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Y Drindod Dewi Sant

UNIVERSITY OF WALES

Trinity Saint David

SWANSEA - ABERTAWE

**A STUDY TO CRITICALLY ASSESS THE IMPORTANCE AND
DETERMINANTS OF MOTIVATIONAL FACTORS TO EMPLOYEES
WITHIN SMEs IN SWANSEA**

A Dissertation submitted for the

Masters of Business Administration (MBA)

Submitted: 4th May 2018

Student: **Robyn Douglas Thomas Griffiths**

Student Number: **P148200**

Supervisor: **Vic Saunders**

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Word Count

Chapter	Word Count
Introduction	1,187
Literature Review	6,452
Methodology	4,803
Analysis of Results	5,852
Conclusion and Recommendations	1,765
Total word count	20,061

Acknowledgements

Firstly, I would like to say a most sincere thank you to Vic Saunders, for his continuous support, supervision and advice, throughout the duration of the dissertation, working around my undulating requirements that occur due to my role and level of responsibility within my job.

Secondly, thank you to my employer, Opinion Research Services and in particular Stella Williams and Jonathan Lee. This is for encouraging me as well as giving me the opportunity to attend university, providing me with autonomy within employment to manage my hours allowing me to attend core lectures and one-to-one supervision appointments whenever necessary. Without this, the research would never have been achieved.

Thirdly I would like to thank my family, in particular my father and grandmother, whose continuing support throughout life, despite occasional turbulence, allowed me to believe I could step up to this challenge when the opportunity presented itself.

Finally, I am dedicating this Dissertation to my wife, Flavia. She has been my inspiration and drive to better myself and she has supported me throughout; ensuring that I get those most out of what is essentially my first fully immersive experience within academia, despite full time employment in a very demanding job. Without her, I may not have pushed as hard as I have in order to reach my goal.

In memory of Patricia Florence May Griffiths

1960 - 2011

Abstract

Motivation within the workplace has always been a topic which is of interest to those in the field of research. The factors which can motivate an individual are desirable to any prospective employer, as high levels of motivation can lead not only to the most cost effective employment, but also often, to the most innovative approaches to tasks.

With the presence of both intrinsic and extrinsic motivational factors, that is to say factors that bring an inner sense of enlightenment, versus that of physiological and financial satisfaction – there has been a great deal of research into both ‘sides’, with arguments towards the proclivities of each. There is currently a great deal of research and subsequent analysis within this field, which looks to promote financial incentive as the predominant motivator amongst employees, however in order to greater understand whether this is indeed the case within employees of Small and Medium Enterprises (SMEs) within Swansea, further research, was required.

In support of this study, throughout accessing the large body of available literature, previous researchers have put forward models which provide a theoretical basis for this dissertation. In order to ascertain the main motivators of employees within SMEs in Swansea, this study revolved around a questionnaire which was completed by 100 employees of SMEs, who have experience enough, to answer the questions posed, in order to assist in helping develop research in this field.

The data collected within this research provides an interesting insight; into the factors of motivation which the sample of SME employees perceive as important. Results show that whilst economic reward is indeed a factor which almost employees consider important, it is perhaps not as important as that of job security. Similarly, positive feedback is considered of great importance, particularly to those in positions of middle and upper management.

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Chapter 1- Introduction

1.1 Research Background

1.1.1 Small and Medium Enterprises (SMEs)

Whilst there is no single, globally accepted definition of Small and medium-sized enterprises or 'SMEs', since 2011, EU member countries have begun to arrive at a consensus in terms of what classifies a business or organisation as such and this is based on size of the organisation, in terms of its employees and annual turnover and balance sheet total. (EU recommendation 2003/361.)

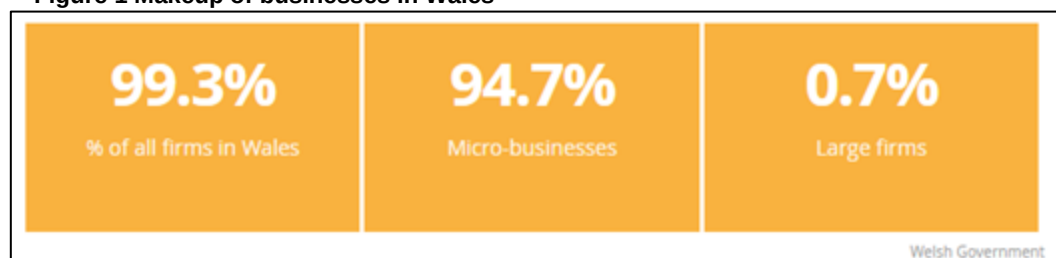
Table 1 Specifics of what constitutes an SME

Number of Employees	less than 250
Annual Turnover	less than €50 million
Balance Sheet Total	less than €43 million

With an increase in self-employment and niche market possibilities becoming present in an ever advancing technologically driven society, SMEs are experiencing massive growth across the UK (The Telegraph, 2015).

Within the 12 years from 2003 – 2015, the number of active businesses in Wales, grew by 40.5 percent to 238,200, with a combined annual turnover of £70.1 billion. Whilst these figures are inclusive of all business sizes from 'Micro' businesses, employing 0-9 people all the way up to corporate giants such as TATA steel employing well over 250, SMEs are currently dominating the Welsh Market accounting for 99.3 percent of the aforementioned 238,200. (Barry, 2016).

Figure 1 Makeup of businesses in Wales

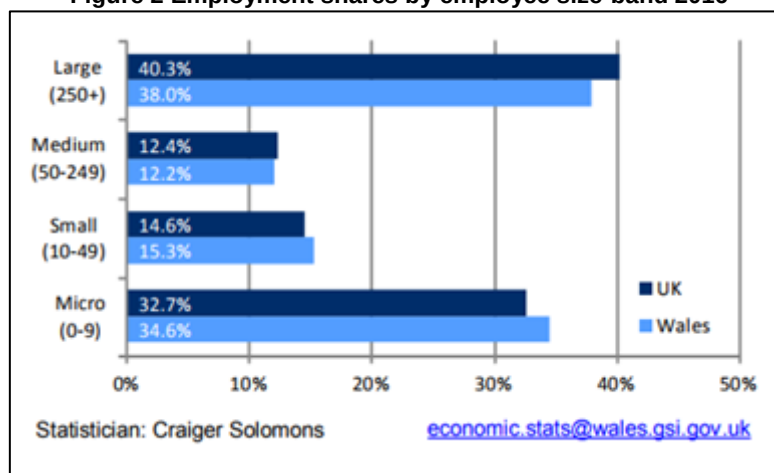


This firm-wide statistic carried into the following year, with a slight increase in that of Micro businesses. At the end of 2016, a study carried out by the Welsh Government called: Size Analysis of Welsh Businesses, 2016, identified a greater number of reliance on SMEs in Wales, compared to that of the rest of the UK.

As of 2017, 38.3 percent of private sector employment in Wales was accounted for by large enterprises (those with 250 or more employees), compared to 39.8 percent for the UK as a whole.

The majority of active enterprises were small and medium sized enterprises, accounting for 99.3 percent of total enterprises in Wales in 2016. Micro enterprises (0-9 employees) accounted for 94.9 percent of the total enterprises in Wales in 2016” (Nov, 2016).

Figure 2 Employment shares by employee size-band 2016

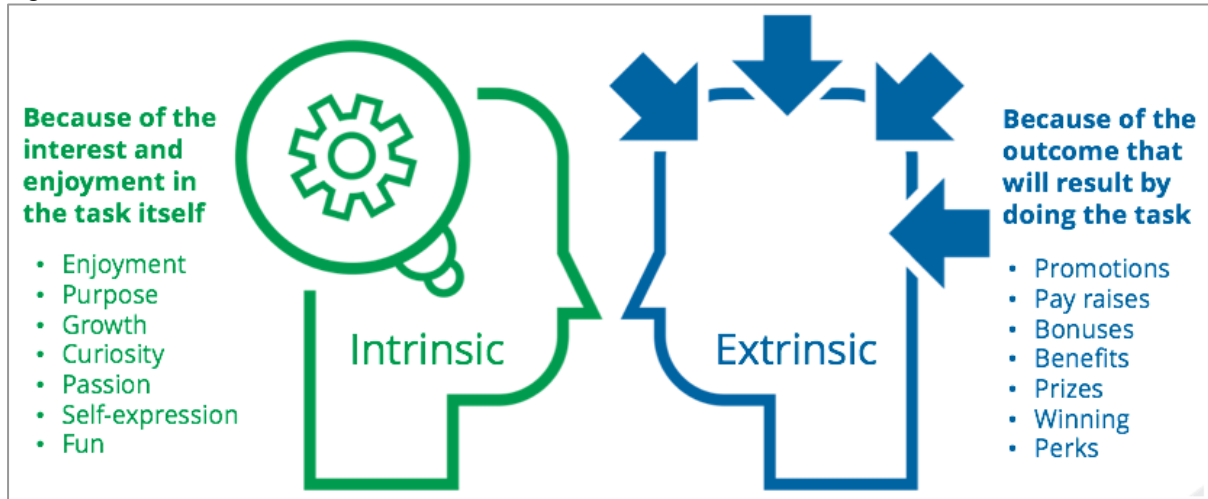


1.1.2 Motivation

With ever emerging SMEs experiencing growth, beyond Micro up to small and in many cases Medium businesses, for the benefit of all stakeholders, motivation of the employees must maintain a key factor in ensuring organisation remain sustainable within their market whilst gaining the competitive advantage over competing organisations (Camilius, 2011).

Motivation can essentially be defined as the inspiration, which drives you to take action (Deci, 1985). This can then be further broken down into two categories, or types; Intrinsic Motivation and Extrinsic Motivation.

Figure 3 Intrinsic Vs Extrinsic Motivation



Source: The Power of Intrinsic Motivation Dr. Hamill Dr. Toni (2017)

Intrinsic Motivation relates to drivers which are rooted in the want to complete a task simply in order to enjoy the activity of the task itself. Often found in people who state they “love their job”, it is argued that intrinsic motivation is the reason they work so hard to achieve their goal (Deci, 1996).

Conversely, Extrinsic Motivation relates to the actions being performed, in order to receive external rewards. When considering the workplace, extrinsic motivations can often be found within those that do not find the job they are doing enjoyable and instead they are simply completing a function with the sole concern being with the outcomes associated with the action for example, the financial reward. It is very rarely the case, where an individual is solely one or the other, however - for example, there can be individuals that do enjoy their job as a result of the sense of accomplishment they get from it and so are intrinsically motivated, however these same individuals could also be described within the category of individuals who are not “morning people”, and would struggle to get out of bed early if it were not for the fear of being late and/or the need to avoid stimulating a negative outcome from their employer – thus extrinsically motivated to get out of bed and be on time.

In Edward Deci's book "Why We Do What We Do" he explains these concepts in terms of the distinction between whether behaviour is autonomous or controlled. He goes on to state that with autonomy, "people are fully willing to do what they are doing and they embrace the activity with a sense of interest and commitment" whereas people who are controlled act without sense of personal achievement and so "their behaviour is not an expression of the self, for the self has been subjugated to the controls" (1996)

When considering motivation specific to business, it is a key driver in ensuring the success of an individual and by that logic, the business as a whole. Studies have been conducted in the past to evaluate a link between high performance work practises and overall firm performance. In cases such as the study 'The Impact of Human Resource Management Practices on Turnover, Productivity, And Corporate Financial Performance' based on a national sample of nearly one thousand firms, they were able to determine that HR management practices, which were focused on motivation of its employees had an economically and statistically significant impact on both intermediate employee outcomes such as turnover and productivity as well as both long and short-term measures of corporate financial performance. (Huselid, 1995)

1.2 Rationale for the study

As is evident from the statistics discussed within the introduction and as proven by a study conducted within the Welsh Government (2012); micro-businesses and the wider SME community are playing a crucial role in providing employment opportunities throughout Wales.

What's more, studies indicate a very high percentage of micro-businesses, in town such as Cardiff and Swansea, in particular (Barry, 2016). To that end, understanding the importance of particular motivational drivers of the employees within said business could be integral to understanding the potential for success for any SME within Wales and more specifically the City and County of Swansea.

Whilst there have been studies which as above, attempt to intrinsically assess and in some cases correlate the link between motivational management practises and high productivity or output of an individual within a business, it could be argued that existing research is limited due to its focus on overarching business models and Human Resource approaches as a whole and in many cases present Nationwide findings.

This research will focus on establishing the current application of and subsequent feelings surrounding determinants and importance of specific motivational factors of employees within SMEs in Swansea and whether this is largely driven by that of extrinsic or intrinsic desires.

1.3 Aims and Objectives

Following on from establishing the motivational determinants of the individual employees within the sampled SMEs, Recommendations will be put forward on how specific approaches may benefit SMEs within Swansea, following critical analysis of the themes which emerge throughout the study.

In order to contextualize this research, the overall aim will be achieved as a result establishing the following objectives:

- Identify the main motivational factors for employees within the workplace.
- Analyse the perceived importance of Economic Rewards and their impact/effect on employee motivation within SMEs in Swansea
- Analyse the perceived importance of Positive Feedback and their impact/effect on employee motivation within SMEs in Swansea
- Provide recommendations, for application of findings

Chapter 2- Literature Review

2.1 What is a Small Medium Enterprise (SME)?

Whilst Small and Medium-Sized Enterprises (SMEs) Play an important role in the economies of the world and whilst the term SME is widespread, as it stands, there is no globally accepted definition of Small and medium-sized enterprises (Hamid, Etemad, 2003)

One relevant argument, as to why this is the case, is:

“There is no distinct, uniformly acceptable, definition of a small organisation. This is because a ‘small’ organisation in, for example, the petrochemical industry is likely to have much greater levels of capitalisation, sales and possible employment, than a ‘small’ organisation in the car repair trade. Definitions, consequently, which relate to ‘objective’ measures of size such as quantity of employees, sales turnover, profitability, net worth, etc., when inspected at a sectorial level, mean that in some industries all organisations may be seen as small, while in other industries it may be possible that there are no organisations which are considered small” (Storey, 2002, p.8)

As a result of this any other mitigating factors, as it stands, currently there are a variety of definitions can be seen among many different countries as well as in some cases sectors and different constituents and governmental agencies with the same country (Yusof & Apsinwall, 2000).

2.1.1 Vs Quantitative Qualitative Criteria

Throughout efforts to define SMEs over many years, researchers have attempted to do so via both Qualitative and Quantitative Criteria (von Potobsky, 1992).

Quantitative criteria, involves factors such as: *“sales figures, social assets, number of employees, numbers of customers, value of equipment, capital investment, production, levels of energy consumption and so on”* (Etemad et al, 2000, p. 205).

Reinforcing what Yusof and Aspinwall considered as factors making it hard to arrive at a standardised definition, Chulikavit and Rose (2003) agree with the confusion caused by the vast expanse of SMEs across the globe. They do however; state it specifically in relation to the quantitative criteria saying that due to the fact that these quantitative limits differ from country to country, even something as apparently concrete as a quantitative limit can cause misunderstandings (2003). Whilst that is in relation to the 'globalised' aspect of it, nevertheless, this sentiment is shared also, by those looking at multiple organisations within the same country, such as Storey who when looking at the quantitative nature of classification stated *"In some sectors all firms may be regarded as small, while in other sectors there are possibly no firms which are small"* (Storey, 2002, p. 9).

Despite these (and many more) multiple citations to the detriment of quantitative criteria, Johnson *et al* (2002) states that quantitative approaches **are** valuable at the description level and that in fact we **do** need accurate quantitative estimates of the types and volume of small enterprises within the UK, for example. This is supported by the work of Curran (2000) and Harrison (1994) whose research utilising quantitative criteria with small businesses within the United Kingdom, are said to have contributed to research on issues as important as the impact of restructuring on the UK economy. Finally, despite the above quote from Storey, expressing the difficulties of defining SMEs quantitatively, in the same publication '**Understanding the Small Business**' originally published in 1994, by virtue of the research he conducted, he has been seen to assist with the understanding of the relationship between employment and unemployment with in UK business.

Qualitative criteria on the other hand, relates more specifically on the behavioural attributes within the business, such as how are SMEs are actually run as opposed to focussing on the aforementioned numerical minutia of an organisation/company/business. These criteria can include considerations such as how decisions are made within a company and how authority may present itself (Stokes, 2010).

“In the definition of small and medium enterprises qualitative features should be emphasised. Quantitative definitions of Small and middle enterprises should only be used as measure to approximate their number, since qualitative criteria are problematic to be observed by statistics.” (OECD, 2005, p.12)

One generally recognised definition, grounded within qualitative criteria is one based on the theory put forward by the Bolton Committee (1971).

2.2 The Bolton Committee Report (1971)

Utilising a two pronged approach, The Bolton Committee formulated two definitions in an attempt to overcome the aforementioned issues, which arise from a purely quantitative approach; these effectively became the ‘economic’ definition and a ‘statistical’ definition. (Storey, 2002).

Economic Definition

The **Economic Definition**, which was devised initially, categorised businesses as being small if/when they satisfied the following criteria: -

1. In economic terms, a small firm is one that has a relatively small share of its market
2. An essential characteristic of a small firm is that it is managed by its owners or part-owners in a personalised way and not through the medium of a formalised management structure.
3. They are also independent in the sense that it does not form part of a larger enterprise and that the owner-managers should be free from outside control in taking their principal decisions. (1971:1)

Statistical Definition

The **Statistical Definition** which was then subsequently devised was established in order to address three main issues. These were firstly, to quantify the current size of small firm sector and its contribution to economic aggregates such as gross domestic product (GDP),

employment, exports, innovation, etc. The second purpose was to compare the extent to which the small firm sector has changed its economic contribution over time. Thirdly, the statistical definition, in principle has to enable a comparison to be made between the contributions of small firms in one country with that of other nations.

Table 2 the statistical definitions of a small firm in different sectors

<i>Sector</i>	<i>Definition</i>
Manufacturing	200 employees or less
Construction, mining and quarrying	25 employees or less
Retailing, miscellaneous and services	Turnover of £50,000 or less
Motor trades	Turnover of £100,000 or less
Wholesale trades	Turnover of £200,000 or less
Road transport	Five vehicles or less
Catering	All excluding multiples and brewery-managed houses

(Authors Creation) **Bolton (1971)**

2.3 Companies Act Definition (1985)

There is also a UK wide recognised definition of what constitutes a ‘small’ business also. As published in the Companies Act document, “be it enacted by the Queen” (UK Government, 1985 p.29) as of 11th March 1985, under chapter 6, section 248.

With revisions to said act over time, as of up until 2006, initially stated that a company qualifies as **SMALL** (in a financial year) if indeed for said year, two or more of the following criteria are satisfied.

- a) The amount of turnover a year is no more than £2.8 million
(Originally £1.4 million –adjusted for inflation)
- b) Its balance sheet totals no more than 1.4 million
(Originally £700,000 –adjusted for inflation)

- c) The number of employees within the company in the year (which is to be determined on a weekly basis) does not exceed 50
(same as in 1985)

And that a company qualifies as **MEDIUM** (in a financial year) if for said year, two or more of the following criteria are satisfied.

- a) The amount of turnover a year is no more than £11.2 million
(Originally £5.75 million –adjusted for inflation)
- b) Its balance sheet totals no more than 5.6 million
(Originally £2.8 million –adjusted for inflation)
- c) The number of employees within the company in the year (which is to be determined on a weekly basis) does not exceed 250
(same as in 1985)

Then as of 2006, the Companies Act 1985, was updated to the following:

Table 3 Companies Act Definition of Small and Medium Enterprises1985

<i>Size of company</i>	<i>Turnover (Max)</i>	<i>Balance Sheet (Max)</i>	<i>No. of Employees (Max)</i>
Small Company	£6.5m	£3.26m	50
Medium Company	£25.9m	£12.9m	250

(Authors Creation) (GOV, 2006)

2.4 EU Definition

Since 2003, the EU have had a particular stance on what constitutes an SME, based on Number of Employees, Annual Turnover and (annual) Balance Sheet Total (Table 4) and as of 2011, EU member countries have begun to arrive at a consensus in terms of what classifies a business or organisation as such, breaking it down further again into the classification of Micro, Small and Medium. This is based on size of the organisation, in terms of its employees and annual turnover and balance sheet total. (EU recommendation 2003/361.) Said consensus specifics are as follows: -

Table 4 EU recommendation 2003/361 – definition of SMEs

Number of Employees	less than 250
Annual Turnover	less than €50 million
Balance Sheet Total	less than €43 million

Furthermore, in order to distinguish between the Micro, Small and Medium enterprises that make up SMEs:-

- Micro enterprises as less than 10 employees and a turnover less than €2 million.
- Small enterprises as less than 50 employees and a turnover less than €10 million.
- Medium sized enterprises as less than 250 employees and an annual turnover not exceeding €50 million.

