

**THE UNDERLYING FACTORS EFFECTING  
EMPLOYEE MOTIVATION AT WORK  
(A Case study of Vale Farm Sports Centre)**

**By**

**Warsame Ali Sheikhdon  
005200800028**

**A Thesis presented to the  
Faculty of Economics President University  
In partial fulfillment of the requirements for  
Bachelor Degree in Economics, Major in Management**



**President University  
Cikarang Baru – Bekasi  
Indonesia  
2012**

## **PANEL OF EXAMINERS**

### **APPROVAL SHEET**

The Panel of Examiners declare that the thesis that entitled "**The Underlying Factors Affecting Employee Motivation at Vale Farm**" that was submitted by Warsame Ali Sheikhdon majoring in Marketing from the Faculty of Economics was assessed and approved to have passed the Oral Examinations on February, 2012.

**Ir. Erny Hutabarat,MBA**  
Chair-Panel of Examiners

**Ir. Iman Heru Wijayanto, MBA**  
Examiner II

**Suresh Kumar, S.T, M.SI**  
Examiner III



## **THESIS ADVISER RECOMMENDATION LETTER**

This thesis entitled "**The underlying factors effecting employee motivation at work (A Case at Vale Farm Sports Centre)**" prepared and submitted by Warsame Ali Sheikhdon in partial fulfillment of the requirements for the degree of Bachelor in the Faculty of Economics has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense

Cikarang, Indonesia, 30 January 2012

**Acknowledge by,**

---

**Irfan Habsjah, MBA, CMA**

**Recommended by,**

---

**Suresh Kumar, ST, M.Si**

## **DECLARATION OF ORIGINALITY**

I declare that this thesis, entitled "**The underlying factors effecting employee motivation at work (A Case at Vale Farm Sports Centre)**" is to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in a part, to another university to obtain degree

Cikarang, Indonesia, January 30 2012

---

Warsame Ali Sheikhdon

## **ACKNOWLEDGEMENT**

First of all, I really want to thank God, for blessing me with everything that I have been given and directing me to the correct path. This thesis would have been near impossible to do without the guidance and constant support of my lovely mum and father so I would like to express my up most gratitude to them. Moreover, the author would like to thank my parents, families, and friends who gave their love and support through the hardest time. I would also like to give a big thank you to Mr. Suresh Kumar as the thesis advisor, thanks for support, advice, teach and guidance me. Mr Suresh has helped me a lot with my thesis, in addition to this he also educated me and motivated me so my up most respect for him. I would also like to thank Kunthi Afrilinda Kusumawardani for her constant help and support throughout my thesis and for her never ending love.

I would also like to thank Vale Farm Sports centre for assisting me with my thesis and also allowing me to interview them. I would like to give a big thank you to Anis Ukaye (Operations Manager) Lyanne Harry (Office Manager) and Tiffany Johnson (CLM)

Developing this thesis has given the author many good experiences. It allows the author to apply all the knowledge that has been learned during three years college time. It also enhances the author's thinking skill as well as management and timing skill. It was a very valuable experience for the author.

**Jakarta, January 30 2011**

**Warsame Ali Sheikhdon**

## **ABSTRACT**

The aim of this research is to find out the correlation of role of manager, interpersonal relationship and empowerment and the effect it has on employee motivation at Vale Farm Sports Centre.

This study was done in Cikarang, and the respondents are all from Vale Farm Sports Centre. The total number of respondents used in this case where 76 people, this is the total number of people the researcher received after applying slovin theory. The method the researcher used for this thesis is quantitative research. The results in multiple regression in F-test found that role of manager, interpersonal relationship and empowerment have a correlation towards employee motivation at Vale Farm Sports Centre, with the result of  $F=9.198$  and sig is 0.000. This shows that there is a correlation between all independent variables towards the dependent variable

In t – test found that there was positive correlation between role of manager towards employee motivation with t value result is 2.381 and t sig is .004. There was positive correlation between empowerment and employee motivation with t value result adding to 4.579, t sig is 0.00 and there was negative correlation between interpersonal relationship and employee motivation t result is -112, t sig is 0.21.

The findings of this research concluded that the role of manager and empowerment have a positive correlation with employee motivation at Vale Farm Sports Centre. In addition to this it also tells us that interpersonal relationship has a negative correlation with employee motivation at Vale Farm Sports Centre

## LIST OF TABLES

	Pages
Table 2.1 Framework for work motivation .....	8
Table 2.2 Incentive profile.....	12
Table 2.3 Incentive profile .....	13
Table 3.1 Likert Scale.....	20
Table 3.2 Validity Test .....	25
Table 3.3 Cronbach's alpha internal consistency .....	25
Table 3.4 Reliability Test .....	26
Table 4.1 Correspondent age Profile .....	27
Table 4.2 Correspondent Gender Profile .....	28
Table 4.3 Multicollinearity Table .....	30
Table 4.4 Regression Model Result Table.....	31
Table 4.5 The significant of the Variables.....	32
Table 4.6 All independent variables towards employee motivation.....	32
Table 4.7 Role Of Manager towards employee motivation.....	33
Table 4.8 Interpersonal Relationship towards employee motivation .....	34
Table 4.9 Empowerment towards employee motivation .....	35



## **LIST OF ACRONYMS**

SPSS : Statistical Products and Solution Services

VIF : Variance inflation Factor

## LIST OF FIGURES

	Pages
Figure 1.1      Organizational Structure:.....	2
Figure 1.2      Theoretical Framework:.....	4
Figure 2.1      Maslow's Hierarchy of Needs: .....	9
Figure 2.2      Improved Performance: .....	11
Figures 3.1      Thesis Time Line .....	19
Figures 4.1      Plot of Regression Figure .....	28
Figures 4.2      Plot of Regression Figure .....	29
Figures 4.3      Heteroscedasticity Figure .....	30
Figures 4.4      Role of Manager towards employee motivation.....	34
Figures 4.5      Interpersonal Relationship towards employee motivation .....	35
Figures 4.6      Empowerment towards employee motivation .....	36

## TABLE OF CONTENTS

	<b>Pages</b>
<b>THEESIS ADVISER RECOMMENDATION LETTER.....</b>	i
<b>PANEL OF EXAMINERS APPROVAL SHEET .....</b>	ii
<b>DECLARATION OF ORIGINALITY .....</b>	iii
<b>ABSTRACT.....</b>	iv
<b>ACKNOWLEDGEMENT .....</b>	v
<b>TABLE OF CONTENTS .....</b>	vi
<b>LIST OF TABLES .....</b>	x
<b>LIST OF FIGURES .....</b>	xi
<b>LIST OF ACRONYMS .....</b>	xii
<b>CHAPTERS</b>	
<b>I. INTRODUCTION.....</b>	<b>1</b>
1.1    Background of Study .....	1
1.2    Company Profile .....	2
1.3    Problems Identification.....	3
1.4    Statement of the Problem.....	3
1.5    Research Objective.....	4
1.6    Theoretical Framework.....	4
1.7    Significant of Study .....	5
1.8    Scope and Limitation of Study .....	5
1.9    Definition of Terms.....	6
<b>II. LITERATURE REVIEW.....</b>	<b>7</b>
2.1    Motivation.....	7

2.1.1	Motivation Concept .....	7
2.1.2	Theory of Motivation.....	9
2.1.2.1	The incentive theory of motivation.....	9
2.1.2.2	Maslow's Hierarchy of Needs .....	9
2.1.2.3	Herzberg Two Factor Theory .....	10
2.1.2.4	McClelland Theory of Needs.....	10
2.1.2.5	Goal setting theory .....	11
2.1.3	Factors that Influence Employee Motivation at Work .....	13
2.2	Increase Employee Productivity and Motivation .....	13
2.2.1	Role of Managers in Motivating Employees .....	14
2.3	Interpersonal Relationship .....	15
2.3.1	Definition of interpersonal relationship.....	15
2.3.2	Factor that influence interpersonal relationship .....	16
2.4	Empowerment.....	16
2.4.1	Definition of Empowerment .....	16
2.4.2	Empowering practices .....	16
<b>III.</b>	<b>RESEARCH METHODOLOGY .....</b>	<b>27</b>
3.1	Research Design .....	18
3.2	Research Instruments .....	18
3.2.1	Time Frame.....	19
3.2.2	Questioner/ Data Collection .....	19
3.2.3	Interview .....	19
3.3	Statistical Package .....	20
3.3.1	Validity Test .....	20
3.3.2	Reliability Test.....	21
3.3.3	Multiple Regression.....	22
3.4	Population and Sampling.....	23
3.4.1	The Actual Sample Size .....	24
3.4.2	The Respondent .....	24
3.5	Validity and Reliability Result .....	24
3.5.1	Validity Test .....	24
3.5.2	Reliability Test.....	25

3.6 Limitation .....	26
<b>IV. ANALYSIS OF DATA AND INTERPRETATION OF RESULT .....</b>	<b>27</b>
4.1 Respondents Profile .....	27
4.2 Model Evaluation.....	28
4.2.1 Normality Test.....	28
4.2.2 Multicollinearity .....	29
4.2.3 Heteroscedasticity.....	30
4.3 Analysis and Interpretation.....	30
4.3.1 Regression Model Result.....	30
4.3.2 Regression Model .....	31
4.3.3 F Test .....	32
4.3.4 T Test .....	32
4.4 Summary of the Result .....	36
<b>V. CONCLUSION AND RECOMMENDATION.....</b>	<b>37</b>
5.1 Conclusion .....	37
5.2 Recommendation .....	37
5.2.1 For the Company .....	56
5.2.2 For future research.....	56
REFERENCES .....	57
APPENDICES.....	58

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Background of study**

Motivation is the activation of goal-oriented behavior, motivation divided to be intrinsic or extrinsic. The term is generally used for humans but, theoretically, it can also be used to describe the causes for animal behavior as well.

