

Chapter one

Introduction

1.1 Introduction

This Chapter will consider the overall key presentation of research including introduction, background of study, summary of research area, context, and research aim and objective. This paper attempts a survey and combination of motivation on the reason of the investigated variables to review on work performance to propel in this examination. This study examines the impact of motivation and employee's need on their performance and this study concentrated on analysing motivational tools which influence employee's performance. The information accumulation in this study incorporates reading material, research, reports, books, Internet, online databases and journals. Maslow's need (hierarchy) is the conducted theory for this particular study.

1.2 Background of Study

Numerous business staff executives evaluate the performance of every staff part on a yearly or quarterly premise to help them distinguish recommended regions for development.

As cited by Greenberg and Baron (2003) motivation is the arrangement of procedures that excite, coordinate, and keep up human conduct towards accomplishing some objective. This definition is more practical and basic as it considers the individual's performance.

2.1.1 Types of motivation

At the point when rousing representatives, there are two fundamental ways: monetary motivation and non monetary motivational factors.

I. Intrinsic

Intrinsic motivation is monetary rewards, it implies that the superintendent burns through cash a ton on the prize straightforwardly, or the representative gets a fiscal prize. Money related prizes are fleeting sparks to workers and are disregarded later in the representative's vocations. This technique may not take as long for administration, but rather it additionally does not have the length of an enduring impact on representatives (Bhaduri & Kumar, 2011).

employees to connect with the speedy evolving environment. This is particularly valid for retail industry where there is a high weakening rate. The review thinks about the interior correspondence frameworks of retail associations for rousing representatives and for guaranteeing consumer loyalty (Chitrao, 2014). Therefore, in the challenging environment of retail sector motivating employee's and strengthen their performance would be beneficial for the firms. Thus, this study will conduct in retail business organisation TK.Maxx and to collect the data semi structured interview will be held and ten employees from this chain retail store will be interviewed from the Lewisham, London branch, their answers will be analysed and recommendation will be made to the organisations.

2.8. Theory for research area

Despite the fact that much research been directed on the field of motivation and numerous analysts and scholars have proposed theory on the idea and its part in upgrading worker's performance in every association some of these models have been generally utilised and acknowledged by today's managers. This research is based on Maslow's theory as academic perspective because Maslow hierarchy of needs theory is explained to structure this study to permit standardised thought of the way of employees' motivation and subsequently to inspect the appropriateness of the model to staffs in retail association (Dr.Jerome, 2013). The previous researchers like Dr.Jerome (2013), Cameroon (2010) and Kaur (2013) had critically reviewed the Maslow need theory in their research. They mentioned that regardless of criticism, the theory will contribute to made huge improvement in an organisation particularly for

II) Safety and Security Needs

Safety is the inclination individuals get when they know no damage will come upon them, physically, rationally, or inwardly; security is the inclination individuals get when their reasons for alarm and nerves are low. For case the representatives or the specialists in a private association request that the association or organization must be given their professional stability, safety security and advancing safety (Maslow, 2013).

III) Love and Belongingness Needs

The third level of the pyramid is requirements related with affection and having a place. These needs are met through attractive connection with relatives, companions, associates, schoolmates, instructors, and other individuals with whom people cooperate such as at work having a decent connection with a group of individual or partners (Maslow, 2013). For advancing the cooperation and accomplishing the authoritative objective the supervisors could constrain the labourers that they must be work in gatherings then again in a group (Braz et al, 2011).

IV) Esteem need

It incorporates the requirement for self respect and endorsement of others.

Associations acquaint grant feasts with perceive recognised accomplishments. Man needs or notoriety, eminence, status, popularity, brilliance, strength and

acknowledgment and so on. Regard needs are hard to fulfil in a few organisation (Ifedili & Ifedili, 2012). In a firm a chief ought to be individually treating their representatives. Furthermore, the labourers ought to likewise regard the strategies or the law of the association (Bhasin, 2011).

V) Self-actualisation need

This is the most astounding need. A man needs self-acknowledgment and self-improvement and longing to have the capacity to do something. Profound quality, acknowledgement of actualities, absence of bias, imagination, suddenness and critical thinking are all samples of self - realisation needs (Bhasin, 2011).