Despite the modicum of success that has been had by ‘classifying SMEs, it has been agreed upon such that there are a multitude of varying definitions, dependant on where in the world and indeed in which sector/ governmental agencies one looks (Yusof and Aspinwall, 2000). Additionally, as stated by Gore (1992) stated, much like the proverbial elephant, a small firm is often recognised when seen, but somewhat difficult to define, a sentiment which is shared by (Nwankwo *et al*, 2010).

There have been further attempts to establish generally recognised definitions as to what should and should not be considered an SME such as; for example, the Council of Europe

(1994), stated that an SME will typically be independently owned and operated by its owners, and that it could also be unincorporated or incorporated. In addition, they stated that companies that are quoted on a major stock exchange or subsidiaries of quoted companies should **not** be classified as SMEs.

Note: For the purposes of this study and supporting research, the EU definition will be used.

2.5 Importance of SMEs

“What’s good for General Motors, is good for the Country”

- Wilson, C. (1951)

Whilst confirmed to be a misquote of an original statement made by 5th United States Secretary of Defence, Charles E. Wilson, this old adage became a popular statement amongst people within the US and around the world. Storey (1994) argues as to how this statement could be adapted and may very well be very true nowadays to that of the small business sector within the United Kingdom.

What’s good for the small business sector, is good for the country

Whilst it may not have the same ring to it, there is a lot of supporting research and literature that states that this may very well be the case. SMEs play a major role in the creation of social and economic wealth (Schoonjans *et al*, 2013) and are considered a sector with substantial contribution to the economic growth of both developed countries and emergent countries (Turyakira & Mbidde, 2015).

In 2016, The Organisation for Economic Co-operation and Development (OECD) stated that small and medium-sized enterprises are an exciting and rising sector in most economies round the world. They went on to state how global economic circumstances have stimulated the growth on SMEs over the last 10-15 years and that this is the fact not only in the UK, US,

Australasia and Europe, but similarly in Africa, Latin America, Korea and Indonesia (OECD 2016).

Specific more so, to the UK; to attest the levels to which SMEs play a large role in the UK economy, in a 2014-15 study published by UK parliament and the House of Commons looking into 'conduct and competition in SME lending', it was revealed that as of the beginning of 2014, there were 5.243 million private sector businesses within the UK, of which 5.236 million had fewer than 250 employees and of those, 5.204 had fewer than 50 employees. It goes on to state that overall, SMEs account for 60 percent of all private sector employment (GOV, 2014).

These, are the most recent figures in a recognised trend. During the 1980's, in both large and small businesses alike; rate of employment, financial turnover and other factors such as stock of business firms in a variety of services and industries within the UK all experienced excessive growth (Bryson *et al*, 1993). The majority of this growth, especially in the stock of business firms, has been attested to smaller businesses, with SMEs growing rapidly during the 80's then into the 90's, from 57 percent - 67 percent, a trend which has continued. (Analoui & Karami, 2003).

As discussed previously within this study, SMEs play a significant role within the UK economy, not just in terms of generating employment, creating competition and promoting innovation but of course in economic wealth itself. (Analoui & Karami, 2003). For the 2015/16 financial year, the combined annual turnovers of all SMEs accounted for approximately 47 percent of private sector GDP and have an annual turnover of approximately 1.8 trillion pounds (GOV, 2016)

Recognised as early as the aforementioned Bolton Report of 1971, the authors of said report stated also that: *"We believe that the health of the economy requires the birth of new enterprises in substantial numbers and the growth of some to a position from which they are able to challenge and supplant the existing leaders of industry... This seedbed function,*

therefore, appears to be a vital contribution of the small firm's sector to the long-run health of the economy" - Bolton Report (1971, p. 85)

Arguably, one could state that roots of these sentiments are even more present today as they were then, as rather than being theorised in discussion; they are now accepted and included in governmental practices. Such as the Public Administration Select Committees' (2013) work into procurement practises, whereby they state that both the UK Government and the World Bank stress the importance of SMEs and state that SMEs are the 'engine of growth'. Given that growth is sorely lacking at the moment more must be done here and quickly. As a result, support or SMEs needs to be at the heart of Government procurement. (GOV 2013)

2.6 Characteristics of an SME

In the past, due to increased pressures and high expectations on small business to succeed, some have considered that the small business sector may be subject to long term decline. Even the Bolton Report itself, has been viewed as being somewhat; unduly pessimistic about the future of small businesses (Stoke and Wilson, 2010)

The reasons behind these perceptions are rooted in many foundations. By definition, SMEs are small in size. As a result of this, in the past it has often been the case that they have somewhat limited resources and expertise and thus are less likely to have any substantive impact within their respective market and in fact, generally speaking, SMEs have had a moderately small share of their marketplace (Gilmore & Carson, 1999). In addition to this, inadequate specialist expertise is often present. This is seen as a limitation within some smaller organisations, because managers in SMEs are often seen as 'generalists' as opposed to 'specialists' (Fuller, 1994)

When considering the marketing activities engaged upon by smaller businesses; Carson (1993) highlighted two reoccurring factors specific to the underutilisation all limitations of marketing in SMEs. Firstly, SMEs tend to use marketing in a more general and ad-hoc

manner than larger businesses, which can result in a limited tangible impact on performance. Secondly he goes on to state that in the earlier stages of company growth, sales often stem from informal and unplanned marketing efforts, thus reducing the manager's recognition of marketing activities/contributions. Furthermore, Hogarth-Scott *et al* (1996) found that limitations in an SMEs resources can have a direct impact on an SMEs investment in marketing which in turn:

- a) Affects the capability of a firm to pursue alternative marketing strategies*
- b) can limit the firm in its marketing tasks*
- c) restrict market entry to market with the business has insufficient resources to compete successfully*
- d) can affect the purchase of specialise marketing expertise*

- Hogarth-Scott *et al* (1996, p. 7)

In addition to this, something which is not mentioned by Hogarth –Scott in the 'list' though is implicitly implied by the sheer mention of limitations of investment in marketing of SMEs, is that of the limited finances of a SME, versus that of its larger competition.

Changing Perceptions?

Despite these prior, perceived limitations that come as a result of being an SME, it would appear as though the tides are turning for the smaller businesses (Dixon, 2013)

Traditionally SMEs would have had a smaller market footprint to that of its larger competition; however, many agree that this is now changing as a result of the internet. Global Economy and Development Fellow, Joshua Meltzer (2015) published an article stating how US SMEs are for the first time in history, finding themselves able to export services to customers worldwide. This is as a result of the global development of online practices and internet accessibility from so far afield. He goes on to discuss another major revelation which comes as a direct result of internet accessibility, which relates to SMEs

access to services as inputs, which allows smaller businesses to raise productivity and increases their capability to compete in overseas markets, *“SMEs that use the Internet at high levels have revenue growth up to 22 percent larger than SMEs that use the Internet at lower levels”* (Meltzer, 2015, p. 6).

Another change in perception, relates to how it has generally been the shared view of experts in the field that whilst SMEs and entrepreneurs play a key role in national economies around the world, SMEs are often more affected by business environment conditions and structural policies than larger firms (OECD 2017). However, new data, compiled by EUROSTAT, agrees with Meltzer, in that this may be incorrect, stating that although there has yet to be established, a general agreement in the literature on whether SMEs generate more growth than larger enterprises, recent studies suggest that larger enterprises tend to be more pro-cyclical. This, in effect is implying that they are more directly affected by international business cycles than SMEs would be. The study goes on to state how this fact may have implications for how different business sectors and therefore global economies behave, in times of economic austerity, in favour of SMEs (Europa.eu, 2016).

“Small and medium-sized enterprises (SMEs) are a focal point in shaping enterprise policy in the European Union (EU). The European Commission considers SMEs and entrepreneurship as key to ensuring economic growth, innovation, job creation, and social integration in the EU.” (Europa, 2018)

2.7 Motivation

In a 2000 study, Pearson Research defined Motivation as the reasons that underlie certain behaviours which are then characterized by willingness and volition. They go on to cite Armstrong: *“Motivation can be defined as the strength and direction of behaviour, along with the factors that influence a person to act in a certain way”* (Armstrong, 2012, p. 167)

This theory ties in with the views of Hutchinson (2013); who argues that motivation in its truest sense, comes from inside a person, that it is the action and force that influences a

person's choice of action. These views however, differ from some of the more rudimentary perceptions of motivation in as much as simply regarding it as the effort and energy an individual puts into an activity (Locke & Latham, 2004) and Edward Deci (1985) who defines motivation rather simply as the inspiration, which drives you to take action

2.7.1 Difficulties Defining Motivation

Motivation in itself, can be somewhat hard to define, not only due to the differing opinions surrounding what it inherently relates to (As highlighted above), but also due to the fact that attempting to measure motivation, particularly that of employees in a place of work, can often be a very difficult process (Cnaan, 1991).

“Perhaps motivation is less discussed because it is such an amorphous and difficult subject. To even define motivation is challenging, let alone to measure it. To dig beneath the surface and really think about motivation only brings up more questions.”

(Usher and Kober, 2012, p.1)

2.7.2 Models of Motivation

2.7.3 Maslow's Hierarchy of Needs

Maslow's hierarchy of Needs consists of a five tiered pyramid (Figure 4), proposed by Abraham Maslow in his 1943 paper “A Theory of Human Motivation”. It works on the basic understanding that people tend to inherently desire that which they do not have. Based on the perceived understanding that people always want more, he suggests that human needs are arranged in a series of different levels, thus the hierarchy of importance (Mullins, 2010).

Figure 4 Maslow's Hierarchy of Needs



(Authors Creation) (**Maslow's Hierarchy of Needs**)

As can be seen in the image above, the 'pyramid' relates to the five levels of 'needs' which Maslow argued, people desire in order to attain satisfaction. In Addition, as the structure of the model would imply, when realising the goals, one moves upward within the triangle, 'step by step' achieving each 'need' in a linear fashion, with the end goal of achieving self-actualisation and ultimately, fulfilment (Burton and Thakur, 1998)

In order to assess the 'needs' in relation to the subject which is the point of discussion for this particular research, below is a table highlighting and explaining how these needs can and should be adequately satisfied or supported within the workplace. These proposed explanations are based on theories put forward by Mullins (2010) and Tanner (2017).

Table 5 Maslow's Hierarchy of Needs - Explained

Self-Actualisation	To accomplish this last level within the workplace; many more factors need to be present, such as personal and professional growth. Often this can include advancement within the organisation, which isn't always the easiest when considering the smaller side of SMEs. In Micro (0-9 employees), for example, there may not be a lot of room at the top and so in order to try and ensure employees are able to achieve a form of self-actualisation, ensuring employees retain the ability to be creative in their role, can be seen as important. SMEs can often achieve this by offering challenging job roles/tasks and implementing rewards or achievements for those that excel in their role.
Esteem	Here, employees require an inherent sense self-respect, prestige and status. When considering an individual's 'esteem, SMEs need to ensure aspects such as social recognition and constructive feedback are present which an individual employee having an inert understanding of how their position is perceived within the organisation. In addition to this and as well as feeling rewarded by knowing they are doing a good job, for esteem to be achieved, an individual must be happy seeking assistance in relation to where and how they can improve. Having prestigious job assignments, whilst still being confident in their job role, is a large part of an individual feeling their worth.
Social Needs	As referred to in the hierarchy triangle as Love/Belonging: Social Needs could be considered the most important factor when ensuring employees feel like they are 'loved' and belong. High levels of social belonging within an SME may be easier to attain than that of larger business and can be done in a number of ways. It could be through social activities specifically arranged for the purpose of 'colleague bonding' or simply be colleague friendships developing naturally. Having a supportive management structure who are easy to approach and have an understanding of an individual's employees 'outside live' (albeit very basic) can also have very positive impact of a workforce, which in turn allows the employees further security as well as the management to be more confident in the knowledge that employees will stay committed and continue to work hard as a result of loyalty within the organisation.
Safety Needs	All SMEs should have the relevant safety policies and regulations in place to ensure the employees are free from harm within the workplace. This includes (but is not limited to) ensuring that employees are protected from threats of violence/bullying and or other forms of physical or emotional danger. Other 'safety needs' can relate to the perceived benefits of a workplace; such as salaries and job security
Physiological needs	This level would relate to an SME ensuring all of their employees most basal needs are being met with access to all things (or at least time in order to go and get the things) which allow the body requires to function normally. Food and water to overcome hunger and thirst, ample oxygen supply and ventilation so as to ensure employees can breathe easily, thermostats to maintain desired body temperature and toilet facilities. Also, at a less 'constant' rate – ensuring staff are taking holiday in order to ensure respite and not allowing employees to work more than 48 hours a week.

Building on this...

In the subsequent 70 years following on from Maslow's publication of Theory of Human Motivation, adaptations have been made to Maslow's theories, with one of the most notable being the ERG theory.

2.7.4 ERG theory

ERG theory is proposed psychological theory developed by American Psychologist Clayton Alderfer in 1972. **Alderfer** essentially further developing Maslow's hierarchy of needs by categorizing the hierarchy into the Existence, Relatedness and Growth (ERG) theory, argued that people do indeed have need and that those needs are arranged in a hierarchy, in addition to this, however he agreed that needs themselves are important determinants of behaviour (Aswathappa, 2005). Despite however, clearly being an adaptation of Maslow's hierarchy, the ERG model is considered an alternative theory of human need in organisations and differs from Maslow's hierarchy in three aspects: -

1. Instead of five levels of the hierarchy, there are three (Figure 5)

Figure 5 Maslow's Hierarchy of Needs – Revised to show ERG model



2. Unlike Maslow's model which suggest that one would need to achieve on stage prior to the other, in a step to step like process, the ERG model, proposes one could achieve/be on more than one stage of 'need' at a time and that there does not exist a rigid hierarchy whereby by level need be substantially gratified before one can move on.
3. In Maslow's hierarchy of needs, as discussed, the concept suggests the notion that an individual will stay at a certain level until that need is fully satisfied. Conversely, the ERG theory does not subscribe to this notion and in fact suggests that when attempts to satisfy growth needs become somewhat difficult and so, frustrating, one's desire to further increase a lower level need becomes apparent. Known as 'frustration-regression' an example would be - inability to satisfy the need for social interaction, may increase the desire for greater financial reward or improved working conditions. (Aswathappa, 2005).

French (2005) states that whilst Maslow's theory is the better known of the two (Hierarchy of Needs Vs ERG) research appears to suggest better supporting evidence for the latter. French does however go on to state that the research is relatively limited and that further research would be required to support its validity.

2.7.5 McGregor Theory X and Theory Y

Another very well-known and widely accepted model of motivation is Douglas McGregor's Theory X and Theory Y. Used predominantly in conjunction with management, and in fact presented initially at a management conference in 1957 (Cutcher-Gershenfeld, 2006), McGregor's X/Y model, which he published in his book *The Human Side of Enterprise* ,five years after the aforementioned conference focusses on the two types of people who make up a working environment and the way in which a manager perceives his/her employees.

(McGrath *et al*, 2013)

According to Douglas McGregor:

Theory X: Managers that bear a theory X assumption with regard to their employees, approach things under the assumptions that those that work for them, generally do not like to work, lack ambition within the role and are in some cases irresponsible and somewhat resistant to change. This theory is heavily based around the prospect of employees having an inherent requirement to be led rather than to lead. (Schermerhorn, 2011)

Theory Y: Conversely, Managers that tend to adopt a Theory Y approach to their team of employees, believe that those that work for them are willing to work of their own volition and are more than capable of self-control and willing to accept responsibility as well as being imaginative and creative – all of this born from an inert desire to do well within the role.

McGregor believed two things in relation to managers and their approach to either of these two theories. Firstly, that to consider a Theory X approach to employees was in a sense, simply inappropriate. Secondly and arguably most importantly, McGregor believed that whichever theory an employer would tend to perceive as appropriate would in itself create a self-fulfilling prophecy (Mills, 2008), that is to say that, to see/perceive and treat an employees under either guise, was to create an environment whereby individuals conform to the original expectation.

Whilst there have been many criticisms to what could be perceived as an outdated and broad assessment of individuals in the workplace (Ghuman, 2010), there are many that still believe this approach to be a valid assessment with D. Quinn Mills, prof emeritus of Harvard Business School stating that; providing a manager is realistic about what he/she actually encounters in the workplace and adopts this principle accordingly, then McGregor's Theory X and Y is as useful as ever (2008).

2.7.6 Self-Determination Theory (SDT)

Another motivational model/concept which is widely used in the assessment of an individual's motivation, predominantly in the field of research, is Self Determination Theory (SDT). Said to be concerned with the social conditions that facilitate or hinder human flourishing. Deci and Ryan, who initially developed the theory stated:

“Self-Determination Theory (SDT) is an empirically based, organisation theory of human behaviour and personality development.” (2017, p. 3)

SDT focuses its attention on three fundamental needs which if satisfied, allow optimal function and growth within an individual (Baumeister, 1995). These ‘needs’ are as follows:

1. **Competence:** An aspect which is regularly studied within psychology, the general consensus across a multitude of applied sciences is that competence is essential to wellness, so much so that in Health Sciences, there are competency models which as of the last few years are being developed and are considered an essential tool for wellness promotion. In this context, Deci and Ryan state that competency is extremely important aspect of feeling effective in your environment and in order to have some sense of accomplishment in the things that are important to you.
2. **Autonomy:** This relates simply, to behaviour that is self-endorsed. Much like the traits discussed within McGregor’s **Theory Y**, Deci argued.
3. **Relatedness:** Feeling cared for and connected to others. Relatedness is a sense of belonging, feeling not only that you matter to the other person, but also that they matter to you. In the American Psychological Journal, Deci (2004) explains that it is essentially reciprocal process whereby fulfilment is achieved through a sense of mutual assurances between people instrumental in achieving the same goal. According to Chirkov *et al* (2003), these three needs should be viewed as universal requirements, which are innate within an individual. In addition, they go on to discuss

how; given the innate nature of said qualities/needs, that they are present in humanity and have been viewed across time, regardless of gender, age or culture. In essence, the studies and research which surround SDT relate to the prospect that a human's natural growth is generally achieved as a result of positive motivations and that congruent to this, motivation is generally not achieved if an individual's basic needs are not fulfilled.

2.8 Intrinsic Vs Extrinsic Motivations!

Throughout discussion of models within the field/subject of motivation, when considering almost any approach and when applying the study to an individual, one must give consideration to whether the individual being assessed is Intrinsically Motivated, which relates to employees who partake in an activity for reasons that relate primarily to that of internal satisfaction for example pride, challenge or enjoyment. Or indeed; extrinsically motivated which contrary to the former, is specific to the drive within an individual which is relates to an individual performing a certain action/behaviour to achieve specific external goals/rewards, (Deci & Ryan, 1985)

When breaking down these terms, in order to further analyse the two types of motivation discussed, specifically in relation to the study of determinants and importance of motivational factors to employees within SMEs, one must assess the factors affecting and influencing an individual, thus resulting in the behaviour of said individual being subsequently regarded/considered as either intrinsically or extrinsically motivated. In doing so, one of the easiest ways how seeing this may have an impact on determinants of motivation within SMEs – is to take a view as to how they may directly impact the organisation, should an SME look to encourage these types of motivation.

2.8.1 Intrinsic Motivation

Intrinsic Motivation relates to 'psychological' rewards/drivers which are routed in the want to complete a task, and the opportunity to use one's ability to achieve a goal. Often found in people who state they love their job", intrinsic motivation is the reason they work so hard to achieve their goal. (Mullins, 2008) These are often considerably less tangible/easy to define in terms of what motivates and individual, as they can be specific to each individual. (Inman *et al*, 2010) Evidence has been produced to show that in more developed countries, technical and professional employees are more likely to be motivated by intrinsic factors such as internal or mental accomplishments as touched on above. Intrinsic factors include things such as the needs for achievement the opportunity to do work that one would find interesting and/or rewarding. (Mead, 2009).

Factors of Intrinsic Motivation

Below are four of the common factors, known to affect/influence intrinsic motivation.

Autonomy of Choice

Offering choice is an important factor when considering factors of intrinsic motivations. Deci (1975) states that intrinsic motivation relates to the human need to be competent and self-determining in relation to the environment. To the degree that psychologists have argued one can only be completely effective if one feels autonomous and competent, it is widely accepted that people have a fundamental tendency to want to control what happens to them and best result are achieved if/when autonomy is allowed.

