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DISSERTATION



Exploring the role of employee motivation for team building in organisation: A case study of Hilton Hotel Group UK

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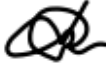
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ABSTRACT

The purpose of this study is to investigate the influence of employee motivation in team development for Hilton Hotel Group UK. The research is carried out by primary data collecting, using a survey questionnaire, and participants are drawn from the hotel industry. The questionnaire findings are then analysed in conjunction with the literature research, and conclusions and suggestions are made consequently. This study seeks to better understand how motivated employees might help to team growth in the hospitality industry. Team development and management are critical for improving organisational performance and providing a pleasant work environment. However, the efficiency of team building initiatives is heavily dependent on the individuals that make up the team. This study takes a primary research technique, employing a survey questionnaire to collect information from specialists working for hospitality organisations.

The survey questionnaire will be sent to employees from various departments within hospitality organisations, allowing for a more generalised and broad representation. The collected data will then be analysed statistically using methods such as frequency analysis to examine the link between employee motivation and team development. Hotel professionals within Hilton Hotel Group UK will benefit from the study's findings, which emphasise the importance of employee motivation in team-building activities. The study will also contribute to the body of knowledge by identifying the specific drivers that have the greatest influence on the hospitality sector.

The study's findings may be applied to other organisations where team development is vital for organisational performance, hence its implications extend beyond the hotel industry. Finally, the purpose of this research is to provide managers and HR experts with actionable advice for effectively increasing employee engagement and promoting effective team building processes in their organisations.

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1. CHAPTER 1: INTRODUCTION

1.1. AIMS AND OBJECTIVES

The aim of this research is to explore the role of employee motivation in team building in an organisation. This research is conducted in context of case study industry i.e., hospitality industry. As per the aims of this research, following are the research objectives:

- To ascertain the tactics employed by employers to inspire employees in the workplace.
- To investigate the impact of motivation on employee job performance in an organisation.
- To determine the relationship between motivation and employee job performance.
- To investigate the link between motivation theories and work performance.
- To recommend employee motivation approaches to hospitality industry for further improving employee engagement.

1.2. RESEARCH QUESTIONS

As per the objectives of the research, following are the research questions:

- What methods do businesses utilise to inspire a sense of motivation within their workforce, and what effect does this motivation have on the productivity of the workers?
- What is the connection between motivational theory and performance of employees, and what approaches might the hospitality sector offer to boost employee engagement and motivation?

1.3. BACKGROUND OF THE STUDY

Irrespective of the size or industry, every successful business understands that strengthening relationships with its staff is the key to boosting output (Ali and Anwar, 2021). The three most crucial elements affecting an individual's contribution are their talent, their drive, and their workplace. However, there are many different demands placed on employees, and these demands vary substantially. For instance, monetary rewards may motivate some workers while having no effect on others (Çetin and Aşkun, 2018). Bringing together such a team of people who are all committed to and enthusiastic about the company's stated goals and techniques for accomplishing those goals is the most challenging aspect of this activity (van der Kolk et al., 2019). Concerning the contemporary business environment, as the expectations and needs of customers are changing and evolving, similar is the case with

employee and organisations are finding it difficult or challenging to acknowledge the need of these individuals in order to develop appropriate motivational strategies. The extent of competition industries is facing in contemporary times, an organisation essentially requires a motivated workforce to excel the competition and attain business growth (Wahyudi, 2022).

1.4. RESEARCH GAP AND CONTRIBUTION

Concerning the competition in the business environment and the emerging needs and expectations of employees, it is essential for organisations to keep their staff motivated and engaged across the functioning of the organisation. But what is essential to acknowledge is that the expectations and needs of employees are getting diversified specifically for the organisations that are large scale and have to manage diversified workforce (Gagné et al., 2019). Thus, it is essential to recognise and explore those employee motivation strategies those are effective in enabling team building for organisations such as in hospitality industry that in turn enables enhanced employee engagement and growth of the organisation. This research will be helpful in exploring the role that employee motivation is having in team building and what will be strategies of employee motivation that helps the organisations to enhance employee engagement (HARYONO and SULISTYO, 2020).

1.5. RATIONALE OF THE STUDY

The research rationale for this research is that it enabled the development of understanding related to the relationship in between employee motivation and effective team building that enable organisational success simultaneously accounting for the emerging employee needs and diversified workforce that serves as a challenge for organisations in keeping the employees motivated (Ali and Anwar, 2021).

1.6. SIGNIFICANCE OF THE STUDY

The scope of this study is large as the case study industry that is chosen i.e., hospitality industry is having its operations across the globe and analysing the employee motivation strategies of hospitality industry and recommending the same for improvement will be enabling a global approach that reflects the scope of the research (Ozkeser, 2019).

1.7. OUTLINE OF DISSERTATION

This dissertation is structured as follows and consists of five chapters in total that are also as follows:

Introduction: This is the opening chapter, which provides a quick summary of the study field and the state of previous research before launching into the project's goals and

objectives (van der Kolk et al., 2019). It also contains the research motivation, background information about the investigation, and the scope of the study (Ali and Anwar, 2021).

Literature review: The second chapter is a literature review, which informs and educates both the researcher and the reader on existing knowledge about the study field and research undertaken by other researchers. The goal is to raise the reader's awareness of the study topic (Paaïs and Pattiruhu, 2020).

Research methodology: The methodology section represents the data gathering and analysis procedures applied by the researcher to achieve the study objectives..

Data analysis and discussion: This is the dissertation's fourth section/chapter, which assists the researcher in reflecting on the study findings and comparing these findings with the literature review in order to generate a conclusion (Ciobanu, Androniceanu, and Lazaroïu, 2019).

Conclusion, limitations, and recommendations: This is the last chapter of dissertation that winds up the same and enables the development of conclusion to the research based on the findings and results (De Sousa Sabbagha, Ledimo and Martins, 2018). It also states the limitations of the research that can be addressed through further research. At last, it consists of recommendations section that recommend the reader of the research with aspects that further enhance the knowledge and understanding in the concerned study area.

2. CHAPTER 2: CRITICAL LITERATURE REVIEW

2.1. INTRODUCTION

The literature review section of the research provides current thinking and writing in connection to the study's aims and objectives. A literature review can be said to summarise the essential aspects of previous studies on the issue under discussion. According to Beltrán-Martín and Bou-Llusar (2018), this eventually assists in identifying areas that require future study as well as aiding in assessing the value of the outcomes of the study. A survey of the literature assists in recognising the researchers' previous work. Reading the literature review assists the researcher's reader to understand the background of the study, allowing him to grasp the importance of the present research. This acknowledgement informs the research's reader about prior findings as well as the current status of variables in the pertinent area of study. Literature analyses also help the researcher have a complete understanding of the study topic which increases the research's efficacy. According to Schunk and DiBenedetto (2020), a literature review is critical to increasing the overall efficacy and credibility of the research. As a consequence, reviewing the literature is one of the most crucial and well-liked elements of any research since it considerably increases the study's level of effectiveness. The following themes and subject matter will be covered in this study's literature review.

2.2. EMPLOYEE MOTIVATION AND ITS IMPORTANCE

According to Yin et al. (2019), to compete in the information-based global economy of today, as well as to encourage successful collaboration and market positioning, businesses need highly technical workers. More and more studies point to the possibility that children might learn mathematics and solve many of the issues plaguing today's schools by collaborating in games. A number of research have been done to determine whether team training is effective at enhancing team performance. Many research organisations have used various forms of team building and grant-writing exercises to improve teamwork. Beltrán-Martín and Bou-Llusar (2018) stated that concerning the contemporary world, the importance of employee motivation is significant as the same facilitates the development of competencies and capabilities that allow the organisation to accomplish its objectives and to satisfy the contemporary needs of individuals. Employee motivation is instrumental in driving the energy of the organisation and enhance the level of commitment that the organisation is having towards the accomplishment of customer needs and business objectives. The absence of employee motivation degrades the productivity of the organisation eventually leading to development of uncertainties. Lack of employee motivation is instrumental in enabling

businesses with lack of commitment, avoiding tasks, working at slower pace, and spending their time on other activities. According to Wessels et al. (2019), this eventually results in wasting the resources without generating the desired output as per the requirements of the job. According to Chanana (2021), further, this can spur from one employee to other and eventually leads to hindering and degrading the productivity of the overall organisation significantly. Concerning the advantages of motivated employee, they are enthusiastic and committed towards the work and put access efforts for the accomplishment of business objectives and attempts to develop better relations with the customers that allows the organisation to expand its customer base and eventually business profits. According to Prabowo et al. (2018), thus, employee motivation is of significant importance for an organisation to enable the development of effective team that contributes significantly to the development of organisation.

2.3. METHODS OF EMPLOYEE MOTIVATION

According to Afsar and Umrani (2019) stated that organisations invest billions of dollars annually on employee benefits. A trade association surveyed more than 650 HR professionals and found that, on average, businesses spend 2% of payroll on maintaining their incentive programmes. In reality, businesses are looking for creative ways to engage and compensate people without going over budget in today's competitive job market. It has been discovered that non-financial incentives and awards are related to a number of results, including performance, job happiness, intention to leave the company, social responsibility, and professional success. For context, the notion of intrinsic advantages has been the focus of research on non-financial incentives and rewards. Some examples of intrinsic work rewards include chances for independence, accountability, and professional advancement. HARYONO and SULISTYO (2020) stated that intrinsic motivations can be found in a variety of work characteristics, including those that call for a wide range of skills, provide a strong sense of belonging and purpose, and offer a substantial amount of autonomy. Examples of intrinsic rewards include receiving praise from the public, earning the respect of colleagues and peers, and achieving one's own objectives. Beltrán-Martín and Bou-Llugar (2018) stated that when given the chance to carry out tasks like these, staff is more likely to feel respected, inspired, and productive on the job. According to Prabowo et al. (2018), second, a person may receive tangible rewards and incentives in place of monetary compensation. These include items with monetary equivalents. Gift cards, trips, meals, and

other priceless objects are examples of non-monetary benefits. Material and non-monetary advantages are more likely to motivate employees.