The survey question to collect data will be based on above Maslow's need factors and the analysis and discussion as will be shown in need hierarchy in this research.

2.8.3. Implication of Maslow hierarchy of need theory to employee's performance

The previous research done by Dr.Jerome (2013) stated that an organisation advantages can assume an expansive part in a worker's fulfilment and performance. A few associations offer rewards or additional advantage to specific representatives who try to enhance their performance. It can set his or her profession way in a superior heading, for future development and advancement (McNamara, 2005)

The best estimation of Maslow's need hypothesis lies in the viable ramifications it has for each administration of association (Greenberg & Baron, 2003). The justification

THE STUDY ON THE IMPACT OF MOTIVATION ON EMPLOYEE'S PERFORMANCE IN AN ORGANISATION guaranteed by without revealing the individual subtle elements of them in the examination and just the most required points of interest required for exploration are taken.

3.12 Conclusion

The proposed semi structured interview design is presented in this study (see Appendix 1). In fact the sample was not huge enough to draw the conclusion. However, the consequences of this study could be utilised as a beginning stage for directors or associations and other invested individuals to distinguish and comprehend what elements motivates workers and subsequently guarantee a situation that energises, advances, and encourages such variables. Finally the aim of this thesis was to determine the impact of motivation on today's employees and their performance. Thus this thesis does not make any attempt to investigate the employee's level of satisfaction. The reason being that past scrutinises have demonstrated that one can be persuaded but not fulfilled or motivated may redundant lead to quality performance at work.

4.1.1 Analysis of finding and discussion process

The process of analysis is shown in the chart below

Figure 3: Process of data analysis

Source: Braun & Clarke, 2006

Preview from Notesale.co.uk
Page 56 of 125

4.2 Data familiarisation

In the term of collecting data the quantitative data was collected under the semi structured interview method and the interviewee's answer is analysed in this section. Semi structured interview were taken through face to face meeting. Interview questions are attached in this study (see Appendix 1). The chosen company to collect

shift as well pay rate is much good. They do not pay extra salary for good performance if it was like that everyone will do well."

Code: job satisfaction, bonus, night premier

Interview participants 3: "Not really satisfied for the amount of the year I work. I expect more and if they will give me extra for doing well then that will motivate me."

Code: job dissatisfaction, pay differential, low motivation

Interview participants 4 "The salary that we get is very competitive and far better than some of the main competitors, every year there is an increment in salary which is very motivating and proves that the company appreciate our hard work."

Code: competitive wages, job satisfaction, pay raise, appreciation, highly motivated

Interview participants 5: "I am happy with it In comparison to other companies our salary is high, hourly rate is above the minimum that really motivates me I feel I do not want to leave my job because in other place salary might be low."

Code: job satisfaction, high hourly wages, secure wages, highly motivated

Interview participants 6 "I am satisfied with my salary. During first year when I join the company the hourly rate was less but not this year it was increased and it made me happy, of course I am motivated by this pay rise "

Code: job satisfaction, yearly pay raise, highly motivated

Interview participants 7 "I am not satisfied with my salary because as you see inflation and cost of living is too high. I can only satisfy my basic need from the salary I draw and increment is very rare, that makes me less motivated. "

Code: dissatisfaction, steady pay raise, less motivated

Interview participants 8: "Yes of course, I think TK maxx is providing best salary in the market. In night shift we get premier that's good thing, due to the pay rate I am stick with this company since 2 years."

Code: job satisfaction, night premier, secure wages, highly motivated

Interview participants 9: "Salary is fine at the moment and increments in my salary really motivate me because of increment I started to feel that I can do better and my performance level increased so high and so quick and it helps me to get my future aims."

Code: job satisfaction, pay raise, future security, highly motivated

Interview participants 10: "It is satisfactory because it is above the average hourly rate, and yearly pay raise motivates me. I always wait for the rate end of the year for that. It motivates me not to leave my job and continue my job in TK.Maxx."