Recognition

Acknowledging people's feelings is another crucial intrinsic factor as people tend to feel satisfaction when others, preferably managers and/or leaders recognize and appreciate their accomplishments. Blanchard identified eight critical needs of an employee in order to develop a passion for work, one of which was recognition. He describes this as "*the feeling they [the employee/individual] are making a positive contribution through praised and appreciation or other recognition for their achievements*" (Mullins, 2013, p. 238). The concept

of recognition as a factor influencing intrinsic motivation then ties in with both, connectedness with leaders and connectedness with colleagues, another two of the eight critical needs.

Challenges - Growth

People are motivated most effectively when working toward personally meaningful goals, the attainment of which requires activity at a perpetually optimal and somewhat intermediate level of difficulty (Creative Revolution, 2017). This allows and encourages 'growth', which as Blanchard states in the aforementioned 'eight critical needs of an employee' provides an opportunity to learn, grow and to develop further, skills that may lead to enhancement in a chosen career. This, as discussed in Maslow's Hierarchy – is a fundamental aspect of intrinsic motivation.

Participation in Decision Making

Employees who are able to be included within the corporate decision-making process of an organisation are often more intrinsically motivated due to the fact that they gain a sense of camaraderie and subsequently, are likely to have greater level of consideration in the success of the company. Thomas (1990) states that If an employee views themselves as being valued members of the collective team and feel as though their intellect and input is noticed and appreciated, then this will in turn make it such that they have a greater interest in the work they do and performance would likely increase.

Ways in which this could impact an SME organisation are as follows:-

Self-Motivated

Employees with higher levels of intrinsic motivation tend to require less time being motivated by management and thus reduce labour costs. In addition to this, these employees also tend

to have a greater level of care for not only the work that they do, but the 'well-being' of the organisation as a whole.

Employee Engagement

Following on from self-motivation, intrinsically motivated employees are often more than happy to report to a manager with any concerns and/or potential improvements they identify. Management that encourage this level of interaction often reap the rewards, being safe in the knowledge that without having to micro manage, departments where there are intrinsically motivated staff are acting in the best interests of the company, solving their own problems as they arise.

Creativity

When problem solving or being met with new challenges, intrinsically motivated employees tend to be more 'create' in their approach to the solution of issues, often asking themselves, "What could be improved/done differently to achieve a more satisfying outcome?"

Potential Financial Savings

As well as the prospect of savings made due to lack of upper management intervention, in terms of 'incentives' often, employees whom are intrinsically motivated tend to provide innovative and strategically relevant input, simply for the satisfaction of accomplishing something meaningful within the organisation .

Reputation

In addition to the direct and immediate productivity related benefits from having intrinsically motivated individuals working for an organisation, there can be some benefits that come simply as a result of having these employees within the organisation. In an organisation where employees tend to 'have their say' it can often be easier to recruit harder working, innovative individuals.

2.8.3 Extrinsic Motivation

Extrinsically motivational factors on the other hand, relates to actions being performed, in order to receive external, more 'tangible' rewards. Said rewards accommodate a person's more 'inherent' needs, such as the need for food, shelter and in many cases – the need for salary and fringe benefits. Mullins (2008) states that such extrinsic factors are often determined at an organisation level and could possibly be outside the control of individual managers.

Inman, et al state: *"If you have ever been in an office on a Friday afternoon you will probably have noticed how the noise volume has risen, clock watching increases, people start packing up their bag and clearing their desks, all in preparation for a swift exit as soon as 5pm is reached"* (2000, p. 93) They also go on to state how, in these scenarios, amongst the majority of employees, motivation to stay a minute longer is not apparent.

Despite the clear divergences between the two types of motivation and indeed the factors that define them, it is very rarely the case, where an individual is solely one or the other. Best evidence of this can be found when revisiting that of Maslow's hierarchy of needs (page 27). As seen within the hierarchy/pyramid – behaviour is motivated at certain points by opportunities to satisfy one's intrinsic needs, and at other points, by opportunities to satisfy that of one's extrinsic needs. (Mead, 2009).

Deci and Flaste (1995) explained these concepts in terms of the clear distinction between whether behaviour is autonomous or conversely, controlled. He states that with autonomy, *"people are fully willing to do what they are doing and they embrace the activity with a sense of interest and commitment"* (1995, p. 2) – thus could be described as intrinsically motivated factors, whereas people who are controlled, act without sense of personal achievement and so *"their behaviour is not an expression of the self, for the self has been subjugated to the controls"* (1995, p. 2) – and so evident of extrinsically motivated factors.

Factors of Extrinsic Motivation

Economic

Financial Rewards are a major factor affecting extrinsic motivation. Elements such as fringe benefits, pension rights and material goods (Mullins, 2013) are more likely to extrinsically motivate an individual to perform in a role. This is supported by the work of Herzberg who following a study into motivation shortly after World War II, also proclaimed that workers were primarily motivated by money.

Job Security

Job Security and/or assurances (or lack thereof) an employee has about the continuity of their employment can also be an integral extrinsic motivational factor in an individual's ability to be motivated to work. In a 2014 study carried out by the Manal Journal of Social Studies, to assess the link between motivation and job security – the analysis of research found that there was indeed a significant relationship between an individual's job security and the 'inner motivations' allowing them to flourish with a role.

Organizational Politics

Organizational or Workplace politics, which in this case relates to either the irrational self-serving behaviour of individuals in a workplace to obtain advantages which are beyond their control (Ashforth and Lee, 1990) or "the use of power revolving around most policy decisions" (Cropanzano, 1995, p. 40). These behaviours have also been linked to reduction in an individual's motivation, particularly if said individual are not the ones engaging in said politics. This is as a result of feeling resentment toward colleagues that do engage in said behaviours.

Quality of leadership

In addition to mention of 'recognition' when discussing intrinsic motivational factors, leadership can be considered as a factor extrinsic motivation, also. Related in this case however, more so with a leaders or manager's ability to put in place the aspects mentioned above, in order to facilitate and implement the factors that breed extrinsic motivations.

Ways in which this could impact an SME organisation are as follows:-

Operational Control

By utilising those whom are generally more extrinsically motivated, management within SMEs tend to have greater control over the operational processes which their staff engage in, due to lack of administered anonymity. This also allows management to observe closely what employees are doing.

Larger Pool of potential employees

In addition to the greater levels of operational control available for said employees, It could be argued that recruitment may be 'simpler', where there are a greater number of people that are happy to simply 'follow orders' and be provided with constant encouragement and guidance from more senior staff members.

Quicker Productivity Rewards

When rewarding higher staff productivity, as discussed above, intrinsically motivated employees tend to receive financial incentives, rather than encouragement and other time intensive forms of praise etc. as discussed with intrinsic motivation. Whilst this will inevitably cost more, it can often have quicker tangible results.

Quicker 'Improvement' implementation

With the offer of financial incentives, an employee's productivity, work output or even standard of work increase can be easily quantified and seen to improve at a much quicker pace than an intrinsically motivated individual, receiving support and/or encouragement as forms of incentive.

Less desirable tasks are undertaken

In addition to having general tasks undertaken and completed more efficiently (especially when incentives – as above) extrinsically motivated individuals can be driven to undertake tasks that they are not particularly interested in doing.

Chapter 3 - Methodology

3.1 Research Paradigm

The focus of this study is to ascertain determinants of motivations within SMEs. In addition, the research conducted and utilised throughout this study looks to gain an understanding of how different types and models of motivation can have an impact on SMEs and more particularly, the employees within. As mentioned throughout the literature review, research into SMEs across all industries has a growing body of literature and an increased awareness seems inherent with those studying the minutia of business (OECD, 2017). Given this and its effect on the subsequent result and analysis of any primary data collection, it is of the utmost importance that the research paradigm of this study given due consideration (Denscombe, 2008).

3.1.1 Epistemological Vs Phenomenological

The practice of research is typically divided into two schools of thought, or paradigms. As discussed above, when conducting research that requires an individual to be objective in their analysis of the results (so adopting an objectivist approach) and requires a level of interpretation in order to present the data as a 'tangible social reality' (Saunders *et al*, 2007) this refers to the epistemological 'positivist' paradigm.

The second 'school of thought' is referred to as a phenomenological paradigm. Conversely, this approach is focused more on; the understanding of human behaviour and how this behaviour is related to the surrounding environment (Saunders *et al*, 2007). This approach is more attuned to the exploration and interpretation of the results and finding out why people act in certain ways in society, as opposed to focusing on metrics such as statistics and numbers as measurements to establish and explain these behaviours.

Referred to also as epistemological interpretivism (Saunders *et al*, 2007) or social constructivism (Bauer & Gaskell, 2000), the phenomenological paradigm, concerned mainly

with qualitative research methods, has seen a distinct upward trend in the world of business management research since the dawn of the new millennium (Malhotra & Peterson, 2001) and is better suited to more in depth approach to information collection.

Given the information ascertained throughout the secondary research, as stated above and given the information required along with a preferable sample size (as will be discussed further below), a positivist approach would appear to be the logical approach to primary data collection for this research.

3.1.2 Positivism

“Knowledge is derived from 'positive information' because 'every rationally justifiable assertion can be scientifically verified or is capable of logical or mathematical proof”

(Walliman, 2001, p. 15).

As well as being regarded as the dominant epistemological paradigm in social science from the 1930s through to the 1960s, Positivism also provided the framework for the way that research was conducted in the natural sciences, the methods of which are still widely used today (Collis and Hussey, 2009).

Positivism and the methods of application are bases its core argument around the fact that the social world exists externally to the researcher, and that its properties can be measured directly through applied observation; therefore, there is only one reality. (Grey, 2007; Collis and Hussey, 2009)

Collis and Hussey state that with the application of positivism, ones overall concern is usually routed in ensuring that any concepts used can be operationalised; which is to say that they are able to be described in such a way that they can be measured. (2009)

The truth, according to positivists is found by following a method or a research that is in many ways independent of what you are studying (Easterby-Smith et al, 1996)

The benefits of this particular approach are numerous and include, but are not limited to:

- Low cost
- Reliability
- Precision
- Increased sampling size
- Responsive data collection
- Protection from bias
- Clear and concise confirmation of anonymity

Finally, and most importantly when considering an empirical approach –

- Simple replication if required

(Malhotra & Birks, 2000; Saunders *et al*, 2007; Collis & Hussey, 2009; Myers, 2013)

Arguably, one could make the case that the loss of information collected utilising qualitative methods means that the resulting research would not have the richness and depth normally associated to the extent of information collected throughout interviews, etc. However, as research thus far has highlighted, businesses and organisations make decisions predominantly on a metric based statistical and financial basis, allowing extrapolation through trends in easily obtainable data.

In addition, quantitative data will show clear evidence of trends and patterns affecting motivation within the workplace and the legitimacy of these findings will be upheld due the capability to ensure anonymity and lack of bias which qualitative research methods can fall victim to (Denscombe, 2008).

3.2 Research method

Bowen describes a 'research method' is a system for collecting and/or analysing of data (2009) which is supported by Denscombe who when discussing questionnaires specifically, states that they must "*be designed to collect information which can be used subsequently as data for analysis*" (2008, p. 154). For this study, primary data will be collected via quantitative research in the form of an online questionnaire. These will be sent out to a list of employees employed within SMEs in the Swansea and surrounding area from beginning to middle of March 2018.

Versus that of traditional, paper questionnaires, Bethlehem (2009) explains how this type of data collection has three main advantages:

1. It simplifies the job carried out by the researcher as they do not have to pay careful attention when establishing the correct 'routing' through the survey
2. It improves the quality and accuracy of data collected as answers can be checked and corrected during the interview.
3. It reduces considerably, the time required in order to process the data.

All respondents will be supplied with an online link to a portal which will contain the exact same survey showing the same questions in the same order ('randomisation' of questions was not deemed relevant for this study). The questions will be 'closed' questions, reducing the level of interpretation and irrelevant response which would lead to additional analysis being required.

The questions will be focused on ascertaining the respondent's company situation and size, their perception and attitude towards motivation, and their opinion on the driving factors as outlined by the literature review. With exception to the demographic questions, the respondents will be asked to scale or rank the factors in order of importance to them and/or their company.

3.3 Advantages Vs Disadvantages

As well as the rapid response which can come with quantitative questionnaires in the form of an online survey, there are also many other logistical benefits which can come with administering them, such as financial savings – versus that of some of the more arduous; postal and/or any qualitative methods. Despite this however, online questionnaires to collect data has some other disadvantages. In order to assess the pros and cons in relation to this research method, some advantages and disadvantages of online questionnaire are discussed below.

Advantages

Online questionnaires have of course only been a possibility since the advent of the internet. Whilst this has vastly increased the ease of data collection, in both a quantitative and qualitative sense, this medium lends itself much more so to the prospect of quantitative questionnaires. Whilst many still rather stick to the traditional methods of data collection, many scholars now agree that, using online questionnaires allow researchers to save time and in many cases, financial savings also (Sekaran and Bougie, 2016).

They go on to state that in addition to these aforementioned advantages, online questionnaires can also provide the researchers with the ability to select and manage their respondents in a variety of different ways in order to meet their divergent requirements. (2016). This can be evidenced by looking at the plethora of free online services which allow individuals to create and administer online questionnaires, choosing from an array of formats (open-ended, multiple options and matrix/ranked)

In addition to the logistical benefits of online questionnaires, as with postal questionnaires also, Valerie and Ritter (2011) argue that it is a lot easier to ensure that for participants the

promise of anonymity can be maintained throughout the course of the study and subsequent analysis.

Finally, one of the most advantageous elements of the administering online questionnaires is the benefits one can get as a result of no geographical or temporal boundaries. This allows one to potentially access a much larger number of responses as well as the time-saving advantage of automatic data collation and the ability to investigate many survey objects at the same time (Anthi and Christos, 2010).

Disadvantages

As discussed above, it is widely accepted that the online questionnaire has many advantages. Despite this however there are elements which in large, allow for dishonesty to be a drawback of this method. As a result of the 'social demand bias' which Moe and Schweidel (2014) explain as a respondents attempt to provide answers which are likely to confirm what they perceive as the sociological 'norm', as well as inherent attempts to protect privacy (regardless of the explicitly advised anonymity), often, respondents may not answer all of the questions truthfully.

In addition to this, Denscombe (2008) advises that often, pre-coded questions can be restricting and frustrating, which in turn results in respondents feeling less inclined to answer them.

He goes on to state that due again to the pre-coded nature of the questions administered, online questionnaires can bias the findings toward the researchers point of view as opposed to the respondent's. Fink concurs with this, stating that due to the lack of open-ended questions within these surveys, it is difficult to understand the specific situation through the online questionnaire (2012).

Wright (2005) argues that the online questionnaire method is unable to confirm whether the respondent took time to consider the question before giving their answer. Going on to state

that sometimes, the respondent may skip the question or that split-second choices can often be made, all of which would in turn, affect the validity of the data collected.

Finally the response rate of online questionnaire can be low, in terms of statistical reliability and the ability to reflect the views of a representative demographic. This method is unable in many cases to investigate people outside of the 'sample eligibility universe', who have no access to the network, such as the elderly population or someone who lives in a remote area and does not have access to the internet and so the questionnaire itself. (McLeod, 2014).

3.4 Disadvantages of methods rejected

As discussed above, there are many other forms of research available in order to carry out this and other studies. However, due to the inherent limitations of alternative research methods, such as interviews, focus groups, observation and case studies – these were not chosen. The reasons for which are highlighted below.

Interviews

The interview method was rejected due to a number of reasons. Firstly, the time it would take to arrange and facilitate an interview with the volume of participants required for this study would be untenable; this would also have major implications, in terms of cost to the researcher. Secondly, the interview process may be affected by bias imposed upon the process, by the interviewer themselves seeming more inclined to agree with one viewpoint than another.

As well as this being able to affect the responses the respondent gives, a 1966 research conducted by Rosenthal found that male and female researchers, often collect significantly differing sets of data due to a number of tendencies, a factor which may have serious implications on the results and accuracy of this study due in large to the research team of one being unable to assess the difference of views. Finally, successful interviews are also often reliant on the professionalism of the person conducting the interview, as an

unprofessional interviewer could lead to inaccurate and/or misleading results (Francis *et al*, 2010).

Focus Groups

Focus groups were also rejected again predominantly due to the factor of time, not only due to the number of hours it takes to facilitate a good focus group vs that of a questionnaire, but also because unlike interviews where “*Only two peoples diaries need to coincide*” (Denscombe, 2008, p. 177) with focus groups, the researcher requires weeks if not months of pre-planning, recruitment and notice to arrange for a number of people to be in the same place at the same time, as well as each of them requiring contact days prior to the even to confirm it is still convenient (MRS, 2016; Hiller and Dawson, 1995).

In addition, group discussions may be difficult to guide and control, so it very easy for the topic to veer of course, thus making the facilitation much more difficult. Again, similarly to Interviews, the person facilitating the event, also known as the moderator can greatly influence the data collected and subsequent results of a focus group discussion (Bryman and Bell, 2015). Finally in addition to any prejudices imposed on the group by the moderator (as discussed with interviews), sometimes focus groups are not successful where “*one member is highly vociferous and dominates the discussion*”. (Collins and Hussey, 2008, p. 156)

Observation

The observation method was rejected predominantly due to the fact that observations are not suitable for large-scale surveys (Sekaran and Bougie, 2016). In addition, observation of relevant subjects takes a great deal of time and is often considered to be; too subjective. Not all research subjects lend themselves to observational study as majority of the social phenomenon under speculation is abstract in nature (Chowdhury, 2017). Furthermore, the lack of ability to quantify social phenomena by use of observing techniques and subsequent, reliable metrics can lead to levels of inaccuracy (Denscombe, 2008).

Case Studies

Finally, the case study method was rejected due the inability to easily find relevant subjects suitable for this study. As stated by Collis and Hussey; it is extremely difficult to find case studies which can suit all the research and if you do, then it cannot control the variables, particularly in a natural setting (2009). They go on to state how; due to that fact that participants of a case study can change their behaviour when aware they are being observed, the results of a study cannot necessarily be generalized to the wider population. Case studies often lead to bias throughout data collection, which in turn affect results more than in alternative aforementioned designs (Malina, Nørreklit and Selto, 2011).

3.5 Questionnaire Design

The questionnaire was designed in a way so that it could be easily understood by the respondent. In addition to this, it was important that the respondent find it applicable, by which; it must be relevant to their knowledge, experience and expertise in their current role. It was designed to investigate and provide information regarding the factors that motivate employees with SMEs in Swansea.

The questionnaire was designed to be clear, crisp and concise, making sure to ask only the questions which are crucial to the research (Denscombe (2008). Care was taken to ensure the lack of any potentially leading questions. Cohen and Manion (1996), Robson and McCartan (2016) and Denscombe (2008) all assert that a researcher should avoid the use of leading questions when using this research method; in addition to this, one should avoid the use of 'emotive language'. They advise that the way a question is put can lead respondents to answer questions in one way and as such, particular attention was paid to avoid this.

Attempts were made in order to avoid any potentially complex, irritating or offensive questions, words or phrases. Where questions could have been perceived as 'sensitive', care was taken to ensure their wording and positioning would also avoid any uncomfortableness.

Due care and attention was paid in relation to the appearance and layout of the questionnaire. In addition, clear and concise instructions were added throughout, in order to assist the respondents. Denscombe asserts that one should ensure that the wording is completely unambiguous” (2008) In addition to this, Bell (2010) suggests that respondents should feel somewhat encouraged to read and answer the questions. They state that *“they may be put off by a scruffy document’ that has been hastily prepared and contains unclear instructions”* (p.144)

The questionnaire consists of nine closed questions. Babbie (2010) states that questionnaires should consist of ‘closed-ended’ questions and that giving the respondent questions with predominantly limited choices ensures that they are more easily processed as well as more easily comparable. Denscombe (2008) states that whilst closed/pre-coded questions are not an essential facet of questionnaires, the data collected is likely to be of greatest value where respondents are able to give answers to questions that fit into a specific range of options offered by the researcher.

Two questions were formatted using a LICKERT point scale, where respondents had to choose from a number (on a scale) depending on their strength of feeling or perception of importance in relation to a number of formatted responses. Lavrakas (2008) states that the LICKERT scale, which is *“possibly the most widely used form of Attitude Measurement”* (p.427) in survey research is generally, a more reliable measure than could be obtained by use of a question with a ‘single item’ answer. Oppenheim (1992) supports this, stating it is indeed because of the greater range of answers permitted to respondents.