According to various theories, motivation may be rooted in the basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, hobby, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism.

Nowadays, many companies have not establish motivation aspect within their organization, they do not really care about the motivation issue, especially at the top levels of management, they tend to work individually and have less contact or interaction with their subordinates, because of that sometimes the organization gets some difficulty when trying to reach the organization goals.

The expert of motivator which is John Urman and Raul R. Bancod state that, “*The difference between a motivated employee and an unmotivated one can result in the improvement of a task at hand hundred times or better!*” So theoretically, a highly motivated employee can out produce or help lead an unmotivated employee one hundred or more times also.

According to that implication, the researcher tries to find out what is the major underlying factor that influences employee motivation in the workplace, since there are many factors that will affect employee motivation intrinsic and extrinsic, through this research we will find out some fact that will show some of the most up to date factors which are really significant in influences motivation of employees in their work place.

## 1.2 Company Profile

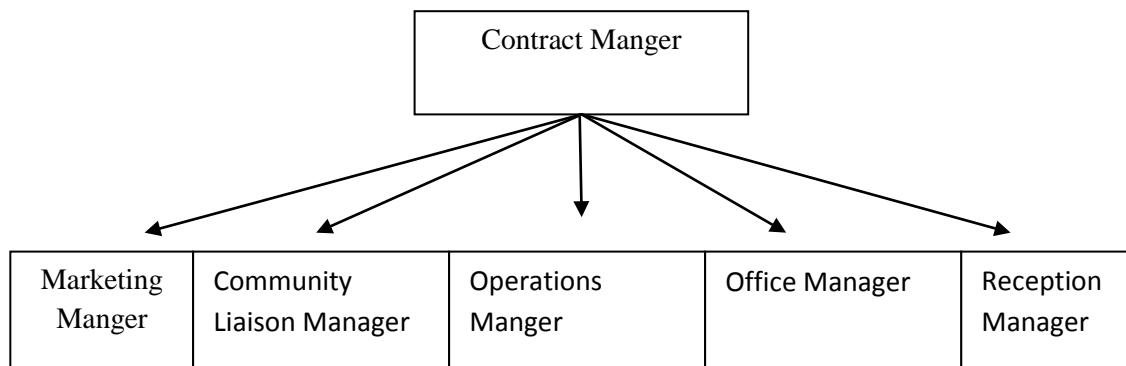
Vale Farm Sports Centre is one of the leading sports and leisure companies in the United Kingdom. Leisure Connections has more than thirty sports centre's in the United Kingdom. Since they are a leisure company they operate extremely long hours and they are also opened on weekend. The opening times for Vale Farm Sports Centre are Monday-Friday 6 am until 10.00p.m and on Sat-Sun they are open from 8am until 8pm. Leisure Connection aims to be the partner of choice for those organizations looking to achieve value and impact from their leisure, sports and arts provision.

Vale Farm is provides many sporting activities such as; football, basketball, swimming, badminton, squash, mini soccer, badminton, tennis, martial arts, yoga, street dance, tap dance, boxing,

Vale Farm delivers a first class local leisure service to the millions of people who enjoy sport and physical activity. Vale Farm fully support the Fitness Industry Association's aim of getting more people, more active, more often and they look to achieve this through the delivery of innovative and popular programming. Leisure Connection's core proposition is the provision of private sector quality facilities within a public access environment.

### 1.2.1 Organizational Structure

Figure 1.1 Organization Structure



Source: self developed

## **1.3 Problems Identifications**

The presence of a manager can increase employee motivation. This is why it is important to always have a manager around in the work field, hence one of the reasons why all companies have members of management around all the time. Vale Farm operates slightly different. The management is in only on Mon- Fri from 9am until 5pm. Despite their attendance the center is still open for many hours without their presence. From this we can see that from the hours of 6am until 9am and 5pm until 10pm, there are no senior members of management and on throughout the entire weekend.

To build motivation among the employees is one of the most important things for the company in order to reach a good performance level. There are some problems that occur in the working environments that usually affect the employee's motivation. The manager does not treat the employees as if they are special, by doing so it is difficult to motivate them. Usually they do not build a good communication or relationship with the employees. They make a distance and differences between the manager and the staff

Equity between the employees, sometimes in a company the manager treats one person different with another person, it's one of the problems that makes motivation unable to be establish amongst the staff.

The confidence the manager has in the employee is low, so the manager there is not empowering for the employees, in result the motivation of working is very low.

The manger must respect their staff and treat them well in order for them to be motivated. This is because if you treat your staff as if they are a no body then it will be hard to motivate them later on during a task.

## **1.4 Statement of the Problem**

This research aims to find out:

The major underlying factors which affect employee motivation in working at Vale Farm Sports Centre.

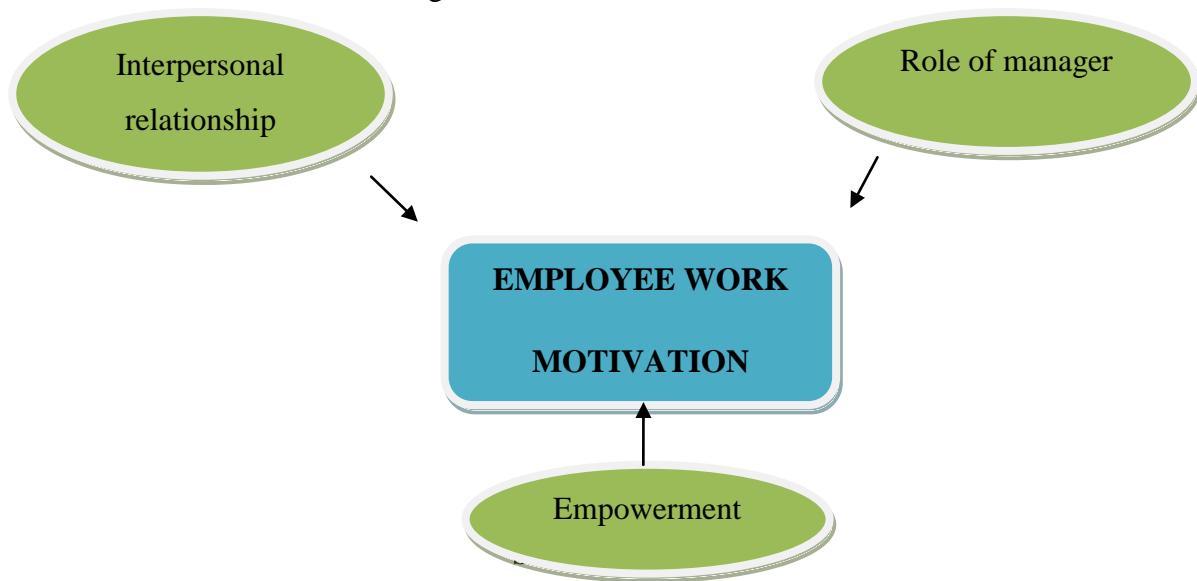
## 1.5 Research objectives

The objectives of the research are to analyze how what are the factors that influences employee motivation in working and to investigate how interpersonal relation, role of manager and empowerment between manager and employee have big impact in determining motivation of employee.

## 1.6 Theoretical framework

A theoretical frame work to help us to explain the main variable to be studied. The theories that specially connect various aspect of motivation as it will be addressed in our research will aid us to develop a framework for our data collection and later our data analysis. Through conceptualization we shall try to locate the variables that would assist us in defining those points that are measureable.

Figure 1.2 Theoretical framework



Source: self constructed

According to Bassett-Jones & Lloyd (2005) leadership literature state that motivation is influence by the nature of relationship between leader and employee.

Bruce (2002) adds that good managers make their employees feel like business partner and use empowerment.

As cited in Coetzee (2005) interpersonal relations are underpinned by an intuitive understanding of, and deep level of caring and compassion for people, a real concern for their well being, growth, and development and joy, and recognition for their successes

This theoretical framework explains what the researchers aims are to find out in this study and related with what the interrelated theories or concept which is used in this research. It explain the basic theories that the writer used as literature theory, which can make student understand what the past body of scholarly means about the variable or relationship that is included in the substances.