Code: job satisfaction, high wages, employee retention, secure wages

Preview from Notesale.co.uk
Page 70 of 125

II) Theme map

III) Analysis of theme (Economic security needs)

Speak or ask my colleagues about any confusion that makes me work better."

Codes: colleague interaction, speaking with colleague, solve uncertainty, better performance

Interview participant 9: "It motivates me but I think only increment in salary motivate me at work."

Codes :salary increment

Interview participant 10: "Definitely, it improves my performance. When I was new to this company I was very introvert and didn't even want to come to work but slowly after interacting with my colleague motivated me to come to work and doing regular job now a days is quite fun."

Codes: work improvement, interaction with colleague

II) Thematic Map

According to the participant answer and codes, the themes are generated to analyse the findings. In love and belonging needs the essential emerging themes are

III) Analysis of theme (love and belonging needs)

Employee's participation on management signifies emotional attachment of employees towards the management of an organisation (Maslow, 2013). Majority of participants expressed that their acknowledgement and regular feedback motivates them to perform their best way possible. Additionally, participants mentioned that social interaction and communication with colleague. The new phenomenon can be added from possible emerging theme for analysis they are "Regular feedback", "Strengthen

THE STUDY ON THE IMPACT OF MOTIVATION ON EMPLOYEE'S PERFORMANCE IN AN ORGANISATION participation" and "Social interaction and communication with colleague". Regarding manager's response to suggestions proposed employees and their feeling about it the participant 3 said:

"Not very often. I feel really bad but if the matter is about work then yes when I need to do price reduction yes they listen and give feedback, I feel useful."

Firstly, participants expressed that when managers do not response to the suggestion they feel awful but if the managers listen and provide feedback they feel appropriate. Individuals need feedback on their execution to feel persuaded to move toward their objectives. Managers comprehend what they need their kin to do however commonly they don't try to give feedback. But without feedback employees might feel discouraged.

Another participant (Participant 2) said:

"They do and I can say we all have voice at work place. My manager always asks if anyone has any idea to make work easy and effective, we feel we are encouraged to suggest about something important."

Secondly, participants mentioned that they feel encouraged and motivated if their ideas are acknowledged. Strengthen participation is another key finding to motivate employees. While trying to urge representatives to recommend new thoughts and to make an organisational culture of development and coordinated effort participation from employees is essential element. Thirdly, social interaction and communication

be alert that is really helpful to work well."

Codes: training at beginning, building confidence, upgrading information, helpful to work

Interview participants 5: "Yes it does, I got my first training while I joined TK.Maxx. They taught us about how to serve customer, handle payment, use the till point so that helped me to work with confidence. Also if something is changed in our store management always give us training to be alert with the possible effects."

Code: training to began, upgrade information, training to inform, uncertainty avoidance

Interview participants 6: "Yes it does, If there is any new system comes then company provide training. For example last year we had new system introduced that every cash point should issue a refund for that I got training. Now I can refund the items easily for quick transaction with confidence "

Codes: upgrading information, easy transaction, work confidence

Interview participants 7: "Yes, of course. Yes training and development always helps to perform well."

Codes: training, development, better performance

Interview participants 8: "Yes I got training at the beginning of my work and when even new things is implementing in the company we get training for that and yes I perform well after that yes."

Codes: training at beginning, upgrade information, better performance

Interview participants 9: "It does, no one born perfect. So if we got training under experts and they tell us best way of working."

Codes: expert's training, best outcome

Interview participants 10: Yes it does, I got my first training while I joined TK Maxx. I was being taught to serve customer that really helped me to build up my confidence. And if something new rules comes in our department we got informed to be attentive

II) The impact of safety and security needs/motivation and on employee's performance

Employees always seek for job protection that is security and safety need to be stable at work. Economic and physical safety of employees makes them feel secure at job and subsequently employees feel motivated if their job is protected. From the findings of this research present that safe physical work place environment, health and safety management are physical safety needs to motivate staffs and appraisal/performance related pay and pay rise are economical security factors.

