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## Employee Motivation Factors: A Reexamination of Kovach's Study 10 Years Later

Pia DiPaola Clark  
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# Employee Motivation Factors: A Reexamination of Kovach's Study 10 Years Later

**Abstract**

This paper is a re-examination of Kovach's (1995) previous study, conducted three different times in 1946, 1981, and 1995, on employee and manager perceptions of job reward factors. The research was designed to investigate if any changes have occurred since Kovach's last work and also to see if the economy, gender, and generation affiliation have impacted answers. A survey collecting both quantitative and qualitative data were distributed to individuals both in management and non-management positions. The survey results were used to test four hypotheses. The results did not yield statistically significant results to verify three out of the four hypotheses. However, this could be due to the size of the participant sample.

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Employee Motivation Factors: A Reexamination of Kovach's Study 10 Years Later

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Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Science

in Human Resource Development and Organizational Learning

St. John Fisher College

April 2010

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### Dedication

This paper is dedicated to my husband, Chad. You have given me more support and encouragement in the past two years than I could ever have hoped for. Thank you for all of your understanding and for allowing us to put our social lives on hold so I could focus on school. Thank you for being by my side through this journey.

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### Abstract

This paper is a re-examination of Kovach's (1995) previous study, conducted three different times in 1946, 1981, and 1995, on employee and manager perceptions of job reward factors. The research was designed to investigate if any changes have occurred since Kovach's last work and also to see if the economy, gender, and generation affiliation have impacted answers. A survey collecting both quantitative and qualitative data were distributed to individuals both in management and non-management positions. The survey results were used to test four hypotheses. The results did not yield statistically significant results to verify three out of the four hypotheses. However, this could be due to the size of the participant sample.

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## Chapter 1

The purpose of this study is to examine what motivates employees today, if it is consistent with studies completed in past decades by Kovach (1995), and if the recent economic recession has impacted responses. Chapter 1 will examine the background for the study in particular including information on survey design and respondents background. Chapter 2 will examine the previously published literature and information on motivation including a review of important theories pertaining to the subject. Chapter 3 will review the specifics of the study in more depth and detail. Chapter 4 will examine the results of the previously mentioned study. The final chapter will summarize key findings, examine the limitations of this research as well as make recommendations for future research.

### *Introduction*

Motivation has been studied for decades by scientists trying to understand what makes people tick, why do they do the things they do, and what rewards get results. Theories of motivation have been discussed, challenged, refuted, and improved upon, in order to truly understand the human condition (Bessell, Dicks, Wysocki, & Kepner, 2002; Locke & Latham, 1990). No one theory has proven to be better than all others, however, the pool of knowledge on what motivates employees keeps expanding, laying down a stronger foundation for the next theory on work motivation (Kohn, 1987). Nelson (1999) wrote, "Employee motivation may represent one of the last frontiers for organizational leverage" (p.265). This being the case, it is important that managers, supervisors, and organizations understand what exactly motivates their employees to perform better to get the most from them. By tapping into the potential motivation each employee possesses,

organizations can increase their outputs, innovations, and become leaders in their industries instead of just merely surviving.

This thesis paper will examine what motivation is and its connection to work motivation, past and present theories on motivation, and reexamine Kovach's (1995) work on job reward factors as well as administer a survey designed to see if Kovach's results are still valid today.

### *Problem Statement*

Due to the amount of time that has passed since Kovach's (1995) experiment was published and the changes that have occurred including; the economy, the generational mix of employees, as well as a lack of information on manager's personal motivational factors, there is a need for a reexamination of motivation and Kovach's motivation factors. Kovach's longitudinal work included performing the same study in 1946, 1981, and 1995. Over the past 15 years since Kovach's last results were published, many phenomena have altered how businesses are run and how employees are treated. For instance, for the first time in history, there are four different generations in the workplace (Traditional Workers, Baby Boomers, Generation X, and Generation Y), all of which have different life experiences and different motivators. Also, the 2001 terrorist attack on New York City altered how businesses go about doing daily business procedures. The economy, since 2007, has been receding into one of the worst recessions of all time, which has changed the attitudes of employees, organizations, and consumers across the board. These factors combine to create a substantial reason why Kovach's work should be re-examined now and why current research on this subject is vital.

### *Significance of the Study*

In today's world of corporations 'trimming their fat', cutting back on spending, trying to make every dollar go further, and getting rid of individuals who aren't pulling their weight, it is extremely important for organizations to get the most from their employees all while making sure their employees stay satisfied at work. Keeping talented employees on their payroll could mean the difference between staying on top of the market and going out of business. While organizations 'trim their fat' to bring down operating costs, managing in order to motivate those top employees is becoming an even greater payoff for organizations. As Bessell et al. (2002) states, "Managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce the best results for business in the most efficient and effective manner" (p. 1).

In order to retain great talent, organizations should focus on what motivates their employees to do well and what rewards those employees find most important. By understanding this, managers and HRD professionals can create more effectual environments that will motivate employees, making them happier and increasing their productivity. This is even more important during times when employers are letting go of those employees who are not pulling their weight and focusing more on those top-performers whom the company is relying on in order to continue to succeed. It becomes even more important during these turbulent times to focus on what motivates employees so that they will stay with the organization and the organizations knowledge base will remain.

### *Conceptual Framework*

This research was designed around the re-examination of Kovach's (1995) experiment of job reward factors completed in 1946, 1981, and 1995. This study asked

employees to rank reward factors in order of importance to them, then asked their supervisors to give a perceived ranking of the same factors in order of importance to their employees. The results showed a significant disconnect between the two respondent groups (see Table 1.1).

Table 1.1  
*Kovach (1995) Reward Factors 1946*

Employee Ranking	Job Reward Factor	Manager Ranking
1	Full appreciation of work done	8
2	Feeling of being in on things	10
3	Sympathetic help with personal problems	6
4	Job security	2
5	Good wages	1
6	Interesting work	5
7	Promotion and growth in organization	3
8	Personal loyalty to employees	7
9	Good working conditions	4
10	Tactful discipline	9

Over the years that Kovach (1995) performed his experiments, he found that employee responses changed while “[supervisor] rankings remained almost the same for each year” (p.94). (See Table 1.2). Kovach only reported one set of data on supervisor responses for all three times he administered his survey in 1946, 1981, and 1995. This reported data is used in Table 1.1. When asked why managers still believe that extrinsic rewards are more important than intrinsic rewards, as Kovach’s results suggest, Deci (2010) states:

Several possible reasons. For example, (1) They don’t know how to use more intrinsic motivators, so they fall back on money which is easy. (2) It is remarkable

that when people think about themselves they think differently than when they think about others. If you got the managers thinking about themselves, they would focus on other kinds of motivators, but when they are talking about someone they see from the outside, they tend to focus on external factors as the sources of the others' motivation. (3) They don't trust the employees and are afraid that their own necks will be on the line if the employees don't do well (Deci, Personal Communication, 2/11/2010).

Kovach, on the other hand, concludes that there are four reasons why managers results continue to remain the same. For one, Kovach believes supervisors answer based on socially acceptable norms, such as interesting work. Second, managers tend to rely on extrinsic rewards because they are not controlled by or determined by the supervisor. Third, employees are, by far, the most reliable observer of their own wants and needs while managers are just speculating what is important to their employees. Lastly, Kovach believes managers report on what would motivate them personally and that means placing more importance on extrinsic factors. In order to understand Kovach's and Deci's reasoning it is important to clarify the term 'motivation' and the difference between motivation and work motivation, both of which are equally important to this study.

Table 1.2

*Kovach (1995) Reward Factors in 1946 and 1995 (Employee Ranking)*

Employee Ranking in 1946	Employee Ranking in 1995	Job Reward Factor	Manager Ranking
1	2	Full appreciation of work done	8
2	3	Feeling of being in on things	10
3	10	Sympathetic help with personal problems	6
4	4	Job security	2
5	5	Good wages	1
6	1	Interesting work	5
7	6	Promotion and growth in organization	3
8	8	Personal loyalty to employees	7
9	7	Good working conditions	4
10	9	Tactful discipline	9

*Terms*

“In simple terms, motivation deals with the ‘why’ of behavior” (Corsini, 1996, p. 479). Throughout the decades many different theorists have given multiple, varying definitions of what motivation is and what influences it has. VandenBos (2007) defines motivation as:

The impetus that gives purpose or direction to human or animal behavior and operates at a conscious or unconscious level. Motives are often divided into (a) physiological, primary, or organic motives, such as hunger, thirst, and the need for sleep, and (b) personal, social, or secondary motives such as affiliation, competition, and individual interests and goals. An important distinction must also be drawn between internal motivating forces and external forces such as

rewards or punishments, that can encourage or discourage certain behaviors (p. 594).

Colman (2006) defines motivation as, “A driving force or forces responsible for the initiation, persistence, direction, and vigor of goal-directed behavior” (p. 479). According to Woolfolk (2001) psychologists who have attempted to understand motivation focus on 5 specific questions concerning what people do, how long it takes to start, the level of intensity, why people give up or persist, and how the person feels during the process.

Although the definitions of motivation listed above cover many broad categories, there are a significant amount of clearer, more refined definitions of motivation pertaining to whatever specific categories and subjects are being discussed. Work motivation is one type of motivation in particular that deals specifically with the workforce and also with this research. For the purpose of this paper and research, the following definition of work motivation by VandenBos (2007) will be used:

The desire or willingness to make an effort in one’s work. Motivating factors may include salary and other benefits, desire for status and recognition, a sense of achievement, relationships with colleagues, and a feeling that one’s work is useful or important (p. 1003).

This definition is being used for this paper for multiple reasons. For one, it is a simple and concise definition of work motivation. Second, it coincides with a number of Kovach’s (1995) ten job reward factors making it more pertinent to this subject and research.

### *Research Hypotheses*

In order to gain useful knowledge that will address the 15 years since Kovach's (1995) last data collection, this research paper will attempt to support four hypotheses. Identifying changing trends in the workforce in the past 15 years has helped to design these hypotheses. The hypotheses are tested by using the designed survey (discussed in chapter 3).

Hypothesis H1 – There are differences between Kovach's previous research and the current research results.