This figure shows the theoretical framework analysis that will be implemented in this research. In the process of motivating other people especially manager to employee, it must be step over various motivational factor there are several factors that make someone motivated in working, combine with the influence of interpersonal relationship theory specially relationship between manager-employee also employee-employee, role of manager in motivate employee, and empowerment system. Thus, as the result the researcher will find out what the relation of those aspects to build motivation and will also know what are the most favorable factors of motivation that can be used in one organization to establish employee motivation.

## **1.7 Significant of Study**

This research will hopefully be useful for many people, especially university students who want to make a good thesis, and they can use this as a guideline, and also for Vale Farm Sports Centre. They can see what their mistakes are and, how to avoid them or overcome them. Since this topic is has a relation with motivating others, this will be useful to any one; it may help them do their job more effectively

## **1.8 Scope & Limitation of the Study**

The scope of this study will be Vale Farm Sports Centre, the limitations of this research are; this research will be limited to the research to Vale Farm Sports Centre. This research plans to find the relationship between the managers and subordinated and how that affects

motivation. This research plans to identify which factors motivate employees the most and which ones are used by the manager.

## **1.9 Definition of the Term**

**Recognition** ; Need for positive feedback and support from the group, or desire to be appropriately recognized for your contributions. Hiam (2003).

**Affiliation** : Desire to feel part of the group with which you work pleasure in being associated with a great organization. Hiam (2003).

**Competition** : Competitive spirit, desire to excel in relation to others. Hiam (2003).

**Security** : Need for stability or reduction of uncertainty and stress. Hiam (2003).

**Excitement** : Impulse to seek new experience and enjoy life through your work. Hiam (2003).

# **CHAPTER II**

## **LITERATURE REVIEW**

### **2.1 Motivation**

Based on Robbin (2003), motivation is the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. Slightly different with Robbins' definition, Greenberg and Baron (2003) mentioned motivation as the set of processes that arouse, direct, and maintain human behavior toward attaining some goal. So, basically motivation is concern with the strength and direction of behavior of individual toward meeting their goal (Armstrong, 1992).

#### **2.1.1 Motivation Concept**

Bryan, Joyce & Weiss (2006); Bymes (2006), Kiger (2006); Kehr (2004), state that motivation can be either internal or external. It can be viewed as push or pull determinants. Implicit motives are factors intrinsic to the activity, and explicit motives arouse from factors extrinsic to the activity.

According to Quiley & Tymon Jr (2005) intrinsic motivation is the key motivation component of employee empowerment and individual are responsible for achieving their own career success.

On the other side, Bryan et al. (2006); Bymes (2006); Kiger (2006) explain that external motivators depend on outside factors to push the individual to complete a task or project, Kehr (2004) adds that explicit motives are influenced by social demand and normative pressures.

Based to Quiley & Tymon Jr (2005) extrinsic reward are based on reward and punishment controlled by the organization, this theory has implication with Bryan, et al (2006); Bymes (2006); Kiger (2006) individual with external motivators are motivated by salary or wages packets.

According to Katz (2005) intrinsic factors are the main reason for a person's true commitment and motivation. *Extrinsic factors like salary and working conditions also important, but do not give the commitment and excitement that the employee needs.* How a person views the assignment and how tasks, information, rewards and decision-making processes are organized and managed determines how motivational a job is. Highly motivating work assignments are strongly linked to the personal activities an individual see as fun. If the employee is going to see the work as fun the following high leveled intrinsic factors to be considered

Table 2.1: Framework for work motivation

<b>Dimension of task characteristic</b>	<b>Definitions</b>
Skill variety	The degree to which the job requires the use of different skills abilities and talents
Task identity	The degree to which the person feels that he or she is part of the whole job or project activity from the beginning until end
Task significance	The degree to which the job provide freedom, independence and discretion in how the work is carried out
Autonomy	The degree to which the job provides freedom, independence and discretion in how the work is carried out
Feed back	The degree to which the person is provided with clear and direct information about the effectiveness of his or her performance.

Source: Kartz, 2005, p.21

## 2.1.2 Definition of Motivation

Motivation theory helps us understand why people behave in the way they do and what we can do about it, it does not provide us with the answer but we can use it as a set of analytical tools to assess the situation and consider what actions are appropriate to be taken in the circumstances.

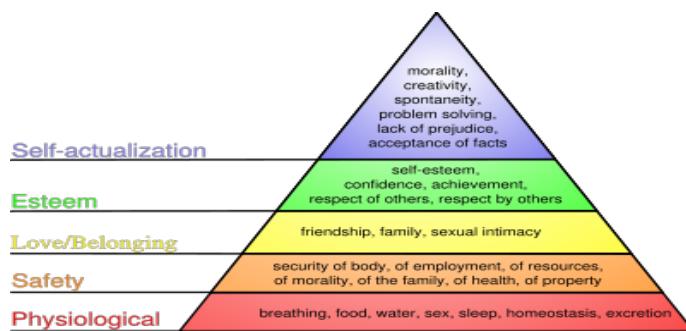
One of the approaches to understand the process of motivation is by understanding how people are motivated by fundamental needs. These needs create wants (generalized desires to achieve or obtain something) and goal (specific and defined requirements) which shape behavior (Armstrong, 1992)

### 2.1.2.1 The incentive theory of motivation

A reward, tangible or intangible, is presented after the occurrence of an action (i.e. behavior) with the intent to cause the behavior to occur again. Studies show that *if the person receives the reward immediately, the effect would be greater, and decreases as duration lengthens*. Steven Kerr notes that when creating a reward system, it can be easy to reward A, while hoping for B, and in the process, reap harmful effects that can jeopardize your goals.

### 2.1.2.2 Maslow's Hierarchy of Needs

Figure 2.1Maslow's Hierarchy of Needs



Source:Maslow 1987

This theory is supported by Maslow (1954) who hypothesized that there are five human needs that are arranged in sequential order (Armstrong, 1992; Jerris, 1999; Greenberg and

Baron, 2003; Robin, 2003). The basic need is physiological needs which include the need for water, oxygen, and food, and another need which is related with this study is social need, means the need for love, affection, and acceptance as belonging to group.

### **2.1.2.3 Herzberg Two Factor Theory**

Frederick Herzberg studied and practiced clinical psychology in Pittsburgh, where he researched the work-related motivations of thousands of employees. His findings were published in "The Motivation to Work" in 1959. He concluded that there were two types of motivation:

*Hygiene Factors* that can demotivate if they are not present - such as supervision, interpersonal relations, physical working conditions, and salary. Hygiene Factors affect the level of dissatisfaction, but are rarely quoted as creators of job satisfaction.

*Motivation Factors* that will motivate if they are present - such as achievement, advancement, recognition and responsibility. Dissatisfaction isn't normally blamed on Motivation Factors, but they are cited as the cause of job satisfaction.

So, once you've satisfied the Hygiene factors, providing more of them will not generate much more motivation, but lack of the Motivation Factors will not of themselves demotivate. Through this theory, Herzberg's makes clear relationships with Maslow here. Herzberg's ideas really shaped modern thinking about reward and recognition in major companies.

### **2.1.2.4 McClelland Theory of Needs**

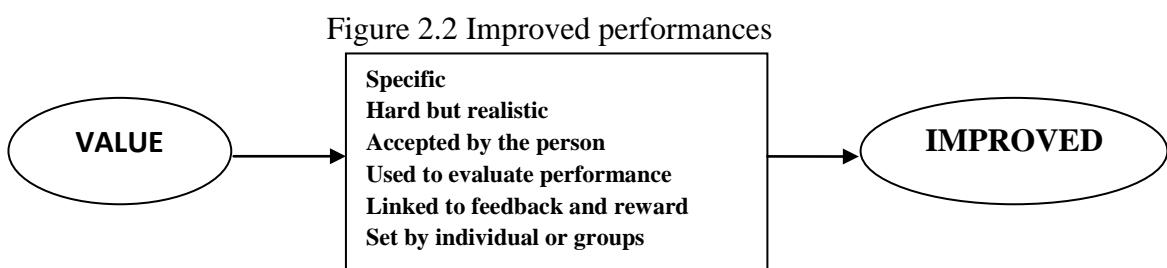
Another theory by McClelland explained that each individual has the need for affiliation which is the need for warm, friendly, compassionate interpersonal relationship with other. Individual with a high affiliation motive strive for friendship; prefer cooperative situations rather than competitive ones and desire relationship that involve a high degree of mutual understanding (Armstrong, 1992; Robbins, 2003). This theory will show how interpersonal

relationship between subordinates is an essential need of human being which will affect their process of motivation, the 3 main focuses in this theory are:

1. Need for achievement, the drive to excel, to achieve in relation to a set of standard to strive to succeed. Refers to an internal motivation that promotes completing tasks and overcoming challenges
2. Need of power, the need to make other behave in a way that they would not have behaved otherwise. Refers to the desire to be accepted by or to establish identify with an individual, group or organization
3. Need for affiliation, the desire for friendly and close interpersonal relationship. Refers to the desire to obtain scarce or control over the activities within an organization

#### **2.1.2.5 Goal setting theory**

According to Robbins (2003) the goal setting theory by locke states that specific and difficult goals lead to higher performance with the help of feedback. In addition to feedback, goal commitment, adequate self-efficacy, task characteristic, and national culture have been found to influence the goal- performance relationship. Meyer, *et al.* (2004) explain that motivation comes from the goals an individual sets on based on human needs, personal value, personality traits and self efficacy perceptions which are shaped through socialization and experience. The behavior individuals use to accomplish the goals depends on whether the goal is difficult or specific. The amount of effort an individual put in reflects the level of satisfaction experienced which can lead to other actions. In order to reach the goals some conditions has to be present; feedback, goal commitment, ability, and task complexity.