2.4. MOTIVATION THEORIES AND THEIR IMPACT

2.4.1. LEADER-MEMBER EXCHANGE THEORY

Rasool et al. (2020) stated that focusing on two-person interactions is a key aspect of the LMX (Leader-Member Exchange) theory. However, studies on the interactions between supervisors and their subordinates have shown that, depending on the particular subordinate, supervisors' views and behaviours vary. Schunk and DiBenedetto (2020) stated that instead, a variety of high-quality interactions between leaders and followers are common. In high-quality LMX dyads, supervisory interactions feature frequent and in-depth communication between superiors and subordinates. This state of circumstances is characterised by shared interest and a readiness to offer and receive assistance. As a result, supervisors usually give their subordinates more authority and accessibility to more data. On the other hand, conventional "supervisor" connections utilise the same ideas but at a lesser LMX quality. These partnerships stand out due to the adoption of more formal performance contract norms and hierarchical difference.

The vertical dyad linkage theory, also known as the leader-member exchange (LMX) theory, is a leadership theory that places an emphasis on good connections between superiors and subordinates. According to Andersen et al., (2020), this implies that leaders and followers form distinct types of trading connections, which affects how groups and outside groups behave. The LMX hypothesis states that leaders and followers interact in either in-group or out-group interactions. A small number of the group's personnel have strong bonds with the group's leader that are characterised by trust, respect, and open communication. These people are more likely to get the leader's undivided attention and other benefits. The outer group, on the other hand, stands in for the remaining workers who have a more official and business-like connection with the manager.

The development of in-group and out-group connections is influenced by a variety of circumstances. For them to decide what kind of connections to build, leaders must first evaluate the abilities, dependability, and performance of their subordinates. Second, according to Andersen et al., (2020), followers assess their leaders according to traits like fairness, encouragement, and thoughtfulness. The trade relationships between leaders and followers are shaped by these judgements. The effectiveness of interactions between leaders and followers has significant effects on both groups. High-quality connections with team

members who report to you have several advantages for leaders. They like their jobs more, receive more organisational support, and have easier access to data and resources. As a result, these leaders excel in their positions and become more productive, innovative, and successful.

2.4.2. NEUROLINGUISTIC THEORY AND COGNITIVE MOTIVATION

Davidescu et al. (2020) stated that the words people use to define who they are do not just come to them at random, according to neurolinguistic theory; rather, they are a reflection of how their brains work. By describing the "meta programmes" which describe a person's thought, motivation, and decision-making processes, for instance, neurologists have made advances in their field. The programme therefore demonstrates what was originally described as a "cognitive motivation orientation," that is mainly composed of traits, patterns, and/or qualities that distinguish a way a person thinks, feeling, and responding in a certain situation. Gibbs et al. (2021) stated that one or more cognitive motivation directions may be displayed in the way a person presents themselves in a particular debate, which can provide insight into their mental process and motivation. Actively seeking out information, assimilation, and meaningful application are all necessary for knowledge acquisition. The distinction between transformative leadership, LMX, and servant leadership is supported by empirical data. According to Prabowo et al. (2018), servant leadership affects OCB, job involvement, commitment to the organisation, in-role behaviour, and community on an individual, group, overall organisational, and cross-level level, according to numerous studies.

Using a cognitive perspective, neuro-linguistic programming (NLP) examines the connections between language, behaviour, and mind. According to Nazim and Yousaf (2021), the theory is predicated on the idea that people use a mix of their senses and language to process information and experience the world around them. NLP investigates how language may affect our mental and emotional states, as well as enhance relationships, communication, and personal development. According to Karpova et al. (2019), a theoretical framework known as cognitive motivation places an emphasis on the function of cognition or cognitive processes in motivation. That basically indicates that people are driven by their cognitively established ideas, values, expectations, and aspirations. Understanding people's beliefs, feelings, and presumptions that influence their desire to attain their goals is crucial, according to cognitive motivation.

NLP and cognitive motivation are related in that they both acknowledge how language and cognition influence human behaviour and motivation. According to Nazim and Yousaf

(2021), while cognitive motivation emphasises the significance of ideas, values, and expectations in motivating actions and emotions, NLP emphasises the function of language in influencing behaviour and emotions. Numerous tools and tactics are available in both NLP and psychological motivation to assist people in overcoming obstacles to motivation and achieving their objectives. Similar to NLP, according to Karpova et al. (2019), people may use visualisation strategies to develop mental pictures of what they desire, which can inspire them to accomplish their objectives. Goal setting, self-reflection, and self-assessment are some of the methods used in mental motivation to help people recognise and get through motivational obstacles.

2.4.3. CRITICAL SUCCESS FACTORS

According to Hur et al. (2018), team members frequently have objectives that clash with one another. Even while the owner places a lot of focus on finishing the project on schedule and within budget, the contractor may have different goals, like boosting production and profitability. The project team members may have different ideas about what success looks like if expectations aren't explicitly stated. Most of the literature currently in circulation has recognised CSFs (Critical Success Factors) for able to share team objectives like cost, time, and quality, and has found that increasing the amount of construction control meetings, decreasing team turnover, and providing a buildability initiative for contractor organisation all increase the likelihood of achieving exceptional project performance. Beltrán-Martín and Bou-Llugar (2018) stated that to assess the significance of CSFs in relationship performance, numerous organisations, both with and without prior partnership experience. It was found that implementing partnerships successfully requires commitment, communication, trust, understanding of duties, stability, and a flexible mentality. In contrast to consultants, clients and contractors expressed more satisfaction with the collaborative process. The three steps of production, dispersion, and rejuvenation can be used to characterise CSFs. Davidescu et al. (2020) stated that the results demonstrate that CSFs have an effect on the entire operation, even though some CSFs are better suited than others for different phases in the partner process. Teamwork, a facilitator, and a partnership agreement are CSFs in the development of a partnership.

Davidescu et al. (2020) stated that Common Success Factors (CSFs) at the insertion process of partnerships include things like collaborating to solve problems, having the right resources, and achieving predetermined goals. In conclusion, it takes teamwork, continual learning, an openness to new ideas, and the desire to put in the effort and time to revive a relationship.

One thing that could end a relationship is cultural differences. Beltrán-Martín and Bou-Llusal (2018) stated that academics are attempting to identify the nation-specific CSFs which best support this method in order to keep up with the worldwide trend toward collaboration. The public support the need of closely monitoring the partnership's effectiveness, clearly defining roles and responsibilities for each party, be ready to pool resources, having a win-win attitude, and having a system in place for managing problems (Pal and Vanijja, 2020).

2.5. CHALLENGES RELATED TO EMPLOYEE MOTIVATION

Chamberlin et al. (2018) stated that research on natural competition is notoriously difficult, especially when it comes to solitary animals like humans because of their scarcity and unpredictability. Previous theoretic research relied on field measurements of species found in open habitats and controlled studies. According to Prabowo et al. (2018), the current conception of encounter competition, that focuses "bigger is superior" even in complex organisms with a variety of adaptations, may have resulted from such bias. The commercial teams gathered to listen Mortenson Construction's problem statement at the start of the day. Wang et al. (2019) stated that they presented a presentation describing the requirements for each team and the materials they might plan to submit for evaluation. The groups were granted the go-ahead to go back to their rooms and begin working after the presentation.

Beltrán-Martín and Bou-Llusal (2018) stated that they uploaded vital information that the team could use throughout the day, such as project plans and subcontractor listings. Throughout the contest, three unforeseen things happened. The final dealt with a "part-platform," while the first two dealt with defined responsibilities. Song et al. (2019) stated that as a result, tasks were assigned to certain employees with thorough explanations of their responsibilities and deadlines for completion. Throughout the competition, the team developed teamwork and resilience under stress skills. To support one another and better themselves so they can meaningfully contribute to the team's goals, each member of the team learns to move beyond of their comfort zones. The team's accomplishments were more important than those of any one member. Schunk and DiBenedetto (2020) stated that this reflects that inappropriate guidance and approach towards the accomplishment of objectives is one of the biggest challenges that eventually leads to development of circumstances under which individuals work for personal benefits but when they coordinated and are having common objectives and shared responsibility, even in stressful situations they can get motivated and help each other to accomplish the desired targets.

2.6. RESEARCH GAP

Concerning the research and reviewing of the literature, it can be acknowledged that employee motivation is essential and instrumental in enhancing the effectiveness of team building and contributes in enhancing organisational performance but what is essential to consider is that what should be the motivational strategy that facilitates in the accomplishment of the needs of diversified workforce and what are the factors that helps in deciding upon the best strategy of motivation for an organisation. This is the research gaps that should be fulfilled in future course of research or through future research.

3. DEVELOPING CONCEPTUAL FRAMEWORK

3.1. INTRODUCTION

Conceptual frameworks are referred to as the visual or written aspects that reflects the components of the literature review of the research that consists of theories and frameworks used in the literature review and the aspects those are essentially ascertained in order to gain information as per the objectives of the research and research questions. The initial step for the development of the conceptual framework is the acknowledgement of the research aim or research question and accordingly determining the dependent and independent variable of the research. After recognising the dependent and independent variable of the research questions, those will be represented through visual diagram reflecting the relation in between the dependent and independent variable.

