. In some cases, they would not show up at work missing their shifts intentionally and giving excuses that were not valid. That was a major issue since in a short period of time I had to find someone to replace them. Moreover, I had noticed that they did not have an adequate collaboration with their co-workers, they were complaining all the time and they were creating conflicts with the other employees. On the other hand, employees who have embraced Center’s ethics, regulations and objectives were more committed and enthusiastic performing their working duties and having an increased performance”.

Panayiotis Karamanis, manager

Through the manager’s response to the answer asked, it is clearly presented the importance of employees’ values, beliefs and assumptions to be conformed with those of the organization they are working for. As it has already stated organization’s culture plays a significant role on employees’ performance and therefor their satisfaction. If an employee adopts his/her employer’s culture then he/she works more effectively in order to achieve the tasks assigned. Otherwise, as it has already supported negative outcomes are received especially regarding the decrease of productivity.

An employee who is working as a fireman has given the following answer to the same question asked:

“I would say yes, without any hesitation that my job performance is directed linked to my job satisfaction. As you might expect, performance when you work as a fireman is of highly importance. It is a hard, demanding work that requires expertise and special skills since our performance does not only affects the preservation of properties but most importantly relies on the fact that human lives are at stake depending on us for their rescue. Therefore, giving my best at the service and performing my duties at the maximum is, in my point of you, essential and imperative. As far as I know that I have given my 100% at each and every episode that is happening regardless its importance level my job satisfaction increases. Of course, I have to admit that I feel more satisfied when rescuing a human’s life and be witnessed to their recognition, appreciation and gratitude in respect to our work.” *Charis Ioannou, fireman*

In respect to the aforementioned, the nature of work is in no doubt the dominant motivator for increasing work performance leading to highly positive effects on the specific employee's satisfaction. Based on the preceding motivational theories that have been analysed and specifically the Learned Needs Theory it can be supported that the need for achievement and power are being satisfied through the nature of work duties. The high level of job satisfaction is observed through the completion of the demanding, challenging tasks and at the same time the positive, critical impact on other people's lives.

One of the managers chosen to be interviewed was requested to give her opinion regarding the effect of manager-employee relationship on work performance and to characterise her own interaction with her subordinates. She answered as follows:

“In my opinion and based on my personal experience I would say that the manager-employee interaction can influence employees' performance in both ways, positively and negatively. There is a lot of effort and hard work that has to be made in order to create and maintain a stable, strong relationship with your subordinates that will be based on trust, respect and commitment. In order to gain their trust, you have to show them respect, listen to their opinions and value them, providing where necessary the required feedback, resources or support and encouragement. It is important for employees to feel free expressing their opinions and even when applicable providing the opportunity to make their own decisions showing practically your belief in them. In this way they will increase their performance in an attempt to show to you their gratitude, commitment and appreciation. At this point, in order not to be misunderstood, I would like to clarify that in the manager-employee interaction must be cleared as to who is in charge. For example, I might be sociable with my subordinates but at the same time I try to keep my distance.”

Angelina Koura, manager

Based on the foregoing statement can be pointed out, once again, the importance of the aforesaid relationship in respect to the employees' productivity. Powerful elements, such as trust, reliance and respect play a key role for motivating employees and accordingly increase their performance and satisfaction. An interesting point that is worth mentioning is that the manager-employee relationship must be clarified. There is a thin line between friendly and who is in charge that must not be crossed as it might lead to control lose, creating confusion and distraction from the assigned tasks causing directly a negative work performance.

The above mentioned are reinforced by the response of a governmental employee when the same queried.

“I have been working in different organizations for almost four decades as an employee and through all of those years I had to cooperate with numerous of managers. Therefore, based on my experience and from the employees’ perspective, I would definitely say that managers’ behaviour and actions play a crucial role on their subordinates’ performance. Regarding my current employer, I have an excellent and professional relationship with my manager and this affects my performance positively. There is a mutual respect and trust, which allows me to work more freely and responsively. The fact that my manager acknowledges and appreciates my input to the organization’s prosperity, increases my job satisfaction and performance. I feel that I have to make every effort necessary to prove him right for investing on my abilities and at the same time recognizes my hard work”.