Source (Dubrin, 2009)

### **2.1.3 Factors that Influence Employee Motivation at Work**

According to Gaebler Ventures (2006) research show ten different motivational factors that are important for increasing motivation both for managers as well as employee, there are: *high wages, job security, promotion potential, good working condition, interesting work, personal loyalty of supervision, tactful discipline, appreciation of work done, help with personal problems and feeling of being in on things.*

According to Moses (2005) the basis for employee motivation is divided into two categories there are: Anticipation of reward for work well done. Fear of discipline for mistakes or work done poorly.

Furthermore, Wiley (1997) makes an attempt to demonstrate differences in the same motivational factors in a 40 year range, the factors are the following; full appreciation of work done, feeling of being in on things, sympathetic help with personal problems, job security, good wages, interesting work, promotion and growth in the organization, personal or company loyalty to employees and good working condition

Hiam (2003) also have explain that another helping hand can be used to determine what is the most factor that influences to have motivation in workplace are the theory of incentive profile, which are include in 15 variables: affiliation, self expression, achievement, security, career growth, excitement, status, purpose, competition, recognition, consideration, autonomy, reward, responsibility, and personal needs.

Table 2.2: Incentive profile

Motivators	Definition
Affiliation	Desire to feel part of the group with which you work. Pleasure in being associated with a great organization
Self-expression	Urge to express yourself through your work. Creativity
Achievement	Drive to accomplish personal goals of excellent
Security	Need for stability or reduction of uncertainty and stress
Career growth	Urge to develop you career to the fullest

Source: Hiam, 2003, p. 190-192

Table 2.3: Incentive profile

Excitement	Impulse to seek new experience and enjoy life through your work
Status	Motivation to increase your standing through your accomplishment
Purpose	Need for meaning and direction. Desire for important work that really matters
Competition	Competitive spirit. Desire to excel in relation to others
Recognition	Need for positive feedback and support from the group. Desire to be appropriately recognized for your contributions.
Consideration	Preference for a friendly. Supportive work environment where people take care of each other
Autonomy	Need for more control over your own working life. Desire for choice of working conditions or other options
Reward	Motivation to earn significant reward or wealth from one's work
Responsibility	Motivation to play a responsible leadership role in the workplace or society as a whole
Personal needs	Need to satisfy essential personal family priorities

Source: Hiam, 2003, p. 190-192

## 2.2 Increase Employee Productivity and Motivation

According to Moses (2002a) there are seven key steps to increase employees productivity and motivation, number one to six are most vital to motivation:

1. Due to the potential economic problems of the country and industry employees should be aware of that the organization will acquire them to work harder. Managers have to communicate that the company is dependent on the workers and their dedication to excellence in every aspect of their work
2. The organization has to have close relationship with managers and key employees to establish a plan for attaining increased excellence in

every department. The plan could include special financial incentives or perks, employee recognition awards and employee training.

Motivating the staff and have them working together will help them focus on what is important, continue doing a great job

3. Before organizing and establishing a plan, the manager has to learn all there is about employee motivation. Focus on processes that help to enhance the involvement of employee at the company and inspire feelings of responsibility for the company overall success
4. Managers should set up employee suggestion system, focusing on the topic “How to increase productivity to offset an economic slowdown”. Employee are the ones that conduct work tasks on a routine basis and therefore they are the best to suggest improvement and help the company survive hard times
5. The organization has to encourage managers to step to the front lines and becomes as pragmatically view them as being somewhat better than other employees and this viewpoint can be disastrous airing difficult financial periods.
6. Managers should be creative and encourage creativity among employees in the organization. Search for ways to improve processes and performance so it might become cheaper, faster, and more efficiently

### **2.2.1 Role of Managers in Motivating Employees**

According to Basset-Jones & Lloyd (2005) leadership literature state that motivation is influence by the nature of relationship between leader and employee. Motivated employee do not only create a good working environment they also make noteworthy contributions to the organization.

Bruce (2002) adds that good managers make their employees feel like business partner and use empowerment in order to make the workplace and surrounding environment into a place where employees feel good as well as creating a work wherfrom employees feel good inside.

Moses (2002b) states the following five motivational techniques for managers to establish motivation among the employee:

1. Offer employees financial incentives such as commissions, profit sharing and bonuses for well done. However, studies show that emotional, not financial, motivational is most successful in the long term
2. Assign specific tasks and goals to individual employees or to teams. Having goals for which they are responsible (and for which they will be recognized upon successful completion) is a surefire motivator. It gives them something tangible and immediate on which to focus.
3. Have regular company meetings to encourage team commitment and build group enthusiasm. At these meetings, emphasize positive accomplishment, not failures.
4. Encourage closer management relations with employee, with an emphasis upon “catching employees doing something right” rather than focusing on shortcomings
5. Continually present new motivational encouragement to employee, in the front of professional speakers, new company goals and new product and services.

## **2.3 Interpersonal Relationship**

### **2.3.1 Definition of interpersonal relationship**

As cited in Coetzee (2005) interpersonal relations are underpinned by an intuitive understanding of, and deep level of caring and compassion for people, a real concern for their well being, growth, and development and joy, and recognition for their successes. An advance level of relationship competence is demonstrated by the ability to make emotional contact with people and to build the kind of trust and loyalty that nurtures long term relationship.

### **2.3.2 Factor that influence interpersonal relationship**

There are several factors that influence the kind of relationship people develop between them, which are:

Trust, a person degree of confidence in the words and actions of another (Greenberg and Baron, 2003). This is one of the aspect that makes relationships based on transactional contracts so different from those based on relational contract is degree to which the parties trust each other. Trust is essential and treated as necessary foundation of a healthy working environment. It impacts the effectiveness of internal and external communication and influences the actions of organizational stakeholders (De Janasz, Dowd, Schneider, 2006)

Communication, as people develop relationship, they are involving the process of transferring message verbally and nonverbally between individual which called communication (Dubrin, 1978, Cook and Hunsaker 2001, Greenberg and Baron, 2003).

## **2.4 Empowerment**

### **2.4.1 Definition of Empowerment**

Empowerment refers to passing decision-making authority and responsibility from managers to group managers (DuBrin, 2009). Four components of empowerment were identified are; meaning, competence, self-determination, and impact. *Meaning* is the value of work goal, evaluated in relation to a person's idea or standard. *Self efficacy* is an individual's belief in his or her capability to perform a particular task well. *Self determination* is an individual feeling of having a choice in initiating and regulating actions. *Impact* is the degree to which the worker can influence strategies, administrative, or operating outcomes on the job. The focus of empowerment as just described is on the changes taking place within the individual.

### **2.4.2 Empowering practices**

Foster initiative and responsibility, a leader can empower team members simply by fostering greater initiative and responsibility in their assignments (DuBrin, 2009)

Link work activities to organizational goals, empowerment works better when the empowered activities are aligned with the strategies goals of the organization.

Provide Ample Information, the managers try to make the worker fully understand the impact of their actions on the company's costs and profits.

Allow group member to choose methods, in the ideal conditions the leader or manager explains to the individual or group what needs to be done and lets the people involved choose the method.

# **CHAPTER III**

## **RESEARCH METHODOLOGY**

### **3.1 Research Design**

For this research the researcher uses quantitative analysis to help analyze the data. The researcher will also use SPSS 16.0 to help analyze all the data. Another method of collecting data used is qualitative research “*Qualitative research encompasses a range of philosophies, research designs and specific techniques including in-depth qualitative interviews; participant and non-participant observation; focus groups; document analyses; and a number of other methods of data collection (Pope, 2006). Quantitative research is the time honored scientific method. It is about prediction, generalizing a sample to a larger group of subjects, and using numbers to prove or disprove a hypothesis (York, 1998).*

Qualitative research is traditional mainstay of the research company, and it is sometimes referred to as “survey research”. It is defined as a research involving the use of structured questions in which the responding options have been predetermined. Qualitative research often involves a sizeable representative sample of the population and a formalized procedure for gathering data.

### **3.2 Research Instruments**

The research instrument the researcher used in this situation was to give out questionnaires and also interview the management team via skype. The researcher designed a questionnaire and submitted it to the Operations manager and asked if he could help hand this out to his subordinates. The other type of research method that the researcher used was by conducting a interview with the management of all five departments, the researcher asked them questions on how they managed their staff what they allowed and did not allow and what they expected and did not expect their staff to do.