Concerning the aim of this research i.e., Exploring the role of employee motivation on team building of the organisation with a case study analysis of the hospitality industry and the Hilton Group Hotel UK. Here, the independent variable is employee motivation, and the impact of employee motivation is required being acknowledged over team building, thus, team building is the dependent variable. Despite the independent and dependent variables, concerning the themes identified in the literature review, the conceptual framework will be as follows:

3.2. CONCEPTUAL FRAMEWORK

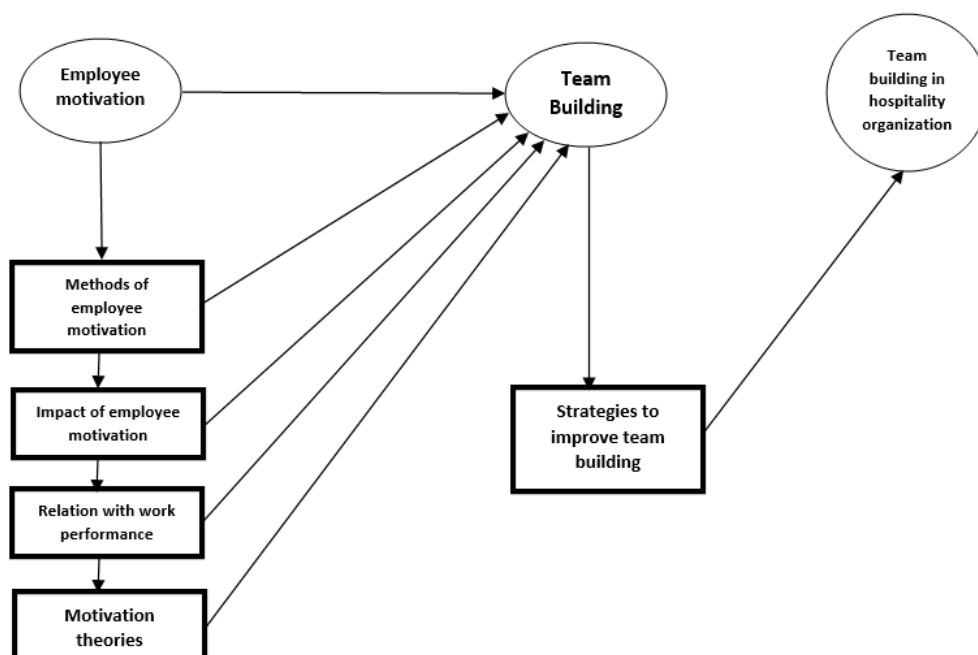


Figure: Conceptual framework

Source: Developed by Author

Here, employee motivation is the independent variable and team building is the dependent variable of employee motivation. Further, team building in hospitality is another dependent variable. The influence of employee motivation over team building depends on or can be influenced through other variables as mentioned in the conceptual diagram.

4. RESEARCH METHODOLOGY

4.1. INTRODUCTION

Every study must have an established approach and particular criteria that must be considered in order to boost the authenticity of the research. The research strategy will be critical in creating advantages for both the author and the audience of the research (Pandey and Pandey, 2021). The audience of the research will benefit by recognising the manner in which the research is accomplished and what are the critical factors that are part of the research, such as what is the ideology that was involved and what are the data - gathering methods that are used, etc. The researcher will be getting a benefit of completing this study in an organised format that ultimately help in removing uncertainties and errors. As a result, adopting the appropriate research approach immediately increases the study's veracity and reliability (Song et al., 2019). The research technique section of this study covers the research type, methods applied to gather and evaluate data, materials and tools used to carry out the research, and the rationale behind each of these decisions (Mishra and Alok, 2022).

4.2. RESEARCH DESIGN

One critical issue to note is that, whether intentionally or unintentionally, the researcher makes numerous hypotheses when doing the inquiry (Zhang, 2022). To better understand the research findings, it is critical to acknowledge the kind and nature of these assumptions. The two major kinds of research assumptions are ontological and epistemological (Snyder, 2019). Ontological presumptions are associated with the reality encountered during the study or the manner in which the researcher seeks the reality (Newman and Gough, 2020). Human understanding or its aspects, as well as the researcher's ability to obtain and spread such information through his study, are the foundations of epistemological presumptions (Zhang, 2022). Furthermore, several research philosophies, such as Positivism, Pragmatism, Interpretivism, and Realism, were created on the basis of these assumptions. These research philosophies have been outlined as follows:

Positivism: Objectivity is essential for understanding the social environment and current events, according to positivism, which acts as the research philosophy. The objective analysis strengthens the logic of the research since the data obtained will be facts and confirmed data, which adds to quantifiable results (Cr, 2020). The positivist research approach opposes assumptions, and the researcher isolates himself from his personal opinions while doing the study, sticking to facts and validated data (Rinjit, 2020).

Pragmatism: The research philosophy of pragmatism is goal-oriented and places more stress on the present situation in relation to the research issue than it does on information that is out of date. A variety of methodologies will be more useful in doing the study and better recognising reality, according to the pragmatic approach, which shows that there are a number of different ways to accept reality (Snyder, 2019).

Realism: According to the realism research philosophy, reality is independent of the intellect. According to the realism philosophy, the scientific method should be used to further knowledge. Realism, to put it simply, holds that although what we see is just what we perceive, it is not necessary for what we perceive or see to correspond to reality. As a result, reality is beyond human knowledge and should be identified through scientific means.

Interpretivism: This might be viewed as the polar opposite of the positivist research philosophy, in which the analyst actively participates in comprehending society. This active involvement entails the researcher's presumptions while interpreting reality. It might be argued that this is a subjective research methodology (Rinjit, 2020).

The research philosophy that will be appropriate for this research will be **positivism research philosophy**. The positivism research philosophy was chosen because it emphasises the utilisation of data and facts acquired through survey questions and primary research to conduct the study. The adoption of positivism as the research paradigm allows for the best analysis of the quantitative nature of the data that was collected.

4.3. RESEARCH APPROACH AND STRATEGY

4.3.1. RESEARCH APPROACH

In research methodology, the term "research approach" refers to the strategy used by the researcher to achieve the research's goal. Any study may have three goals, or it may be claimed that any study may have three outcomes, namely the formation of a new theory, testing of an established theory, or the modification of a current theory (Newman and Gough, 2020). These three results are known as the inductive, deductive, and abductive approaches, respectively.

Deductive research approach is the research approach used in this study. This indicates that this study will just examine the already-established idea that has been discussed in the literature, rather than generating new knowledge through the application of positivist philosophy. This is because positivism relies on data and facts to support pre-existing theories (Zhang, 2022).

4.3.2. RESEARCH STRATEGY

The methods employed to obtain data for this research's objective are referred to as the research strategy. The sort of data that the researcher needs to collect—qualitative or quantitative—will also affect the study plan. There are numerous research methodologies, including ethnography, archival research, experimental studies, action research, and case study research.

This study will use **survey** research as its methodology. The justification for the decision to use a questionnaire as the research strategy is because it facilitates the collection of information from primary sources, which improves the reliability of the data and, ultimately, the suitability of the research objectives. Additionally, surveys assist in acquiring quantitative data, which may then be analysed using the positivist approach.

4.3.3. RESEARCH CHOICE

The number of data gathering techniques employed to meet the research objectives is referred to as research choice in methodology. Three forms of research are available: mono-method, mixed-method, and multi-method (Rinjit, 2020). The research design employed in this study is **mono-method**, and the reasoning behind it is that just one sort of data collection method, namely the primary data collection techniques for quantitative data, would be used (Newman and Gough, 2020).

4.3.4. TIME HORIZON

In research technique, the term "time horizon" refers to the length of time needed to collect data. There are two different kinds of it: longitudinal and cross-sectional (Snyder, 2019). According to the needs of the research, some studies gather data in a single try without the use of any intermediate intervals, while other studies collect data over the course of two efforts with the use of intermediate intervals (Zhang, 2022). Cross-sectional research refers to the earlier type, and longitudinal research refers to the latter. Since there is no intermediary gap in the data collection, a **cross-sectional time horizon** was chosen for this study (Rinjit, 2020).

4.4. DATA COLLECTION AND ANALYSIS

Methods for data collection and analysis are those that can collect pertinent data in accordance with research needs and meet research objectives. To achieve research goals, data analysis procedures are those that are chosen based on the type of data that was gathered. The primary research method, or **survey questionnaire**, is utilised to collect the data for this study. Frequency analysis will be used to analyse the quantifiable data collected (Snyder,

2019). The *frequency analysis approach* aids in the study of the quantitative data gathered and enables the researcher to create arguments and justifications to either prove an existing hypothesis is accurate or false depending on facts and data (Zhang, 2022).

4.5. SAMPLE AND SAMPLING TECHNIQUES

Concerning the sample population for the survey questionnaire, it will be 30 and the participants of the research are selected through probability sampling and randomly, employee belonging to the chosen industry that is hospitality industry will be chosen through social media platforms and the survey questionnaire will also be conducted through email of the participants.

4.6. ETHICAL CONSIDERATIONS

Every research project contains a few ethical questions that need to be answered as they arise. With secondary and primary study, diverse concerns are amassed. The candidates' prior permission, clarity, data confidentiality, the candidates' right to refuse to answer any questions, etc. are some of the ethical issues that must be resolved in the context of this research through conducting or carrying out primary research. Additionally, the researcher must ensure that the study's impact on the applicants is neither biased nor unfavourable (Newman and Gough, 2020).

In order to address these challenges, it is essential that the study take particular ethical considerations into account (Snyder, 2019). Before any data is gathered for this project, the candidates who must partake in the questionnaires will only have given their consent (Rinjit, 2020). Only the investigator will have access to this information, and confidentiality will be assured (Zhang, 2022). Important information about the candidates will not be compromised and must be kept confidential. By taking these elements into consideration, the researcher will ensure that the study is carried out correctly and in compliance with research ethics.