Athena Avraamidou, clerk

It is interesting to remark the answer given by a manager working at public sector when he was asked whether there is a difference in managing governmental to private employees.

“In my dealing with government employees I believe that the same ratios of responsible/irresponsible employees exist in all sectors (private or not). However, the inability to replace irresponsible employees at the governmental sector increases the aforementioned ratio”. *Konstantinos Tsissios, manager*

Supporting the preceding point of view, it can be stated the level of the effort that made is up to every employee individually, based on his/her character and morale ethics whether he/she would have a professional behaviour and perform in time the targets and tasks assigned regardless the benefit of job security. Job security might work as a motivator for increasing performance but in some cases, employees might take advantage of it reducing their effort and productivity since they are aware of the fact that there is not any possibility of losing their job.

Employees were asked to provide their prospective of how an evaluation system should work and consequently in which characteristics managers should pay attention in rewarding their subordinates.

“In my opinion managers, in order to evaluate the employees’ performance, should not only use traditional and outdated evaluation systems, such as seniority and qualifications. Managers should establish formative evaluation systems that can measure employees’ overall performance and impact to the organization’s growth in a more objective and transparent way. In addition, employees’ other qualifications, such as skill development, prior and ongoing experience, as well as overall progress through the years of employment should be considered”. *Eirini Stavrinou, governmental employee*

In respect to the aforementioned statement, it can be remarked the employees’ need for the conduction, primarily, of a fairly evaluation and consequently reward system. Performance should be measure based on the qualifications, abilities and expertise of each employee as well as his/her level of contribution to organization’s growth. It can be clearly observed, in relation to Equity Theory, that has been analysed at previous chapter, the imperative need of employees to feel that are treated fairly and that the outcomes received are in balance with the effort and contribution made.

It was asked from the employees to describe what motivates them in order to increase their performance. One of them gave the following answer:

“I always try my best to help the organization achieve its goals. What motivates me to increase my job performance, mostly, is when I am assigned with tasks that are important for the organization expanding my capabilities and knowledge and knowing that my work is being appreciated by my colleagues and management”. *Sylvia Hadjikyriacou, private employee*

As it has already been stated, employees are motivating for different incentives, having different needs that they desire to satisfy in order to increase their work productivity and satisfaction. Regarding the specific employee, it is clearly observed that she is driven from intrinsic factors leading her performance increase. There is a high level of emotional, inner needs that she seeks to fulfil based on her work contest such as the need for achievement and recognition not only by her manager but from her co-workers as well. It can be stated that she desires to get others approval and appreciation in her working environment. Furthermore, the possibility of growth it is stated as she has the opportunity to expand her abilities and knowledge through the assignment of challenging tasks.

4.5 Further Comments and Limitations

Taking into consideration all the results gathered from both managers and employees it could be stated that motivation at workplace is a vital ingredient on the road of success for any organization, regardless size or economic sector. Due to the aforementioned, organizations authorize their employees who own key positions, such as supervisors or managers, in exploring ways to motivate employees aiming to an increase of job performance. Therefore, companies should provide all the necessary tools to their authorized personnel in order to achieve the aforesaid task within the realms of organization's incorporation.

At this point it is worth mentioning and should be clarified that motivation cannot lead to performance increase without employees' will. In order to produce the expected results a combination of both, motivation and employees' will must be activated. The aforementioned, it is more easily observed in public sector where employees cannot be motivated by the use of monetary means, such bonus or salary increase, as the governmental regulations do not allow it. Therefore, it is up to employees at which degree they are willing to be motivated and consequently increase their performance. If the organization's values are identified with employees values, needs and expectations it is then more easily to be motivated.

At this point it is significant to underline that the motivators being used to estimate the significance that each employee, individually, is given to them is variable through the passage of time. This is mostly due to the life status of every employee that may change through the years and eventually lead to different priorities and needs. Therefore, the results are countable only for the present time. Moreover, it is worth noting that every employee as individual is unique having different character, needs, life status, life approach and expectations depending on his/her background. Consequently, it is hard to be driven by the same motivators.