One open ended question was considered within the preliminary outline. Youngman (1986) suggests that a questionnaire should also consist of some open-ended questions. Laws (2003) supports the work carried out by Youngman and goes on to state that *“with open questions you allow the respondents to use their own categories – these are less easily comparable and are usually not quantifiable, but they may be more meaningful”* (p.308).

A copy of the questionnaire used can be seen in Appendix 2.

3.6 Sample

Daniel (2000) defined sampling as the selection of a subset of the population, to be used as the subjects for inclusion within a study. Thompson (2012) supports and expands on this definition, stating that in essence, sampling consists of selecting a part of a particular population in order to observe and/or question and in turn estimate something about the whole of the population.

Purposive sampling itself, which will be the sampling methodology utilised within this study, is a non-probabilistic sampling method which occurs when the sample used for the research is 'handpicked' at the judgement of the researcher. Purposive sampling may also be referred to as judgmental, selective, or subjective sampling (Fox, 2014).

A purposive sample is a type of non-probability sample, whereby in the initial design of the questionnaire, the researcher is able to select the widest variety of potential respondents, in order to test the broad applicability of the research being conducted (Rubin and Babbie, 2011). The predominant application of a purposive sample is to produce a 'sample set' that following data collection, can be logically assumed to be representative of the population with which it is meant to represent (McLeod, 2014). Unlike some conventional probability sampling, purposive sample often utilises "quotas, allowing it to include various cross sections of ages, backgrounds, cultures and other demographic specifics, allowing said sample to be representative of the target demographic (Bryman and Bell, 2015; Denscombe, 2008).

This study will be utilising a purposive sample. The sample includes those who are currently employed within as SME at any level within the hierarchy and are able to answer the questions relating to motivation, based on their experiences and their knowledge of the topic.

3.6.7 Sample Size

When considering how much sample to use for the study, Denscombe (2008) asserts that sample obtained, needs to be large enough so that the researcher can feel comfortable that the amount of data collected is substantial enough for subsequent analysis and to represent the target demographic. A 2012 study into applied sample volumes, explains that in participating in research, respondents consent to study involvement on the basis that it has the sole intent to contribute to an increased knowledge into the subject of research being studied, it goes on to state that if a study does not include sufficient sample size in order to answer the subject being studied, then enrolling participants may even be considered unethical. Having given consideration to this as well as the logistical limitations such as time, facilitation and finances, a sample size of c.100 was chosen.

Denscombe, (2008) supports this, stating that a sample size of 100 is large enough to obtain useful information in relation to the topic of study, yet not too large, such that it becomes unmanageable for the researcher. To further support this, a number of studies around subject of number of required participants for a study state that with a sample size of 100 then the margin of error often at a 'reasonable level' – enough to not have a substantially detrimental impact on result and subsequent analysis (Niles, 2006; Collis and Hussey, 2008)

3.7 Piloting the questionnaire

Prior to attempting to ascertain the final sample for analysis - In order to better improve the accuracy of a questionnaire's results, a pilot study should be conducted before issuing the online questionnaire to the specific, preselected sample (Arain, 2010).

The aim of a pilot study is to try out the chosen research approach and identify any potential problems that may ultimately affect the quality and validity of results (Blessing and Chakrabarti, 2009). In addition to this, a pilot study can ensure that all chosen participants in the sample are able to clearly understand the questionnaire, and if necessary, interpret the questions in the same way. Ultimately, by piloting the questionnaire, the researcher is able to

test the accuracy of the chosen method as well as in many cases the wording and format used. (Cargan, 2007).

For this particular study, the questionnaire was issued to 5 individuals in advance, for the purposes of 'piloting' it. There was a statement at the beginning, advising the participants that it was a pilot and upon completing the questionnaire, an additional question was added to the survey – requesting that they leave feedback in relation to any specific improvements/changes they feel should be made.

As per the pilot participant's recommendations, the changes were as follow:

- The age band was altered to include a 65+ (as opposed to 55+) so the standard retirement age could be obtained and assessed in relation the subject matter.
- The question relating to the number of employees within the organisation was altered to include a 0-9 category, so that the volume of 'Micro' businesses (as per EU definition) could be assessed.
- The education questions relating to respondents highest qualification, degree or apprenticeship were amended to add the wording "*or equivalent*" to all relevant options, in order to capture non-standard qualifications.
- Use of an open ended question was deemed unnecessary.
- There were two changes made to the main ranking/MATRIX questions:
 - The number of columns was reduced to 7 (1 -7) in order to provide a neutral response and to tie in with industry standard LIKERT scale (UK Police, APACS guidance, 2016).
 - The scale was reversed so that 1 was low and 7 was high. This too was in accordance with industry standard.

- Question 'Logic' was added to ensure that
 - if 250+ employees was responded, the survey would end (as they are ineligible)
 - All 'main' questions must be answer in order to submit the survey

As discussed above as well as has been proven throughout this particular pilot process; a pilot study can provide some new ideas and approaches to the research being conducted, the results of which can increase the chances of obtaining clearer findings for the purpose of analysis. (Cargan, 2007)

3.8 Sending the questionnaire to respondents

The sample for this research will consist only of employees of Small and Medium Enterprises (SMEs) in Swansea. This fits within the brief of the overall study and so should ensure the reliability and validity of the data collected.

For this research, the online questionnaire was created and distributed using a popular online platform. The link for the questionnaire was then sent out to a number of targeted/preselected individuals, as well as to three 'members' areas' for chosen SMEs where it provided the employees of said Organisations the opportunity to participate should they wish.

With the sample size target set to 100, the survey will be removed from said areas and the targeted/preselected individuals advised upon reaching the target sample size.

Following the successful Piloting of the study on the 19th March, the main survey was distributed the following day, on the 20th March 2018. Allowing for differences in time availability of the chosen participants – the timeframe will be up until 5th April (or until such time the 100 surveys is reached).

3.9 Reliability and validity

Reliability

Evaluating the quality of data collected through research is essential. When determining the quality of the data, prior to analysis - reliability is an important indicator. Reliability in this case refers to the degree to which the same results can be obtained when the same subject is measured repeatedly using the same measurement tool and the same indicator or “*the consistency of a measure of a concept*” (Bryman and Bell, 2015, p. 169).

Although conducting the questionnaire utilising an online platform has advantages such as being cost effective etc. (page 44), conducting the research in this way means that the research is inherently unable to understand the particular situation of the respondents when completing the questionnaire.

In order to combat this as well as to eliminate any potential bias of the participants, a clear and basic description of the questionnaire is be attached to the link as well as a anonymity statement, in order to ensure that the respondents have a basic grasp of the overall purpose of this research and can be assured that there is no danger in them being identified in the results (See Appendix 1).

Finally, in relation to the prospect of Reliability, due to the design of the questionnaire as well as the purposive sampling methodology of this study – both of which have been discussed above the majority of respondents will have a general understanding of the purpose of the study which in turn, should guarantee the reliability of the study.

Validity

Validity can be described as: “*An integrated evaluative judgement of the degree to which empirical evidence and theoretical rationale, support the adequacy and appropriateness of inferences and actions based in test scores and other modes of assessment*”

(Rogelberg, 2004, p. 62)

In other words, validity as a concept relates to a requirement to ensure that the test being conducted, accurately measures what it is being used to test (Drost, 2011), If the test process can prove that its validity is poor, then it indicates that it cannot adequately measure the relevant content of the research being conducted, thus changes need to be made until such time that validity can be confirmed. (Bryman and Bell, 2015).

Measures will be taken in relation to this research, in order to eliminate any inaccuracies which could in turn affect the validity of the study. The questions within the survey had been designed specifically to obtain information deemed either essential or extremely useful in the collation of statistically strong and viable data. In addition to the, pilot study will help improve both the research reliability and validity.

3.10 Analysis of Findings

For this study, due to its comprehensive data collection and analysis tools, Google Forms was used in order to collect and to some extent analyse the collated information.

Google Forms allows for the researcher to view individual responses, 'top lines' as a whole as well as filter responses according to preferred variables. In addition to this, due to the ease of being able to download the data - it allows the researcher to cross-tabulate results, as well as to illustrate the findings in familiar graphs and tables.

As well as the responses being analysed individually in order to identify and extrapolate clear trends, bi-variate analysis was used to explore relationships between the varying factors included within the survey (Bryman & Bell, 2015).

With the raw data available in the form of a Microsoft Excel spreadsheet, particular attention would be paid in order to assess and detect any potential correlations between that of a clear change (increase or decrease) in the perceived importance of a particular motivational factor, versus that of any particular demography.

The overall outcomes of the survey and analysis would then be used to address the research objectives, theoretically and statistically

3.11 Limitations of study

This research is limited predominately by two aspects; these are availability of Time and Complexity of sample. Due to the limited time available to the researcher, the method used for the collection of data is simple in its nature and the online questionnaire is the only tool used, restricting the type(s) of response one could collect. The complexity of sample – or lack thereof is the other limitation, this is due to the small volume of sample which is being used in order to complete the research. Although the chosen sample size for this study meets the requirements of statistical sample capacity as stated above, the sample size is much smaller than the group of people with which it is intended to represent. Arguably, these limitations could both then lead to the uncertainty of statistical results.

Chapter 4 – Analysis of Results

4.1 Analysis of Results

This chapter looks to assess the change in perceptions over time, in relation to the importance of both intrinsic and extrinsic motivational factors of people employed within SMEs in Swansea. It is based on the primary data collected from the respondents via the online survey and analyses said findings.

The concept of this study is to examine the motivations of SME employee (incl. their owners also). Given the inherent factors of motivation, the characteristic make up of said employees will be examined as these could have a direct influence on the perceived importance on the motivational factors discussed through this research.

4.2 Main Findings

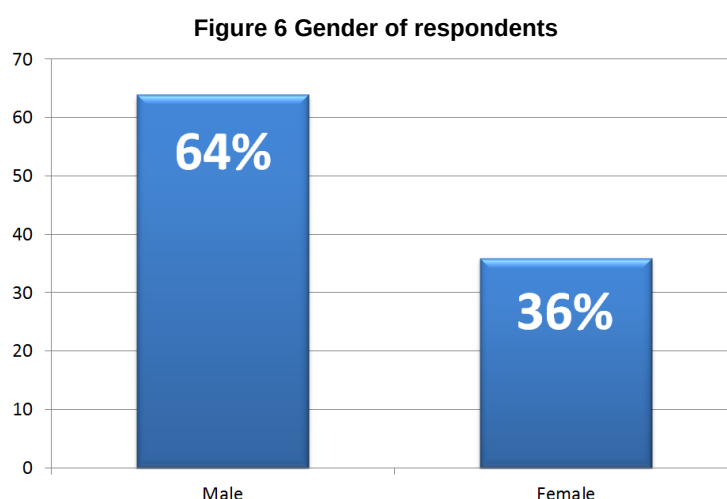
The results of this study can be categorised into the following five sections.

- Personal demographic characteristics of the SME employee, such as gender, age, time employed within the business, salary and educational level.
- Business characteristics of the SME, i.e. number of employees.
- The importance of the motivational factors to the employees upon them beginning work for the current organisation Vs the importance of the motivational factors now
- Assessment of Economic Rewards and their impact/effect on employee motivation
- Assessment of Positive Feedback and their impact/effect on employee motivation

Overall, the focus of this Analysis will look to assess how the results of this research compare in relation to the original literature and the questions posed by this research.

4.3 Personal demographic characteristics of the SME employee

4.3.1 Gender of respondents



There is a difference in the gender with it being weighted in favour of male. 64 percent of the sample was made up of male respondents, with the remaining 36 percent made up of female. This coincides with annual employment rate data which suggests that year on year, for the past 40 years whilst the gap is closing – with female employment increasing and subsequently male employment decreasing – there is still a marginal difference with the rate of employment between the genders which is supported by these findings. (UK Labour Force Survey, 2018)

Table 6 Rate of employment based on gender

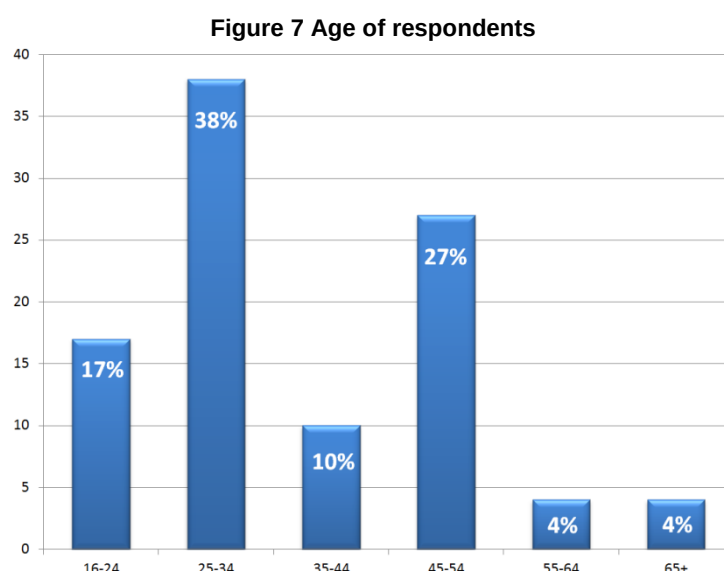
Area	Year ending 31 Dec 2015			Year ending 31 Dec 2016			Year ending 31 Dec 2017		
	Persons		Persons	Persons		Persons	Persons		Persons
	Males	Females		Males	Females		Males	Females	
United Kingdom	78.5	68.5	73.4	78.8	68.9	73.8	79.4	70.1	74.7
Wales	74.0	66.6	70.3	74.3	68.1	71.2	75.8	68.9	72.4
West Wales and the Valleys	73.2	65.3	69.3	74.0	67.6	70.8	74.3	67.8	71.0
West Wales and the Valleys Swansea	73.3	63.5	68.5	71.7	66.9	69.4	67.8	66.3	67.0

Source: statswales.gov (2018)

In support of the above findings, Storey (2002) asserts that due to changes within the societal demography, females are providing an increasingly higher proportion of the labour force. A study into just 6 months of 2013 found that around 67 percent of females aged 16 to 64 were in employment, an increase from 53 percent in 1971. Conversely, for males the

percentage fell to 76 percent in 2013 from 92 percent in 1971 (Labour Market, 2013). Furthermore, the reason the findings within this study are weighted in favour of male more heavily than the statistical findings pictured above, could be due to the fact that this research focus on SMEs, whereas as previous research conducted by ONS (2013) found that Women dominate employment within caring and leisure occupations – business which due to the size of them/number of employees would not be included within this study

4.3.2 Age of respondents



The age make-up of the sample shows that respondents between the ages of 25 and 34 accounted for just fewer than 40 percent of the sample. The 45 -54 age group accounted for just under 30 percent. The youngest age bracket of 16-24 years old accounted for just shy of 20 percent with the remaining sample comprising of an even split of 10 percent 35-44 and 10 percent 55+.

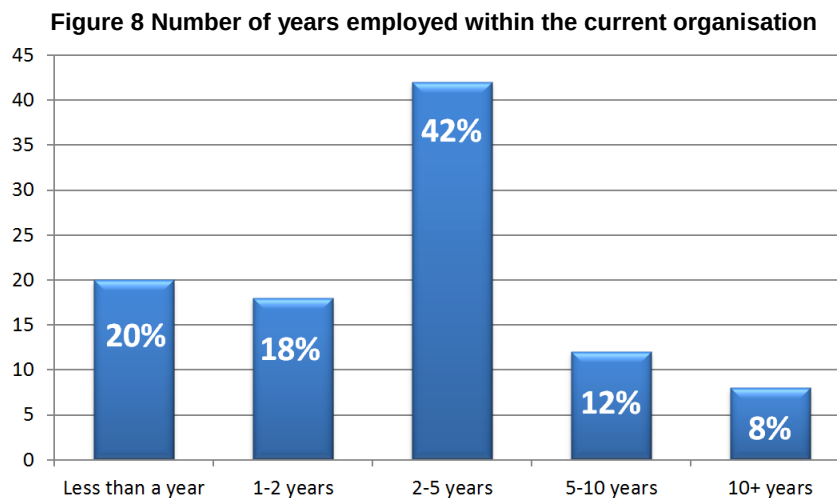
The age demography of these results could be supported by Raiker (2017) who states that SMEs are a fundamental tool for economies of all countries, particularly when considering the younger population in allowing increased opportunities for generating employment, creating economic activity and providing a seedbed function for entrepreneurial talent for

employees, typically between the ages of 18 and 35 years of age. Ball (1995) supports the discussion of seedbed functions within SMEs in Wales, in relation to the 'incubator', stating that their roles are fundamental to understanding the founding process of SMEs. He goes on to state how the characteristics of the incubator can influence the location, nature as well as the likelihood of the new firm spin-offs, with employees of SMEs starting a business of their own. Mansfield (2016) supports this by going on to state that whilst only 16 percent of small business owners are 35 years old and under, the majority of these 'young owners/co-owners' are likely to have had previous work experience within an SME, in many case, in the same sector as their business.

Furthermore, this level of distribution coincides with reports carried out by CIPD (2015) which found that there 9.4 million people in employment over the age of 50 in the UK, which is equivalent to 30 percent of the overall workforce. However, research carried out by UK Parliament (2010) found that within 20 years from the date of research, almost a quarter of the UK population will be aged 65+ which in turn means that said demographic changes in society inevitably means that the labour force is getting older.

Similarly, a report conducted by The Economist (2008) found that the professional body, City & Guilds predicted that from 2010, the number of young people reaching working age will fall by 60,000 each year (Myerson *et al*, 2010). Given these prior studies, it could be argued that the age breakdown of the data collected, does not match the proposed envisaged demography of the UK, however the age demography of Wales suggests that just over 50 percent of the population currently in employment are between 25 and 45 years of age and only one third are over the age of 45 (Matheson and Holding, 1999).

4.3.3 Number of years employed within the current organisation



The questionnaire found that just over 40 percent of the respondents had only worked within their organisation/business for 2-5 years. Exactly 20 percent had worked there less a year, just fewer than 20 percent had worked within the organisation for between one and two years and the remaining 20 percent of sample was split; 12 percent had worked at their business 5-10 years and the lowest portion of respondents, 8 percent have worked at their respective organisation for more than 10 years.

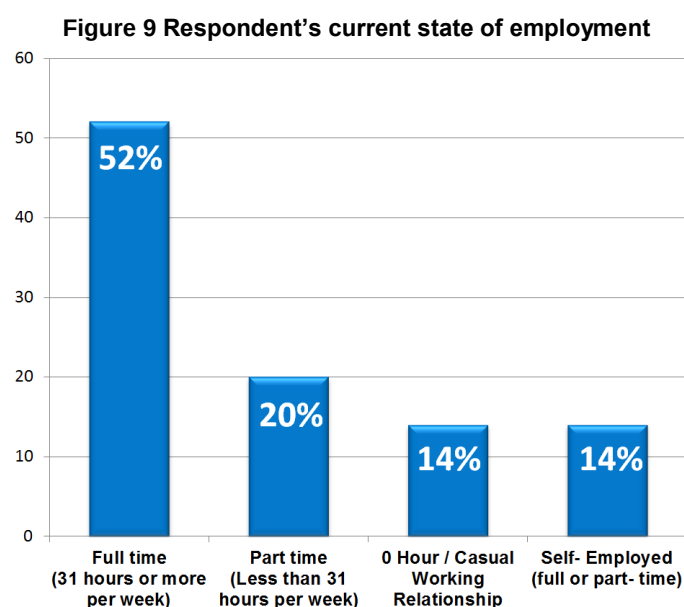
This profile is supported by research conducted by the social mobility commission (2017) which found that out of a sample of just over 140,000 just under half of all respondents have not been within their respective organisation for more than 1-3 years and are regarded as ‘cyclers’ – meaning they move between jobs in order to achieve higher wages, though due to factors governed by the roles in which they inhabit, are on low pay within a number of years, thus the cycle begins again.

When assessing an employee’s time within an organisation, particularly in relation the motivational factors which drive them Durst (2012) suggests that, this profile speaks to the question of ‘loyalty within SMEs. This is a concept which has captured the attention of both academic research as well as managers of SMEs themselves for many years as a result of the desirable consequences attributed to high levels of employee loyalty, such as: working

hard (Drizin & Schneider, 2004) and reduced intentions to quit (Hoffmann, 2006; Sweetman, 2001; Ton & Huckman, 2008),

Research conducted by the HR firm, TMI Group found that Small and medium enterprises across multiple sectors are struggling to retain talent stating that the SME sector today faced an attrition level of 47percent, with approximately half of the of SMEs in the study reporting an attrition of about 20 percent (BusinessLine, 2013)

4.3.4 Respondent's current state of employment



The results show that over half of the respondents within the sample were in full time employment, as per the UK government guidance of 31 hours or more (2017). 20 percent of the sample is made up of those working part-time (less than 31 hours). The remaining respondents were split evenly with 14 percent in Zero hour / casual working relationship and 14 percent self-employed (regardless of hours worked).