4.7. SUMMARY

The summary of research methodology section is that the research is going to be conducted through primary data collection through the use of positivism research paradigm that facilitates analysis of quantitative data that will be collected through survey questionnaire. The research approach will be deductive, and the research strategy will be survey. This research will be cross-sectional research and the data gathered through survey questionnaire will be analysed through the use of frequency data analysis method. The collection, analysis, and storage of data will be done in a manner that complies with research ethics (Snyder, 2019).

5. CHAPTER 5: DATA ANALYSIS AND FINDINGS

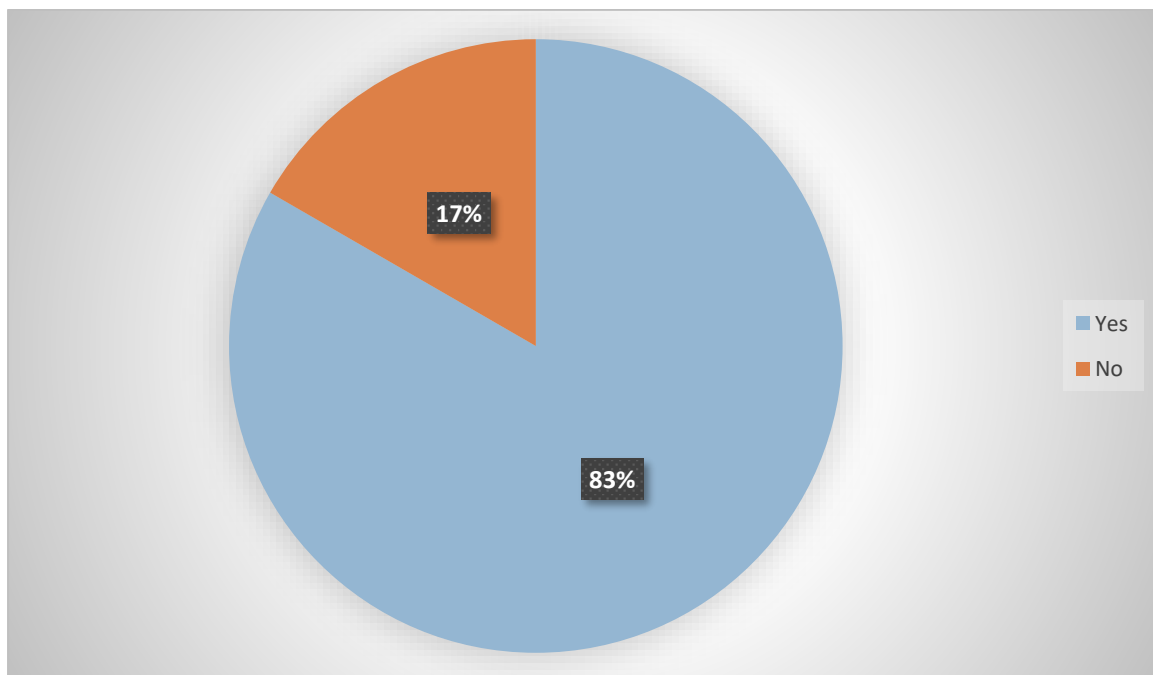
5.1. INTRODUCTION

The purpose of this phase of the research is to analyse and explain the data that was collected using the techniques described in the research methodology. The study will first be assessed based on the data collected, and those findings will then be analysed and discussed to generate conclusions of the research that ultimately aid in achieving the specified objectives. Given that this research is primary research, the conclusions will be drawn using primary data that will be directly acquired from hospitality industry employees and workers (Chiat and Panatik, 2019). This will help to further recognise the impact that this study enabled to the selected research topic. The research's discussion and analysis section are crucial in providing the readers with the conclusive information they need to comprehend the study as a whole and determine whether or not the study was successful in achieving its objectives. The quality of the discussion and analysis part reflects the quality of the research as a whole.

5.2. FINDINGS

1. Do your industry emphasis on employee motivation?

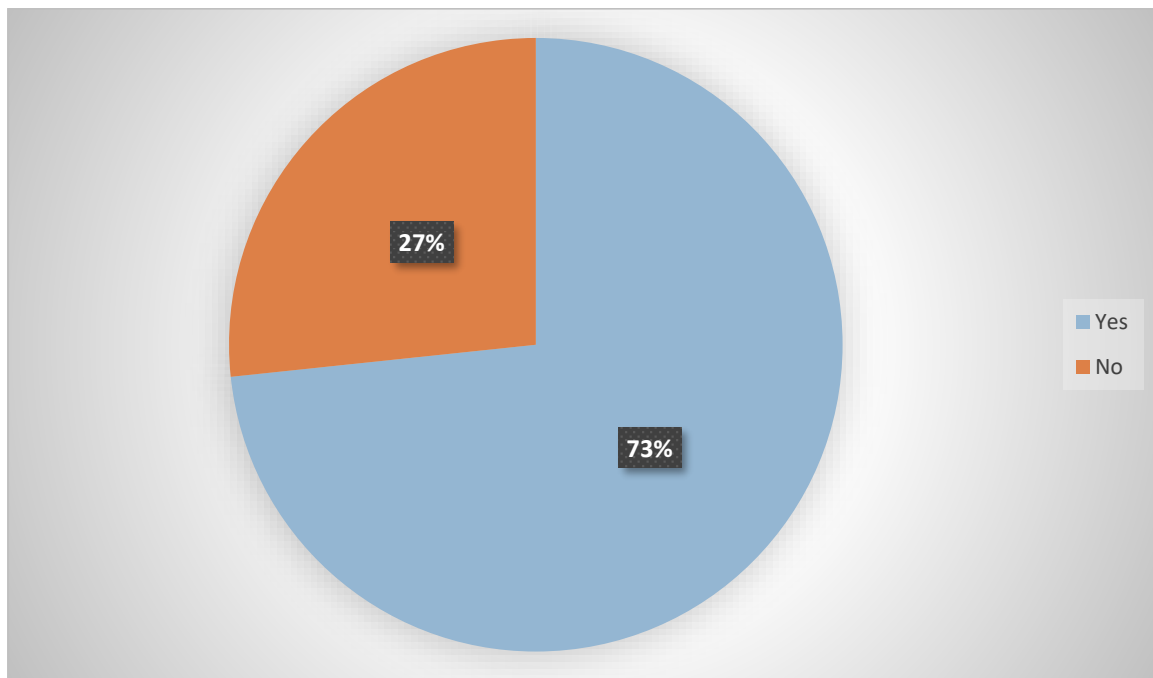
RESPONSES	PARTICIPANTS
Yes	25
No	5



The response to the first question reflects that majority of the responses reflects that yes employee motivation is facilitated or favoured by their industry.

2. Do you think employee motivation enhance organisational performance?

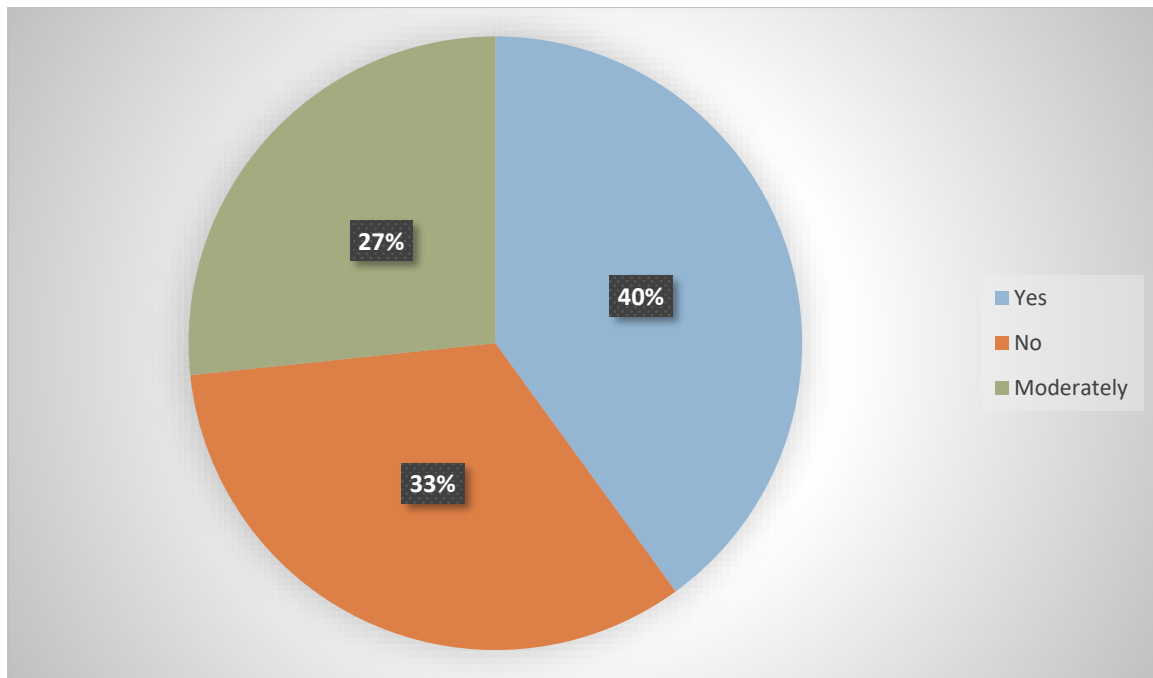
RESPONSES	PARTICIPANTS
Yes	22
No	8



The responses reflect that employee motivation is instrumental in enhancing organisational performance.