Hypothesis H2 – The economy has impacted current respondents results.

Hypothesis H3 – There are differences among responses based on the respondent's gender.

Hypothesis H4 – There are differences among responses based on the respondent's generational affiliation (Traditional Worker, Baby Boomer, Generation X, Generation Y).

## *Chapter 2: Literature Review*

Chapter 2 will discuss motivation in more depth both by reviewing four specific motivation theories as well as the value of understanding motivation in the workplace. The status of the current economy and the impact of the current recession on workers and organizations are discussed. Chapter 2 ends with a section on how the recession has impacted motivation in particular.

### *Motivation*

In order to understand the results of Kovach's (1995) previously mentioned surveys it is important to understand the vital work that has been accomplished throughout the field of human motivation theory. It is important to note that no one theory has ever been widely accepted as the end-all of 'what motivates human beings'. In fact, "the attempt to explain human motivation goes back at least as far as the days of Plato (around 300 B.C.)" (Grosser & Spafford, 1995, p. 143). Many different theories, speaking on many different motivation topics, have paved the way for more research and studies on why we tick and how to get the most from that tick, especially at work.

### *What is Work Motivation?*

As the definition of work motivation previously mentioned implies, work motivation deals with the factors that drive individuals to perform well at tasks at work. Employers are concerned with work motivation to raise the level of performance of their workers therefore getting more from their ROP (return on people) (Nelson, 1999).

Vroom (1995) gave the formula that "Performance = f(Ability x Motivation)" (p. 237). Thus, by increasing motivation there should, hypothetically, be an increase on performance. There are essentially four different types of motivation that have all been

extensively studied over the decades. These include: extrinsic motivation, intrinsic motivation, positive motivation, and negative motivation (Woolfolk, 2001).

Extrinsic motivation refers to motivation that is created by something outside of the individual for example, completing a task because someone else said to or because the completion of that task will yield a reward such as money. Intrinsic motivation refers to motivation that is created by something inside an individual for example, learning to knit to pass free time more enjoyably. Positive motivation refers to receiving a reward for the completion of a task for example getting a shiny trophy after winning a race. Negative motivation involves using negative forces to drive people for instance using coercion and fear (Woolfolk, 2001). These basic four types of motivation have inspired many theorists and have become the basis for many motivation theories.

#### *Motivation Theories*

*Theory X and Theory Y.* McGregor (1960) wrote, “many managers would agree that the effectiveness of their organizations would be at least doubled if they could discover how to tap the unrealized potential present in their human resources” (p4). This thinking led McGregor to his two theories on motivation, Theory X and Theory Y. Theory X believes employees are motivated primarily by extrinsic motivators (money, incentives, security) and that Theory X managers treat their employees as if these factors will motivate their employees. These managers tend to use pressure and power to meet goals.

Theory Y, on the other hand, advocates that employees will “take responsibility, care about their jobs, wish to grow and achieve, and, if given a chance, do excellent work” (Weisbord, 2004, p.5). Theory Y suggests that employees will focus more on

intrinsic motivators to get work done and will not respond well to Theory X managers who would use fear and coercion to motivate. Managers would be more successful approaching Theory Y workers with verbal support and non-monetary recognition.

Theory X and Theory Y are commonly known and used throughout Human Resource Development literature, however McGregor created quite a stir with these two theories in particular. McGregor (1960), as believed by Weisbord (2004) “unintentionally set up a good guys/bad guys scenario that left people on both sides in an uncomfortable box” (p. 148). Weisbord in turn believes that it is not an either/or situation in regards to McGregor’s theory, instead it is a both/and situation. To prove this point Weisbord cites Nevis, a consultant whose research indicates that managers opted for around 56% for Theory X statements *and* 67% of Theory Y statements, proving that employees and managers use both Theory X and Theory Y instead of one or the other (Weisbord, 148).

*Needs Hierarchy.* Maslow (1954) came up with the theory of the Needs Hierarchy, which states that humans will focus on obtaining certain needs in a specific order. Particular needs must be met in order for an individual to move on to ‘higher’ needs. The first level of this hierarchy is called the Physiological and includes such needs as food, sleep, and water. The second level holds the Safety needs which include shelter and feelings of security. The next tier is the Belonging needs, which includes having family, friends, and love. The second to last tier includes the Esteem needs, which contains having respect, self-esteem, and confidence. Maslow’s final tier is called Self-Actualization and consists of having meaningfulness, authenticity, and creativity.

*Deci.* Deci (1971) performed significant research studies on the topic of motivation, both intrinsic and extrinsic. One particular experiment consisted of three phases that asked participants to engage in certain tasks with money and praise as rewards. According to Deci (1971), “results indicate that (a) when money was used as an external reward, intrinsic motivation tended to decrease; whereas (b) when verbal reinforcement and positive feedback were used, intrinsic motivation tended to increase”. Deci attributes the response individuals have towards extrinsic motivators to having these motivating factors “create the impression for people that their behavior is externally precipitated. This in turn weakens their feelings of competence and self-determination” (Latham, 2007,p. 102). To summarize, when individuals feel predictable they are less likely to feel competent and motivated. External rewards make individuals feel predictable and therefore less motivated than when they receive intrinsic motivators.

“*Sawyer Effect*”. As contended by Pink (2009), Mark Twain (1876) wrote about one of the most basic principles of motivation in his book, *The Adventures of Tom Sawyer*. In a very well known scene in the book, Tom Sawyer is put to task on painting his aunts long fence. It will be long and hard work. However, Tom proceeds to convince the other boys around town that painting the fence is so much fun that he doesn’t want to stop, thereby causing the other boys to want to jump in to help with the painting. Soon, Tom is no longer painting the fence at all but watching all the other boys take on what would have been, for him, a long and grueling task. Pink writes, “Twain extracts a key motivational principle, namely “that Work consists of whatever a body is OBLIGED to do, and that Play consists of whatever a body is not obliged to do” (p.36). Pink coins this the “Sawyer Effect” which he defines as “practices that can either turn play into work or

turn work into play” (p. 37). The boys in the book viewed painting the fence as a fun task and begged to be included in the playing.

The above mentioned theories all work well to explain why human beings do what they do, what motivates and influences their behavior. For this study it is important to know these groundwork theories and why they are important. It not only helps to better clarify the importance of understanding motivation but it also clarifies why motivation is important in the workplace.

#### *The Value of Motivation in the Workplace*

Supervisors and organizations might inquire as to why they should focus on increasing employee motivation. As Bessell et al. (2002) states, “The goal of every manager is to increase production and efficiency to reach maximum results for the organization” (p.1). Through motivation supervisors and organizations can tap into the great potential that each person has therefore increasing each individual output. By getting at this potential, many positive outcomes are possible. For instance, employees will feel more valued and more motivated which in turn will make them happier, more satisfied employees. The organization can use that motivation to push employees to do more and get the most from each individual effort, making the sum of the individual efforts greater than previously tapped into. According to Corsini (1996), “Motivation is said to be directing or steering, in that it leads to the goal-directed behavior” (p. 479).

According to Woolfolk (2001) a goal is “an outcome or attainment an individual is striving to accomplish” (p. 377). When a person engages in an activity that leads to the attainment of a goal, they are involved in ‘goal-directed behavior’ (Woolfolk, p. 377). There are 4 different types of goals that influence the amount of motivation needed by

each individual in order to be reached. A 'learning' goal motivates individuals to do better and comprehend more. A 'performance' goal motivates individuals to be seen by others as capable. A 'work-avoidance' goal involves individuals who don't want to do work, be more comprehensive of topics, or look capable to others. 'Social' goals are the final type of goal, which motivates individuals to be accepted and liked by others both individuals and groups. The type of goal will alter the type and amount of motivation required to complete the goal. Woolfolk writes that Pintrich and Schunk (1996) and Stipek (1996) found that "goals that are specific, moderately difficult, and likely to be reached in the near future tend to enhance motivation and persistence" (p. 377). By motivating individuals, supervisors can focus them towards the goal-directed behavior that is desired from the organization.

#### *Status of the Economy*

Motivation can be impacted by what type of goal is trying to be reached but it can also be significantly impacted by outside factors such as environments and economies. In 2007 the USA and the world fell into a deep recession that has paralleled the depression of the 1930's. In the US, mortgage foreclosures rose to unparalleled levels causing a slow down in spending across every industry. That limited amount of spending has forced businesses into layoff situations and those laid-off individuals are then no longer able to afford their current lifestyles and homes. According to the Bureau of Labor Statistics unemployment rates went from 5% in December of 2007 to 10% in December 2009. This means that currently one in every ten Americans is without a job in the USA. One decade ago the unemployment rate was around four percent ("Labor force statistics," 2010). These high unemployment rates have two specific impacts on the workforce. For

one, those individuals who have not lost their jobs are nervous that they will. Second, those individuals who are still employed have the extra burden of picking up the workload of those individuals who are unemployed.

### *Impact of Recession*

The impact that the current recession has had has been felt in every industry and every business sector around. Organizations and individuals alike are feeling the effect of this downturn. Given the status of the economy and the impact that it has had, individuals are not only facing the fear or reality of losing a job. According to information released from the Conference Board, a research group conducting surveys on employee satisfaction every year since 1987, job satisfaction ratings are the lowest they have ever been on the subject (Aversa, 2010, p.2). According to this research, less than half of Americans who are employed feel satisfied with their jobs (Aversa, p. 1). Between these tough economies and satisfaction levels of employees, downsizing has also been a major issue, not only for those downsized, but also for the survivors that remain in those organizations.

There is a significant psychological component called the 'survivor' construct which is a term referring to individuals who have not been let go by their organizations during times of layoffs. During difficult times, when employers are trying to get rid of extra employees or employees who are not top performers, those top performers who are left behind hold the psychological burden of being a survivor. This psychological construct often resonates throughout organizations in negative ways. For instance, employee's trust in their organization as well as top management declines (Mishra, Spreitzer, & Mishra, 1998, p.83-85). Empowerment deteriorates due to employees not

wanting to take risks and there is a conscious effort to not be involved, or connected with, the work culture (Mishra et al., 1998, p.83-85). Survivors become resistant to change and competencies are questioned since they are taking on the work of those who were downsized, which usually involves different skill sets (Mishra et al., p.83-85).