A) Physical safety needs

Physical working environment incorporates segment of the substantial working environment that contain worker's working conditions such as lighting, heating, air conditioner, ventilation. These factors are the component that effect representative's mental reactions to work, conceivably bringing on mental and physical wellbeing issues. For example: Poor heating system during winter increase the risk of employee's sickness which might cause absenteeism and poor performance result. In contrast proper infrastructure such as air conditioner, lighting and heating can be the great factors to motivate employees to encourage better performance and productivity. Lighting is very essential health and safety need. Good lighting system makes employees to work easily and to avoid possible risks. Proper lighting cannot just influence the strength of individuals at work bringing on manifestations like eye fatigue, headache and migraines; however it is likewise connected to sick building. Additionally another health and safety issues that management should consider is

and advancement in critical thinking increments with successful input to increase performance. If the management respond to the employee's suggestion managers should give feedback to make employees feel their ideas are being listen and acknowledged whether the idea is practical or not it is totally up to management to decide but at least feedback should be given to employees. Unresponsiveness of managers makes employees feel demotivated and they feel they are being avoided that might give negative impact to employee's performance.

B) Strengthen participation and social interaction and communication with colleagues

Firstly, strengthen employee's participation is another key finding to motivate employees. While attempting to urge delegates to prescribe new considerations and to make an advancement and composed exertion support from workers is vital component. Participation in the voice making procedure gives every representative the chance to voice their assessments, and to impart their insight to others. While this enhances the relationship between managers and employees and also it helps to encourage team work. Secondly social interaction and communication with colleagues also make employee feel they are belonged to an organisation. Communication with co-workers is essential for employees to strengthen their performance. For instance if workers have any doubt or problem they can ask their colleague and perform their tasks efficiently. Socialising and becoming more acquainted with them as individuals will help employees to convey better, believe one another more and work better together. Likewise, representatives who have constructive work environment connections are more satisfied at work (actually, great working environment connections are a standout amongst the most critical wellsprings of working

THE STUDY ON THE IMPACT OF MOTIVATION ON EMPLOYEE'S PERFORMANCE IN AN ORGANISATION environment satisfaction) and we realize that individuals who are glad at work are more beneficial, more imaginative and more fruitful by and large. Therefore organisation should provide employee's social gathering opportunity such 'Christmas staff party.' In adverse excessive or negative communication and interaction may create conflict, rumours, misunderstanding at work place which can make employees less productive.

IV) The impact of esteem needs/motivation and on employee's performance

Esteem needs refers to the requirement for self respect and endorsement (Ifedili & Ifedili , 2012). Employee's training and development is one of the essential factors to motivate staff and improve their performance. The findings of these study additional factors such as 'employee's induction' and 'employee's skill upgrade' on employee's esteem can be added. During data collection interview majority of participants mentioned about the training which is given to employee's while recruiting them before they start which is induction training. It includes the procedure of acquaintance with the association and sinking into the occupation. Induction training help employee's to build up their confidence to perform task effectively. By arranging an induction project, the association can rapidly uplift state of mind of the employees. Also induction programme is esteem need of new employees to expose, to get along with co-staffs, job responsibilities, to understand the rules and producer and goal of organisation. Another factor which emerged from this study is 'employee's skill upgrade'. The difficulties connected with the changing way of work and the working environment is as challenge for the association. Rapid change obliges a gifted, learned workforce with

Employee's needs hierarchy

Physiological

Safety and Security

New findings

- Employee's hydration and health
- Flexible working environment

Economic security

- Appraisal/performance related pay
- Yearly pay raise

Physical safety

- Safe physical environment
- Health and safety management

Love and Belonging

- Regular feedback
- Strengthen participation
- Social interaction and communication with colleagues

Esteem

- Employee's induction

Self actualisation

- Employee's skill upgrade
- Encourage creativity
- Challenge at work place

Preview from Notesale.co.uk
Page 104 of 125

employees. To strength performance social interaction and communication programme should be held. Employee's skill should be revised and up to date to keep employees informed and trained for any threat. Additionally research shows that acknowledgment assumes a noteworthy part in employee's motivation and that it is an extremely powerful help. Workers need and need to feel that their commitments have any kind of effect and acknowledgment is one approach to fulfil those needs. Future researchers in qualitative research are recommended to understand the interview skills and prepare the plan carefully and to ensure confidentiality to overcome the barriers.