3. Do the employee motivation strategies of your industry are effective?

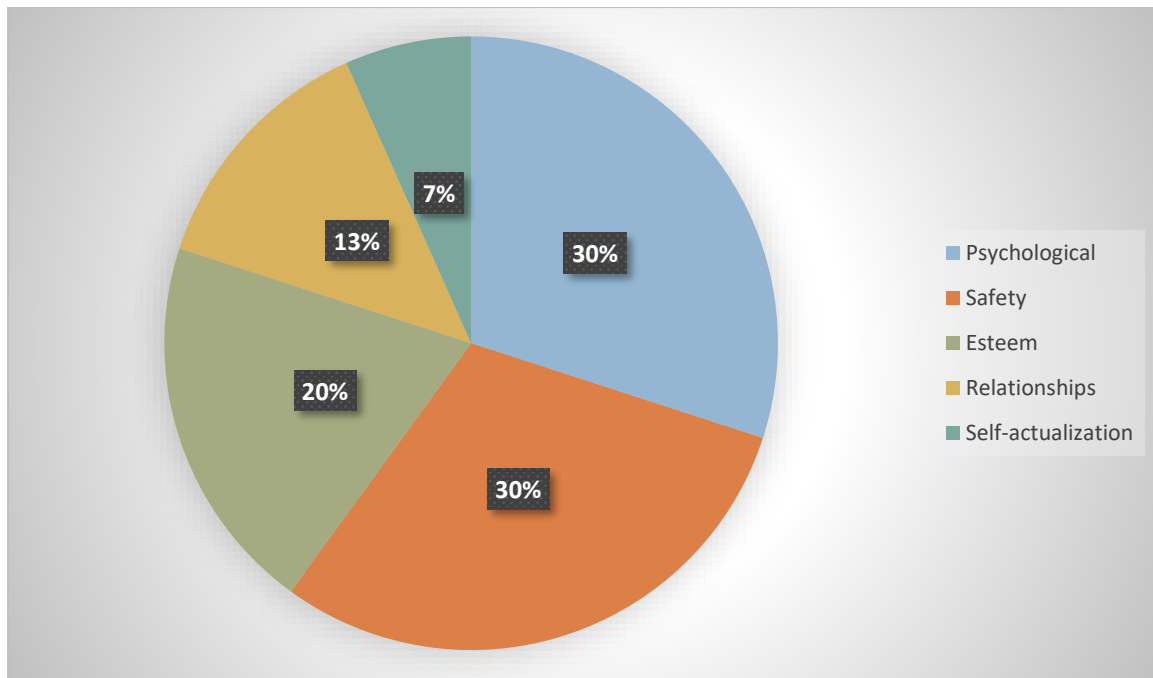
RESPONSES	PARTICIPANTS
Yes	12
No	10
Moderately	8



Majority of the responses by the participants reflected the employee motivations strategies of the industry are effective, but the difference in between the individuals those are denying the same are not less than the ones those are accepting the same.

4. Which type of need is most essential for you?

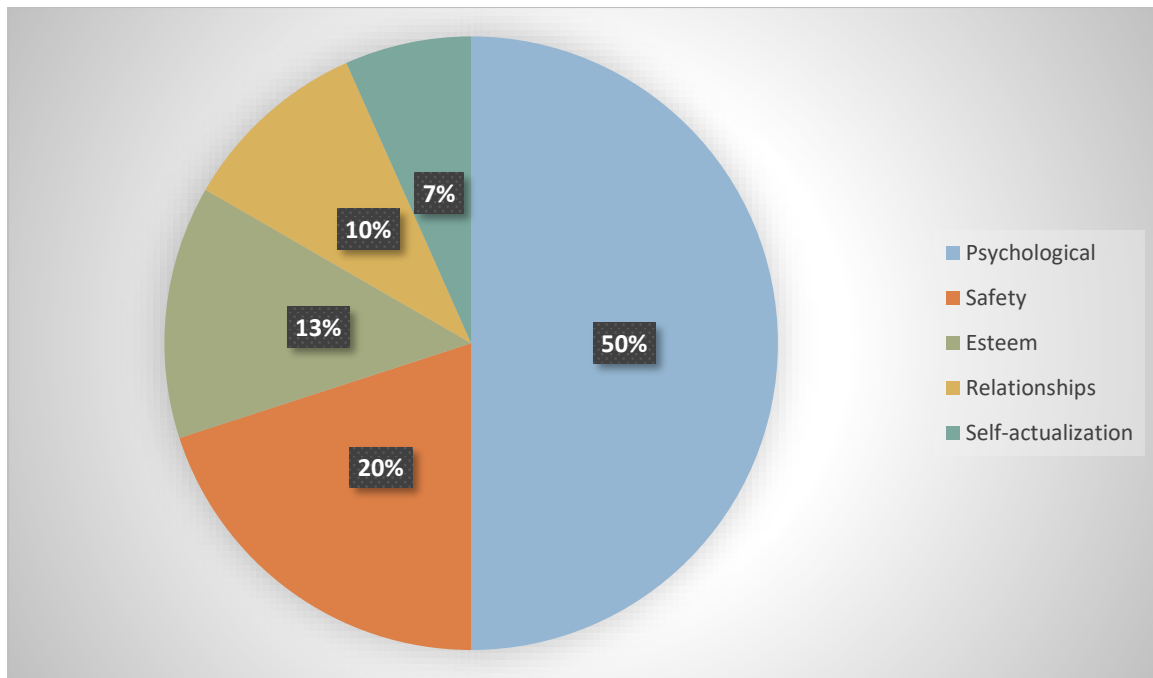
RESPONSES	PARTICIPANTS
Psychological	9
Safety	9
Esteem	6
Relationships	4
Self-actualisation	2



Majority of the respondents saying that safety needs and psychological needs are the most important needs that organisations essentially required to fulfil.

5. Which needs are fulfilled by employee motivations strategies of your industry?

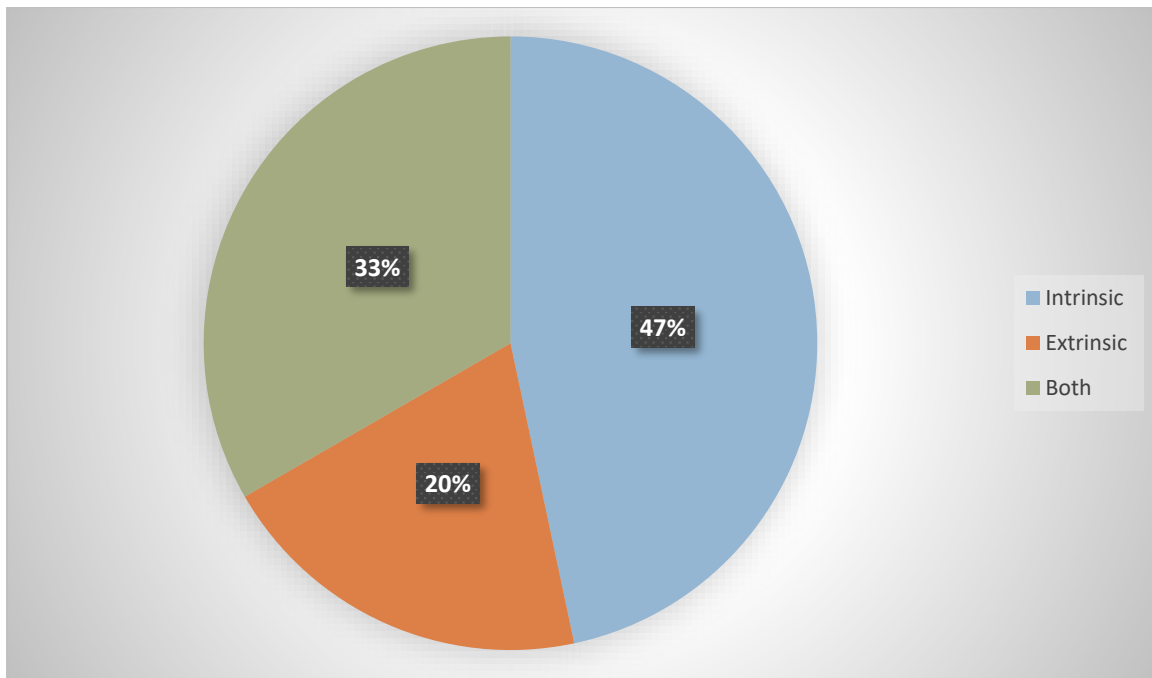
RESPONSES	PARTICIPANTS
Psychological	15
Safety	6
Esteem	4
Relationships	3
Self-actualization	2



Majority of the participants said that motivation strategies of organisations in concerned industry are instrumental in fulfilling psychological needs and rarely the safety needs followed by other needs.