According to Mishra et al. (1998), “more than 3 million jobs have been eliminated each year since 1989, for a loss of 43 million jobs since 1979...to put these cuts in perspective, 50 percent more people have been victims of layoffs than victims of violent crime” (p83). It is logical to presume that for each person laid off since 1979, there has been at least one survivor left who has had to deal with the psychological burden. Therefore, it is also logical to presume that consequently those 43 million layoffs have impacted double that amount of workers negatively. The negatively emotional situation those survivors face impacts the workplace and also impacts the levels of motivation that each of those individuals remaining face. They are required to pick up more and usually different types of work to make up for the loss of the individual who was downsized.

#### *Impact of the Economy on Motivation*

Because of the current state of the economy, it is important to examine whether or not motivation is impacted by outside forces such as a recession. Deci (2010) states:

In times of recession people become more conservative and less risk taking, acting to ensure that they keep their jobs and get a job if they don't have one. They are more concerned with pay and act more in accord with maintaining or getting it. Intrinsic is still important to them, but they are more focused than usual on the extrinsic. (Deci, personal communication, February 12, 2010).

By understanding the impact that the economy has on motivation, managers and supervisors can tailor their motivational efforts to fit the current economic status, whether it is a recession or a non-recession environment.

In terms of motivating employees during downsizing, Mishra et al. (1998) states, “trust between managers and employees is critical for effective work relationships, especially under conditions of high uncertainty or conflict” (p.84). One way to maintain employee motivation is through empowerment. Mishra et al., as cited in Niehoff, Moorman, Blakely, & Fuller (2001) suggests that through empowerment employees will feel more “self-determination and competence, giving them the confidence they need to cope with additional expectations” (p.98). This research suggests that even in a downsizing economy, employee motivation can still be impacted strongly by intrinsic job reward factors.

### Chapter 3

Chapter 3 includes information regarding the research completed for this study, the design of the survey, and its distribution. Information is also given regarding the method by which participants were chosen and some demographic information about respondents.

#### *Methodology*

The researcher created a survey in order to gain both qualitative and quantitative data surrounding the topic of workplace motivation and to address the four hypotheses stated. The intent of the survey was designed to assess both differences with workers now versus Kovach's (1995) results as well as gauge how the current economy has impacted results if at all. The use of gender and generational questions were designed to allow cross-tabulation of responses to see if those two factors impacted results. Survey respondents were contacted through their association with St. John Fisher College (SJFC).

#### *Survey Design*

The purpose of the survey was created and distributed in order to answer the previously mentioned hypotheses and to gain knowledge on employee's views since Kovach's (1995) last results were published. The survey distributed to the respondents was created on Qualtrics, survey software accessed through St. John Fisher College. There were two surveys created for respondents, one for managers and one for non-managerial respondents. Qualtrics created a link to the survey that could be sent through email distribution lists to respondents. Respondents self-identified themselves into which

group they belonged as managers or non-managers in order to follow the appropriate link to the survey.

The non-managerial respondents survey had six items, including a mix of qualitative and quantitative questions (Appendix A). The first two questions were demographic (gender and generation group). The third question was adapted from Kovach's (1995) work, listed the 10 job reward factors in random order and asked respondents to drag and drop the factors in order of importance to them. The final three questions for non-managerial respondents centered on the current economy. The first of these questions asked respondents if their rankings on the previous question had been impacted at all by the current economic situation. The next question asked for more detail to their previous response. The last question was a broad question regarding whether or not the current economic situation is worrisome to them.

The survey directed participants in a management position where asked to follow a separate link on the introductory email, which led them to a similar survey. The only way the management survey differed from the non-managerial survey was the addition of two questions and the elimination of one (Appendix B). The two supplemental questions asked management respondents to list the number of employees they oversaw and also to rank not only what job reward factors were important to their workers but to rank what reward factors they personally found important. These questions are derived from Kovach's (1995) own study results. The fact that Kovach never asked managers what motivated them personally, is probably the only real difference between Kovach's work and this survey and also is an important part of this study. The addition of this question helps to answer whether or not managers are responding to what job reward factors their

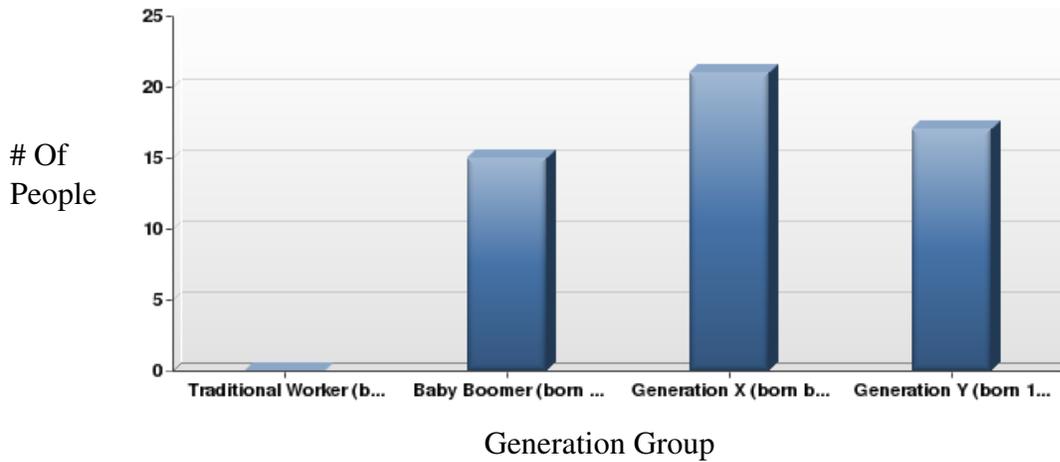
employees would find important or those that they themselves value based on personal preferences. The question that was eliminated from the management survey was the question asking participants if the state of the economy worried them.

By examining the job reward factors that managers themselves find important, the results can be compared to what those same managers believe is important to their employees. This comparison allows for analysis of whether or not managers are motivated by the same factors that they perceive to be important to their employees or whether there is a difference. Also, it is possible to analyze if there is a difference between the two and, if so, why it is that way can be examined as well.

*Participants.* The first group of respondents were the current students and alumni of the Organizational Learning and Human Resource Development program at SJFC. A letter was emailed through the current distribution list to these respondents asking them to participate (Appendix C). The second group of participants were also associated with SJFC. These respondents were included in a St. John Fisher College group email list titled “supervisors/managers”. This group had no official connection with the Organizational Learning/Human Resource Development program at St. John Fisher College and is not presumed to be HRD educated or practitioners. A second emailed letter asked for their participation as well (Appendix D).

Out of the group of respondents who classified themselves into a non-managerial role, 75 % were women. The participants classified themselves into three out of the four generational groups (shown in Figure 3.1).

Figure 3.1  
*Number of Respondents in Each Generation – Non-Managerial Respondents (Response Rate 100%)*



Within the second group of respondents, those who indicated that they held a management position, 56% were female. Unlike the non-management group of respondents, the second group categorized included all four generations. Figure 3.2 shows the distribution of generations. This second group of respondents also gave information regarding the number of people they manage (see Figure 3.3)

Figure 3.2  
*Number of Respondents in Each Generation – Management Respondents (Response Rate 100%)*

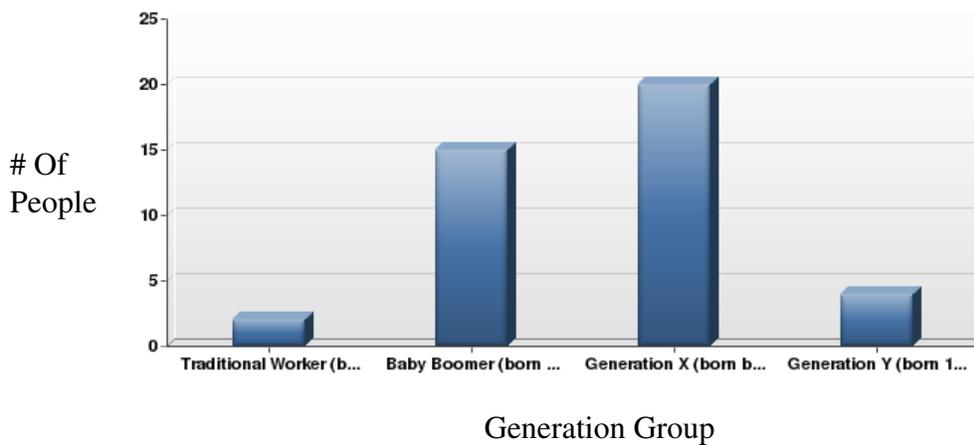
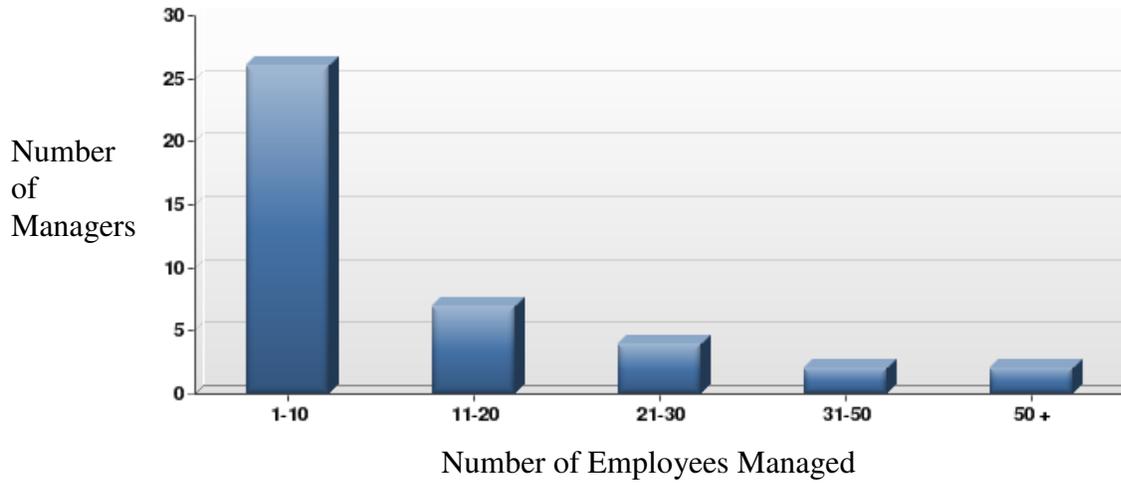


Figure 3.3.  
*Number of People Managed by Management Respondents (Response Rate 100%)*



## Chapter 4

Chapter 4 discusses the data obtained through the above-mentioned survey. Results on each question are given for both manager responses and non-management responses. A more detailed analysis of the data will be completed in Chapter 5.