### **3.2.1 Time Frame**

Figure 3.1 Thesis Time line

Activity	Aug	Sep	Oct	Nov	Dec	Jan
Thesis Seminars						
Thesis Proposal Submission						
Research Start, Data Gathering, literature Review						
Thesis Advisory						
Soft cover submission						
Thesis Defense and re-defense						
Hard Cover submission						

Source: self developed

### **3.2.2 Time and Place**

The researcher started this thesis in September and finally finished it in December. The research was in Cikarang the entire time of the research, however his respondents were in London. The researcher emailed the questionnaire to the Operations Manager, the researcher kindly asked if this could be handed out to the staff. After around two weeks the Operations Manager email back with all the questionnaires filled out.

### **3.2.3 Questioner/ Data Collection**

There are twenty six questions used as the variables to determine employee motivation. This is divided into motivation, role of manager, empowerment and interpersonal skills. The questions used to measure the correlation tendency of motivational factor which influences employee motivation at work. The questions in the questionnaire were self constructed by the researcher based on theory.

The questioners techniques are mentioned from “5 = Strongly Agree 4 = A = Agree 3 = N = Neutral 2 = D = Disagree 1 = Strongly Disagree. This is a Likert scale questionnaire style.

Table 3.1. Likert Scale

No	Statement	SD	D	N	A	SA
1						
2						
3						

Source: self developed

### 3.2.4 Interview

In this research the researcher conducted a interview to see what the managers opinion is according to factor affect employee motivation at work, also to analyze several method that have established to build employee work motivation in their department.

### 3.3 Statistical Package

#### 3.3.1 Validity Test

Polkinghorne (1988), validity of a theory refers to results that have the appearance of truth or reality. Lacity and Jansen (1994) define validity as making common sense, and being persuasive and seeming right to the reader.

In testing the construct of validity, the researcher uses Pearson's correlation coefficient. This formula is used to test items validity. This coefficient of correlation can be calculated based on actual values of X and Y. the formula is:

$$\frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{n}(\sum x^2) - (\sum x)^2 \sqrt{n}(\sum y^2) - (\sum y)^2}$$

Source: K Kountur, R (2007)

Where:

N : The number of paired observation

- $\Sigma x$  : The x variable summed  
 $\Sigma y$  : The y variable summed  
 $\Sigma x^2$  : The x variable squared and the squares summed  
 $(\Sigma x)^2$  : The variable x summed and the sum squared  
 $\Sigma y^2$  : The y variable squared and the squares summed  
 $(\Sigma y)^2$  : The y variable summed and the sum squared  
 $\Sigma xy$  : is the sum of the product of x and y

### 3.3.2 Reliability Test

Reliability can be defined as the extent to which measure are acquitted from random error. One of the methods which can be used for measuring a reliability of an instrument is a Cronbach Alpha coefficient formula with the formula as follow:

$$\alpha = \frac{k \cdot r}{1 + (k - 1)r}$$

Where

- $\alpha$  : instrument reliability's coefficient  
 $r$  : mean correlation coefficient between variables  
 $k$  : number of manifest variables that form the latent variables

The reliability coefficient value from the measurement tools values from 0 to 1. The value which is close to 1 explains the reliability is better and the other side if the value is closer to 0 the reliability of its instrument used can be less. (Revelle, W. & McDonald, R, 2006)

### 3.3.3 Multiple Regression

The researcher use multiple regression as the function to understand the functional relationships between the dependent and independent variables to see what might be causing the variation in the dependent variable. (pp. 239-246 McDonald, J.H. 2009). When

the purpose of multiple regressions understands functional relationships, the important result is an equation containing *standard* partial regression coefficients, like this:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Where:

$Y$  = Employee work motivation

$a$  = Constant

$b_1 \dots b_3$  = Regression Coefficient

$X_1$  = Interpersonal relationship

$X_2$  = Empowerment

$X_3$  = Role of Manager

There are any 3 assumption test for regression model, that are normality test, Multicolinearity test, and heteroscedasticity test (Lawrence, Glenn, and Guarino, 2005: p. 67):

### 3.3.4 Normality test

Normality tests are used to determine whether a data set is well-modeled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed. (Szekely, G. J. and Rizzo, M. L (2005) A new test for multivariate normality). The shape of distribution of continuous variable in a multivariate analysis should correspond to a (univariate) normal distribution. That is, the variable's frequency distribution of values should roughly approximate a bell-shaped curve.

### 3.3.5 Multicolinearity Test

Multicolinearity is a statistical phenomenon in which two or more predictor variables in a multiple regression model are highly correlated. In this situation the coefficient estimates may change erratically in response to small changes in the model or the data. Multicolinearity does not reduce the predictive power or reliability of the model as a whole, at least within the sample data themselves; it only affects calculations regarding individual

predictors. Multicollinearity Test does it to see the value of tolerance and the value of inflation factor (VIF). (Lawrence, Glenn, and Guarino, 2005: p. 182)

### 3.3.6 Heteroscedasticity Test

The possible existence of heteroscedasticity is a major concern in the application of regression analysis, including the analysis of variance, because the presence of heteroscedasticity can invalidate statistical tests of significance that assume the effect and residual (error) variances are uncorrelated and normally distributed. *A good regression model, if there are not homoscedasticity and heteroscedasticity.* (Lawrence, Glenn, and Guarino, 2005: p. 67)

## 3.4 Population and Sampling

$$n = \frac{N}{1 + Ne^2}$$

Ariola. Et. Ad (2006) in her book Principles and Methods of Research (eds.); 2006 explain to find the sample size population when it is not possible to study an entire population; a smaller sample is taken using a random sampling technique.' *It is generally chosen so that it reflects the characteristics of the population, so that by careful analysis we can learn about the wider population'* (*Geof Lancaster Research methods in Management 160pg*). The total number of employees at Vale Farm is 315 after the researcher subtracted the management team the total number of employees became 309. Slovin's formula allows a researcher to sample the population with a desired degree of accuracy. It gives the researcher an idea of how large his sample size needs to be to ensure a reasonable accuracy with the formula (Slovin, 1960) as follows:

$$n = \frac{N}{1+Ne^2} = \frac{309}{1+309(0.1)^2} = 75.55$$

Where:

n = Sample size

N = Population size

e = Tolerable error

### **3.4.1 The Actual Sample Size**

From the calculation of actual computation of sample above, the result for the sample population is 76 respondents.

### **3.4.2 The Respondent**

The respondents of this research (total 76 people – sample size) are the employee of Vale Farm Sports Centre.

## **3.5 Validity and Reliability Result**

### **3.5.1 Validity Test**

In testing the construct of validity, the researcher uses Pearson's correlation coefficient. This formula is used to test items validity. Validity testing must check before data processing. The questionnaire question valid if the r computation is bigger than r table. Based on the calculation, the result for pre-test questionnaires with 24 questions and 30 respondents, the mean correlation coefficient between variables or  $r = 0.296$ . It means that according to corrected item-total correlation table, if r result is greater than r table, the variable is valid. If r result is smaller than r table, the variables are not valid.

Table 3.2 Validity Test

Q number	R Computation	R Table	Remarks	Q number	R Computation	R Table	Remarks
1	.496	0.296	Valid	13	.583	0.296	Valid
2	.355	0.296	Valid	14	.648	0.296	Valid
3	.525	0.296	Valid	15	.613	0.296	Valid
4	.756	0.296	Valid	16	.374	0.296	Valid
5	.763	0.296	Valid	17	.528	0.296	Valid
6	.597	0.296	Valid	18	.439	0.296	Valid
7	.349	0.296	Valid	19	.461	0.296	Valid
8	.487	0.296	Valid	20	.583	0.296	Valid
9	.344	0.296	Valid	21	.648	0.296	Valid
10	.688	0.296	Valid	22	.613	0.296	Valid
11	.559	0.296	Valid	23	.763	0.296	Valid
12	.561	0.296	Valid	24	.597	0.296	Valid

Source: Statistical Products and Solution Services and Primary Data

### 3.5.2 Reliability Test

Table 3.3 Cronbach's alpha internal consistency

Cronbach's alpha internal consistency	
$\alpha \geq .9$	Excellent
$.9 > \alpha \geq .8$	Good
$.8 > \alpha \geq .7$	Acceptable
$.7 > \alpha \geq .6$	Questionable
$.6 > \alpha \geq .5$	Poor
$.5 > \alpha$	Unacceptable

Source: Huber, Peter. J. (2004)

This method will result in the coefficient of reliability for total variables. The coefficient of reliability will be within the range between 0 until 1. The coefficient gets closer to 1 which means the reliability also stronger. A commonly accepted rule of thumb for describing internal consistency using Cronbach's alpha is explained in table 3.3.