6. Which type of employee motivation strategies do you prefer?

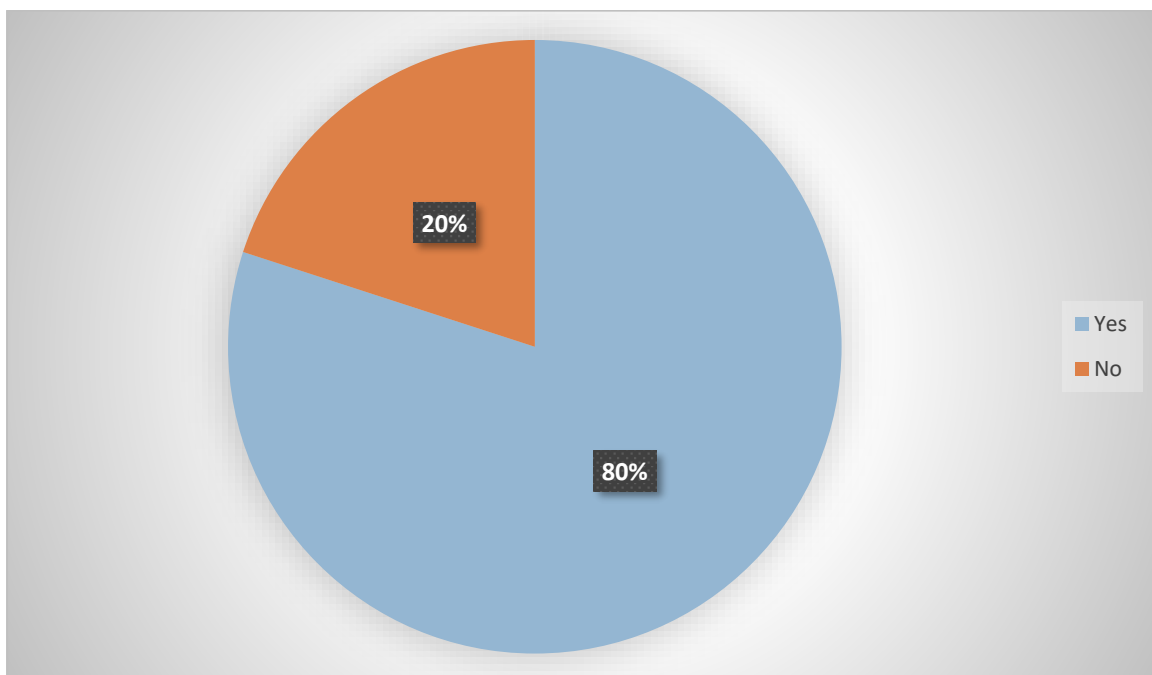
RESPONSES	PARTICIPANTS
Intrinsic	14
Extrinsic	6
Both	10



Majority of the responses are favouring intrinsic motivation followed by both intrinsic and extrinsic and the least are favouring extrinsic motivation.

7. Do you think employee motivation helps in effective team building?

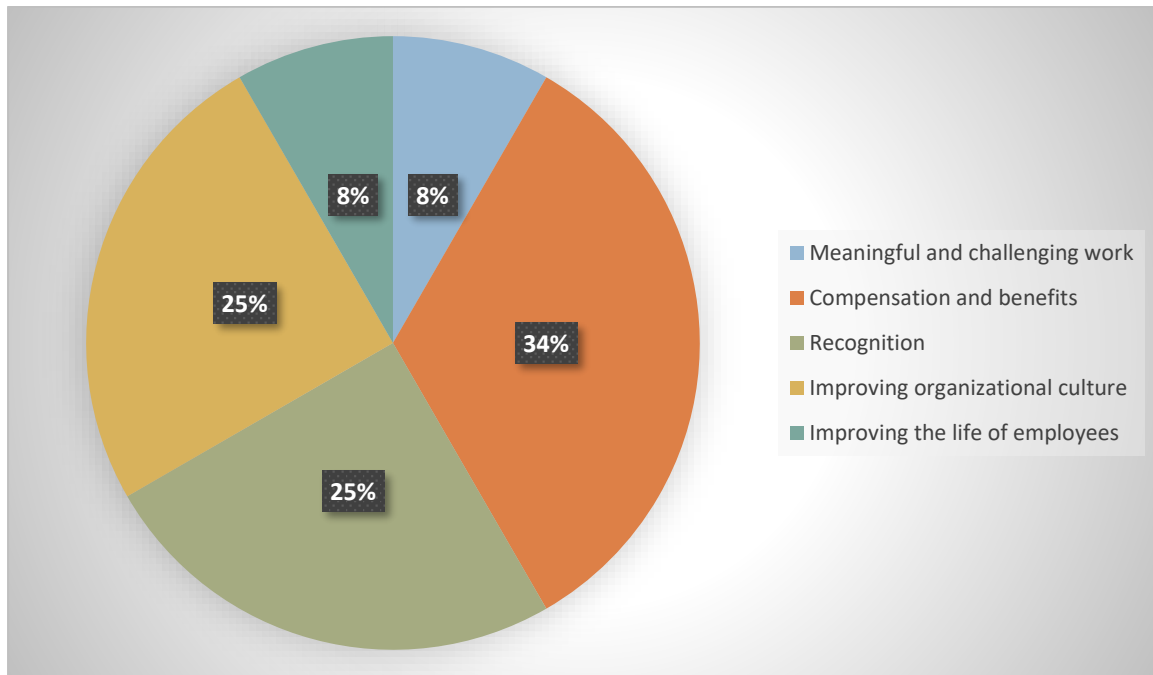
RESPONSES	PARTICIPANTS
Yes	24
No	6



Majority of the participants stated that yes employee motivation is instrumental in effective team building.

8. Which employee motivation strategies are used by your industry?

RESPONSES	PARTICIPANTS
Meaningful and challenging work	2
Compensation and benefits	8
Recognition	6
Improving organisational culture	6
Improving the life of employees	2
All of the above	6

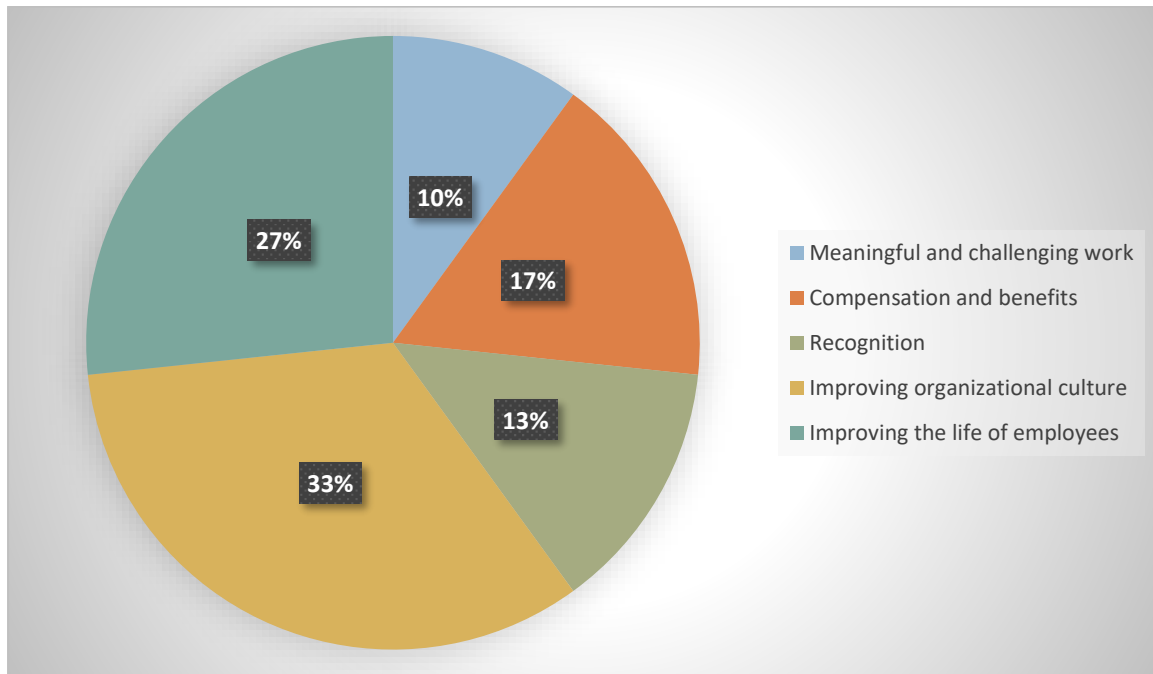


As per the responses of participants, majority of them favoured that compensation and benefits is widely used in hospitality industry to motivate employees and workers followed by recognition and improving the organisational culture.

9. Which employee motivation strategies are preferred by you?

RESPONSES	PARTICIPANTS
Meaningful and challenging work	3
Compensation and benefits	5

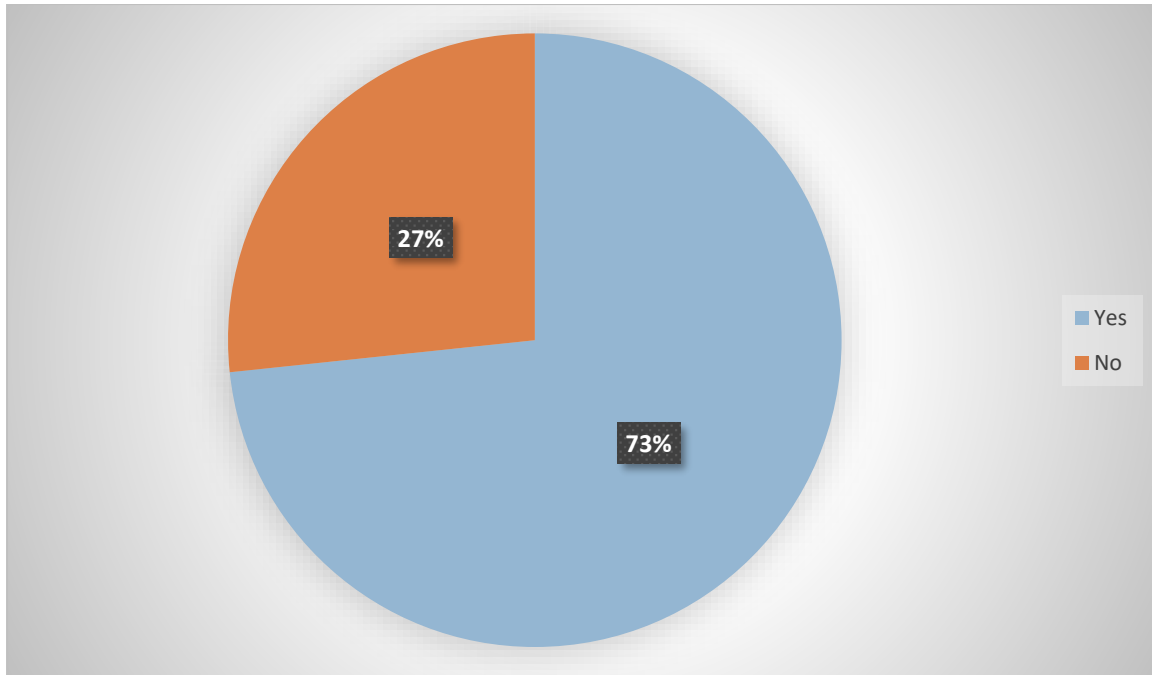
Recognition	4
Improving organisational culture	10
Improving the life of employees	8



Majority of the participants reflected that organisational culture is most preferred employee motivation strategy followed by improving the life of the employees.