These results are similar to the UK labour market, according to data collected by ONS (2018) who establish that of 53,000 employees; just under half are in full-time employment

and Dex and McCulloch (2013) who state that in a sample of c.2000 respondents, half of all SMEs employees work 30+ hours.

However, this data is under representative of full-time employees according to research conducted by Warwick University (2002) which found that out of the 1150 UK SME employees, full time employment was the most prevalent 'work type' available to its employees with 3 out of 5 employees working 31 or more hours per week and research conducted by CIPD (2015) which found out of 931 employees, 72 percent were Full-Time. Conversely, this data appears over representative of Zero-Hour contract employees, which according to official figures by the UK government (2018) is much lower, at only 3 percent. The reasons for these divergences in data versus the available literature can be rationalised by the quarterly Swansea labour market statistics (2018) which suggests that the SME network of Swansea and to some extent, the surrounding areas (Neath and Port Talbot) is a relative microcosm, yet with greater volumes of zero-hour work than UK as a whole and consequently, lower volumes in the take up (as opposed to availability) of Full-Time employment.

Whilst there is an equal number of 0 hour/Casual staff employees as there are those whom are self-employed, the data suggests that these employees may be at either end of the hierarchical scale, with 11 out of the 14 self-employed respondents having the most senior position within their respective organisation.

A 2017 study undertaken by the National Centre for Social Research (NatCen) on behalf of HMRC found that almost a quarter (23 percent) of SMEs utilise self-employed workers and that this proportion does not vary significantly according to the size of a business.

Table 7 Breakdown of employment figures

Self- Employed	c.4,700,000
0 hour / Casual Working Relationship	883,000
Part-Time	8,533,000
Full-Time	23,715,000

Current ONS (2018) figures suggest that this research may be demographically underrepresenting the population in relation to Self-Employment.

4.3.5 Respondent's role within the organisation

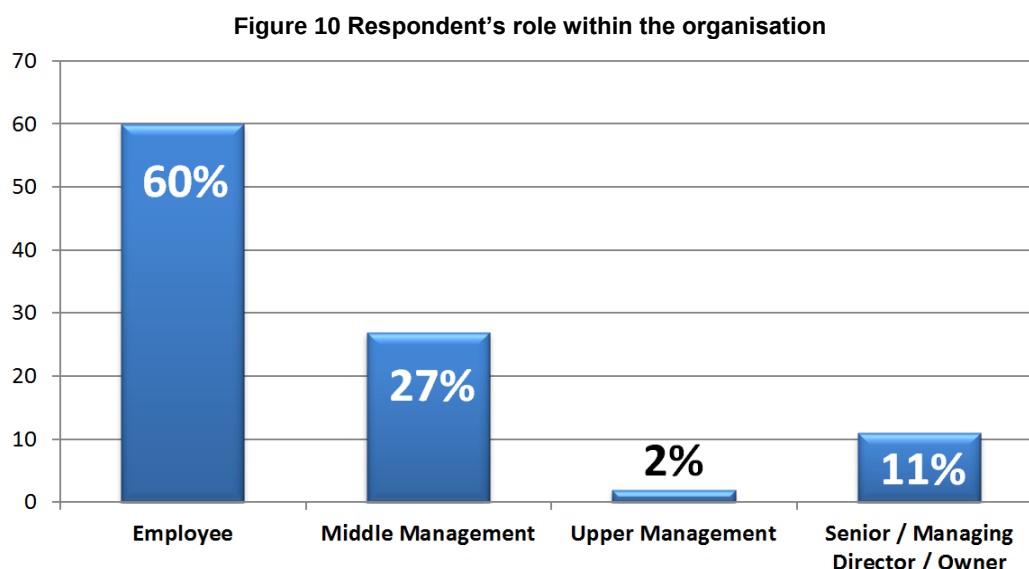


Figure 10 shows the general hierarchical makeup of the SMEs in the sample. 60 percent of the sample is made up of 'employees' of SMEs, that is to say that they are at the lower/lowest end of the hierarchy within their relevant organisation. The remaining sample related to those in position with greater responsibility, with 27 percent 'Middle management', 11 percent relating to those at the top of their respective organisation and the remaining 2 percent, Upper Management.

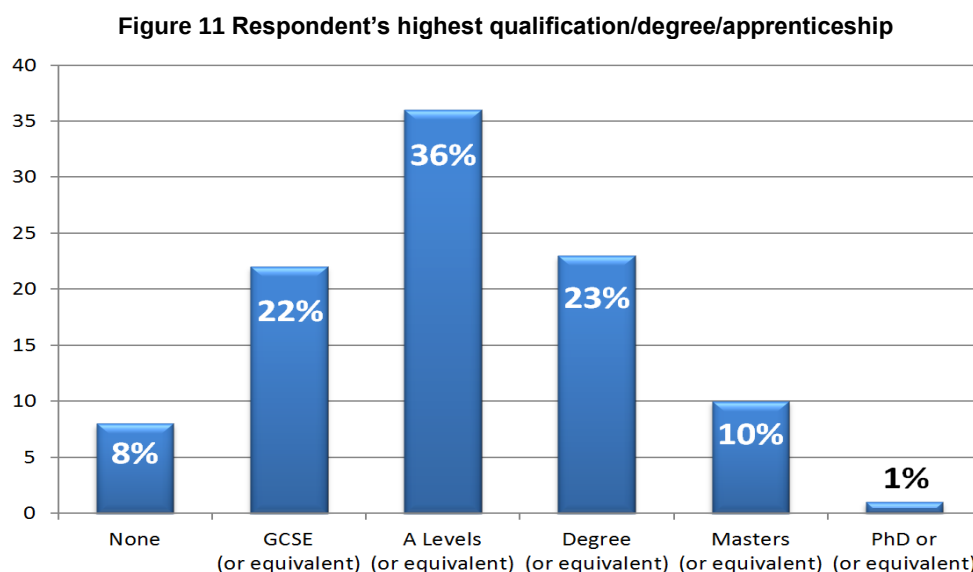
These results coincide with research which found that 'job roles and 'employment relationships' in SMEs are often negotiated and renegotiated within the context of greater spatial and social proximity between owner-managers and that there are much greater degrees of informality than in large companies (Marlow and Patton, 2002; Marlow, Taylor and Thompson, 2010).

This is supported by Fink and Kraus (2009) who found that due to an inherent lack of understanding as to one's own role within their place of work, particularly within SMEs –

there can often be confusions and ambiguity as to where one is on the hierarchy of the organisation and Casillas *et al.* (2009) who assert that younger firms have more simple and less formal structures, compared to that of older firms with a greater number of employees who, tend comprise of more rigid and formalised structures.

Whilst there is not a great deal of empirical research that relates to the hierarchical make up of SMEs within the UK and Wales in particular, Lorette (2017), Ambrose and Cropanzano (2000) suggest that majority of SMEs (and other businesses) within the UK work with a 'functional organizational structure' which is where the organisation utilised the practise of centralisation and build a hierarchy based on the job role of each employee.

4.3.5 Respondent's highest qualification/degree/apprenticeship



The questionnaire found that the largest response, which account for a proportion of just over 35 percent of the respondents were educated to A level or equivalent standard. 23 percent of the respondents were educated to a Degree or equivalent level; similarly, 22 percent of respondents were educated to a GCSE (or equivalent) level. 10 percent of respondents were educated to Master's degree level. Finally, eight percent of respondents

had no formal qualifications at all and only one of the participants was educated to a PhD or equivalent level.

Belfield (1999), Williams and Owen (1997), stated that for the most part, graduates tend to find jobs in larger organisations and that the proportion of graduates within an organisation, tends to increase directly in correlation with the firm size. Elias and Purcell (2003) support this, suggesting that from the point of view of the employee with a University degree or higher qualification - the continued existence of a 'graduate premium' in earnings throughout a career, seem to suggest that employees with a higher standard of education typically inhabit more favoured segments within the labour market.

Kotler *et al* (2015) asserts that with highly reliable demographic trends for the short and intermediate term within society, the volume of those attaining higher levels of education is increasing. Given this, standard of education achieved is likely to increase as one looks further up the hierarchy of an organisation.

4.3.6 Level of pay received by respondents

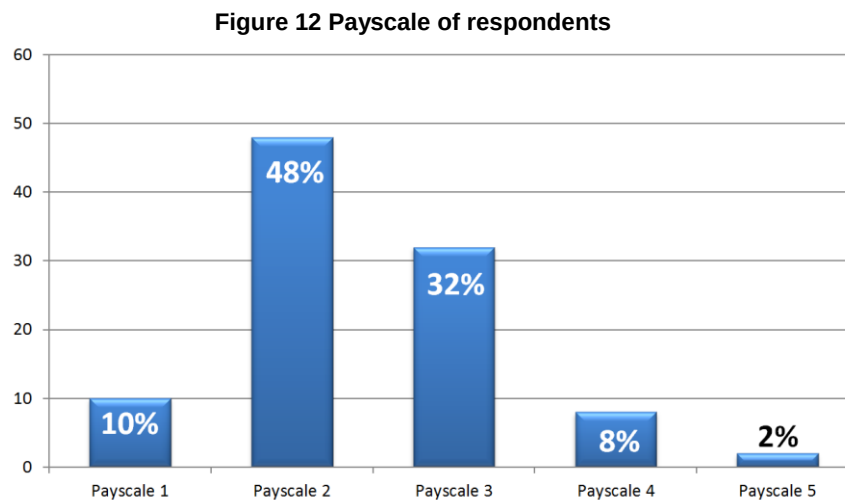
In ascertaining the differing levels of pay of the respondents, in order to cater for both salaried and PAYE/hourly wage staff, two questions were asked within the survey.

These questions presented an either/or scenario, whereby a respondent could either answer with their annual salary or where applicable, their hourly wage. Based on the responses captured, in order to equate both questions/outcomes to the same scale, the following assumptions are made.

Table 8 Table of Payscale Consolidation

Pay Scale	Annual Salary	Wage per Hour
1	£0 - £9,999	£0 - £6.99
2	£10,000 - £19,999	£7.00 - £9.99
3	£20,000 - £29,999	£10.00 - £14.99
4	£30,000 - £39,999	n/a
5	£40,000 - £49,999	n/a

The responses to the questions, when placed in the aforementioned scales, were as follows:



The results show that just under half of all respondents were within payscale 2 which equates to £10,000 – £19,999 per year or £7.00 - £9.99 per hour. Just over a third of respondents were within payscale 3 which equated up to almost £30,000 per year. 10 percent of all sample revealed that they were within payscale 1 which relates to pay which is less than national minimum wage for people over the age of 21 (UK Parliament, 2018) eight percent of respondents revealed they earned between £30,000 and £39,999 and two out of the 100 respondents, receive an annual salary of greater than £40,000.

This profile differs significantly to PayScale.com (2018), who posit that as of the time of this study, the average salary in Swansea is £21,408 and so would constitute pay scale 3, of which only a third of the respondents in this sample relates to.

However, a survey conducted by the Federation of Small Businesses (2017) explains this divergence and supports the results of this study, which favoured pay scale 2, by finding that whilst a number of small businesses within the UK were already paying at or slightly above the newly introduced National Living Wage, 43 percent of SMEs actually had to increase wages simply to meet it with. Furthermore, within the same sample, they report that 59 percent of the SMEs said they absorbed the rising cost in wages by reducing profitability, 35 percent increased their prices, 24 percent reduced staff hours and 23 percent cut pending

investment. Arrowsmith *et al*, (2003) state that statistics such as these, provides further credence to the argument that due to the impact of such changes in the market, on small firms versus that of larger firms, relative low pay which is at or just above national minimum wage is often seen to be the norm with SMEs.

4.3.7 Business characteristics of the SME

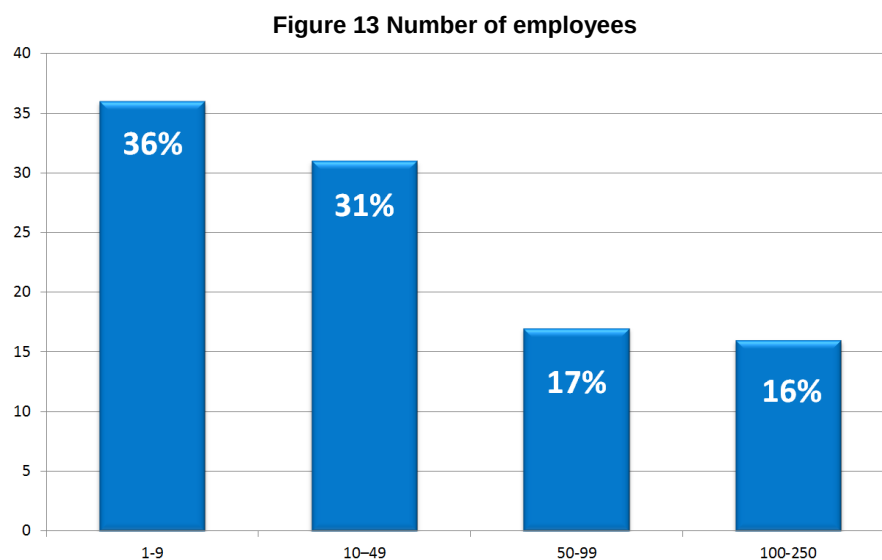


Figure 13 illustrates that just over 35 percent of the organisations, can be defined as ‘micro’ as per the European Union Definition with fewer than 10 employees. Furthermore, under the same definition, almost a third can be classified as ‘small’ with fewer than 50 employees. The remaining third of the organisations within the sample are regarded as ‘medium’, yet divided almost equally, with 17 percent of respondents working in an SME with 50-99 employees and 16 percent in an SME with 100–250 employees.

Data collected within this research supports the notion proposed by Thomson and Wood (2015) who assert that with an increase in self-employment and niche market possibilities becoming present in an ever advancing technologically driven society, ‘SMEs’ are experiencing massive growth across the UK.

Statistics published by the Welsh Government (Table 9) support these results, suggesting that the majority of SMEs within the UK are at the lower end of the 'employee number' spectrum.

Table 9 Table of employees per business size

No. of employees	Enterprise count	Enterprise %
Micro (0 - 9)	17,375	92.4
Small (10 - 49)	755	4
Medium (50 - 99)	125	1.2
Medium (100 - 250)	105	1.2
Large (250 +)	445	2.4

- statswales.gov.wales (2017)

In terms of assessing these results in relation to the bigger picture, data suggests that the results of this study are also weighted in favour of the statistics put forward by both the UK government and the European Union, whose statistical analysis shows in both cases that Micro Businesses make up the vast majority of the overall businesses demography, with 96 percent for the UK (House of Commons, 2017), and EU just under 93 percent, accounting also for 30 percent of all employment within the EU. (European Commission, 2016)

4.4 The Importance of Motivational Factors

The motivating factors of the respondents at the time they started working within the company was assessed initially. This was done using a scale of 1 to 7 where 1 indicated the least importance and 7 the most importance.

The results were as follows:

4.4.1 Importance of Motivational Factors: When starting work at the company.

Table 10 Importance of Motivational Factors: When starting work at the company.

	1	2	3	4	5	6	7	Total	Average of scores 5-7
Autonomy of Choice :- Ability to make your own choices in relation to the work	2	12	30	24	14	4	14	100	11
Recognition :- Feeling as though people recognise your input and accomplishments?	2	6	12	30	22	18	10	100	17
Challenges / Growth :- potential for growth within the company/organisation	8	6	12	28	24	12	10	100	15
Participation in Decision Making :- Feeling as though you have a say in the decision making process	6	10	16	18	24	10	16	100	17
Economic :- Prospect of Financial Rewards for work conducted.	0	2	2	2	34	34	26	100	31
Job Security :- Freedom from the fear of a potential loss of employment	0	2	0	2	16	22	58	100	32
Lack of Organizational Politics :- Freedom from colleagues acting only in their own interest	4	12	10	34	26	4	10	100	13
Quality of leadership :- The leaders / managers ability to facilitate a good place to work	0	2	12	28	28	16	14	100	19

Autonomy of Choice $\chi^2 = 42.24$ d.f.= 6

Reject the null hypothesis at the 0.0001 level (0.0001 = 27.86)

Quality of leadership $\chi^2 = 39.44$ d.f.= 6

Reject the null hypothesis at the 0.0001 level (0.0001 = 27.86)

Challenges / Growth $\chi^2 = 29.36$ d.f.= 6

Reject the null hypothesis at the 0.0001 level (0.0001 = 27.86)

Participation in Decision Making $\chi^2 = 15.36$ d.f.= 6

Accept the null hypothesis at the 0.0001 level (0.0001 = 27.86)

Economic $\chi^2 = 110.00$ d.f.= 6

Reject the null hypothesis at the 0.0001 level (0.0001 = 27.86)

Job Security $\chi^2 = 187.84$ d.f.= 6

Reject the null hypothesis at the 0.0001 level (0.0001 = 27.86)

Lack of Organizational Politics $\chi^2 = 54.56$ d.f.= 6

Reject the null hypothesis at the 0.0001 level (0.0001 = 27.86)

Quality of leadership $\chi^2 = 51.76$ d.f.= 6

Reject the null hypothesis at the 0.0001 level (0.0001 = 27.86)

As can be seen from Table 10, when assessing the motivational factors of an employee upon them joining the organisation, Job security was clearly the factor considered most

important by the largest number of respondents with just fewer than 60 percent of all respondents choosing it. Economic reward as a motivational factor received the second highest number of 'most important' scores, with one in four respondents scoring it the 'most important'.

When assessing the average of scores 5-7, which indicate between a relative and very high level of importance, a picture emerges with regard to the remaining factors. Again, the predominant emphasis appears to be on the importance of the first two extrinsic factors. Almost 95 percent of the respondents rated the importance of Economic Reward between five and seven, with an average of 32 percent of respondents across the three. Job Security also scored very 'highly' amongst respondents, similarly with just over 95 percent of respondents rating it five to seven, meaning an average of just over 30 percent for three.

Quality of Leadership scored third highest, with a highest importance (5-7) average of just under 20 percent, again; placing the onus on that of extrinsic factors and their perceived importance amongst employees of SME in Swansea.

Recognition and participation in decision making both scored an average of 17 percent when assessing the levels of highest importance, however when looking at their individual scores 30 percent of all respondents rated recognition upon starting to work within the company as neither important nor unimportant, whereas there was less than 20 percent 'ambiguity' when it came to participation in decision making. Autonomy of choice, challenges and growth within the organisation and lack of organisational politics scored 11, 15 and 13 respectively. These results, with a focus on economic reward ahead of recognition and the other more 'holistic' motivators, differ somewhat in comparison to research carried out by Lipman, who found in a survey of 1200 employees, that 70 percent of survey respondents reported that meaningful recognition was in essence 'priceless', citing that in the workplace, how they feel is often more important than what they earn.

However, these results can be supported by the work of Berلمان and Wolfson (2014) who state in relation to Minimum Wage that unlike with a 'competitive equilibrium', it stands to reason that employees at the beginning of their time within an organisation are less likely to want to leave their job and are inherently conscious of the lower vacancy rates within the jobs for which they are qualified. This, in turn implies a lower accession rate, making job security an important aspect of their employment.

4.4.2 Importance of Motivational Factors: Currently

The motivating factors of the respondents at the currently, were assessed also in order to assess any divergence between the two. As with the prior question; this was done using a scale of 1 to 7 where 1 indicated the least importance and 7 the most.

The results were as follows:

Table 11 Importance of Motivational Factors: Currently

	1	2	3	4	5	6	7	Total	Average of scores 5-7
Autonomy of Choice :- Ability to make your own choices in relation to the work	4	2	10	18	26	22	18	100	22
Recognition :- Feeling as though people recognise your input and accomplishments?	4	2	2	16	28	20	28	100	25
Challenges / Growth :- potential for growth within the company/organisation	4	6	0	26	20	26	18	100	21
Participation in Decision Making :- Feeling as though you have a say in the decision making process	2	8	6	22	14	22	26	100	21
Economic :- Prospect of Financial Rewards for work conducted.	0	2	2	0	12	38	46	100	32
Job Security :- Freedom from the fear of a potential loss of employment	0	0	0	4	6	18	72	100	32
Lack of Organizational Politics :- Freedom from colleagues acting only in their own interest	0	4	10	24	36	14	12	100	21
Quality of leadership :- The leaders / managers ability to facilitate a good place to work	0	0	8	14	24	26	28	100	26

* Each of the 100 respondents had to rate all motivational factors, resulting in 800 responses in total.