### *Analysis of Data*

Due to the nature of the email distribution lists (not correct data, non-updated data, etc.) there is no way to know exactly how many people the survey link reached. The survey was active between 1/31/10 and 2/16/2010 with 57 non-managerial respondents and 50 managerial respondents answers recorded. Response rates recorded throughout the study are from those individuals who completed the survey.

*Non-Managerial Results.* In terms of the respondents who did not classify themselves into a management role, 75% were female and 25% male. The majority of these respondents (40%) were born between 1961 and 1979 (Generation X), 32% were born in 1980 or after (Generation Y), The remaining 15 respondents (28%) placed themselves in the Baby Boomer category (born between 1946 – 1960). In the non-management survey, there were no individuals born before 1946 (Traditional Workers). All data for non-managerial respondents can be found in Appendix E.

When asked to rank Kovach's (1995) job reward factors in order of importance to them personally, non-management respondents answered the following:

Table 4.1  
*2010 Non-Managerial Rankings*

Job Reward Factor	Ranking
Interesting Work	1
Good Wages	2
Good Working Conditions	3
Full Appreciation of Work Done	4
Promotion and Growth in the Organization	5
Job Security	6
Feeling of Being in on Things	7
Personal Loyalty to Employees	8
Tactful Discipline	9
Sympathetic Help with Personal Problems	10

Note. These responses were based on the calculated weighted averages from the total item response rate from each of the ten reward factors (Whipple, personal communication, 3/2/2010). These averages were then arranged in an ascending order to give the results reported.

Sixty five percent of respondents did not feel that their ranking in the above chart was impacted by the current economy. By looking at Table 4.2 it can be seen that Baby Boomers and Generation Y respondents typically felt more impacted by the current economy while Generation X workers were not. This relationship however, was not found to be statistically significant,  $\chi^2(3) = 2.37, p < 0.05$ . When asked if the rankings were impacted by the current economy males significantly stated that they were not worried while females reported being more worried (see Table 4.3). A statistically significant relationship was found between gender and being impacted by the current economy,  $\chi^2(1) = 5.93, p < 0.05$ .

Table 4.2  
*Non-Management Economy vs. Generation Group*

		Generation/Age Group				Total
		Traditional Worker (born before 1946)	Baby Boomer (born between 1946 - 1960)	Generation X (born between 1961 - 1979)	Generation Y (born 1980 and after)	
	Yes	0	6	5	8	19
Looking at your list from the previous question, has your ranking been impacted by the current econo...	No	0	9	16	9	34
	Total	0	15	21	17	53

Table 4.3  
*Non-Management Economy vs. Gender*

		Gender		Total
		Male	Female	
	Yes	1	18	19
Looking at your list from the previous question, has your ranking been impacted by the current econo...	No	12	22	34
	Total	13	40	53

However 78% of all respondents, both male and female, did respond that the current state of the economy is worrisome to them. When asked to elaborate more on whether or not the economy had an impact on reward factor ratings, respondents gave a variety of answers. The following is a sample of those responses:

- *“Although I have always been cognizant that job security is somewhat of a concern, having my position be constantly in limbo due to the economy is not something that I have been accustomed to. Furthermore, seeing how upsetting it*

*is to be worrying if everyday might be your last day employed has made me re-evaluate my priorities and has prompted me to seek employment at another company.”*

- *“I now value job security much more than before. I also see first-hand how selective employers are because of such a large pool of eligible candidates and want to stay at my organization longer than before (the economy).”*
- *“I don't think that the current economic conditions have impacted my feelings on this. I think that these would be my rankings either way.”*
- *“I am more concerned now about job security than I have been in the past. I am also more concerned about the ability to move forward in an organization and have the opportunity to make more money. I believe this is due to the instability of the economy - it is a big concern of mine to have a steady income.”*
- *“In today's work environment, you can't take anything for granted - i.e., keeping your job, being appreciated, perks, etc. - you feel fortunate to simply have a job when so many others are out of work”*
- *“For me, I feel that I control some of what's on the list (i.e. promotion and growth opportunities, job security, good wages, etc.) based on my performance, not based on current economic conditions. Fortunately, I work for a company that has a "pay for performance" philosophy, and if I do well and go above and beyond, I will be rewarded with growth opportunities.”*

A theme analysis of the qualitative responses found that the theme of job security and remaining employed appeared more often in responses than any other theme, approximately 1/3 of the time. The economy's impact on others also was reported as an

important theme as people reported seeing others lose their jobs and the insecurity it has caused in their own personal lives. Other notable themes include remaining happy and satisfied by one's work, having family to care for, age/where they are in their lives, and income expectations. Three individuals indicated through their qualitative response that they have not been impacted nor felt they would be impacted by economic changes.

*Management Results.* For the respondents who placed themselves into a management position 25 respondents (56%) were female, 21 male (44%). Four respondents did not answer the gender question. Of these respondents the majority, (49%) were born between 1961 and 1979 (Generation X). 37% are Baby Boomers (born between 1946 and 1960). Only 10% were born on or after 1980. And only 2 respondents are Traditional Workers (born before 1946). Of these respondents 65% manage between 1 to 10 people. 15% manage between 11-20 people. Only 4 individuals manage over 31 people. All data from management participants can be seen in Appendix F.

When asked to rank Kovach's (1995) ten job reward factors in order of importance to their *employees* managers responded with the information listed in the first column of Table 4.4. Managers were then asked to rank the same job reward factors in order of importance to *them* personally. The response is shown in the second column of Table 4.4. Compared side by side, Table 4.4 shows the similarities and differences between what managers feel is important to them as well as what they perceive is important to their employees as well as Kovach's results.

Table 4.4  
 2010 Managerial Rankings for Employees vs. Themselves

Job Reward Factor	Employees	Themselves	Difference	Kovach's Results
Interesting Work	2	1	-1	5
Good Wages	3	3	0	1
Good Working Conditions	5	8	+3	4
Full Appreciation of Work Done	1	2	+1	8
Promotion and Growth in the Organization	6	4	-2	3
Job Security	4	6	+2	2
Feeling of Being in on Things	7	7	0	10
Personal Loyalty to Employees	8	5	-3	7
Tactful Discipline	9	9	0	9
Sympathetic Help with Personal Problems	10	10	0	6

Forty six percent of managers say that their rankings to the previous questions were impacted by the current economic status. However, a statistically significant relationship was not established between both gender and generational group with regards to whether or not rankings were impacted by the current economy,  $\chi^2(1) = 1.72$ ,  $p < 0.05$  and  $\chi^2(3) = 3.68$ ,  $p < 0.05$  respectively. When asked to elaborate on their reported rankings, managers gave the following sample of responses:

- “Regardless of the current economic situation, feeling valued and appreciated outweighs pay. There will be less loyalty on both ends (employee and employer) as the economy gets worse, so this might be something outside of the control of the employer, but it still ranks as important. Promotion at this stage in my career is not a carrot for me; promotions are only valuable when the work is interesting*

*and brings a sense of satisfaction. Again, what is the point of churning out 60 hours a week if there is no personal satisfaction, and no appreciation except a paycheck? We have become a very title-driven society in the work environment, which has carried over into unrealistic expectations for students, and employees.”*

- *“With the amount of jobs lost in the past couple of years, job security is of the utmost importance. (especially if you have a family)”*
- *“I would say that my needs from a manager are the same in any economic situation- feeling valued for the job I am doing, given freedom to do what I think is best and having an open and honest relationship. Job security doesn't worry me if I believe I am doing a great job and am appreciated by my boss, as well as showing adequate appreciation for those who work for me.”*
- *“Budget constraints, being able to do our jobs effectively with the resources available and knowing that at this time it is difficult to impossible to increase staff, and knowing that cuts may need to be made.”*
- *“With so much uncertainty in the job market and unemployment just under 10% nationwide, job security has become that much more important to me. I would not want to have to look for work in this challenging environment.”*
- *“Job security has shot up the charts for me. Before I didn't really worry about it because I figured I might even be able to land a better job if I was let go for some reason. Now I am scared to death to lose my job. A few years ago I probably would have had the promotion & growth at #1.”*

- *“I think that many people will more highly value good wages and job security in the current economic climate than they may have 3 to 5 years ago, I certainly do.”*

Another theme analysis was conducted from the qualitative responses that managers reported. The results from the theme analysis indicated the strongest theme, a quarter or responses, to be satisfaction and happiness with ones work. Job security and the impact the economy has had on others were other strong themes reported. Responses with themes related to age and family were also reported with consistency throughout the manager’s responses.

#### *Brief Summary of Results*

Kovach’s (1995) results and the results listed above cover over six decades of workers. During those decades economies, governments, and individual preferences have changed for workers in the USA. It is important to comprehend today’s results not only by themselves but also alongside Kovach’s three previous studies. By doing this comparison, trends can be established as well as the impact of outside forces such as recessions.

In order to understand what is important and what motivates employees today the results from this study’s survey is listed in Table 4.5 next to Kovach’s (1995) results from 1946 and 1995.

Table 4.5  
*Employee Survey Results over the Years*

Reward Factor	1946	1995	2010
Full appreciation of work done	1	2	4
Feelings of being in on things	2	3	7
Sympathetic help with personal problems	3	10	10
Job Security	4	4	6
Good Wages	5	5	2
Interesting Work	6	1	1
Promotion and Growth in the Organization	7	6	5
Personal loyalty to employees	8	8	8
Good working conditions	9	7	3
Tactful discipline	10	9	9

Table 4.6 shows managers responses, both from Kovach (1995) over the years compared to what managers most recently responded as being important to both themselves as well as to their employees.