10. Does your industry require to improve its employee motivation strategies?

RESPONSES	PARTICIPANTS
Yes	22
No	8



The responses of the participants reflected that the industry is required to change or modify its existing employee motivation strategies.

6. CHAPTER 6: DISCUSSION OF FINDINGS

6.1. INTRODUCTION

This section of the research will be reviewing the findings and analysis of the data gathered and accordingly discussing the same in context of the literature review in order to develop conclusion of the research and acknowledge whether the objectives of the research are accomplished or not.

6.2. DISCUSSION

Concerning the findings of the survey questionnaire, it can be acknowledged that employee motivation is an essential component that influences the success and failure of the organisation. It is essential to consider the fact that employee motivation enhance the effectiveness of the team as can be acknowledged from the data gathered through the findings and through analysing the data with literature review. In order to discuss the findings of the research and analyse the same as per the literature review, the findings are analysed as per themes identified in the research objectives.

Concerning the first research objectives i.e., either employee motivation supports organisational performance or not, it is evident from the findings and literature review that employee motivation is of significant importance in enhancing the effectiveness of organisation through enhancing the performance of its employees. It further helps in enhancing the collaboration among individuals that results in development of effective team that in turn helps in enhancing business efficiency and profit generation. This is evident and can be acknowledged through theories such as cognitive motivation.

Concerning the next research objective, there are multiple methods that are used by organisations in the concerned industry that is hospitality. Concerning the nature of the job role, hospitality organisations are of different types and are having different types of employees such as skilled, semi-skilled and unskilled, educated, low level workers, part time workers, payroll workers, contract basis workers etc. Also, these different types of workers are having different needs that are required being fulfilled but the hospitality organisation is not a stable job and organisations not devolve appropriate emphasis over the development of effective policies related to employee motivation and simply opt for compensation and benefits. But as per the survey questionnaire and concerned responses, it can be acknowledged that employee needs motivation strategies that are instrumental in fulfilling the intrinsic needs of individuals such as through improving organisational culture and improving the life of individuals. Thus, organisations are required to emphasis over these aspects and

should accordingly develop motivation strategies that are instrumental in facilitating employees with the accomplishment of their needs.

Despite these aspects, employee motivation is instrumental in enhancing effectiveness of team building as is evident from the cognitive motivation and leader-member theory that is part of the literature review. This can also be acknowledged through the acknowledgement of the responses of the questionnaire as the participants stated that employee motivation helps in enhancing the effectiveness of teamwork and team building. Thus, as per the discussion section, it can be acknowledged that employee motivation can enhance the effectiveness of team building but there are improvements required by organisations in order to enhance the effectiveness of employee motivation concerning the diversified needs and nature of the workforce in hospitality context.

The results imply that team formation in the hospitality sector depends heavily on employee motivation. Motivated workers actively engage in team-building exercises and improve the effectiveness of their teams. This is consistent with the premise that highly motivated people demonstrate improved collaboration, cooperation, and communication skills—all of which are crucial for successful team development. Awards and recognition are becoming significant forces in the hospitality sector (Hoang et al., 2021). Employee motivation is raised, and team spirit is fostered when accomplishments and efforts are acknowledged and rewarded. This research implies that putting recognition mechanisms in place and offering concrete incentives might boost motivation and eventually lead to improved team development.

Opportunities for growth and development are also seen as powerful motivators. Employee motivation rises when offered training, educational opportunities, and chances for professional progression. This research implies that team building activities may be motivated and eventually enhanced by investing in employee performance development. Additionally, it has been emphasised that supportive leadership is a key component in inspiring workers and fostering teamwork (Wu et al., 2019). Employee motivation is strongly impacted by leaders that display supportive behaviours, empower their team members, and give clear instructions. This research emphasises how crucial leadership is to enable the development of an engaging workplace and strong team dynamics in the hospitality sector.

According to the study, ideas like expectancy theory and the self-determination theory are pertinent to comprehending the connection between motivation and performance in team

development. According to research, employees' motivation and performance are likely to increase when they feel competent, independent, and like they belong in their professions. Employee motivation may be increased, and successful team building can be supported by aligning motivating tactics with core values (Wu et al., 2019). Analysis of the results as a whole emphasises the significance of employee motivation for team development in the hospitality sector. Organisations can further improve motivation among staff members and contribute to positive team development in the hospitality industry by identifying and rewarding employees, offering development opportunities, and exhibiting supportive leadership (Hoang et al., 2021). These strategies use motivational principles to foster an inspired work environment, boost employee engagement, and increase tactics for building a successful team.

7. CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1. CONCLUSION

The research is useful in identifying the efficacy of employee motivation in the establishment of a successful team, which adds to the the business's effectiveness. This study includes primary data collection using a survey questionnaire with ten questions and a total of 30 participants who were chosen at random and worked in the hospitality industry. Through the acknowledgement from the results of the survey and analysis of these results with the literature review, it can be acknowledged that employee motivation instrumental in enhancing the effectiveness of team building but what is required to be concerned is that employees are having diversified needs that are required to be acknowledged by the organisations and should accordingly develop their motivation strategies in order to realise the benefits of employee motivation. The scope of further research in this concerned study area is that the research should be conducted through the use of qualitative data collection tools in order to get better understanding of the needs and expectations of the employees and accordingly conclude on the strategies of employee motivation that should be employed by organisations in order to enhance the effectiveness of team building and organisational performance.

7.2. RECOMMENDATIONS

Concerning the research and its findings and the analysis of the same with the literature review reflects that employee motivation is instrumental in enabling development of effective team that in turn is instrumental in enhancing the effectiveness and productivity of the organisation and its effectiveness (Ahmad et al., 2019). But there are certain areas and through the discussion section it is acknowledged that majority of the employee in hospitality organisation favour intrinsic motivation and through aspects such as improving the organisational culture and life of employees. In order to better facilitate the accomplishment of there diversified and evolved needs of employee, the organisations can use **conceptual framework model** that facilitates better understanding of these needs and accordingly help the organisation to motivate its employees (Wang et al., 2019).

In the extremely competitive business environment of today, businesses need strategic tactics to improve performance and preserve a competitive advantage (Padi, Ansah and Mahmoud, 2022). Only a small fraction of companies, however, view their employees as their most significant resource and the one who can either help them succeed or bring about their demise due to inappropriate management. Depending on the motivation and output of its staff,

businesses either flourish or fail. Team productivity is boosted by the beneficial impacts of motivation, an independent factor, on employees' ability to communicate, desire for innovation, collaboration, chance to interact with others, and empowering to develop one's own skills and sense of self-worth (Al-Jedaia and Mehrez, 2020). Work ethic is influenced by a variety of factors, such as evaluations, compliments, status, rivalry, authority transfers, participation, job satisfaction and security, opportunities for professional advancement, relationships with co-workers and superiors, financial incentives, and more. If a worker's personal objectives are connected to the company's, they are much more likely to be inspired. The success of these businesses can be attributed to the workers' efforts to improve processes. Finding methods to motivate people to perform well under pressure, regardless of their biological, learned, or cognitive makeup, may be challenging, but it is well worthwhile the effort. The challenging process of creating and motivating the ideal team is better understood with the help of empirical studies on team dynamics and team building (TB) (Stone et al., 2020).

The majority of study on team building has focused on methods to improve organisational culture, including productivity, a sense of purpose, self-learning, corporate culture, communication, a welcoming workplace, employee motivation, and character qualities such as work-related stress, differentiation of work, scope related to the job etc. (Mullins, 2019). People who are attached to and proud of their company, are example of OC i.e., Organisational Commitment. This amount of attachment reveals how the general public views OC. Developing a feeling of pride in one's work for the organisation, which results in organisational loyalty, is essential for staff retention (Azizi et al., 2021).

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APPENDIX

APPENDIX 1: QUESTIONNAIRE QUESTIONS

1. Do your industry emphasis on employee motivation?

Yes

No

2. Do you think employee motivation enhance organisational performance?

Yes

No

3. Do the employee motivation strategies of your industry are effective?

Yes

No

Moderately

4. Which type of need is most essential for you?

Psychological

Safety

Esteem

Relationships

Self-actualization

5. Which needs are fulfilled by employee motivations strategies of your industry?

Psychological

Safety

Esteem

Relationships

Self-actualization

6. Which type of employee motivation strategies do you prefer?

Intrinsic

Extrinsic

7. Do you think employee motivation helps in effective team building?

Yes

No

8. Which employee motivation strategies are used by your industry?

Meaningful and challenging work

Compensation and benefits

Recognition

Improving organisational culture

Improving the life of employees

All of the above

9. Which employee motivation strategies are preferred by you?

Meaningful and challenging work

Compensation and benefits

Recognition

Improving organisational culture

Improving the life of employees

All of the above

10. Does your industry require to improve its employee motivation strategies?

Yes

No

APPENDIX 2: PARTICIPANT INFORMATION SHEET

Participant Information Sheet



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
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Rhif Adnabod Cyfranogwr:
Participant Identification Number:

A.F.
075*****

FFURFLEN GANIATÂD CYFRANOGIAD

SAMPLE PARTICIPANT INFORMATION
SHEET

Teitl Y Prosiect: / Project Title:

Exploring the role of employee motivation for team building in organisation: A case study of Hilton Hotel
Group UK

Dear Sir/Madam,

My name is Radostina Avgustinova and I am a research student in the School of Business, Finance and Management (London Campus), Faculty of Business and Management in University of Wales Trinity Saint David, United Kingdom. At present, I am conducting a research on Exploring the role of employee motivation for team building in organisation: A case study of Hilton Hotel Group UK. The purpose of this research is to provide managers and HR experts with actionable advice for effectively increasing employee engagement and promoting effective team building processes in their organisations.