Autonomy of Choice $\chi^2 = 34.96$ d.f.= 6

Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

Quality of leadership $\chi^2 = 57.36$ d.f.= 6
Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

Challenges / Growth $\chi^2 = 48.96$ d.f.= 6
Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

Participation in Decision Making $\chi^2 = 36.08$ d.f.= 6
Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

Economic $\chi^2 = 159.84$ d.f.= 6
Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

Job Security $\chi^2 = 289.20$ d.f.= 6
Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

Lack of Organizational Politics $\chi^2 = 62.96$ d.f.= 6
Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

Quality of leadership $\chi^2 = 60.72$ d.f.= 6
Reject the null hypothesis at the 0.001 level (0.001 = 22.45)

As can be seen from Table 11, when assessing the motivational factors of an employee currently, Job security was still clearly the factor considered most important by the largest number of respondents however, now, by an even greater margin, with over 70 percent of respondents considering it with the greatest importance and over 95 percent of respondents rating it as 5-7 overall. This is close to the 90 percent reported by Scott (2016) which interviewed 4,328 British adults as well as Kennedy Pearce (2017) who also found that currently, employees prioritise job security over pay rises. This research however, does suggest substantially more than the forty percent, found by Davies *et al* (2012) in a study of employee job security in Wales and the just over half recorded by National Institute of Economic and Social Research (2013).

Economic motivation was still the factor which received the second highest number of 'most important' scores, with just over 45 percent of respondents scoring it a '7'. O'Neill (2016) and Morgan (2015) assert; in support of theories proposed by the study of neoclassical economics, that research will always suggest that the employees establish themselves within a role predominately for increased financial reward. However, Chamorro-Premuzic

(2013) disagrees, stating that research into employee motivation has largely failed to provide support for this theory, suggesting conversely that the results indicate that whilst still clearly a motivational factor, the actual association between salary and employee motivation is very weak. The results of this research supports Chamorro-Premuzic's argument to an extent in that it found that whilst economic reward is clearly considered an important with just over 45 percent of respondents indicating that the chance to earn a higher income was the most important factor, it is less of a motivational factor than some research has put forward.

When assessing the average of scores 5-7, a picture continues to emerge with regard to the remaining factors. As with the importance of the factors upon the employees starting to work within the company, the predominant emphasis continues to be on the importance of the first two extrinsic factors. Still, 95 percent of the respondents rated the importance of Economic Reward between five and seven, with an average of 32 percent of respondents across the three. Job Security also scored very 'highly' again also with an average of 32 percent across the three most important scales, furthermore, with no respondents rating it 'unimportant'.

Whilst Quality of Leadership still scored third highest in terms of those who considered it 'most important', recognition now joins it at joint-third highest, with an equal number of 28 percent. What's more, they are almost equal in the average of the top three scores, with 26 and 25 percent respectively for the two.

Autonomy of choice now scored significantly higher compared to the respondent's time stating at the company, with a 22 percent average across the three highest scales of importance. This has doubled exactly, meaning that twice as many respondents considered a level of autonomy important after time within their respective organisation. Challenges / growth within the organisation, participation in decision making and lack of organisational politics all scored an average of 21 percent when assessing the levels of highest importance. Whilst the joint lowest of all of the factors, the average of these three in terms of the highest scales of importance, still reflects an increase of importance in all motivational factors.

Whilst there are limitations to existing literature specific to Motivation of SMEs in Swansea, specifically in relation to the time at which an individual started working within a company compared to currently - there is incidentally a breadth of empirical information into the prospect of economic reward being one of the largest motivational factors (Aswathappa, 2005) to that end, this research is supported by a number of studies conducted globally, though particularly in the UK, such as Hamill (2005) who in a survey of 250 people, in lower paid jobs, found that over 70 percent of them stated they valued economic/financial rewards above all else above all else.

However, this is refuted by research conducted by the Institute for employment studies between 1999 and 2002, where; out of 3500 employees in the UK; non-financial recognition schemes, which in essence relate to the act of recognition from superiors, were found to be considered more important than financial reward by over 60 percent of participants (Silverman, 2004).

When looking at the importance of Job Security generally, as discussed earlier on in this research, levels one and two of Maslow's Hierarchy (Page 27) which relate to psychological and safety needs, these would support the notion that job security would be important to employees, furthermore, when looking at it specific to factors of motivation in particular, Curtis (2017) found in a study of 113 Public Sector employees within Swansea and Port Talbot, that on average, 66 percent of employees stated that a lack of job security was indeed a factor for de-motivation, thus suggesting that the same percentage would consider an increase in job security, would increase employee motivation.

Evidently, the findings of this study suggest that economic rewards register as an important motivational factor for employees starting at a new company; however, they are only the second most important, rated less highly than job security. This is contrary to traditional economic theory which dictates that money is the predominant driving force of employees (Lawton 2003).

4.5 Assessment of Economic Rewards

One of the main objectives within this study was to assess the proclivity for economic rewards and their importance as a motivation factor within employees of SMEs in Swansea in comparison the level to which it is regarded as important as per the available literature. The results of this study have shown that both upon starting to work for a company as well as currently, motivation by way of economic reward have continued to relatively high in terms of their importance to over 90 percent of the respondents.

Furthermore, whilst there was slight divergence in terms of which of the 'important scales' scored highest, the average of the top three scales scored an average of just over 30 percent both times. This suggests that the desire for relative wealth within employment is a strong motivator for employees throughout their time within employment. This would indeed coincide with theories such as those proposed by Maslow's Hierarchy (Page 27) of which basal levels one and two state that physiological needs and safety, which are said to relate to financial wellbeing are to be met (Williams, 2013).

Griffiths (2015) argues; following an independent study, that money is universally regarded as the biggest motivator of people in the workplace. They posit this, based on 53 percent of a target sample of 200 employees stating that they wanted to earn more money and would feel more motivated if they did so. Whilst this would have indeed represented the views of the majority of their sample, the argument put forward may bring one to questions as to whether this was the only factor being tested for.

The result of this study found that a vast majority of its respondents, 96 percent to be precise stated that economic reward was of mild to great importance to them, however as discussed earlier on in the research – still does not constitute 'the biggest motivator' within the workplace. Curtis (2016) supports this also, with the majority of their respondents stating, the prospect overtime and financial bonuses was a great motivator, yet job security was considered by far, the most important.

Figure 14 Average Importance of Economic Reward as a motivator vs time at company

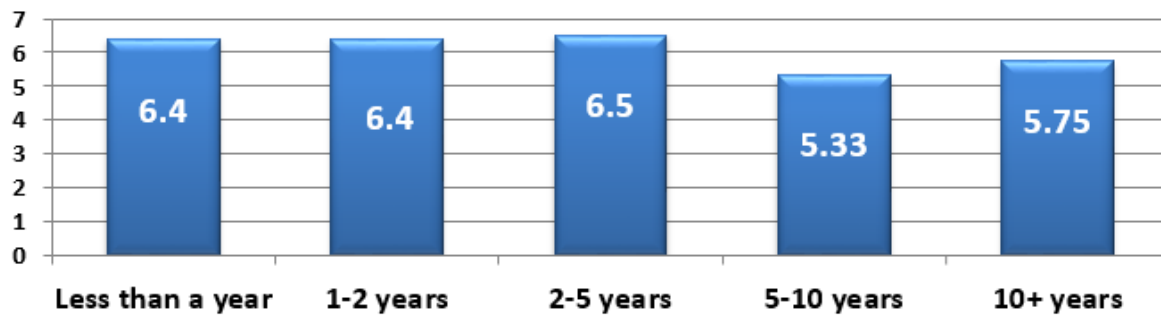


Figure 14 shows the average scores (out of 7) for the response to the importance of Economic Reward as a motivational factor, Vs the respondents time within the company. It is important to note and assess this fallout as from the data; as one can extrapolate that as soon as a respondent has been with their organisation for more than 5 years, their perception of wealth as a motivation factor, decreases in importance.

Research conducted by Kent University (2013) argues that with promotion prospects being higher in SMEs, employees in small businesses tend to be the most satisfied at work.

Roffey (2015) found in a survey of 1,500 that employees who had been within their organisation for greater than five years, were also found to be the most committed and loyal to their organisations, favouring somewhat altruistic tendencies over financial gain as well as indicating a preference for upward progression, above all else.

Taking this into account, as well as the prospect of the seedbed function within SMEs as discussed earlier in this research (Page 22) this data suggests that the motivation of employees within smaller organisations in Swansea is not necessarily determinant on that of financial incentive.

4.6 Assessment of Positive Feedback

The other predominant objective of this study was to assess the importance of positive feedback as a motivational factor of the employees within the sample. For this information to be ascertained, the prospect of 'Recognition' was raised within the questionnaire. As can be seen from the results of the questionnaire, there is a marked increase on the number of respondents who consider recognition as an important motivator between their time starting within the organisation, to now.

In terms of the average of the highest three scores of importance, this increase from 17 percent, to one in four, can be seen as a significant increase in an employees need for recognition, the longer they work within the organisation. Maslow's hierarchy (Page, 00) could also support these findings and the fact that recognition and positive feedback are not considered as important as extrinsic factors such as job security and economic reward as it not until level four within the hierarchy, that the prospect of recognition and concepts like self-respect, prestige and status are introduced.

A study conducted by Apex Leadership Ltd (2013) found that good quality feedback, whether it be either positive or simply constructive can be beneficial in a number of ways, such as Improve performance, helps motivation, Boosts confidence, develops skills/ understanding as well as simply show people you value them. Given that the presence of these attributes could be considered generally beneficial, then it poses the question as to why is it, that not all employees regard positive feedback and/or recognition as an important motivational factor.

Table 12 status of the employee, versus their perceived importance of recognition

Position within the company	Starting	Now	Change
Employee	4	4.7	+0.7
Middle Management	5.14	6.18	+1.04
Upper Management	6	7	+1
Senior / Managing Director / Owner	5.72	6.09	+0.37

Table 12 shows a cross-tabulation of the employee's position within the company versus their perception of positive feedback/recognition as a motivator and the change between the start of their time within their organisation and now. Whilst there is some relative ambiguity to the employee's position within their organisation (as discussed in page 65), in terms of an increase in importance for those who consider recognition as an important motivator, the results show that it is those in middle and upper management whose opinion changed more so.

Thus suggesting that whilst there are elements of recognition being perceived as important throughout the organisations, it's the middle and upper management that would most likely to be considered as being Theory Y, according to Douglas McGregor's model (Page 30) and so are willing to work of their own volition and are more than capable of self-control and willing to accept responsibility, providing their efforts are reciprocated, by way of feedback from senior colleagues (Northouse, 2016). It reiterates the findings of Hindle (2008) Tavana (2014), Skapinker (2014) and Manktelow *et al* (2018) in that an overwhelming majority of middle and upper management are often considered within Theory Y.

Additionally; age, gender, highest qualification/degree or apprentice and characteristic of organisation were all examined for any potential divergence. Analysis conducted on these sub-sets of sample indicated no notable differences in the motivational factors of employees in maintaining job satisfaction. Therefore, one can infer that the structure of motivational factors appears to be consistent for the entire sample of SME employees.

Frey and Osterloh (2002) argue that employee loyalty, motivation and overall job satisfaction increases in conjunction with the extent to which employees have access to opportunities for communication. Their research found a significant positive effect of + 25 percent was determined for companies which have a comprehensive 'open-door' policy, where feedback is readily available.

Chapter 5 - Conclusion and Recommendations

5.1 Conclusion

Throughout assessing the importance of eight prevalent motivational factors including four intrinsic, four extrinsic and comparing them between an employee's time starting with the organisation and the opinion of said factors now - in recognition of a limitation of such research previously, specific to SMEs within Swansea, new data has been ascertained to address and allow one to further understand the subject posed by the dissertation which is: *“a study to critically assess the importance and determinants of motivational factors to employees within SMEs in Swansea.”*

Following on from the discussion and analysis around the collected data within Chapter 4 this chapter will look to summarize the results of the findings of the research conducted for this study. Furthermore, for the purposes of consistency, the structure in which this chapter discusses the findings, will match the order in which the objectives of this study were addressed.

The objectives of this research were as follows:

- Identify the main motivational factors for employees within the workplace.
- Analyse the perceived importance of Economic Rewards and their impact/effect on employee motivation within SMEs in Swansea
- Analyse the perceived importance of Positive Feedback and their impact/effect on employee motivation within SMEs in Swansea
- Provide recommendations, for application of findings

5.1.2 Identify the main motivational factors for employees within the workplace.

The first objective of this study was to identify the motivational factors which employees within SMEs considered important to them, in their day to day, working lives. The motivational factors which were selected, following an in-depth review of available literature, were broken down into four intrinsic and four extrinsic motivational factors. These were developed in relation to the concepts put forward and supported by Deci and Ryan (1985), Mullins (2008) and Inman *et al* (2010) who posit that intrinsic motivators are factors which motivate employees to partake in an activity for reasons that relate primarily to that of 'inner satisfaction' such as pride, challenge or enjoyment, whereas extrinsic motivators are conversely more specific to the drive within an individual which is related to an individual performing a certain action/behaviour to achieve specific external, somewhat basic physiological goals/rewards.

The specific factors were as follows:

Table 13 Intrinsic and Extrinsic Motivations used within study

<i>Intrinsic Motivators</i>	<i>Extrinsic Motivators</i>
Autonomy of Choice	Economic Reward
Recognition	Job Security
Challenges / Growth	Lack of Organisational Politics
Participation in Decision Making	Quality of Leadership

Following synthesis of available literature and the findings of the study itself, the research conducted for this study found that from the time between the respondents started within their respective organisation until now, there was a general increase across the board in relation the perceived importance of the motivational factors posed. This research posed the argument that this coincides with Durst (2012) who suggest, this could be linked to the prospect of 'loyalty within SMEs. Of these motivational factors, **Lack of Organisational Politics** appeared to be considered the least important factor posed to the respondents, **Autonomy of choice**, **Challenges / Growth** and were considered to have the second important by employees within the sample, both at the time they started within the

organisation and currently. **Recognition, Participation in Decision Making** and **Quality of Leadership** scored relatively highly with respondents as well as receiving a similar, relative increase in average of the highest three scores between the start of employment and now.

Economic Reward and **Job Security** were the stand out factors in terms of their perceived importance to the respondents. With approximately 1 in 3 respondents considering these two factors important to them. Not only did these factors score most highly as the top one (job security) and two (economic) factors of importance, for both periods of time, but they also received the biggest increase of in terms of respondents coding them as the most important factor.

The results are consistent with previous research conducted by Aswathappa, (2005) Hamill (2005) Silverman, (2004) who found that financial incentive and an inherent freedom from free from job loss to be the biggest 'motivators' across multiple industries.

5.1.3 Importance of Economic Rewards on employee motivation.

When looking to Analyse the perceived importance of Economic Rewards and their impact and/or effect on employee motivation within SMEs in Swansea, particular attention was paid to two motivational factors, one intrinsic and one extrinsic. The first one which was to be assessed was that of the extrinsic motivator: Economic Reward.

The results of this study suggested that the desire for Economic Reward as a motivator for employment is important to the majority of employees throughout their time within employment. When assessing the top three scales of importance, economic reward scored an average of just over 30 percent of respondents, both times. These results were similar to those found in research conducted by O'Neill (2016) and Morgan (2015), however, less than the 53 percent Griffiths (2015) proposed, following research that found that financial incentive is universally regarded as the biggest motivator of people in the workplace.

Following on from this, in order to assess the bigger picture, subsequent analysis was carried out in order to assess the perceived importance of economic reward, versus the time an employee has worked with the company. Given the work carried out by Kent University (2013) and Roffey (2015) in support of these results, the research found that given the propensity of upward progression within smaller organisations, the longer someone spends within an SME in Swansea, greater the likelihood that the importance of financial reward decreases somewhat and makes way for the importance of other more altruistic motivators.

5.1.4 Importance of Positive Feedback on employee motivation.

When looking to analyse the perceived importance of Positive Feedback and its impact and/or effect on employee motivation within SMEs in Swansea, the importance of Positive Feedback was then assessed, in order to ascertain the prevalence of intrinsic motivators, specific to recognition within the workplace. This study highlighted that according to research conducted by Apex Leadership Ltd (2013); good quality feedback, whether it be either positive or simply constructive was found to be beneficial to the organisation in a number of ways. Results of this study initially showed that whilst 'Recognition' was not considered as important as that of economic reward or job security, it is interesting to note that it was considered as important 'currently' by one in four of the respondents and that there was a notable increase in the number of employees on average, who considered the importance of positive feedback to increase from the start of their time within the company, to now. This increase was seen to correlate with the findings of Hindle (2008), Tavana (2014), Skapinker (2014) and Manktelow *et al* (2018) specifically in relation to the roles within middle and upper management.

Furthermore, the results were analysed in relation to Maslow's Hierarchy of needs, given that the prospect of recognition is not introduced until Level four of the triangle and it was

discussed that the perceived lack of importance for recognition versus that of economic reward could be supported by the said model.

Due to the increase in average of respondents who considered it important, in an attempt to further establish a trend, cross tabulation was carried out in order to assess the increase, based on the 'status' of the employee, versus their perceived importance of recognition. Given a lack of specific secondary research within this field, these results were discussed in relation to the Theory X / Y model put forward by Douglas McGregor, as it is generally accepted that those employees that consider the presence of positive feedback important would be classified as Theory Y (Northouse, 2016). Results found that there was an average increase in importance of 1.0 for Middle and Upper Management, compared to 0.7 for 'Employees' and 0.37 for Senior Management. This was supported by Tavana (2014) who asserted, following research that the majority of middle and upper management are often found to be within Theory Y of the model.

5.2 Recommendations

This study set out to establish the determinants of employee motivation within SMEs in Swansea. The divergences in demographic characteristics such as age, gender, educational qualifications, and length of time within organisation, salary of the employees and even size of organisation itself are likely to have an impact on perception of motivational factors. Thus, future studies could look to use demographic characteristics by way of independent variables in order to compare differences in motivational factors and their importance to employees of SMEs with the different demographic characteristics available.

This study has shown that there are indeed a number of different motivational factors which employees consider to be important within the workplace. In addition, it has shown that

regardless of whether the factors are considered intrinsic or extrinsic, or whether the change is marginal or considerable there is a tangible prevalence for the importance of all motivating factors to increase in correlation with the time an employee spends within an organisation. Given the increase in the importance of motivators, yet divergence between the perception of each, based on differing demographics; Employers within SMEs in Swansea should look to assess the importance of motivational factors within their own staff, individually and possibly at repeat instances throughout an employee's time within the SME. This could allow the companies better to focus their efforts, more so on the aspects of the job that employees consider important and worry less about those factors that employees may find less-important.

Whilst this research supports the notion that employee satisfaction and motivation can be somewhat intrinsically linked to the presence of financial incentive, there is also evidence within the study that it is not the *most* important motivational factor. Given this, SMEs within Swansea should look to implement the above recommendation and then assess whether greater motivations and a better working environment could be achieved by increasing the propensity of one or more of the alternate motivational factors. Thus ensuring that they are not worrying unnecessarily about the prospect of wage increases where perhaps, greater attention to the prospect of job security (for example) would benefit the organisation and its employees, more so.

Finally, the results for this research found that whilst it is not as apparent as the likes of Financial Incentive or Job security, there are a number of employees within SMEs in Swansea, who consider positive feedback and recognition to be an important motivator. Whilst the subsequent research found that perception of importance of positive feedback as a motivator differed based on an employee's status within a company. SMEs would likely benefit from ensuring that all employees in a position of authority, look to administer relevant feedback to their staff, wherever possible. This in turn, could then be reviewed and assessed in terms of its success in increasing motivation.

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Appendices

Appendix 1 - Online Questionnaire – Cover Letter

Dear Respondent,

Attached is a brief questionnaire designed to assess the perceived importance of motivations of SME (small and medium enterprise) employees within Swansea; it is for a postgraduate dissertation.

Everything you say will be treated in confidence all survey results are anonymous and there will be no way of identifying you in the results.