The results of reliability test of each variable for 30 respondents in this research can be seen as follow:

Table 3.4.Reliability Test

Variable	Cronbach's Alpha	Remark
Role of Manager	0.704	Reliable
Interpersonal Relationship	0.733	Reliable
Empowerment	0.767	Reliable
Motivation	0.784	Reliable

Source: Statistical Products and Solution Services and Primary Data

### 3.6 Limitation

- 1 This research is limited to the employees at Vale Farm Sports Centre, under the departments of Operations, Reception, Office, Marketing, and sports and utilities. Vale Farm Sports Centre is located in the United Kingdom in England, London, Wembley.
- 2 This research is limited to Leisure Connections LTD to the branch Vale Farm Sports Centre. Vale Farm Sports Centre Watford Road North Wembley Middlesex HA0 3HG Tel: 020 8908 6545 Fax: 020 8901 1617 Email: [vale.farm@harpersfitness.co.uk](mailto:vale.farm@harpersfitness.co.uk)

## **CHAPTER IV**

### **ANALYSIS OF THE DATA**

This is the extensive report of the result of the research. The researcher presents here a full analysis of the data from respondent. The researcher will analyze which factors affect employee motivation by following variables; Role of manager, Interpersonal relationship and empowerment.

#### **4.1 Respondents Profile**

Table 4.1.Correspondent Age Profile

No	Age	Respondent	
		N=76	
		No Respondents	%
1	Under 25 Years old	28	37%
2	25 years old – 30 years old	9	12%
3	31 years old – 35 years old	12	16%
4	36 years old – 40 years old	15	20%
5	Above 40 years old	12	16%
<b>Total</b>		76	100%

Source; self developed

From the information that the researcher received from the respondents the researcher can see that the majority of them are under 25, with a margin of 37% of the total amount of employees at Vale Farm Sports Centre. The second biggest group is 36-40 year olds with 20% of the total population. The third biggest age group is equally tied between 31-35 years old and above 40 years, both with 16%. Respectively the smallest age group is from the age

of 25 until 30 years old with 12% of the total population adding up to nine people. In conclusion it can be said that most of the staff working at Vale Farm Sports Centre are under the age of twenty five years old.

Table 4.2. Correspondent Gender Profile

		Respondent	
No	Gender	P =76	
		Population	%
1	Male	31	41%
2	Female	45	59%
<b>Total</b>		76	100%

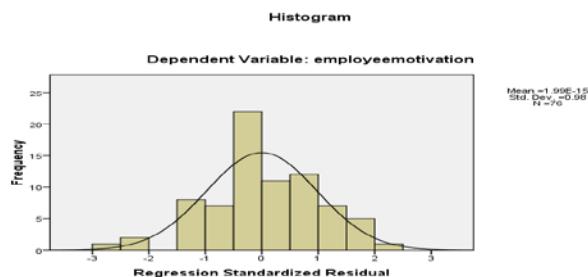
Source; self developed

According to the information the researcher received from the respondents 45 of them are female which adds up to 59% and the remaining 31 respondents are male with a total percentage of 41%. After carefully looking at the data it is clear that the majority of employees at Vale Farm Sports centre are female.

## 4.2 Model Evaluation

### 4.2.1 Normality Test

Figure 4.1.P- Plot of Regression Figure Source:

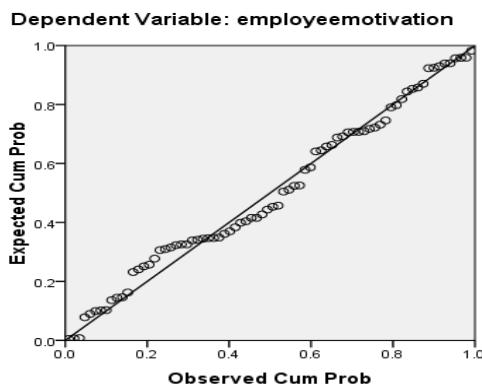


Source: Statistical Products and Solution Services and Primary Data

From figure 4.1 the researcher can see that there is nothing out of the ordinary going on, and the variables can be used , because everything seems to be normal.

Figure 4.2.P- Plot of Regression Figure Source:

**Normal P-P Plot of Regression Standardized Residual**



Source: Statistical Products and Solution Services and Primary Data

The data shows that in normally distributed, the points will plot along an approximately straight line drawn through the middle half of the points. From figure 4.2, the normal probably plot of regression standardizes residual with role of manager interpersonal relationship and empowerment as independent variable and motivation as dependent variable approximate tendency to make a straight line drawn through the middle

#### 4.2.2 Multicollinearity

Tolerance is an indication of the percent of variance in the predictor that cannot be accounted for by the other predictors, hence very small values indicate that a predictor is redundant, and values that are less than five require more investigation. A Tolerance close to 1 means there is little Multicollinearity, whereas a value close to 0 suggests that Multicollinearity may be a threat. This is referred to as the problem of Multicollinearity. The problem is that, as the X becomes more highly correlated, it becomes more and more difficult to determine which X is actually producing the effect on Y. On the other hand If the value of VIF> 5, then it indicates the occurrence of Multicollinearity. From VIF the result from role of manager is 1.042, interpersonal relationship is 1.042 and empowerment is 1.002

the researcher can conclude that there is no Multicollinearity between the independent variable because the value remains under 5

**Coefficients<sup>a</sup>**  
Table 4.3.Multicollinearity Table

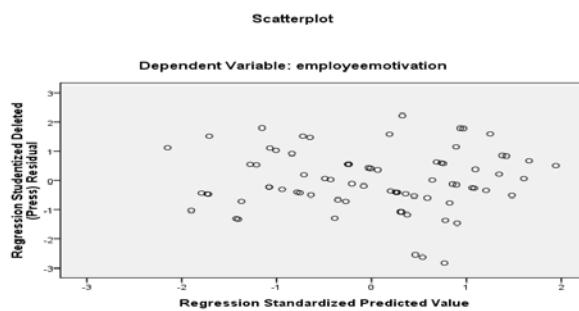
Model	Collinearity Statistics	
	Tolerance	VIF
Role Of Manager	.959	1.042
Interrelationship	.960	1.042
Empowerment	.998	1.002

Source: Statistical Products and Solution Services and Primary Data

#### 4.2.3 Heteroscedasticity

If the data is normally distributed, the points will spread equally around each other without making a pattern. If the points tend to make a pattern, its means the data is not normally distributed and is a form heteroscedasticity. In addition to this the points spread must average must between values -2 to 2. If the data spreads randomly and does not make a pattern / form, the writer can say, the data care tendency to become homoscedasticity. For this research, the result shown by the Scatter Plot, the points were spread out, not making a pattern, and tendencies to become homoscedasticity and normally distribution.

Figures 4.3.Heteroscedasticity figures



Source: Statistical Product and Solution Services (SPSS) v 16

## 4.3 Analysis and Interpretation

### 4.3.1 Regression Model Result

From this table, the coefficient of correlation (R) of the regression model is .526<sup>a</sup> which mean there is relationship of role of manager interpersonal relationship and empowerment towards motivation.

Table 4.4 Regression Model Result Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526 <sup>a</sup>	.277	.247	.26283

Predictors: (Constant), Empowerment, Interrelationship, Role of Manager

Source: Statistical Products and Solution Services and Primary Data

The coefficient of determination adjusted (R<sup>2</sup>) is .277, which means only 27.7% variability in the dependent variable motivation can be explained by the variability in role of manager, interpersonal relationship and empowerment. The rest will be explained by other variable (factors). The adjusted R<sup>2</sup> is .247 (smaller than R<sup>2</sup>) with .26283 standard error of estimate.

### 4.3.2 Regression Model

The result of the data processing obtained from the above equation field observation made on Vale Farm with the spread of data as illustrated in the histogram below:

The purpose of multiple regressions understands functional relationships; the important result is an equation containing *standard* partial regression coefficients with the function as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$$

Based on multiple regression results are shown in the table above, the results of the regression equation will be obtained as follows:

$$Y = 1.656 + .251X_1 - .010X_2 + .414X_3$$

Table 4.5.The Significant of role of manager inter relationship and empowerment towards employee motivation.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.656	.456		3.634	.001
Role of Manger	.251	.063	.244	2.381	.004
Interrelationship	-.010	.089	-.011	-.112	.021
Empowerment	.414	.090	.459	4.579	.000

Source: Statistical Products and Solution Services and Primary Data V16

#### 4.3.3 F Test

The result of F test was to find out the correlation of all variable consist of Role of manager (x1), interpersonal relationship (x2) and empowerment (x3) towards employee motivation at Vale Farm Sports Centre, these are the following results.

#### ANOVA<sup>b</sup>

Table 4.6 all independent variables towards employee motivation

Model	Sum of Squares	Df	Mean Square	F	Sig.
1    Regression	1.906	3	.635	9.198	.000 <sup>a</sup>
Residual	4.974	72	.069		
Total	6.880	75			

(Constant), Empowerment Interrelationship, Role of Manager Dependent Variable: Motivation  
Source: Statistical Products and Solution Services and Primary Data

In this table were obtained F value is .9.198 with sig .000<sup>a</sup> < alpha 0.05, so it can be said that the role of manager, interpersonal relationship, and empowerment simultaneously are give influence on employee motivation at Vale Farm Sports Centre.