Table 4.6  
*Manager Responses 1995 and 2010*

Reward Factor	Kovach	2010 (Towards Employee)	2010 (Towards Self)
Good wages	1	3	3
Job security	2	4	6
Promotion and growth in the organization	3	6	4
Good working conditions	4	5	8
Interesting work	5	2	1
Personal loyalty to employees	6	8	5
Tactful discipline	7	9	9
Full appreciation of work done	8	1	2
Sympathetic help with personal problems	9	10	10
Feeling of being in on things	10	7	7

Unfortunately, due to the limitations of the electronic survey software that was used an analysis of job reward factors by gender and generational affiliation was not possible.

## Chapter 5

Chapter 5 includes a more detailed discussion about the survey results including comparison charts and key findings. Each hypothesis, stated in chapter 1, is discussed with regards to the data analysis. The hypothesis section is followed by both a conclusion section and a discussion on the limitations of the study. The paper ends with a section on recommendations for future research.

### *Discussion of Results*

*Key Findings.* One of the most notable key findings is the shift of workers' motivators towards extrinsic factors (see Table 5.1). Workers have shifted 'good wages' from the number 5 position in 1946 and 1995 to the number 2 position in 2010. Similarly, 'good working conditions' has been raised from the number 7 spot in 1995 to the number 3 spot in 2010. These results confirm Deci's (2010) claim that during times of recession intrinsic motivators are still important but extrinsic motivators become more focused on during this time than in times of economic booms. These shifts towards extrinsic motivators can be explained by the instability of the current world economy, the uncertainty of jobs, and a desire from employees to have good working conditions within those unstable environments. This instability causes individuals to focus more on taking care of what Maslow (1954) termed his 'physiological needs' including food, shelter, and protection from the elements.

Table 5.1  
*Difference in Employee and Manager Responses in 1995 and 2010*

Reward Factor	Employee Response 1995	Employee Response 2010	Difference	Manager Response (towards employee) 1995	Manager Response (towards employee) 2010	Difference
Full appreciation of work done	2	4	-2	8	1	+7
Feelings of being in on things	3	7	-4	10	7	+3
Sympathetic help with personal problems	10	10	0	6	10	-4
Job Security	4	6	-2	2	4	-2
Good Wages	5	2	+3	1	3	-2
Interesting Work	1	1	0	5	2	+3
Promotion and Growth in the Organization	6	5	+1	3	6	-3
Personal loyalty to employees	8	8	0	7	8	-1
Good working conditions	7	3	+4	4	5	-1
Tactful discipline	9	9	0	9	9	0

In terms of a shift in results in the other direction more intrinsic motivational factors shifted away from being as important than the extrinsic factors. 'Full appreciation of work done', 'feeling of being in on things', and 'job security' all lost positions and seem to be less important to today's workers than previously recorded in the past.

Kovach (1995) in previous studies only asked supervisors what they believed was important to their employees and not what was important to them personally. Given the results from this study, the differences between those two can now be compared. Managers were less motivated by certain reward factors than they believed their employees were. For instance, 'job security', 'good working conditions', and 'full appreciation of work done' were less important to managers than they believed were important to employees. On the other hand, 'promotion and growth in the organization'

and 'interesting work' were more important to managers than they believed was important to their employees. Managers ranked 'good wages', 'tactful discipline', 'sympathetic help', and 'being in on things' the same across the two dimensions.

Comparing the results of managers perceptions of employees from above to Kovach's (1995) results there were no similar results when discussing managers answers. Some of the largest changes included 'full appreciation of work done' moving from Kovach's number 8 ranking to the number 1 ranking in 2010. All of the remaining reward factors showed a maximum change of three spots between 1995 and 2010.

Given the data reported above about the changes in Kovach's (1995) results and the qualitative results from this study Hypothesis H1 can be proven. For instance, "job security has increased for me due to the current economic situation" and "job security is higher than it previously would have been" are both examples of workers motivations changing since Kovach performed is last survey.

*Hypothesis H2* does not have statistically significant data in order to be proven, however, the data do show indications of a relationship. For instance, 78% of non-managerial respondents stated that the current state of the economy is worrisome to them. Given that statistic, only 35% of that same population stated that their ranking has been impacted by the economy, however, many qualitative comments suggested that a change in an individuals work status from employed to unemployed would change their current ranking. One respondent stated, "In today's work environment, you can't take anything for granted - i.e., keeping your job, being appreciated, perks, etc. - you feel fortunate to simply have a job when so many others are out of work". As stated previously with regards to the theme analysis performed on the qualitative data, a similar theme of

maintaining employment and the worry that revolves around that status resonates throughout the manager's data as well.

*Hypothesis H3* was tested by cross-tabulating data on job reward factors and economic questions with gender. Table 5.2, 5.3, and 5.4 show the responses by manager and non-managers based on gender.

Table 5.2

*Non-Management 'State of the Economy' Responses By Gender*

Is the state of the economy worrisome to you?

	Male	Female	
<b>Yes</b>	10	28	38
<b>No</b>	3	8	11
	13	36	

$X^2(1) = 16.56, p < 0.05$

Table 5.3

*Non-Management 'Ranking Impact' Responses By Gender*

Has your ranking been impacted by the current economy?

	Male	Female	
<b>Yes</b>	1	18	19
<b>No</b>	12	22	34
	13	40	

$X^2(1) = 5.93, p < 0.05$

Table 5.4

*Management 'Ranking Impact' Responses by Gender*

Has your ranking been impacted by the current economy?

	Male	Female	
<b>Yes</b>	7	14	21
<b>No</b>	13	11	24
	20	25	

$X^2(1) = 1.72, p > 0.05$

Both Table 5.2 and Table 5.3 do show a statistically significant relationship. By looking at the data charts above it can be seen that individuals are more worried by the state of the

economy and non-management respondents gender impacted their answers. As stated above, there is statistically significant data to support *Hypothesis H3*.

*Hypothesis H4* states that there are differences among responses based on the respondent’s generational affiliation (Traditional Worker, Baby Boomer, Generation X, Generation Y). The data surrounding this hypothesis were gathered in the same fashion as the data for hypothesis *H3*. Tables 5.5 and 5.6 report that data.

Table 5.5  
*Non-Manager Responses Based on Generation Group*

		Generation/Age Group				Total
		Traditional Worker (born before 1946)	Baby Boomer (born between 1946 – 1960)	Generation X (born between 1961 - 1979)	Generation Y (born 1980 and after)	
	Yes	0	12	13	13	38
Is the state of the economy worrisome to you?	No	0	2	7	2	11
	Total	0	14	20	17	49

Table 5.6  
*Manager Responses Based on Generation Group*

		Generation/Age Group				Total
		Traditional Worker (born before 1946)	Baby Boomer (born between 1946 - 1960)	Generation X (born between 1961 - 1979)	Generation Y (born 1980 and after)	
	Yes	2	5	11	3	21
Looking at your list from the previous question, has your ranking been impacted by the current econo...	No	0	10	10	4	24
	Total	2	15	22	7	50

As the tables above indicate, the majority of respondents came from the Generation X group. Results show that out of all the generation groups, Generation Y had the least amount of worry over the state of the economy as well as the most amount of people who did not feel their rankings were impacted by the state of the current economy. This is most likely due to where Generation Xer's find themselves currently in life. This particular generation is not about to retire, unlike Traditional Workers and Baby Boomers, therefore they aren't as worried about financial setbacks due to the economy, they have time to re-coop any financial losses or career turns. On the other hand, they are not struggling to settle down and become financially secure like many Generation Yer's are attempting to do. The difference between Gen X and Gen Y is significant as Aversa (2010) writes, "the recession has been especially hard on young workers, who face fewer opportunities now and lower wages" (Aversa, 2010, 2). The data collected in Tables 5.5 and 5.6 do not yield statistically significant data to prove Hypothesis H4,  $\chi^2(3) = 3.05, p > 0.05$  and  $\chi^2(3) = 2.37, p > 0.05$  respectively.

### *Conclusions*

One of the most significant results from this study is the understanding that what factors motivate employees the most is volatile and continues to change with the vast amount of external and internal factors that impact every employee's life. No one reward factor will remain the 'most important' if the world around that employee is constantly changing. It is like asking a child what they want to be when they grow up and then expecting that answer to remain the same throughout their life. The state of the current economy and the stress that it has placed on employees has forced individuals to focus more on the extrinsic factors than intrinsic reward factors.

Managers and supervisors must take into consideration the varying conditions that impact what motivates employees to do well and use that knowledge to tap into the great potential that every person possesses. If managers can understand that during times of recession and difficulty their employees will be motivated more by such factors as good wages and job security, they will have the upper hand. On the other side, during times of economic growth and boom, managers should attempt to motivate, not through extrinsic motivators but instead focus on the intrinsic ones.

Supervisors also must be willing to view their employee's motivations on an individual basis. Gender has been proven in this research to have a statistically significant relationship with how respondents felt both about the economy as well as their ratings of job reward factors.

#### *Limitations of the Study*

There were two limitations to this study that should be discussed for clarification purposes. In terms of Kovach's (1995) work compared to the current research there are some notable differences. For one, Kovach's publications did not include significant data on how he analyzed his survey results to get to the final stage of his presented and published data. This study could not, therefore, identically replicate Kovach's research process. Secondly, Kovach's populations were also much greater in number, 1000 participants in each year the survey was conducted, which could have altered results. Two of the four Hypotheses stated could not be statistically proven.

#### *Recommendations for Future Research*

It is valuable to have Kovach's previous research spanning back to the 1940's to be able to see the trends that employees and supervisors follow with regards to what

motivator's impact them. To continue this research would be extremely beneficial in understanding what motivations change as results of outside forces such as economic crises, booms, generational changes, etc.

It would also be valuable to understand if the ten reward factors outlined by Kovach (1995) should change with the times. It is valuable on one end to keep them constant and controlled while only changing the polled population. On the other hand, it would be interesting to see if those reward factors have become a product of the past. For instance, 'sympathetic help with personal problems' ranked number 10 in both 1995 and in 2010 pointing to the fact that that job reward factor might no longer be important to the population and should then be removed and replaced with a more valuable and current reward factor.