If you have any questions or queries you would like addressed prior to completing/submitting your responses, please feel free to contact me directly in response to this email, viaxxxxxxxxxx@outlook.com, or on 07XXXXXXXXXX

Thank you for once again for your participation,

Yours sincerely,

Robyn Griffiths

Appendix 2 - Online Questionnaire

Questionnaire

This is a brief questionnaire about the motivations of SME (small and medium enterprise) employees; it is for a postgraduate dissertation.

PLEASE TICK WHERE APPROPRIATE UNLESS OTHERWISE STATED.

Demographics

Q1 What is your gender?

- Male ☐
- Female ☐
- Other ☐
- Rather not say ☐

Q2 What is your age?

- 16 – 25 ☐
- 26 – 35 ☐
- 36 – 45 ☐
- 46 – 55 ☐
- 55+ ☐

Q3 Number of years employed within the current organisation

- Less than a year ☐
- 1-2 years ☐
- 2-5 years ☐
- 5-10 years ☐
- 10+ years ☐

Q4 What is your current state of employment?

- Full time (31 hours or more per week) ☐
- Part time (Less than 31 hours per week) ☐
- 0 Hour / Casual Working Relationship ☐
- Self- Employed (full or part- time) ☐

Q5 What is the size of the business you work for?
(Number of people employed - If unsure, please try to estimate)

0 – 50 ☐

51– 100 ☐

101 – 250 ☐

If so, participant cannot continue with questionnaire => 250+ ☐

Q6 What is your role within the organisation?

Employee ☐

Middle Management ☐

Upper Management ☐

Senior/ Managing Director / Owner ☐

Other (Please Specify)

Q7 What is your highest qualification/degree/apprenticeship?

None ☐

GCSE – or equivalent ☐

A Levels – or equivalent ☐

Degree – or equivalent ☐

Masters – or equivalent ☐

PhD – or equivalent ☐

Other (Please Specify)

Q8 What is your current salary (per year)?

£0 - £9,999 ☐

£10,000 - £19,999 ☐

£20,000 - £29,999 ☐

£30,000 - £39,999 ☐

£40,000 - £49,999 ☐

£50,000 + ☐

OR (overleaf)

Q9 What is your current wage (per hour)?

- £0 - £6.99 ☐
 £7.00 - £9.99 ☐
 £10.00 - £14.99 ☐
 £15.00 + ☐

Core Questions

Questions 10 and 11 are designed to determine motivational differences over time, therefore it maybe that the answers will differ:

Q10 Below is a list of motivating factors (and supporting explanations)
 With 1 being the **least** important and 7 being the **most** important please rate them in relation to their importance to you when you **first started** working at the company.

Please tick the relevant box

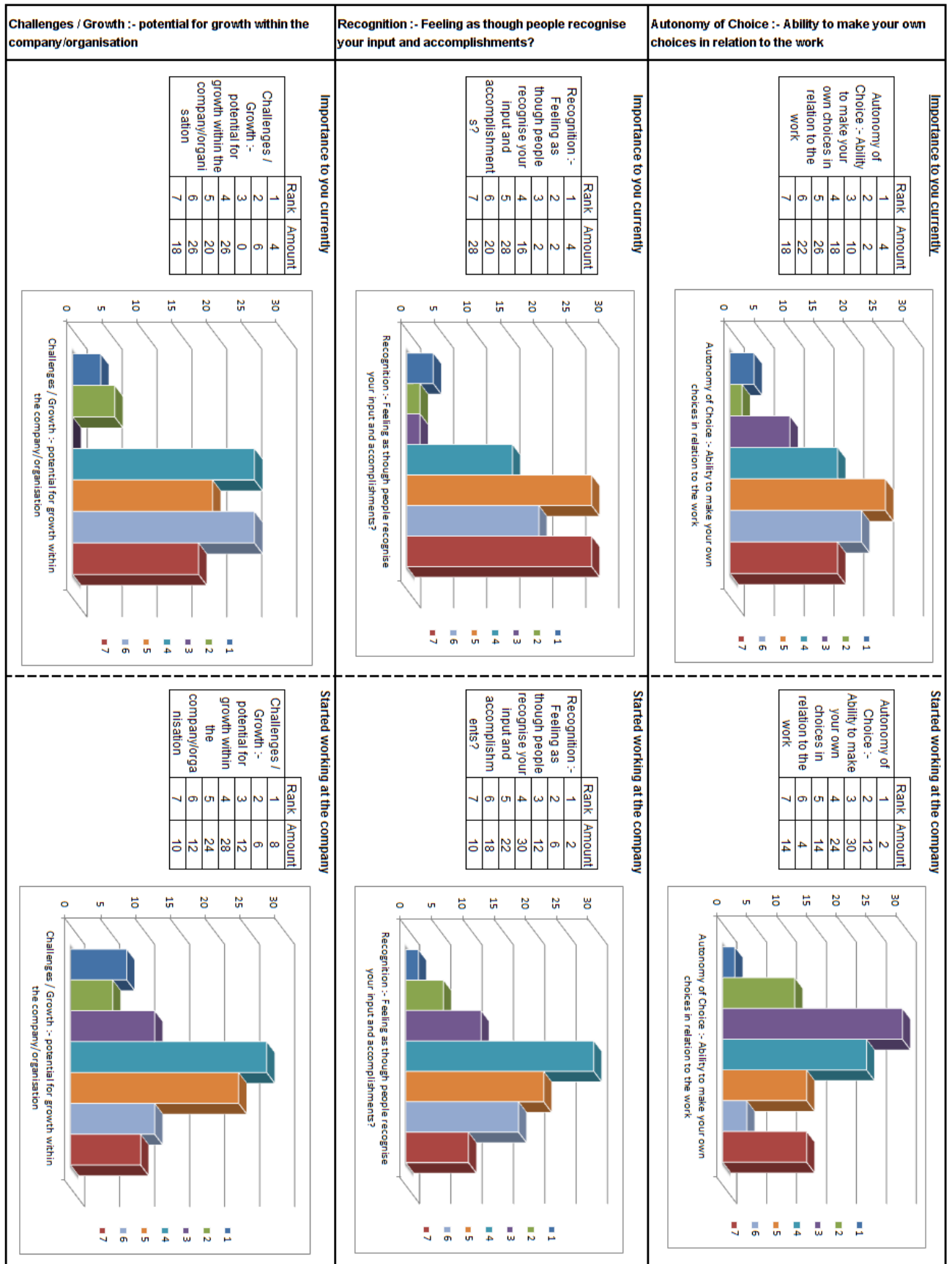
Factor	1	2	3	4	5	6	7
Autonomy of Choice Ability to make your own choices in relation to the work							
Recognition Feeling as though people recognise your input and accomplishments?							
Challenges – Growth potential for growth within the company/organisation							
Participation in Decision Making Feeling as though you have a say in the decision making process							
Economic Prospect of Financial Rewards for work conducted.							
Job Security Freedom from the fear of a potential loss of employment							
Lack of Organizational Politics Freedom from colleagues acting only in their own interest							
Quality of leadership The leaders / managers ability to facilitate a good place to work							

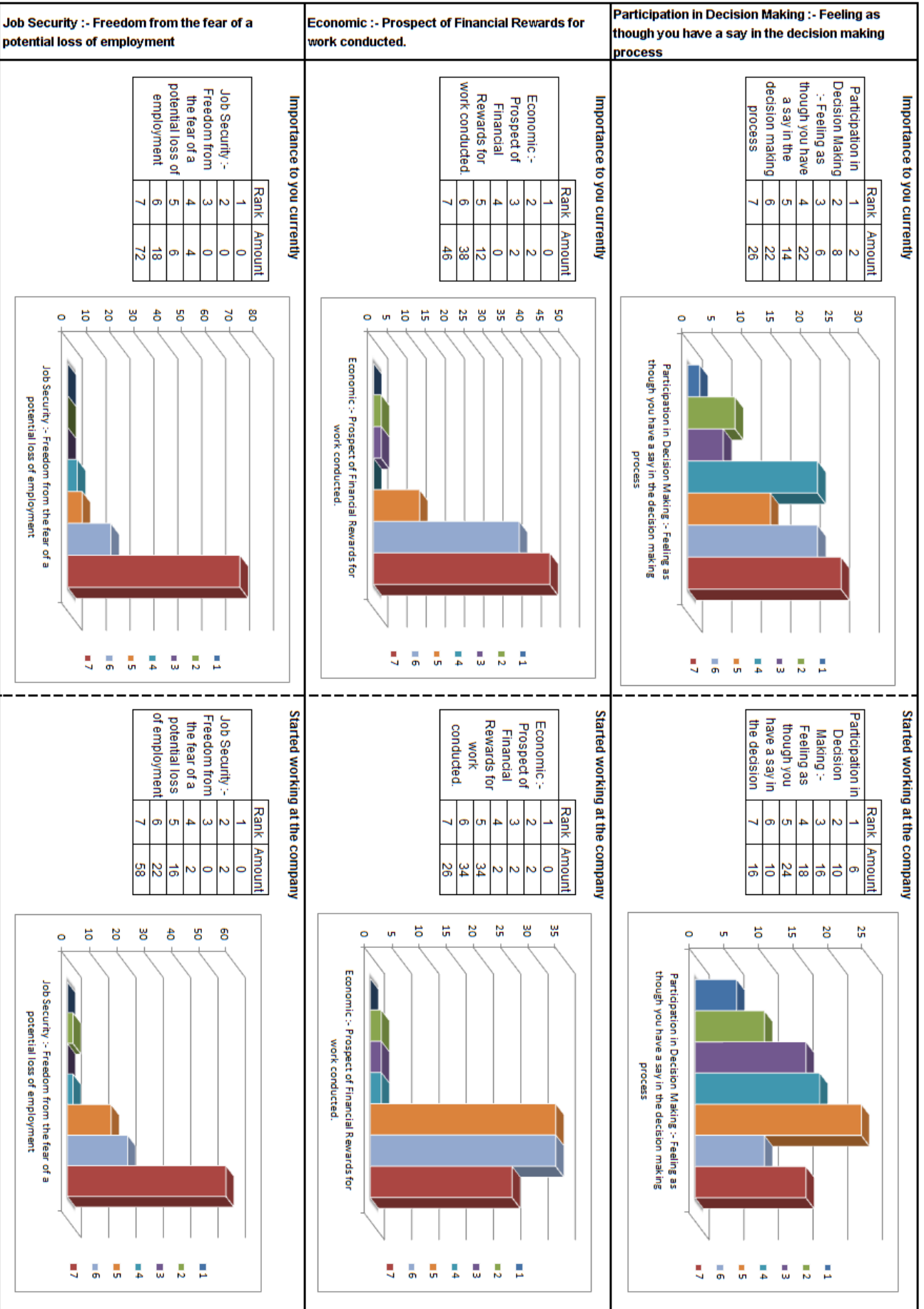
Q11 With 1 being the **least** important and 7 being the **most** important please rate them in relation to their importance to you **currently**.

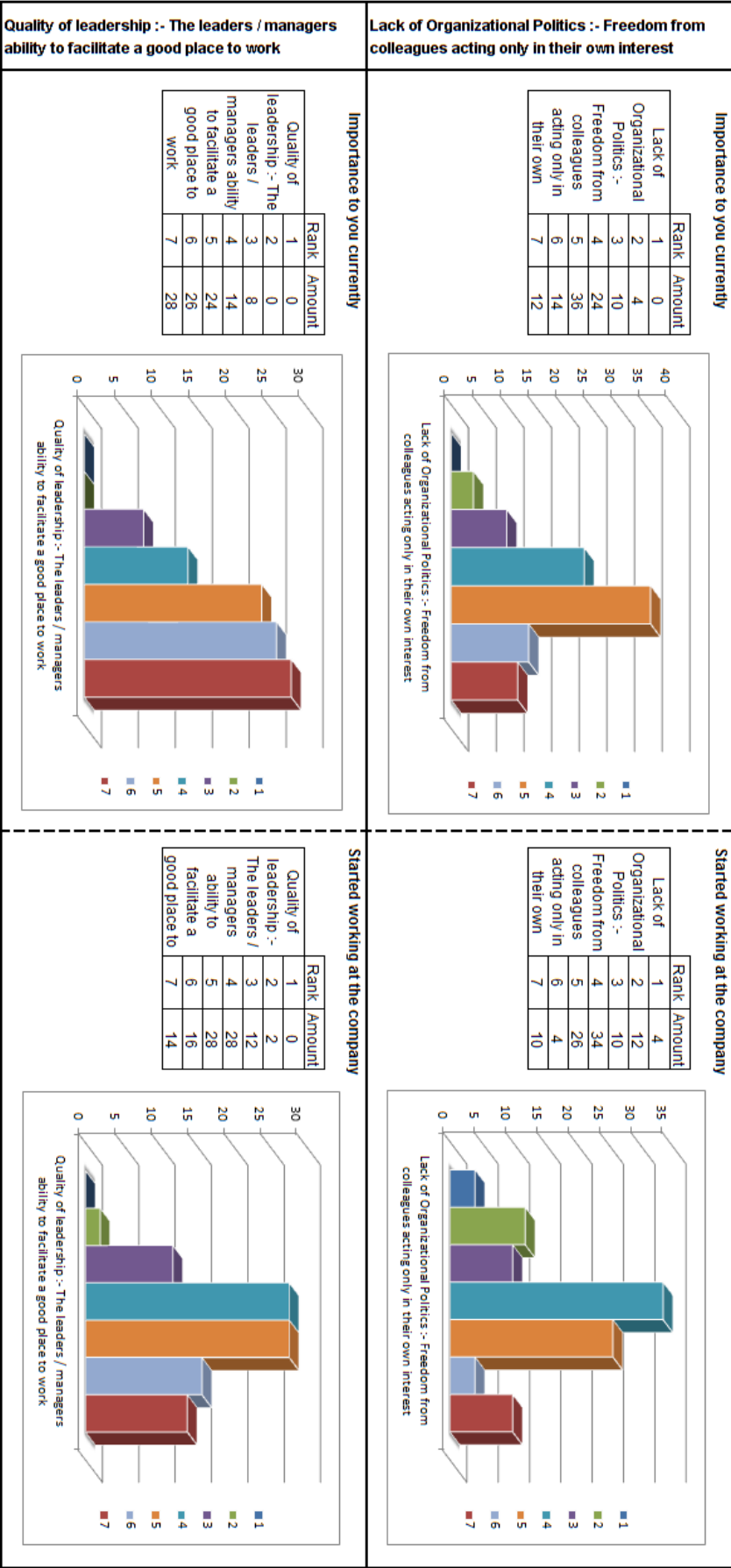
Factor	1	2	3	4	5	6	7
Autonomy of Choice Ability to make your own choices in relation to the work							
Recognition Feeling as though people recognise your input and accomplishments?							
Challenges – Growth potential for growth within the company/organisation							
Participation in Decision Making Feeling as though you have a say in the decision making process							
Economic Prospect of Financial Rewards for work conducted.							
Job Security Freedom from the fear of a potential loss of employment							
Lack of Organizational Politics Freedom from colleagues acting only in their own interest							
Quality of leadership The leaders / managers ability to facilitate a good place to work							

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE.

Appendix 3 – Graphs showing comparison of importance of Motivational Factors between starting at the organisation and now.