#### 4.3.4 T Test

Hypothesis test done with in a partial way, then to prove that the initial hypothesis about the influence role of manager interpersonal relationship and empowerment as an independent variable towards employee motivation at Vale Farm Sports Centre, t test is performed to determine the significant level of influence of each factor. As shown in the following discussion. In the table below shows role of manager (X1). Role of manager has a small sign effect in employee motivation at Vale Farm despite this it still has a positive correlation between this variable and employee motivation. This is showed by the t-value result which is 2.381 and significant  $t = .004$  is less than 0.05 level of confidence In this study also explained that the role of manager effect correlated positively with employee motivation at Vale Farm Sports Centre which is  $B = .251$  which means that's role of manager is explaining 25.1% of employee motivation at Vale Farm.

The result of t test was to find out the correlation of variable consist of role of manager(x1) towards employee motivation at Vale Farm Sports Centre has the following result:

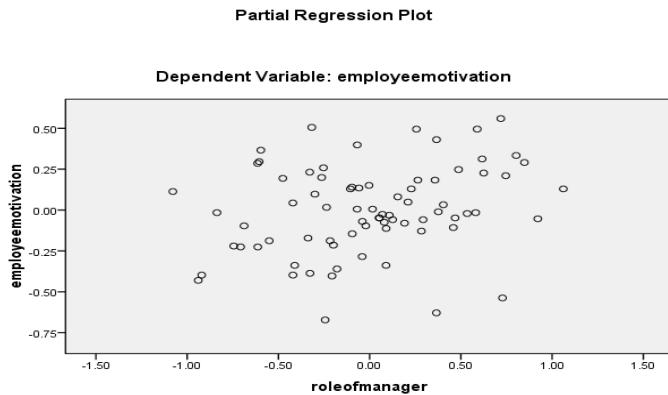
Table 4.7 Role of Manager towards employee motivation

Model	Unstandardized Coefficient		Standardized Coefficient Beta	T	Sig
	B	Std. Error			
Role of Manager	.251	.063	.244	2.381	.004

Source: Statistical Products and Solution Services (SPSS v 16) and Primary Data

The cumulative plot can be seen in the view of the partial regression with following result:

Figures 4.4. Role of Manager towards employee motivation



Source: Statistical Products and Solution Services and Primary Data

Based on the figures the data is normally distributed, the points are spread out amongst each other with the condition of the point is under 0, above 0, spread randomly not making a pattern. If the points are tendencies to make a pattern, its means the data is not normally distributed and considered to become heteroscedasticity. For this research, the result was shown by the Scatter Plot, the points were spread out amongst each other, not making a pattern, and tendencies to become homoscedasticity and normally distributed.

The result of t test which to find out the correlation of variable consist of interpersonal relationship employee motivation at Vale Farm has the following result:

Table 4.8 Interpersonal relationship towards employee motivation

Model	Unstandardized Coefficient		Standardized Coefficient Beta	T	Sig
	B	Std. Error			
Interrelationship	-.010	.089	-.011	-.112	.021

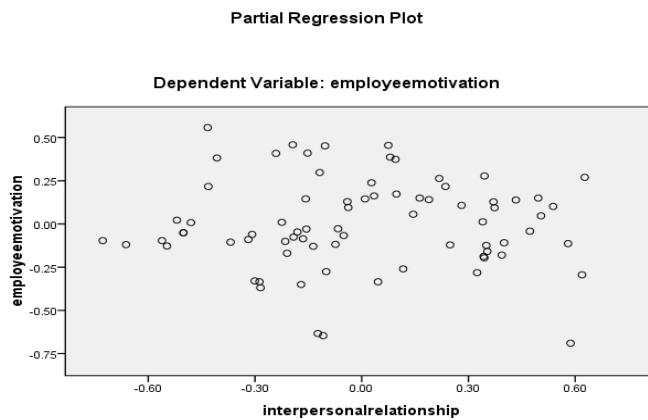
a. Dependent Variable: CustPurchDecis

Source: Statistical Products and Solution Services (SPSS v 16) and Primary Data

Table 4.8 shows that interpersonal relationship (X2) has a effect, on employee motivation at Vale Farm Sports Centre. This is can be seen by the t-value result which is -.112 and significant t = .021 in this study also explained that the interpersonal relationship effect correlated negatively with the employee motivation at Vale Farm Sports Centre which is B = -.010

In cumulative we can see in the plot figures of the partial regression with following result:

Figures 4.5 Interpersonal relationship towards employee motivation at work



Source: Statistical Products and Solution Services and Primary Data

Based on the figures the data is normally distributed, the points spread out amongst each other without making a pattern. The result of t test which to find out the correlation of variable empowerment (x3) towards employee motivation at Vale Farm provides the following result:

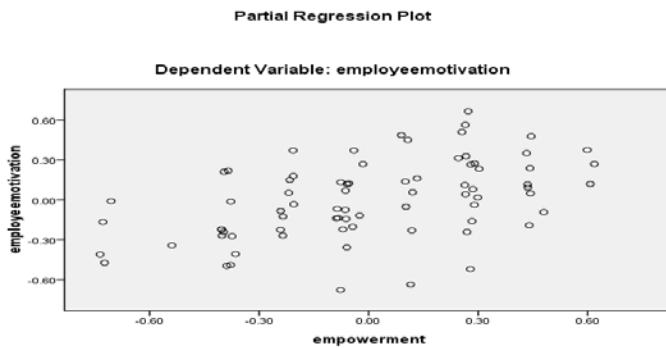
Table 4.9.Empowerment towards employee motivation

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. Error	Beta		
Empowerment	.411	.090	.459	.4579	.000

Source: Statistical Products and Solution Services and Primary Data

The figure shows empowerment (X3) has a positive effect on employee motivation at Vale Farm. This can be seen from the B table with a result .411

Figures 4.6 Empowerment towards employee motivation



a Dependent Variable: Motivation.  
Source: Statistical Products and Solution Services and Primary Data

According to the figure 4.6 the data is normally distributed, the points spread out amongst each other not making a pattern.

#### 4.4 Summary of the Result

This is the result about the analysis on how role of manager, interpersonal relationship, and empowerment have an affect towards employee motivation at Vale Farm. We can see above that in F test there is a influence of role of manager, interpersonal relationship, and empowerment towards employee motivation at Vale Farm with the result F adding up to 9.198 and sig .000 which shows the researcher that there is a positive relationship and that role of manager, interpersonal relationship and empowerment affects employee motivation at Vale Farm. For t test result the researcher found that role of manager, and empowerment shows that there is correlation and positive effect on employee motivation at Vale Farm with B is .251 t value result is .2.381and sig is .004 next is t test empowerment show that there is correlation and positive effect in customer purchasing decision with B is .411 t value result is 4.579 and sig is .000

# **CHAPTER V**

## **CONCLUSION AND RECOMMENDATION**

### **5.1 Conclusion**

- 1 From the data analysis in Chapter IV, the result of F Test shows that the role of manager (x1), interpersonal relationship (x2) and empowerment (x3) has an influence on employee motivation at Vale Farm (Y). These three variables together have a positive correlation on employee motivation with 90% confidence level.
- 2 The T test shows that role of manager and empowerment have a positive correlation and effect on employee motivation at Vale Farm Sports Centre. Despite the fact that the data from the T test gives these two factors a positive correlation, interpersonal relationship has a negative relation.
- 3 From the three variables that the researcher decided to use empowerment (X2) has the highest significant effect on employee motivation at Vale Farm Sports Centre. Role of manager has the second highest significant effect on employee motivation at Vale Farm Sports Centre.

### **5.2 Recommendation**

#### **5.2.1. For the Company**

- 1) Since Vale Farm Sports Centre is a leisure company and that they operate for extremely long hours, they might want to consider having some of the senior management there all the time. For instance two managers can come in for the morning shift from 6am until 2pm. Then the second shift can start from 2pm until closing time which is 10pm. This can be continued from Monday until Friday. For the weekend it's a 12 hours shift since there are four managers they can work one weekend day every two weeks. This is so that there is always someone around to increase employee motivation by acting out the role of manager,

having an interpersonal relationship with the employees, and also empowering them throughout the task.

2) The researcher understands that Vale Farm is open for sixteen hours a day Monday-Friday and eight hours a day Sat-Sun, due to this it can be difficult to always have a member of senior management. One form of recommendation that the researcher can give is to suggest that the management come into work at different times to ensure that there is always a manager around. At the moment the management come in Mon-Fri from the hours of 9am until 5pm. During weekdays before 9am and after 5pm there are no members of the senior management, in addition to this there are also no members of senior management on weekends.

### **5.2.2 For Future research**

For future research purpose I recommend that more variable are used such as salary, working conditions, high wages, job security, promotion potential, good working condition, interesting work, personal loyalty of supervision, tactful discipline, appreciation of work done, help with personal problems and feeling of being in on things.