Overall, analyzing the above results we may only make assumptions as the sample of employees and managers taken it is small for drawing safe conclusions and therefore the reliability of the results might be questionable. Nevertheless, the use of the qualitative research had provided the opportunity for a depth analysis of the important aspects of

this Master's dissertation such the employees' performance and satisfaction through motivation and the actions managers are willing to take for the aforesaid to be activated.

Chapter 5

Conclusion

Motivation of employees is a complex, demanding process that managers need to follow in order to achieve performance increase. It is the author's strong belief, as it has already stated, that managers have to know their employees, having the ability to recognize each of them needs and attempt to satisfy them by any means. Even though there is not any theory that would guarantee employees' motivation the combination and test of different theories might lead to the desired results. Managers should try to implement different strategies in order to evaluate which is best suitable to each employee.

Therefore, it is suggested that organizations should carefully selected the people employed for managers' positions. They should be well qualified, having adequate abilities and knowledge but mostly the enthusiasm, skills and patience to effectively transfer organization's values and goals to their subordinates. It is claimed that the more compatible organization's culture is to employees' values and expectations the higher their work performance.

Through this Master's dissertation it has been examined the relation between employees' job performance and satisfaction and whether the former can influence the latter. Even though the sample taken from qualitative research was small, it was remarkable that all employees, without any exception, responded positively at the question whether their job satisfaction is affected by their performance. It is the author's belief that there is a connection to the aforesaid thus the degree to which the two are connected it is questionable.

Job satisfaction is perceived differently by each employee based on their personality, life approach and expectations. Therefore, it is eligible to each of them individually to

discover how they could achieve work satisfaction and most importantly whether they are interested to find out.

Concluding this Master's dissertation and taking into consideration all the information gathered, the author would like to emphasize to the fact that regardless the significance of the aforementioned none of them can be applied without both parties, managers and employees, act of will.

Appendix A

Qualitative research

Employees	Job prospects	Salary	Co-workers	Nature of work	Working hours
1	1	2	4	5	3
2	2	4	3	1	5
3	5	2	4	1	3
4	5	3	1	4	2
5	5	3	1	4	2
6	5	1	3	4	2
7	5	3	4	1	2
8	3	2	4	1	5
9	2	1	5	3	4
10	5	3	4	1	2

Table 1. The 10 employees were asked to number the following incentives from the most to least important numbered them respectively from 1 - 5 based on their needs: Job prospects, salary, co-workers, nature of work, working hour

The interviewers were asked to answer to the following questions:

For employees:

1. Are you satisfied with your current job and why?
2. Do you consider yourself working at the same company for the next following years?
3. What motivates you to increase your job performance?
4. Can you number the following starting from the most important based on your needs? Job prospects, salary, co-workers, nature of work, working hours.
1) Nature of work, 2) Salary, 3) Co-workers, 4) Job prospects, 5) Working hours

5. How would you describe your relationship with your manager/supervisor? In which degree your interaction with your supervisor/manager affects your performance positively or negatively?
6. What actions do you think your supervisor/manager should take in order to motivate company's employees and consequently increase their performance?
7. Do you believe your job performance has an effect on your job satisfaction? And if yes, how and at which degree?
8. What system of evaluation do you think managers should use? Based on what criteria should reward employees?
9. Do you believe the company provides equal opportunities to all employees for promotions and career advancement?

For managers:

1. How many employees do you have under your supervision?
2. Do you consider yourself a good manager? Explain why.
3. What qualities do you think an employee must have to be productive?
4. How do you evaluate your employees? Which is the most important criterion?
5. Do you believe that an employee's performance can be linked to its job satisfaction?
6. What actions have you taken in order to motivate your employees and consequently increase their performance?
7. Do you provide the support needed to your employees (guidance and feedback, training where necessary, requisite equipment etc.) in order to perform their work without obstacles?
8. As a manager of a government organization do you think there are restrictive factors in the way you want to run the company? (not applicable for private companies)
9. In which degree do you believe a manager-employee relationship can affect the employees' performance and how would you describe your interaction with your subordinates?
10. What challenges do you face in your interaction with your employees? Do you believe government employees are more difficult to handle than those in private sector?
10. What is your vision for this company?