Also, it would be interesting as well as important to be able to determine if a relationship could be established based on where individuals ranked the job motivational factors and both their gender and generational affiliation.

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Appendix A  
Non-Managerial Survey Questions

## 1. Gender

- Male
- Female

## 2. Generation/Age Group

- Traditional Worker (born before 1946)
- Baby Boomer (born between 1946 - 1960)
- Generation X (born between 1961 - 1979)
- Generation Y (born 1980 and after)

3. Please rank the following ten motivational job factors in order of importance to you. Click, drag, and drop each factor into order (1 being most important 10 being least important). You might want to consider ranking the most important factor first, then the least important factor next, followed by the second most important factor and the second least important factor and so on until all factors have been rated.

- 1 Interesting work
- 2 Tactful discipline
- 3 Personal loyalty to employees
- 4 Feeling of being in on things
- 5 Good wages
- 6 Job security
- 7 Sympathetic help with personal problems
- 8 Promotion and growth in the organization
- 9 Good working conditions
- 10 Full appreciation of work done

4. Looking at your list from the previous question, has your ranking been impacted by the current economic situation?

- Yes
- No

5. Please explain in detail your answer to Question 4.

6. Is the state of the economy worrisome to you?

- Yes
- No

## Appendix B Management Survey Questions

### 1. Gender

- Male
- Female

### 2. Generation/Age Group

- Traditional Worker (born before 1946)
- Baby Boomer (born between 1946 - 1960)
- Generation X (born between 1961 - 1979)
- Generation Y (born 1980 and after)

### 3. Number of people you manage

- 1-10
- 11-20
- 21-30
- 31-50
- 50 +

4. Please rank the following ten motivational job factors in order of importance to YOUR EMPLOYEES. Click, drag, and drop each factor into order (1 being most important 10 being least important). You might want to consider ranking the most important factor first, then the least important factor next, followed by the second most important factor and the second least important factor and so on until all factors have been rated.

- 1 Interesting work
- 2 Tactful discipline
- 3 Personal loyalty to employees
- 4 Feeling of being in on things
- 5 Good wages
- 6 Job Security
- 7 Sympathetic help with personal problems
- 8 Promotion and growth in the organization
- 9 Good working conditions
- 10 Full appreciation of work done

5. Please rank the following ten motivational job factors in order of importance to YOU personally. Click, drag, and drop each factor into order (1 being most important 10 being least important). You might want to consider ranking the most important factor first, then the least important factor next, followed by the second most important factor and the second least important factor and so on until all factors have been rated.

- 1 Interesting work
- 2 Tactful discipline
- 3 Personal loyalty to employees
- 4 Feeling of being in on things

- 5 Good wages
- 6 Job security
- 7 Sympathetic help with personal problems
- 8 Promotion and growth in the organization
- 9 Good working conditions
- 10 Full appreciation of work done

6. Looking at your list from the previous question, has your ranking been impacted by the current economic situation?

- Yes
- No

7. Please explain in detail your response to question 5.

Appendix C  
Letter to First Group of Participants

Current Cohorts and Alumni:

I am currently in the process of completing my Capstone project and need your help desperately! The company I was planning on surveying backed out along with my backup company. As you know, this project is difficult enough without plans falling through. This is where I am hoping that you will take a few minutes to help me out.

My survey measures job reward factors. It asks 7 questions (8 for managers) and takes less than 5 minutes to complete (links are below). If you would please take a few minutes and fill out my survey you would be helping me out tremendously. If the survey is something you could pass along to other coworkers or your organization it would help even more.

I would greatly appreciate your participation. If you have any questions please feel free to contact me at [pianicoleclark@gmail.com](mailto:pianicoleclark@gmail.com) or at (607) 351 – 0870.

Cohort 12 - if you helped me by taking the survey during the design process please take the survey again since the results will now be recorded. Thanks.

Sincerely,  
Pia Clark  
Cohort 12

If you are in a **MANAGEMENT position** please follow this link to complete the survey:  
[http://sjfc.qualtrics.com/SE?SID=SV\\_78PcSs918x6ZmDi&SVID=Prod](http://sjfc.qualtrics.com/SE?SID=SV_78PcSs918x6ZmDi&SVID=Prod)

If you are in a **NON-MANAGEMENT position** please follow this link to complete the survey:  
[http://sjfc.qualtrics.com/SE?SID=SV\\_8BpTzZTru0hzDWk&SVID=Prodsurvey](http://sjfc.qualtrics.com/SE?SID=SV_8BpTzZTru0hzDWk&SVID=Prodsurvey)

Appendix D  
Letter to Second Group of Participants

SJFC Managers and Supervisors:

I am currently in the process of completing my Capstone project. My survey measures job reward factors. It asks 7 questions (8 for managers) and takes less than 5 minutes to complete (links are below). If you would please take a few minutes and fill out my survey you would be helping me out tremendously. If the survey is something you could pass along to other coworkers or your organization it would help even more.

I would greatly appreciate your participation. If you have any questions please feel free to contact me at [pianicoleclark@gmail.com](mailto:pianicoleclark@gmail.com) or at (607) 351 – 0870. Thanks.

Sincerely,  
Pia Clark

If you are in a **MANAGEMENT position** please follow this link to complete the survey:  
[http://sjfc.qualtrics.com/SE?SID=SV\\_78PcSs918x6ZmDi&SVID=Prod](http://sjfc.qualtrics.com/SE?SID=SV_78PcSs918x6ZmDi&SVID=Prod)

If you are in a **NON-MANAGEMENT position** please follow this link to complete the survey:  
[http://sjfc.qualtrics.com/SE?SID=SV\\_8BpTzZTru0hzDWk&SVID=Prodsurvey](http://sjfc.qualtrics.com/SE?SID=SV_8BpTzZTru0hzDWk&SVID=Prodsurvey)

## Appendix E Non-Management Survey Results

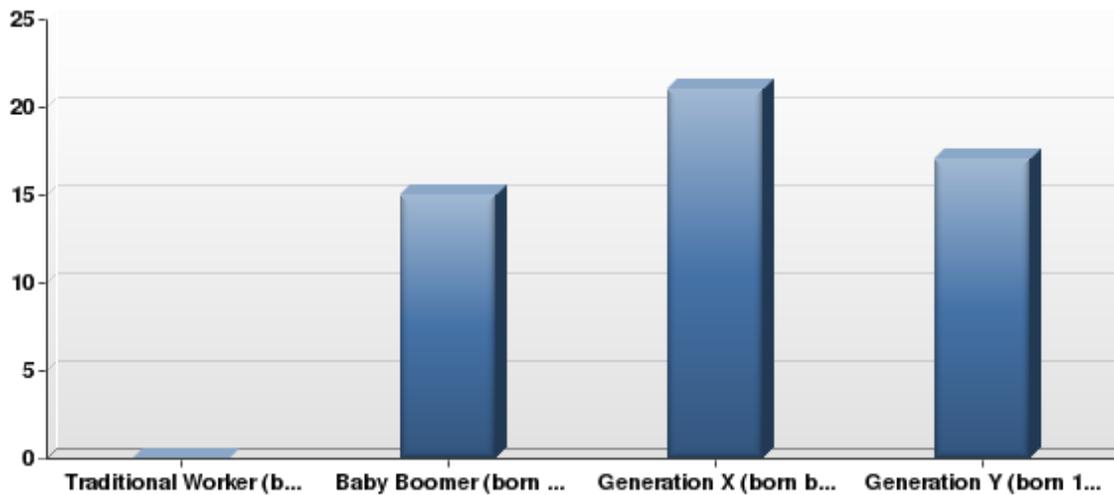
Non-Management Survey Results

Last Modified: 03/28/2010

### 1. Gender

#	Answer	Response	%
1	Male	13	25%
2	Female	40	75%
	Total	53	100%

### 2. Generation/Age Group



#	Answer	Response	%
1	Traditional Worker (born before 1946)	0	0%
2	Baby Boomer (born between 1946 - 1960)	15	28%
3	Generation X (born between 1961 - 1979)	21	40%
4	Generation Y (born 1980 and after)	17	32%
	Total	53	100%

**3. Please rank the following ten motivational job factors in order of importance to you. Click, drag, and drop each factor into order (1 being most important 10 being least important). You might want to consider ranking the most important factor first, then the least important factor next, followed by the second most important factor and the second least important factor and so on until all factors have been rated.**

#	Answer	1	2	3	4	5	6	7	8	9	10	Responses
1	Interesting work	32	7	4	3	2	4	1	0	1	0	54
2	Tactful discipline	0	1	3	3	1	6	10	5	14	11	54
3	Personal loyalty to employees	1	2	4	6	5	6	8	15	6	1	54
4	Feeling of being in on things	0	2	5	9	7	11	1	9	6	4	54

5	Good wages	7	7	10	9	8	6	2	3	1	1	54
6	Job security	1	6	5	11	6	8	6	6	4	1	54
7	Sympathetic help with personal problems	0	0	0	0	2	1	9	2	13	27	54
8	Promotion and growth in the organization	4	6	11	4	6	4	7	6	2	4	54
9	Good working conditions	6	12	5	5	7	6	3	5	5	0	54
10	Full appreciation of work done	3	11	7	4	10	2	7	3	2	5	54
	Total	54	54	54	54	54	54	54	54	54	54	

Statistic	Interesting work	Tactful discipline	Personal loyalty to employees	Feeling of being in on things	Good wages	Job security	Sympathetic help with personal problems	Promotion and growth in the organization	Good working conditions	Full appreciation of work done
Mean	2.22	7.59	6.33	6.09	4.07	5.30	8.93	5.07	4.48	4.91
Variance	3.80	4.74	4.79	5.18	4.90	5.12	1.99	7.24	6.74	7.41
Standard Deviation	1.95	2.18	2.19	2.28	2.21	2.26	1.41	2.69	2.60	2.72
Total Responses	54	54	54	54	54	54	54	54	54	54

**4. Looking at your list from the previous question, has your ranking been impacted by the current economic situation?**

#	Answer	Response	%
1	Yes	19	35%
2	No	35	65%
	Total	54	100%

**5. Please explain in detail your answer to Question 4.**

Text Response

Job security has increased for me due to the current economic situation.