Appendix 4 – Online Questionnaire Results

Time/emp	What is your gender?	What is your age?	Number of years employed with the current organisation	What is your current state of employment?	What is the size of the business you work for (Number of people employed. If unsure, please try to estimate)	What is your role within the organisation?	What is your highest qualification/degree/diploma?	What is your current salary (per year)?	Or: What is your current wage (per hour)?	Autonomy of Choice -> Ability to make your own choices in relation to the work	Recognition -> Feeling as though people recognise your input and accomplishments	Challenges/ Growth -> potential for growth within the company/organisation	Participation in Decision Making -> Feeling as though you have a say in the decision making process	Economic -> Prospect of Financial Rewards for work conducted	Job Security -> Freedom from the fear of loss of employment	Lack of Organisation -> Freedom from colleagues' actions only in their own interest	Quality of Leadership -> The leaders/managers ability to make your own choices in relation to the work	Autonomy of Choice -> Ability to make your own choices in relation to the work	Recognition -> Feeling as though people recognise your input and accomplishments	Challenges/ Growth -> potential for growth within the company/organisation	Participation in Decision Making -> Feeling as though you have a say in the decision making process	Economic -> Prospect of Financial Rewards for work conducted	Job Security -> Freedom from the fear of loss of employment	Lack of Organisation -> Freedom from colleagues' actions only in their own interest	Quality of Leadership -> The leaders/managers ability to make your own choices in relation to the work	Autonomy of Choice -> Ability to make your own choices in relation to the work	Recognition -> Feeling as though people recognise your input and accomplishments	Challenges/ Growth -> potential for growth within the company/organisation	Participation in Decision Making -> Feeling as though you have a say in the decision making process	Economic -> Prospect of Financial Rewards for work conducted	Job Security -> Freedom from the fear of loss of employment	Lack of Organisation -> Freedom from colleagues' actions only in their own interest	Quality of Leadership -> The leaders/managers ability to make your own choices in relation to the work				
1	22/03/2018	Female	25-34	5-10 years	Full-time (31 hours or more per week)	100-250	Employee	At Levels	£10,000 - £19,999		3	2	1	2	3	2	4	1	1	2	1	2	4	2	4	1	1	1	1	2	4	2	3				
2	22/03/2018	Female	16-24	1-2 years	Part-time (Less than 31 hours per week)	100-250	Middle Management	GCSE	£10,000 - £19,999		4	7	7	5	7	7	4	7	5	7	7	7	7	7	5	7	5	5	5	7	7	7	7				
3	22/03/2018	Male	25-34	1-2 years	Full-time (31 hours or more per week)	1-9	Employee	At Levels	£20,000 - £29,999		3	4	2	2	5	6	4	3	5	5	4	4	6	5	4	5	5	5	5	5	4	4	4				
4	22/03/2018	Female	45-54	1-2 years	Self-Employed (full or part-time)	1-9	Senior/Managing Director/Owner	At Levels	£20,000 - £29,999		7	6	7	7	5	6	7	7	7	7	7	7	7	7	6	5	7	7	7	7	7	7	7				
5	22/03/2018	Male	25-34	5-10 years	Full-time (31 hours or more per week)	100-250	Middle Management	At Levels	£20,000 - £29,999		4	5	5	3	5	5	2	4	6	7	6	7	6	6	5	7	7	7	7	7	7	7	7				
6	22/03/2018	Female	16-24	1-2 years	Self-Employed (full or part-time)	1-9	Senior/Managing Director/Owner	At Levels	£20,000 - £29,999		2	3	2	1	5	5	2	4	3	5	4	4	2	6	3	7	7	7	7	7	7	7	7	7			
7	22/03/2018	Female	45-54	1-2 years	Part-time (Less than 31 hours per week)	50-99	Employee	At Levels	£10,000 - £19,999		3	3	3	2	5	6	2	3	4	3	4	3	6	7	4	4	3	4	3	4	3	4	3	4			
8	22/03/2018	Male	45-54	1-2 years	Full-time (31 hours or more per week)	50-99	Employee	At Levels	£20,000 - £29,999		3	3	3	2	5	6	2	3	4	3	4	3	6	7	4	4	3	4	3	4	3	4	3	4			
9	22/03/2018	Female	25-34	Less than a year	Full-time (31 hours or more per week)	50-99	Employee	At Levels	£10,000 - £19,999		2	2	2	2	5	7	6	1	3	2	2	2	6	7	3	5	5	5	5	5	5	5	5	5			
10	22/03/2018	Male	45-54	1-2 years	Part-time (Less than 31 hours per week)	10-49	Employee	At Levels	£10,000 - £19,999		3	4	4	4	5	7	5	3	4	3	4	3	6	7	4	3	3	3	3	3	3	3	3	3			
11	22/03/2018	Female	16-24	Less than a year	Part-time (Less than 31 hours per week)	10-49	Employee	GCSE	£10,000 - £19,999		2	3	1	1	5	6	1	3	3	2	2	2	7	7	2	2	2	2	2	2	2	2	2	2	2		
12	22/03/2018	Female	35-44	1-2 years	Full-time (31 hours or more per week)	100-250	Middle Management	At Levels	£20,000 - £29,999		4	5	5	6	5	7	6	4	4	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6		
13	22/03/2018	Male	35-44	1-2 years	Full-time (31 hours or more per week)	1-9	Employee	At Levels	£10,000 - £19,999		3	3	5	3	5	7	2	4	6	5	5	4	7	7	7	3	5	5	5	5	5	5	5	5	5		
14	22/03/2018	Female	25-34	1-2 years	Full-time (31 hours or more per week)	1-9	Employee	At Levels	£20,000 - £29,999		6	6	6	7	6	7	6	5	6	7	6	7	7	7	7	6	6	6	6	6	6	6	6	6	6		
15	22/03/2018	Male	35-44	1-2 years	Self-Employed (full or part-time)	10-49	Employee	At Levels	£10,000 - £19,999		7	7	4	1	3	7	5	3	7	5	5	6	3	4	7	5	4	4	4	4	4	4	4	4	4	4	
16	22/03/2018	Male	45-54	10+ years	Self-Employed (full or part-time)	1-9	Middle Management	None	£20,000 - £29,999		4	5	4	5	6	7	7	3	5	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
17	22/03/2018	Male	45-54	10+ years	Full-time (31 hours or more per week)	100-250	Senior/Managing Director/Owner	Degree	£30,000 - £39,999		4	5	5	5	6	7	7	5	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
18	22/03/2018	Female	45-54	1-2 years	Part-time (Less than 31 hours per week)	1-9	Employee	GCSE	£10,000 - £19,999		3	4	4	4	5	7	7	4	5	5	5	4	5	7	7	6	5	5	5	5	5	5	5	5	5	5	
19	22/03/2018	Male	25-34	1-2 years	Full-time (31 hours or more per week)	10-49	Middle Management	GCSE	£10,000 - £19,999		4	4	4	4	5	5	4	5	5	5	5	5	6	6	6	5	5	5	5	5	5	5	5	5	5	5	
20	22/03/2018	Female	45-54	1-2 years	Full-time (31 hours or more per week)	10-49	Middle Management	Degree	£10,000 - £19,999		4	4	5	4	6	7	4	4	5	6	7	4	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6
21	22/03/2018	Male	45-54	Less than a year	Full-time (31 hours or more per week)	1-9	Employee	At Levels	£10,000 - £19,999		4	4	4	4	5	6	3	6	4	5	5	6	6	6	5	5	5	5	5	5	5	5	5	5	5	5	
22	22/03/2018	Female	25-34	1-2 years	Full-time (31 hours or more per week)	100-250	Employee	GCSE	£10,000 - £19,999		5	4	4	5	7	7	4	8	6	6	6	4	6	6	3	6	3	6	3	6	3	6	3	6	3	6	
23	22/03/2018	Male	25-34	Less than a year	Full-time (31 hours or more per week)	100-250	Employee	GCSE	£10,000 - £19,999		5	4	4	5	7	7	2	4	6	6	6	4	6	6	7	4	5	4	5	4	5	4	5	4	5	4	
24	22/03/2018	Male	25-34	1-2 years	Full-time (31 hours or more per week)	1-9	Middle Management	Degree	£20,000 - £29,999		3	5	5	5	6	6	3	5	6	6	6	6	6	6	7	7	4	5	4	5	4	5	4	5	4	5	
25	22/03/2018	Female	45-54	1-2 years	Full-time (31 hours or more per week)	1-9	Employee	Degree	£10,000 - £19,999		3	5	5	5	6	7	4	5	5	6	7	4	5	6	7	6	7	7	7	7	7	7	7	7	7	7	
26	22/03/2018	Male	45-54	1-2 years	Full-time (31 hours or more per week)	1-9	Employee	Degree	£10,000 - £19,999		3	4	3	2	5	5	2	3	3	4	4	5	5	3	5	4	5	4	5	4	5	4	5	4	5	4	
27	22/03/2018	Male	16-24	Less than a year	Full-time (31 hours or more per week)	1-9	Employee	GCSE	£10,000 - £19,999		3	4	3	4	5	6	7	4	5	5	5	4	5	7	6	7	4	5	4	5	4	5	4	5	4	5	
28	22/03/2018	Male	25-34	1-2 years	Full-time (31 hours or more per week)	100-250	Employee	GCSE	£20,000 - £29,999		3	4	5	3	6	7	4	6	5	6	7	4	5	5	6	7	4	5	4	5	4	5	4	5	4	5	
29	22/03/2018	Female	16-24	1-2 years	0 Hour / Casual Working Relationship	100-250	Employee	GCSE	£10,000 - £19,999		2	2	3	3	7	7	7	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
30	22/03/2018	Male	25-34	1-2 years	Part-time (Less than 31 hours per week)	1-9	Employee	At Levels	£20,000 - £29,999		2	4	5	4	6	7	4	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
31	22/03/2018	Male	16-24	Less than a year	Self-Employed (full or part-time)	1-9	Employee	At Levels	£10,000 - £19,999		7	6	4	7	5	7	4	7	5	7	4	7	5	7	5	7	5	7	5	7	5	7	5	7	5	7	
32	22/03/2018	Male	25-34	1-2 years	Self-Employed (full or part-time)	1-9	Employee	At Levels	£10,000 - £19,999		3	5	4	4	5	7	4	4	5	5	4	4	5	7	5	4	5	4	5	4	5	4	5	4	5	4	5
33	22/03/2018	Female	45-54	1-2 years	Full-time (31 hours or more per week)	1-9	Employee	At Levels	£10,000 - £19,999		4	4	4	4	5	7	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
34	22/03/2018	Male	45-54	1-2 years	Full-time (31 hours or more per week)	10-49	Employee	At Levels	£10,000 - £19,999		6	6	4	4	5	7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
35	22/03/2018	Male	16-24	Less than a year	0 Hour / Casual Working Relationship	1-9	Employee	None	£10,000 - £19,999		4	4	4	4	5	6	7	6	4	5	4	4	5	4	5	4	5	4	5	4	5	4	5	4	5	4	5
36	22/03/2018	Male	45-54	10+ years	Part-time (Less than 31 hours per week)	10-49	Middle Management	At Levels	£10,000 - £19,999		5	5	3	5	2	4	6	7	6	5	4	6	3	4	7	7	4	5	4	5	4	5	4	5	4	5	4
37	22/03/2018	Female	55-64	1-2 years	Part-time (Less than 31 hours per week)	10-49	Employee	At Levels	£20,000 - £29,999		5	5	6	6	4	5	5	6	6	5	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
38	22/03/2018	Female	65+	5-10 years	Full-time (31 hours or more per week)	1-9	Middle Management	Degree	£30,000 - £39,999		5	5	6	6	6	6	4	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
39	22/03/2018	Male	65+	1-2 years	0 Hour / Casual Working Relationship	10-49	Employee	At Levels	£10,000 - £19,999		4	4	4	4	5	7	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
40	22/03/2018	Female	45-54	1-2 years	0 Hour / Casual Working Relationship	50-99	Employee	GCSE	£10,000 - £19,999		4	5	5	5	6	7	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
41	22/03/2018	Male	16-24	Less than a year	0 Hour / Casual Working Relationship	1-9	Employee	At Levels	£10,000 - £19,999		7	6	7	7	5	7	7	4	7	5	7	4	7	5	7	4	7	4	7	4	7	4	7	4	7	4	7
42	22/03/2018	Male	25-34	1-2 years	Self-Employed (full or part-time)	1-9	Senior/Managing Director/Owner	At Levels	£10,000 - £19,999		1	1	1	1	5	7	4	4	7	5	7	4	7	5	7	4	7	4	7	4	7	4	7	4	7	4	7
43	22/03/2018	Male	35-44	1-2 years	Self-Employed (full or part-time)	1-9	Employee	At Levels	£10,000 - £19,999		7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
44	22/03/2018	Male	35-44	1-2 years	Self-Employed (full or part-time)	1-9	Middle Management	None	£10,000 - £19,999		5	6	6	6	5	7	7																				

Timeline	What is your gender?	What is your age?	Number of years employed with the current organisation	What is your current state of employment?	What is the size of the business you work for? (Number of people employed- if unsure, please try to estimate)	What is your role within the organisation?	What is your highest qualification degree/diploma? (or equivalent)	What is your current salary per year?	Q1: What is your current wage per hour?	Autonomy of Choice:- Ability to make your own choices	Recognition:- Feeling as though people recognise your efforts and accomplishments	Challenges:- Growth:- potential for growth within the company/organisation	Participation in Decision Making:- Feeling as though you have a say in the decision making process	Economic:- Financial Rewards for work conducted	Job Security:- Freedom from the fear of potential loss of employment	Level of Organisation:- Freedom from colleagues acting only in their own interests	Quality of Leadership:- Managers able to facilitate a good place to work	Autonomy of Choice:- Ability to make your own choices and recognise your efforts and accomplishments	Challenges:- Growth:- potential for growth within the company/organisation	Participation in Decision Making:- Feeling as though you have a say in the decision making process	Economic:- Financial Rewards for work conducted	Job Security:- Freedom from the fear of potential loss of employment	Level of Organisation:- Freedom from colleagues acting only in their own interests	Quality of Leadership:- Managers able to facilitate a good place to work	
51	27/03/2018	15:51	Male	16-24	Less than a year	Part-time (Less than 31 hours per week)	50-89	Employee	GCSE	£10,000 - £19,999	£10 - £6.99	2	3	2	3	5	6	1	3	3	3	2	1	3	3
52	27/03/2018	15:02	Male	45-54	5-10 years	Full-time (31 hours or more per week)	100-250	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	3	2	1	2	3	2	5	2	1	1	2	2	4	3
53	27/03/2018	15:35	Male	35-44	1-2 years	Full-time (31 hours or more per week)	10-49	Middle Management	A Levels	£20,000 - £29,999	£4	4	5	5	6	7	4	5	6	6	6	6	5	6	
54	27/03/2018	15:36	Male	35-44	2-5 years	Full-time (31 hours or more per week)	1-9	Employee	A Levels	£20,000 - £29,999	£3	3	5	3	5	6	2	4	5	5	7	7	6	5	
55	27/03/2018	15:38	Male	25-34	1-2 years	Full-time (31 hours or more per week)	1-9	Employee	Degree	£20,000 - £29,999	£6	6	6	6	7	6	7	6	5	6	7	7	6	6	
56	27/03/2018	15:41	Male	35-44	1-2 years	Full-time (31 hours or more per week)	50-89	Employee	A Levels	£10,000 - £19,999	£3	4	1	3	7	5	5	6	3	4	1	4	7	5	
57	27/03/2018	15:37	Male	45-54	2-5 years	Part-time (Less than 31 hours per week)	10-49	Middle Management	GCSE	£10,000 - £19,999	£4	7	4	5	7	7	4	7	5	7	7	7	4	5	
58	27/03/2018	15:55	Female	16-24	Less than a year	0 Hour / Casual Working Relationship	1-9	Employee	GCSE	£7,000 - £13,999	£7.00 - £13.99	4	4	4	4	7	7	4	4	4	4	7	4	5	
59	27/03/2018	15:10	Male	45-54	10+ years	Self-Employed (full or part-time)	1-9	Middle Management	GCSE	£20,000 - £29,999	£7.00 - £13.99	7	7	4	7	7	7	7	7	7	7	7	7	4	
60	27/03/2018	15:23	Female	16-24	1-2 years	0 Hour / Casual Working Relationship	50-89	Employee	GCSE	£20,000 - £29,999	£7.00 - £13.99	4	5	5	6	7	5	5	5	5	5	7	5	5	
61	27/03/2018	15:33	Male	25-34	2-5 years	Full-time (31 hours or more per week)	1-9	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	3	4	2	5	6	4	3	5	5	4	6	5	4	
62	27/03/2018	15:05	Female	25-34	10+ years	Part-time (Less than 31 hours per week)	1-9	Middle Management	Masters	£10 - £6.999	£10 - £6.99	4	4	4	4	7	6	5	4	5	6	5	4	5	
63	27/03/2018	15:17	Male	45-54	10+ years	Full-time (31 hours or more per week)	10-49	Middle Management	Degree	£30,000 - £39,999	£4	5	5	5	6	7	3	5	7	7	7	7	7	4	
64	27/03/2018	15:17	Male	45-54	10+ years	Full-time (31 hours or more per week)	10-49	Middle Management	A Levels	£20,000 - £29,999	£5	6	6	6	4	5	5	6	7	5	5	6	6	6	
65	27/03/2018	15:54	Female	55-64	2-5 years	Part-time (Less than 31 hours per week)	50-89	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	5	7	5	7	5	7	5	7	7	7	7	7	7	
66	28/03/2018	15:19	Male	25-34	2-5 years	Self-Employed (full or part-time)	1-9	Middle Management	A Levels	£10,000 - £19,999	£7.00 - £13.99	4	4	4	4	5	6	3	6	4	5	6	5	7	
67	28/03/2018	15:02	Male	45-54	Less than a year	0 Hour / Casual Working Relationship	50-89	Employee	None	£10,000 - £19,999	£7.00 - £13.99	4	4	4	4	5	6	3	6	4	5	6	5	7	
68	28/03/2018	15:27	Female	45-54	2-5 years	Full-time (31 hours or more per week)	10-49	Employee	A Levels	£7,000 - £13,999	£7.00 - £13.99	4	4	3	4	5	5	5	3	5	1	5	6	6	
69	28/03/2018	15:21	Female	25-34	Less than a year	Part-time (Less than 31 hours per week)	10-49	Employee	GCSE	£10,000 - £19,999	£7.00 - £13.99	1	1	1	1	5	7	4	4	1	1	4	4	4	
70	28/03/2018	15:30	Female	25-34	2-5 years	Part-time (Less than 31 hours per week)	10-49	Employee	GCSE	£7,000 - £13,999	£7.00 - £13.99	3	4	4	4	5	7	5	5	4	5	5	6	5	
71	28/03/2018	15:35	Male	25-34	Less than a year	Full-time (31 hours or more per week)	10-49	Employee	GCSE	£7,000 - £13,999	£7.00 - £13.99	4	4	4	5	7	4	4	6	6	6	7	3	5	
72	28/03/2018	15:35	Male	45-54	2-5 years	Full-time (31 hours or more per week)	50-89	Middle Management	GCSE	£10,000 - £19,999	£7.00 - £13.99	3	3	4	4	5	5	4	4	5	4	4	5	6	
73	28/03/2018	15:37	Female	25-34	2-5 years	Self-Employed (full or part-time)	10-49	Senior / Managing Director / Owner	Masters	£20,000 - £29,999	£7.00 - £13.99	7	6	7	7	5	6	7	7	7	7	6	7	6	
74	28/03/2018	15:38	Male	25-34	2-5 years	Full-time (31 hours or more per week)	10-49	Senior / Managing Director / Owner	Degree	£20,000 - £29,999	£7.00 - £13.99	2	4	5	4	6	6	3	5	6	7	7	6	5	
75	28/03/2018	15:41	Male	25-34	2-5 years	Full-time (31 hours or more per week)	1-9	Middle Management	A Levels	£20,000 - £29,999	£4	4	4	4	5	6	7	2	4	6	6	7	5	4	
76	28/03/2018	15:42	Female	45-54	2-5 years	Full-time (31 hours or more per week)	50-89	Middle Management	Degree	£10,000 - £19,999	£5	4	4	5	5	6	7	4	5	5	6	7	4	5	
77	28/03/2018	15:55	Male	25-34	1-2 years	Full-time (31 hours or more per week)	10-49	Employee	Degree	£10,000 - £19,999	£3	5	5	5	6	7	4	5	5	6	7	4	5	6	
78	28/03/2018	15:57	Male	35-44	5-10 years	Self-Employed (full or part-time)	10-49	Middle Management	None	£10,000 - £19,999	£7,000 - £13,999	7	7	7	7	7	7	7	7	7	7	7	7	7	
79	28/03/2018	16:10	Male	25-34	5-10 years	Full-time (31 hours or more per week)	10-49	Middle Management	Masters	£20,000 - £29,999	£4	5	5	5	5	5	2	4	6	7	6	6	5	7	
80	28/03/2018	15:23	Female	16-24	Less than a year	0 Hour / Casual Working Relationship	1-9	Employee	GCSE	£7,000 - £13,999	£7.00 - £13.99	3	4	3	2	5	5	2	3	3	5	5	4	3	
81	28/03/2018	15:59	Female	25-34	2-5 years	Self-Employed (full or part-time)	10-49	Senior / Managing Director / Owner	Masters	£20,000 - £29,999	£7.00 - £13.99	7	5	5	7	7	6	2	4	7	7	7	7	7	
82	28/03/2018	15:59	Female	25-34	1-2 years	Full-time (31 hours or more per week)	10-49	Employee	GCSE	£20,000 - £29,999	£7.00 - £13.99	2	4	5	3	6	7	5	5	4	4	5	4	5	
83	28/03/2018	16:05	Male	45-54	2-5 years	0 Hour / Casual Working Relationship	100-250	Employee	GCSE	£40,000 - £49,999	£7.00 - £13.99	3	2	3	7	7	4	5	4	4	7	7	6	6	
84	28/03/2018	16:17	Male	55-64	5-10 years	Part-time (Less than 31 hours per week)	100-250	Upper Management	Degree	£40,000 - £49,999	£7.00 - £13.99	5	6	6	6	5	7	5	6	7	6	7	6	7	
85	28/03/2018	16:54	Female	16-24	2-5 years	Part-time (Less than 31 hours per week)	10-49	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	2	3	2	1	5	5	3	4	2	6	7	4	4	
86	29/03/2018	15:06	Male	25-34	1-2 years	Full-time (31 hours or more per week)	10-49	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	4	4	5	3	7	4	4	5	5	5	7	4	6	
87	29/03/2018	15:23	Male	16-24	Less than a year	Part-time (Less than 31 hours per week)	10-49	Employee	GCSE	£10,000 - £19,999	£10 - £6.99	4	4	5	3	7	4	4	5	5	5	7	4	6	
88	29/03/2018	15:20	Female	35-44	2-5 years	Self-Employed (full or part-time)	10-49	Senior / Managing Director / Owner	A Levels	£20,000 - £29,999	£7.00 - £13.99	7	7	7	7	6	7	4	7	7	7	7	7	7	
89	29/03/2018	15:26	Male	25-34	5-10 years	Full-time (31 hours or more per week)	100-250	Middle Management	Degree	£20,000 - £29,999	£7.00 - £13.99	2	3	3	6	7	4	4	5	5	6	7	5	7	
90	29/03/2018	15:27	Male	45-54	1-2 years	Full-time (31 hours or more per week)	50-89	Employee	Degree	£20,000 - £29,999	£7.00 - £13.99	3	3	3	3	6	7	4	4	3	6	7	4	3	
91	29/03/2018	15:33	Female	25-34	Less than a year	Full-time (31 hours or more per week)	50-89	Employee	A Levels	£7,000 - £13,999	£7.00 - £13.99	2	2	2	2	7	6	1	3	2	2	7	7	5	
92	30/03/2018	15:50	Female	16-24	Less than a year	Part-time (Less than 31 hours per week)	10-49	Employee	A Levels	£7,000 - £13,999	£7.00 - £13.99	3	5	4	4	6	7	4	4	5	5	7	5	6	
93	30/03/2018	15:15	Female	25-34	2-5 years	Self-Employed (full or part-time)	10-49	Senior / Managing Director / Owner	Degree	£10 - £6.999	£7.00 - £13.99	7	7	7	7	5	7	4	4	7	5	7	5	4	
94	30/03/2018	15:17	Female	85+	5-10 years	Part-time (Less than 31 hours per week)	10-49	Senior / Managing Director / Owner	PhD	£30,000 - £39,999	£7.00 - £13.99	4	6	6	6	4	4	4	6	6	6	6	5	5	
95	30/03/2018	15:56	Male	25-34	1-2 years	Part-time (Less than 31 hours per week)	1-9	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	5	6	6	5	7	4	5	4	7	4	5	5	6	
96	30/03/2018	15:17	Male	45-54	10+ years	Full-time (31 hours or more per week)	100-250	Middle Management	Masters	£30,000 - £39,999	£7.00 - £13.99	6	6	6	5	6	7	4	7	6	6	7	5	7	
97	30/03/2018	15:22	Male	45-54	2-5 years	Part-time (Less than 31 hours per week)	50-89	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	3	4	4	4	5	7	5	6	3	6	7	6	5	
98	30/03/2018	14:36	Male	85+	2-5 years	0 Hour / Casual Working Relationship	50-89	Employee	A Levels	£20,000 - £29,999	£7.00 - £13.99	4	4	4	4	5	7	5	6	4	4	4	4	6	
99	30/03/2018	14:44	Female	45-54	2-5 years	Full-time (31 hours or more per week)	50-89	Employee	A Levels	£10,000 - £19,999	£7.00 - £13.99	6	6	6	5	7	5	5	4	4	4	4	4	4	