Preview from Notesale.co.uk
Page 106 of 125

5.4 Limitations

Each exploration in littler or greater imminent has a few limitations. On account of this examination, the confinement has been recognized is identified.

I) Time

Time was one of the key issues that have been recognized so far in term of confinement of the study. The length of time has been set up for this task is three months. Inside of a brief limitation of time, there is tremendous measure of

Basset-Jones, N. & Lloyd, G.C. (2005), "Does Herzbergs Motivational Theory have staying

power"? Journal of Management Development, Vol.24, No.10, pp. 57-56

Berger, L. A. (2009). The compensation handbook: A state-of-the-art guide to compensation strategy and design. New York, NY: McGraw-Hill.

Bhaduri, S. & Kumar, H. 2011, "Extrinsic and intrinsic motivations to innovate: tracing the motivation of 'grassroot' innovators in India", Mind & Society, vol. 10, no. 1, pp. 27-55.

Bhasin, A. 2011, Indian retail evolution is mirroring Maslow's Theory of need hierarchy Brand Equity], New Delhi.

Braz, P.H., Frey, E., da Cruz, M.R., Camargo, M.E. & Olea, P.M. 2011, "Consumption Of Generation "Z" Stratified From Human Maslow's Needs", International Journal of Management and Administrative Sciences, vol. 1, no. 2, pp. 1-8.

Bull R. Reporting for sustainable success -- by applying Maslow's hierarchy of needs to business. Financial Management [serial online]. June 2014;:53-54. Available from: Business Source Premier, Ipswich, MA. Accessed June 27, 2015.

ADMINISTRATORS", Interdisciplinary Journal of Contemporary Research In Business, vol. 4, no. 1, pp. 79-85.

Ihantola E.M, & Lili-Anne Kihn 2011, "Threats to validity and reliability in mixed methods accounting research", Qualitative Research in Accounting and Management, vol. 8, no. 1, pp. 39-58.

Iqbal, J. Yusaf, A. Munawar, R. Naheed, S. (2012). Employee Motivation in Modern Organization: Interdisciplinary Journal of Contemporary Research in Business, Vol. 4, No. 3.

Jehanzeb, K., Rasheed, A. & Rasheed, M.F. 2013. "Organizational Commitment and Turnover Intentions: Impact of Employees Training in Private Sector of Saudi Arabia", International Journal of Business and Management, vol. 8, no. 8, pp. 79-90

Kaur, A. (2013), Maslow's Need Hierarchy Theory: Applications and Criticisms, Global Journal of Management and Business Studies, volume 3,no 10.

Kelly TG (2010). Recognition and Reward...it takes more than just a pay check".
<http://www.orcpa.org/pressroom/hotnews/employeerewards.htm>. accessed, june 13th 2015.

Kothari, C. R. (2011), Research Methodology: Methods and Techniques, UK, New Age International.

Interview participant 1

Hello my name is Sanju Bhatta, I am student of Msc International Business at University of Ulster, London and I am gathering information about how motivation is impacting employee's performance for my dissertation. During this interview I will ask questions related to motivation, salary, training, safety need and so on. Your personal informal will be anonymous and disclosed.

Personal information

Name (Optional):1..... Age:28..... Gender:Female

Section one

General questions
1. How long have you been working in this company? "Four years"
2. In which department of an organisation you work? "in ladies accessorise"
3. What are your job responsibilities? "Help customer with their queries, maintain floor, deal with customer"

Section 2

Questions related to Maslow's hierarchy of need
Physiological need 1. Is the organisation where you work provides clean drinking water and vending machine to employees? How does it influence your job performance? "Yes, they provide, we have vending machine as well, that is really good for us to keep our self hydrated during work. It certainly keeps us energetic if we have access to quick water, chips and during so I can work even better."
Security needs 2. How do you feel about the salary you draw at the moment? The salary increments given to you when you do the jobs very well, motivate you? "No am not satisfied with salary, the way i work and other it is different. I think there should be the reorganisation in the work between hard worker and casual work. The people who really work hard are paid as same rate as other than what makes hard work difference?"