I know that I am going to be having a number of careers at different organizations throughout my lifetime regardless of the economy.

My motivators are more driven by my current employment situation (employed) than by the general economic situation. If I was unemployed, I might change some rankings, but the things that motivate me don't change that often.

As I look at the list, I don't think I would have answered any different 5 years ago or 7 years ago when the economy was somewhat stronger. Without meaningful work, and an appreciation of work being done, wages may not compensate for an intolerable situation. Even in the most volatile economy, sometimes people make choices to find different employment if the current situation does not have some of the higher motivational factors. This is interesting, because I was just discussing this exact same issue with friends. My scenario was: Let's say, there were ten components to a job (for example, wages, or work environment, etc) and let's say three of the ten components were not being met. This might be a situation you can live with or learn to compensate for (as many do). However if say, eight out of the ten components were not being met, then this might be an intolerable situation, forcing you to leave just for the sake of your sanity and well-being...despite the economic situation. I think a major factor left out of this list is, specifically, the supervisor...which by the way, statistics show is the primary reason for people leaving their job for other opportunities.

Job security--both because of the economy but also because of my age and the fact I'm divorced--is higher than it previously would have been.

Economic climates are cyclical, short-term conditions. Being personally invested in one's work and having opportunities for advancement are long-range motivational factors.

<p>The current economic situation didn't impact my rankings because I ranked them based on any situation.</p>
<p>I rated good wages and job security more towards the least important rankings.</p>
<p>In order to be truly happy in your work, you need to follow your passion. If you are not passionate about what you do for a living, then nothing will motivate you.</p>
<p>In my line of work the economy plays less impact than union negotiations.</p>
<p>I would like have liked "unsure" as a choice to the previous question, but that wouldn't have given you what you're looking for I guess. I'm not sure the current state of the economy has as much an effect on my rankings as my personal situation does. I am a single parent and have been with my company for 20 years. I make a good salary, but if I didn't, "good wages" would probably have been my first choice (2 kids, mortgage, etc.) I think my choice of rankings has more to do with who I am and where I'm at than my age group, gender, or current economic conditions.</p>
<p>Job security has always been important to me and would have always been in the top 3, but seeing how people employed by unstable companies have lost their jobs, it has become even more important to me</p>
<p>As of right now, no...but if my husband were to lose his job then salary would definitely be my number one factor.</p>
<p>I understand and like what I am doing at the moment</p>
<p>In order to stay motivated and committed, the work needs to be somewhat interesting, or the tendency is to feel like a robot. Loyalty is rare today, and that is definitely a key motivator to staying at a job, even if it isn't a dream job. I would feel a greater sense of job security if loyalty was a part of the environment.</p>
<p>Jobs are difficult to find. With a family to take care of, the concept of job security is very important to me.</p>
<p>In today's work environment, you can't take anything for granted - i.e., keeping your job, being appreciated, perks, etc. - you feel fortunate to simply have a job when so many others are out of work</p>
<p>I am more concerned now about job security than I have been in the past. I am also more concerned about the ability to move forward in an organization and have the opportunity to make more money. I believe this is due to the instability of the economy - it is a big concern of mine to have a steady income.</p>
<p>Since I was unable to take full advantage of my degree in HRD I was able to transfer these skills into public education. For the last 4 years I have been tenured which offers complete job security. While security in today's job market is important, and knowing I have a job for as long as I want is comforting it had no bearing as to the weight I placed upon it.</p>
<p>I need to maintain a job at my current organization for two more years, so the salary and other factors are not as important.</p>
<p>The current economic situation has not featured in my answering of the question.</p>
<p>As a conservative household, we lived lean before it was necessary and as such have not had to make many concessions others have had to. This also affords personal financial security not contingent upon earning a paycheck each week.</p>
<p>I'm lucky in that I was able to find a fantastic job almost as soon as I graduated from college. I wasn't forced to have to search for months and/or settle on a job that I didn't like just because I needed the money. I have always believed that if you find a job you like doing and you enjoy the culture, everything else will fall into place.</p>
<p>Although there is a great deal of economic turmoil happening that is impacting the current company I work for luckily for me my position within the company is somewhat unique and provides me with a fair amount of job security so I can still focus on growth opportunities.</p>
<p>I don't think that the current economic conditions have impacted my feelings on this. I think that these would be my rankings either way.</p>
<p>I work in a stable industry - which had very little impact on the current poor economic conditions, due to that - I can focus on what is most important to me.</p>
<p>Job security is a little more important in today's economic climate. Also being an older worker, I feel there is less time to be "finding my way."</p>
<p>No, I think I would rate this way in regards to any current economic situation.</p>
<p>My ranking has been impacted somewhat. Good wages are important to have in a job. Job security is important too, but anything can happen these days, so one should always have some sort of Plan B regarding a job just in case.</p>
<p>The economic climate is a cyclical condition that is of little consequence compared to other long-range motivational factors listed above.</p>
<p>Job security is higher than it previously would have been.</p>
<p>I have been working since 1972, so I am well seasoned in surviving an economic downturn. Also, I was unable to prioritize everything in Question 3. I use a laptop without a mouse, so I could not click and drag. So, here is a quick rundown: 1. Interesting work 2. Good working conditions 3. Good wages 4. Job security 5. Promotions &amp; growth opportunity 6. Full appreciation of work done 7. Personal loyalty to employees 8. Feeling of "being in" on things 9. Sympathetic help with personal problems 10. Tactful discipline Hope this helps you!</p>
<p>For me, I feel that I control some of what's on the list (i.e. promotion and growth opportunities, job security, good wages, etc.) based</p>

on my performance, not based on current economic conditions. Fortunately, I work for a company that has a "pay for performance" philosophy, and if I do well and go above and beyond, I will be rewarded with growth opportunities.

Although I have always been cognizant that job security is somewhat of a concern, having my position be constantly in limbo due to the economy is not something that I have been accustomed to. Furthermore, seeing how upsetting it is to be worrying if everyday might be your last day employed has made me re-evaluate my priorities and has prompted me to seek employment at another company.

I now value job security much more than before. I also see first-hand how selective employers are because of such a large pool of eligible candidates and want to stay at my organization longer than before (the economy).

No. No matter what the pay, or how nice supervisor is, I would die if job not interesting. But, as a practical person, I want to earn livable wage and not worry that my job was going to be eliminated. However, I don't feel the need to be close friends with my supervisor or co-workers, so sympathy not needed. Have already been promoted as high as possible in current position, and do not see another in this organization that I am interested in transferring to.

Fear of losing a job would not impact how I perceived motivational factors. It's more about satisfaction while in the job. I've already been through losing a job due to the economy, there's nothing I could have done in my job to prevent it so therefore "job security" could not serve as a motivational factor. Right now I have a fairly interesting job with relatively low wages but am also motivated by the next two things on my list. If I found a job that paid better and offered growth, with all other things equal, I'd leave.

Statistic	Value
Total Responses	40

**6. Is the state of the economy worrisome to you?**

#	Answer	Response	%
1	Yes	39	78%
2	No	11	22%
	Total	50	100%

## Appendix F Management Survey Results

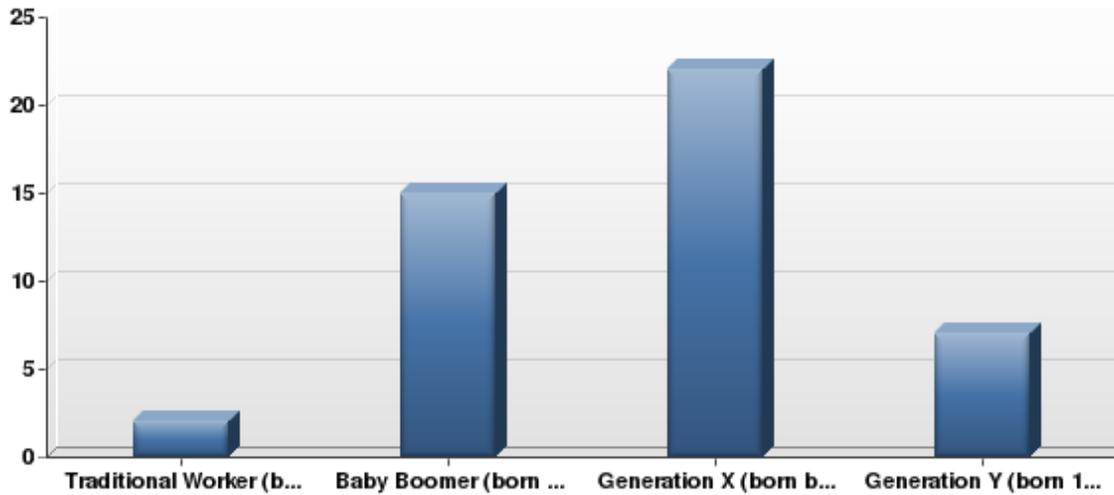
**Manager Workplace Motivation**

Last Modified: 03/28/2010

**1. Gender**

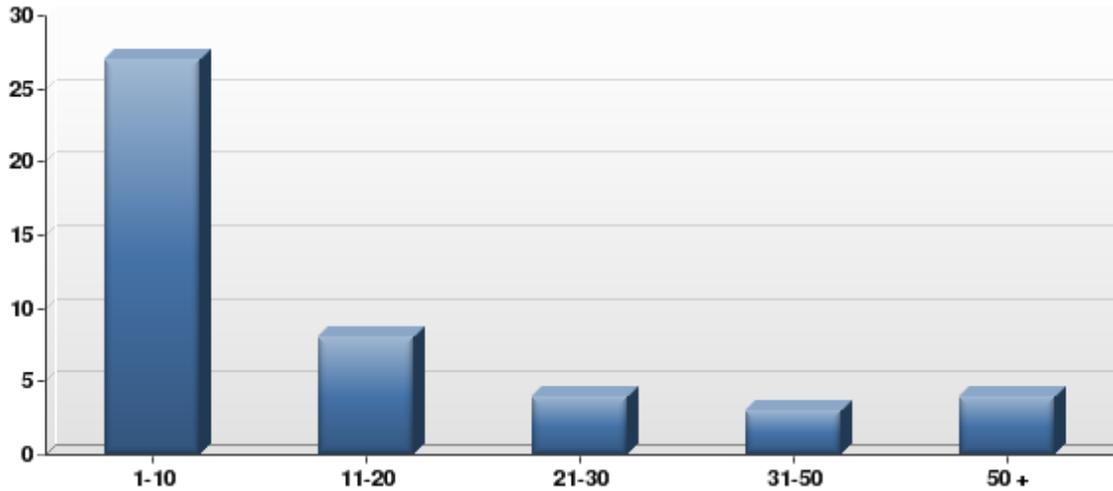
#	Answer	Response	%
1	Male	21	46%
2	Female	25	54%
	Total	46	100%