## **LIST OF REFERENCE**

- Ariola, I.(2006). Principles and Methods of Research. Rex Bookstore, Inc. USA.
- Armstrong, M .(2009). Armstrong's Handbook of Human Resource Management. Practice Kogan Page. Eleventh Edition
- Bruce. A. (2006). How to Motivate Every Employee: 24 Proven Tactics to Spark Productivity in the Workplace. 1st edition .McGraw-Hill Publisher
- Bryan, Joyce & Weiss. (2006). New generation organizations: Motivating employees through creative working practices. Emerald Group Publishing Limited. Vol. 22 Iss: 11
- De Janasz, Dowd, Schneider. (2006) Interpersonal Skills in Organizations. 3rd edition McGraw-Hill/Irwin.
- DuBrin, A. (2009) Leadership: Research Findings, Practice, and Skills. 6th edition.
- Greenberg.J and Robert A.Baron ( 2007). Behavior in Organizations. 9th edition. Prentice Hall.
- Katz, R.(2005) .Motivating Technical Professionals Today Industrial Research Institute, Inc
- Maslow, A. (1987). Motivation and Personality 3rd edition. HarperCollins Publishers
- McDonald, J.H. (2009). Handbook of Biological Statistics, 2nd edition. Baltimore: Sparky House Publishing
- Nigel Bassett-Jones, Geoffrey C. Lloyd, (2005) Does Herzberg's motivation theory have staying power?",Vol. 24 Iss: 10, Emerald Group Publishing Limited Prentice Hall; 12 edition
- Quigley, N.R., & Tymon, Jr., W.G. (2006). Towards an integrated model of intrinsic motivation and career self-management, Emerald Group Publishing Limited
- Robbins S.P and Judge T.A ( 2007) Organizational Behavior Prentice Hall, Seventh Edition South-Western College Publisher  
Vol 11, 2, pp. 137.

# **APPENDICES**

## Appendix A: Questionnaire

---

**Male/Female. (Please Circle one) Age....**

**Questionnaire regarding; The major underlying factors affecting employee's motivation at work.**

	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	<b>Motivation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My job requires me to use different skills and ability.					
2	I believe that i contribute to all projects from the beginning until the end.					
3	When doing a project I feel confident enough to use my own initiative.					
4	I have confidence in the judgement of senior management.					
5	The work that is given to me is too easy.					
6	I am satisfied with my current salary.					
	<b>Role of manager</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8	There is a friendly feeling between					

	management and staff.					
9	My manager makes me feel like a business partner.					
10	My manager analysis the work I carry out.					
11	My manager gives me creative feedback.					
12	I look up to my manager as a leader.					
13	My manager uses empowerment to make me feel good inside.					
	<b>Interpersonal Relationship</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
15	I have an advance relationship with my manager					
16	My manager shows concern regarding my development in this company.					
17	I have a two way trust relationship with my manager					
18	I have a clear line of communication with my manager.					
19	I have a loyal relationship with my manager					
20	My manager cares about my well being					

	<b>Empowerment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
21	My manager promotes greater initiative and responsibility in assignments					
22	My manager tries to make me fully understand the impacts of my actions on the companies costs and profits					
23	My manager allows me to decide my own methods after he explains the task					
24	My manager links my work activities to organisational goals.					
25	I believe i have the ability and the skill to complete the tasks given by my manger.					
26	i have the determination to finish the task given to me					

## Appendix B: Multiple Regression

---

### 1. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.656	.456		3.634	.001
Role of Manager	.251	.063	.244	2.381	.004
Interrelationship	-.010	.089	-.011	-.112	.021
Empowerment	.414	.090	.459	4.579	.000

a) Dependent Variable: Motivation

Table 4.3.The Significant of role of manager inter relationship and empowerment towards employee motivation.

Source: Statistical Products and Solution Services and Primary Data V16

### 2. Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	N
employeemotivation	3.5614	.30288	76
Roleofmanager	3.6096	.48880	76
interpersonalrelationship	3.3377	.34745	76
Empowerment	3.3904	.33835	76

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	empowerment, interpersonalrelationship, roleofmanager <sup>a</sup>		. Enter

- a. All requested variables entered.  
 b. Dependent Variable: employeemotivation

### 3. Collinearity

Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	roleofmanager	interpersonalrelationship	empowerment
1	1	3.973	1.000	.00	.00	.00	.00
	2	.014	16.868	.01	.82	.01	.20
	3	.010	19.904	.00	.12	.64	.29
	4	.003	35.486	.99	.06	.35	.51

- a. Dependent Variable: employeemotivation

## LIST OF REFERENCE

<sup>1</sup> Deci, E. (1972), "Intrinsic Motivation, Extrinsic Reinforcement, and Inequity", *Journal of Personality and Social Psychology* 22 (1): 113–120

<sup>1</sup> Seligman, Martin E.P. (1990). *Learned Optimism*. New York: Alfred A. Knopf, Inc.. p. 10

Kerr, Steven (1995) On the folly of rewarding A, while hoping for B.

<sup>1</sup>Definition of qualitative research. from [http://www.mrc-bsu.cam.ac.uk/cochrane/handbook500/chapter\\_20/20\\_2\\_1\\_definition\\_of\\_qualitative\\_research.htm](http://www.mrc-bsu.cam.ac.uk/cochrane/handbook500/chapter_20/20_2_1_definition_of_qualitative_research.htm)  
(pp. 239-246 McDonald, J.H. 2009).

Test (Lawrence, Glenn, and Guarino, 2005: p. 67):

(Lawrence, Glenn, and Guarino, 2005: p. 182)

(*Lawrence, Glenn, and Guarino, 2005: p. 67*)

(*Geof Lancaster Research methods in Management 160pg*).

Ariola. Et. Ad (2006) in her book Principles and Methods of Research (eds.); 2006

Motivational Management (New York: AMACOM, 2003)

Organizational Behavior (12th Edition) Robbin

Greenberg, R.A., & Baron, R.A. (2003). Behavior in organizations, 8th ed. Social Psychology Textbooks

Quigley, N.R., & Tymon, Jr., W.G. (2006). ... Organizational Behavior Division of the Academy of Management, 2005

Abraham Maslow's book Motivation and Personality, published in 1954 (se1970)

## **LIST OF REFERENCE**

Abraham *Maslow* (Jan 1987) Motivation and Personality 3 Sub edition

Andrew DuBrin February 3, 2009 South-Western College Pub; 6 edition

Andrew DuBrin June 1978 Fundamentals of Organizational Behavior: An Applied Perspective Pergamon Pr; 2 edition

Ariola *et al.*, 2006. *Principles and Methods of Research*. Rex Bookstore, Inc., USA., pp: 78.

Bruce. A March 23, 2006, How to Motivate Every Employee: 24 Proven Tactics to Spark Productivity in the Workplace, McGraw-Hill; 1 edition

Bryan, Joyce & Weiss (2006) New generation organizations: Motivating employees through creative working practices Emerald Group Publishing Limited, Vol. 22 Iss: 11

De Janasz, Dowd, Schneider, 2006 Interpersonal Skills in Organizations mcgraw-Hill/Irwin; 3 edition

Hugo M Kehr, 2004. MGSM working papers in management ; MGSM WP 2-2004

Jerald Greenberg and Robert A.Baron (March 4, 2007) Behavior in Organizations, Prentice Hall; 9 edition

Katz, Ralph Number 6, November-December 2005 Motivating Technical Professionals Today Industrial Research Institute, Inc

Lacity, M., and Janson, M. (1994), "Understanding Qualitative Data: A Framework of Text Analysis Methods," *Journal of Management Information Systems*, Vol 11, 2, pp. 137-155.

Levy Michael and Weitz Barton S. Gamst, Glenn. Guarino, A. J. (2005). *Applied Multivariate research*. London and New Delhi. Sage Publications.

Levy Michael and Weitz Barton S. Gamst, Glenn. Guarino, A. J. (2005). *Applied Multivariate research*. London and New Delhi. Sage Publications.

McDonald, J.H. 2009. *Handbook of Biological Statistics*, 2nd ed. Baltimore: Sparky House Publishing

Michael Armstrong (June 28, 2009) Armstrong's Handbook of Human Resource Management Practice Kogan Page; Eleventh Edition edition

Moses. J 2002B are your employees enthusiastic, national federation of independent business

Moses. J 2005 fear or opportunity what motivates employees? national federation of independent business

Nigel Bassett-Jones, Geoffrey C. Lloyd, (2005) Does Herzberg's motivation theory have staying power?", Journal of Management Development, Vol. 24 Iss: 10, Emerald Group Publishing Limited

Prentice Hall; 12 edition

Quigley, N.R., & Tymon, Jr., W.G. (April 2006) Towards an integrated model of intrinsic motivation and career self-management, Emerald Group Publishing Limited

Robbins S.P (December 12, 2002) Management: Prentice Hall, Seventh Edition

Robbins S.P and Judge T.A (January 1, 2007) Organizational Behavior

Székely, G. J. and Rizzo, M. L. (2005). *A new test for multivariate normality*, Journal of Multivariate Analysis 93, 58-80.

Wiley. C 1997 What motivates employees according to over 40 years of motivation surveys MCB UP Ltd

York (2006). The Management Today. Eur. J. Endocrinol., 155: 3-9.