References

- Arnolds, C., A. and Boshoff, C. (2002). Compensation, esteem valence and job performance: an empirical assessment of Alderfer's ERG theory. *Human Resource Management*, 13(4), p.p.697-719.
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, 3(4), pp.77-86.
- Concer, J. A., Kanungo R.N. and Menon S.T. (2000). Charismatic leadership and follower effects. *Journal of Organizational Behavior*. 21, p.p.747-767.
- Dartey-Baah. K. and Amoako G. K. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9).
- Denison, D. and Mishra A., K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), p.p. 204-221.
- Guillen, M., Ferrero I. and Hoffman W.M. (2015). The Neglected Ethical and Spiritual Motivations in the Workplace. *Journal of Business Ethics*.
- Hodgetts, R. and Luthans, F. (2003). *International Management*,
- Hogan, J. and Holland B. (2003). Using Theory to Evaluate Personality and Job-Performance Relations: A Socioanalytic Perspective. *Journal of Applied Psychology*, Vol.88, No.1, 100-112.
- Khouly, S. and Dadl, N. (2016). The Impact of Organizational Culture on Work Quality. *Competition forum*, 14(2), p.p. 210-215.
- Klein, H. J. (1989). An Integrated Control Theory Model of Work Motivation. *Academy of Management Review*, 14(2), p.p.150-172.
- Latham, G. (2012). Handbook of principles of Organizational Behavior: Indispensable Knowledge for Evidence-Based Management. John Wiley & Sons Ltd.
- Lindner, J. R. (1998). Understanding Employee Motivation. *The Journal of Extension*

Ljungholm, D. (2017). Performance Appraisal Satisfaction in Organizations. *Review of Contemporary Philosophy*, 16, p.p. 136-142.

Locke, E. (1978). The Ubiquity of the Technique of Goal Setting in Theories of and Approaches to Employee Motivation. *Academy Management Review*, p.p. 594-601.

Miner, J. (2005). Essential Theories of Motivation and Leadership. *Academy of Management Review*, p.p. 1102-1108.

Mitchell, T. R. (1982). Motivation: New Directions for Theory, Research, and Practice. *Academy of Management Review*, 7(1), p.p. 80-88.

Mnagi, A., Kanasro, A., H. and Burdi, M. (2012). Motivation Tools and Organizational Success: A Critical Analysis of Motivational Theories. *Journal of Political Science*, 4, p.p.51-62.

Olcer, F. (2015). Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics* XXII, (3), pp. 111-136.

Oldham, G. and Hackman, R. (1976). Motivation through the Design of Work: Test of a Theory. *Organizational Behavior and Human Performance*, 16, p.p. 250-276.

Parijat, P. and Bagga, S. (2014). Victor Vroom's Expectancy Theory of Motivation – An Evaluation. *International Research Journal of Business and Management*, 9(6), p.p.1-7.

Petasis, A. (1993). *Managing Human Potential*. Cyprus: Nicosia.

Rynes, S., L., Gerhart, B. and Minette, A., K. (2004). The Importance of Pay in Employee Motivation: Discrepancies between what people say and what they do. *Human Resource Management*, 43(4), p.p. 381-394.

Sankar, R. (2019). Predictors and Outcomes of Empowerment and Performance on Job. *International Journal of Business Ethics in Developing Economics*, 8 (1) p.p. 26-38.

Sorensen, J. (2002). The Strength of Corporate Culture and the Reliability of Firm Performance. *Administrative Science Quarterly*, 47(1).

Steel, P. and Konic, C. J. (2006). Integrating Theories of motivation. *Academy of Management Review*, 31(4), p.p.889-913.

Steers, R., Mowday, R., and Shapiro, D. (2004). The Future of Work Motivation Theory. *Academy of Management Review*, 29(3), p.p.379-387.

Tietjen, M. A. and Myers R.M. (1998). Motivation and Job Satisfaction. *Journal of Management Decision*, 36(4), p.p.226-231.

Tudor, T. (2011). Motivating Employees with Limited Pay Incentives Using Equity Theory and the Fast Food Industry as a Model. *International Journal of Business and Social Science*, 2(23), p.p. 95-101.

<https://www.simplypsychology.org/maslow.html>

<https://slideplayer.com/slide/8154278/>