**2. Generation/Age Group**



#	Answer	Response	%
1	Traditional Worker (born before 1946)	2	4%
2	Baby Boomer (born between 1946 - 1960)	15	33%
3	Generation X (born between 1961 - 1979)	22	48%
4	Generation Y (born 1980 and after)	7	15%
	Total	46	100%

**3. Number of people you manage**



#	Answer	Response	%
1	1-10	27	59%
2	11-20	8	17%
3	21-30	4	9%
4	31-50	3	7%
5	50+	4	9%
	Total	46	100%

**4. Please rank the following ten motivational job factors in order of importance to YOUR EMPLOYEES. Click, drag, and drop each factor into order (1 being most important 10 being least important). You might want to consider ranking the most important factor first, then the least important factor next, followed by the second most important factor and the second least important factor and so on until all factors have been rated.**

#	Answer	1	2	3	4	5	6	7	8	9	10	Responses
1	Interesting work	9	6	6	2	5	8	4	3	1	1	45
2	Tactful discipline	0	1	2	0	3	3	10	9	10	7	45
3	Personal loyalty to employees	1	7	4	5	5	4	6	4	8	1	45
4	Feeling of being in on things	1	6	5	7	4	3	3	5	6	5	45
5	Good wages	5	13	4	4	4	4	4	3	1	3	45
6	Job Security	8	4	5	6	5	4	5	3	2	3	45
7	Sympathetic help with personal problems	0	1	1	4	1	2	5	6	8	17	45
8	Promotion and growth in the organization	3	1	5	7	6	9	1	6	2	5	45
9	Good working conditions	4	2	7	4	9	3	4	6	4	2	45
10	Full appreciation of work done	14	4	6	6	3	5	3	0	3	1	45
	Total	45	45	45	45	45	45	45	45	45	45	

Statistic	Interesting work	Tactful discipline	Personal loyalty to employees	Feeling of being in on things	Good wages	Job Security	Sympathetic help with personal problems	Promotion and growth in the organization	Good working conditions	Full appreciation of work done
Mean	4.24	7.62	5.60	5.76	4.31	4.69	8.07	5.67	5.33	3.71

Variance	6.60	3.79	6.84	8.01	7.58	7.81	5.06	6.55	6.73	6.94
Standard Deviation	2.57	1.95	2.61	2.83	2.75	2.79	2.25	2.56	2.59	2.63
Total Responses	45	45	45	45	45	45	45	45	45	45

**5. Please rank the following ten motivational job factors in order of importance to YOU personally. Click, drag, and drop each factor into order (1 being most important 10 being least important). You might want to consider ranking the most important factor first, then the least important factor next, followed by the second most important factor and the second least important factor and so on until all factors have been rated.**

#	Answer	1	2	3	4	5	6	7	8	9	10	Responses
1	Interesting work	16	8	5	5	1	4	2	1	1	0	43
2	Tactful discipline	0	1	0	3	8	5	7	5	5	9	43
3	Personal loyalty to employees	2	2	9	3	5	6	6	1	7	2	43
4	Feeling of being in on things	1	1	6	10	2	6	8	6	2	1	43
5	Good wages	6	8	5	1	7	6	5	3	0	2	43
6	Job security	6	4	3	5	3	4	7	5	5	1	43
7	Sympathetic help with personal problems	1	2	1	0	0	0	0	10	9	20	43
8	Promotion and growth in the organization	2	6	7	4	3	3	2	5	8	3	43
9	Good working conditions	1	4	3	3	10	5	5	5	5	2	43
10	Full appreciation of work done	8	7	4	9	4	4	1	2	1	3	43
	Total	43	43	43	43	43	43	43	43	43	43	

Statistic	Interesting work	Tactful discipline	Personal loyalty to employees	Feeling of being in on things	Good wages	Job security	Sympathetic help with personal problems	Promotion and growth in the organization	Good working conditions	Full appreciation of work done
Mean	2.95	7.16	5.56	5.56	4.44	5.26	8.58	5.58	5.81	4.09
Variance	5.00	4.62	6.59	4.63	6.63	7.81	5.25	8.63	5.68	7.09
Standard Deviation	2.24	2.15	2.57	2.15	2.58	2.80	2.29	2.94	2.38	2.66
Total Responses	43	43	43	43	43	43	43	43	43	43

**6. Looking at your list from the previous question, has your ranking been impacted by the current economic situation?**

#	Answer	Response	%
1	Yes	21	47%
2	No	24	53%
	Total	45	100%

**7. Please explain in detail your response to question 5.**

Text Response

You have to love what you do. If you don't then nothing else matters and it affects the quality of work you do. over time those have proven to be more valuable to me. Value changes depending on both life situations and current satisfaction in

<p>the job. Additionally, in the last 2 years, job security has moved closer to the top of my list due to changing work place economics.</p>
<p>I think that many people will more highly value good wages and job security in the current economic climate than they may have 3 to 5 years ago, I certainly do.</p>
<p>I see our current economic situation impacting only two of the above factors, good wages and job security. These factors are not under my control, therefore I focus on the things I can control. As a manager if I can provide meaningful work and fair treatment, it goes a long way.</p>
<p>In the company that I work for there has been some up and downs. Many people has been let go in the company but my position is safe right now. I look forward to growing the people that I working for me to show that we are needed in the company.</p> <p>Good wages may have been lower in the ranking, but salaries have been frozen for several years and if this continues, it really doesn't matter to me about the others items. My expectation was to move forward in salary. However, this may also be because I am in the twilight of my working years and it is important to me for pension to have a growing or at least stable salary.</p>
<p>Job security has shot up the charts for me. Before I didn't really worry about it because I figured I might even be able to land a better job if I was let go for some reason. Now I am scared to death to lose my job. A few years ago I probably would have had the promotion &amp; growth at #1.</p>
<p>Considering Maslow's hierarchy, good wages and job security are always important, however I think they have become more important to employees who worry about maintaining employment in an otherwise uncertain economy.</p>
<p>Nothing significant has changed in my work environment due to the economic situation.</p>
<p>Job security is a major concern for everybody different than it may have been a couple of years ago.</p>
<p>With so much uncertainty in the job market and unemployment just under 10% nationwide, job security has become that much more important to me. I would not want to have to look for work in this challenging environment,</p>
<p>Job security was never an issue until the economy. I have seen too many people get "down sized" and it is now a worry for me.</p>
<p>There was originally two more people in my office. I am the only full-time employee with a work study person.</p>
<p>I have never worried about job security, I believe that if I am competent it will take care of itself. I have always placed a high priority (both as an employee as well as a manager) on the work environment. I have to enjoy both what I am doing and the people that I work with. If I don't want to come into work, I will find a new job. I constantly evaluate work load of my employees and try to make sure that no one is bored or over worked. I want their work to be challenging but also not so much that they feel overwhelmed. I am also a believer of "getting the right people on the bus". In my work environment, my employees must work closely together to accomplish out outcomes, so we must work well together. It is important that we mesh as team, so it is important that we get along. And I believe that starts at the top.</p>
<p>I suggest you number your questions if you are going to refer to question number 5. I have not been impacted by the current economic condition</p>
<p>Budget constraints, being able to do our jobs effectively with the resources available and knowing that at this time it is difficult to impossible to increase staff, and knowing that cuts may need to be made.</p>
<p>If I'm not interested and engaged in what I do on a day to day basis, the other items on the list will be meaningless. It's equally important that my work is meaningful, as well as interesting. I need to know that my colleagues and superiors will be supportive (loyal) in various ways - give me the resources I need to be successful at my work. If these things are in place, then the rest should follow.</p>
<p>I am looking to make sure my family has the financial security it needs as well as interesting career growth.</p>
<p>At this point, I have worked long enough that I have experienced two major recessions and the associated economic difficulties both at work and in my personal life. I have come to the conclusion that, "...this too shall pass..." and that what I remember best is what I was able to accomplish that was worthwhile and challenging. Since I was able to keep my jobs based on performance, I have less anxiety now about losing my job or not earning enough to meet family obligations.</p>
<p>I'm not sure which one is #5, but if it is the last question, I would say that my needs from a manager are the same in any economic situation- feeling valued for the job I am doing, given freedom to do what I think is best and having an open and honest relationship. Job security doesn't worry me if I believe I am doing a great job and am appreciated by my boss, as well as showing adequate appreciation for those who work for me.</p>
<p>Good wages have always been my motivating factor, followed by the opportunity to grow personally and professionally. Of course, if I'm not interested in the work, I would demand a higher wage or find a new position.</p>
<p>No, I feel confident that my skill set is valuable and could find work elsewhere.</p>
<p>job security is really important to me</p>
<p>The need to take care of myself and help my family.</p>
<p>Regardless of the current economic situation, feeling valued and appreciated outweighs pay. There will be less loyalty on both ends (employee and employer) as the economy gets worse, so this might be something outside of the control of the employer, but it still ranks as important. Promotion at this stage in my career is not a carrot for me; promotions are only valuable when the work is interesting and brings a sense of satisfaction. Again, what is the point of churning out 60 hours a week if there is no personal</p>

satisfaction, and no appreciation except a pay check? We have become a very title-driven society in the work environment, which has carried over into unrealistic expectations for students, and employees.

With the amount of jobs lost in the past couple of years, job security is of the utmost importance. (especially if you have a family)

Given the current economic environment, having a secure job that pays me appropriately is more important than it has been in the past.

The need to take care of myself and help my family.

Statistic	Value
Total Responses	33