I would like to invite you to participate in my research project by answering the attached short questions developed by the researchers. Those questions will assess your opinions, experiences, knowledge, suggestions and views. Through your participation in the interviews, I hope to ascertain my research purpose to get the best opinion from you. I believe your opinion will be extremely helpful to me to carry out this research.

All questions will be kept strictly confidential to the researchers involved and at **NO** time will individual questions will be released to the general public. This gives you a chance to express your views on your programme a confidential and anonymous forum and still be able to make a difference. Your participation in this study is completely voluntary so you can withdraw from the questionnaire at any stage.

Please note, questionnaire should take no more than 30 minutes to complete but however, there is no time constraint. There are also no right or wrong answers. Attached to this letter along with the

questionnaire there is a consent form where you will better understand researchers intention As this is a new project, your feedback is also important to me and I would be much obliged if you could also complete the feedback sheet along with the questionnaire. I understand that your time is at a premium, but your opinions are very valuable to me.

After careful and precise analysis of the data obtained from this questionnaires/interviews, I will be happy to provide you with a copy of the findings at your request. The results of this questionnaire will hopefully enhance my understanding of current level of knowledge and future findings. The results of the research will be feedback to Director of Studies, Supervisor, University and British Library.

I thank you in advance for your time and participation. If any questions do arise, feel free to contact me at your convenience.

NAME & ADDRESS OF RESEARCHER

University of Wales Trinity Saint David (London Campus)
 Winchester House
 11 Cranmer Road
 London – SW9 6EJ
 Tel: +442075667600
 Email: info.london@tsd.ac.uk
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APPENDIX 3: PG2 APPLICATION FOR ETHICAL APPROVAL

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: “creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications”. As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the “principal researcher”.

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity.
Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:	Radostina Avgustinova			
2	Tick all boxes that apply:	Member of staff:	☐	Honorary research fellow:	☐
	Undergraduate Student	☒	Taught Postgraduate Student	☐	Postgraduate Research Student
3	Institute/Academic Discipline/Centre:	University of Wales Trinity Saint David			
4	Campus:	London			
5	E-mail address:	1913408@student.uwtsd.ac.uk			
6	Contact Telephone Number:	07588343438			
For students:					
7	Student Number:	1913408			
8	Programme of Study:	BA Hons Business and Management			
9	Director of Studies/Supervisor:	Anupam Mazumdar/Afzal Munna			

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☒	NO	☐
					Date
2	If Yes, please indicate source of approval (and date where known): Approval in principle must be obtained from the relevant source prior to seeking ethical approval	Research Degrees Committee	☐		
Institute Research Committee		☐			
Other (write in)		☐			

SECTION C: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.				
1	UWTSD Research Ethics & Integrity Code of Practice				☐
2	UWTSD Research Data Management Policy				☐
3	<i>[List any other relevant documents here]</i>				☐

SECTION D: External Collaborative Research Activity

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution					
2	Contact person name					
3	Contact person e-mail address					
4	Is your research externally funded?	YES	☐	NO	☒	
5	Are you in receipt of a KESS scholarship?	YES	☐	NO	☒	
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES	☒	NO	☐
7		Employed	YES	☐	NO	☒
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)?	If YES then the permission question below does not need to be answered.	YES	☐	NO	☒
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	YES	☐	NO	☒

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	YES	☐	NO	☒
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	If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).
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SECTION E: Details of Research Activity

1	Indicative title:	Exploring the role of employee motivation for team building in organisation: A case study of Hilton Hotel Group UK	
2	Proposed start date:		Proposed end date:
	Introduction to the Research (maximum 300 words per section) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below: • <i>Purpose of Research Activity</i> • <i>Proposed Research Question</i> • <i>Aims of Research Activity</i> • <i>Objectives of Research Activity</i> Demonstrate, briefly, how <u>Existing Research</u> has informed the proposed activity and explain • <i>What the research activity will add to the body of knowledge</i> • <i>How it addresses an area of importance.</i>		
3	Purpose of Research Activity (this box should expand as you type)		
4	Research Question (this box should expand as you type)		
5	Aims of Research Activity (this box should expand as you type)		
6	Objectives of Research Activity (this box should expand as you type)		
	Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here, but should instead describe how you intend to collect the data necessary for you to complete your project.		

7	(this box should expand as you type)
	Location of research activity Identify all locations where research activity will take place.
8	(this box should expand as you type)
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research then please state this.
9	(this box should expand as you type)

10	Use of documentation not in the public domain: Are any documents NOT publicly available?	NO	☒
		YES	☐
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. (this box should expand as you type)		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?	YES	NO
12	A prosperous Wales	☐	☒
13	A resilient Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒
19	If YES to any of the above, please give details:		

	(this box should expand as you type)
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SECTION F: Scope of Research Activity

	Will the research activity include:	YES	NO
1	Use of a questionnaire or similar research instrument?	☒	☐
2	Use of interviews?	☐	☒
3	Use of focus groups?	☐	☒
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.	☐	☐
	Details of any other primary data collection method: (this box should expand as you type)		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

	Who are the intended participants:	YES	NO
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1	Students or staff at the University?	☐	☒
2	Adults (over the age of 18 and competent to give consent)?	☐	☒
3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒
7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.	☐	☒
	Details of any other participant groups: (this box should expand as you type)		

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
10	How many participants are expected?	(this box should expand as you type)
11	Who will the participants be?	(this box should expand as you type)
12	How will you identify the participants?	(this box should expand as you type)

	Information for participants:	YES	NO	N/A
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	☐
14	Will you tell participants that their participation is voluntary?	☒	☐	☐
15	Will you obtain written consent for participation?	☒	☐	☐
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☒	☐	☐
17	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☐
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☒	☐	☐
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☒	☐	☐
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☒	☐	☐
21	Will you debrief participants at the end of their participation, in a way	☒	☐	☐

	appropriate to the type of research undertaken?			
22	If NO to any of above questions, please give an explanation			
	<i>(this box should expand as you type)</i>			

	Information for participants:	YES	NO	N/A
24	Will participants be paid?	☐	☒	☐
25	Is specialist electrical or other equipment to be used with participants?	☐	☒	☐
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☒	☐
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☒	☐
28	If YES to any question, please provide full details			
	<i>(this box should expand as you type)</i>			

SECTION H: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them.		
	If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
1	Full risk assessment completed and appended?	Yes	☒
		No	☐
2	Risks to participants For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	Risk to participants: <i>(this box should expand as you type)</i>	How you will mitigate the risk to participants: <i>(this box should expand as you type)</i>	
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the		

	procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities	
	<i>(this box should expand as you type)</i>	
4	Risks to the investigator For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest	
	Risk to the investigator: <i>(this box should expand as you type)</i>	How you will mitigate the risk to the investigator: <i>(this box should expand as you type)</i>
5	University/institutional risks For example: adverse publicity, financial loss, data protection	
	Risk to the University: <i>(this box should expand as you type)</i>	How you will mitigate the risk to the University: <i>(this box should expand as you type)</i>
6	Environmental risks For example: accidental spillage of pollutants, damage to local ecosystems	
	Risk to the environment: <i>(this box should expand as you type)</i>	How you will mitigate the risk to environment: <i>(this box should expand as you type)</i>

	Disclosure and Barring Service			
	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
7	Does your research require you to hold a current DBS Certificate?	☐	☒	☐
8	If YES, please give the certificate number. If the certificate number is not available please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	<i>(this box should expand as you type)</i>
2	Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before

	data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	<i>(this box should expand as you type)</i>
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	<i>(this box should expand as you type)</i>

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 “GDPR” and the Data Protection Act 2018 “DPA”)?	YES	NO
1	“Personal data” means any information relating to an identified or identifiable natural person (‘data subject’). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.	☐	☐
	If YES, provide a description of the data and explain why this data needs to be collected:		
2	<i>(this box should expand as you type)</i>		
	Does it involve special category data (as defined by the GDPR)?	YES	NO
3	“Special category data” means sensitive personal data consisting of information as to the data subjects’ – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☐
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	<i>(this box should expand as you type)</i>		
	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	YES	NO
5	Manual files (i.e. in paper form)?	☐	☐

6	University computers?	☐	☐
7	Private company computers?	☐	☐
8	Home or other personal computers?	☐	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☐	☐
10	"Cloud" storage or websites?	☐	☐
11	Other – specify:	☐	☐
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	<i>(this box should expand as you type)</i>		

	Data Protection		
	Will the research activity involve any of the following activities:	YES	NO
13	Electronic transfer of data in any form?	☒	☐
14	Sharing of data with others at the University outside of the immediate research team?	☐	☐
15	Sharing of data with other organisations?	☐	☐
16	Export of data outside the UK or importing of data from outside the UK?	☐	☐
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☐
18	Publication of data that might allow identification of individuals?	☐	☐
19	Use of data management system?	☐	☐
20	Data archiving?	☐	☐
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
	<i>(this box should expand as you type)</i>		
22	List all who will have access to the data generated by the research activity:		
	<i>(this box should expand as you type)</i>		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	<i>(this box should expand as you type)</i>		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		

	<i>(this box should expand as you type)</i>		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If so please explain. <i>(Most relevant to academic staff)</i>		
	<i>(this box should expand as you type)</i>		
26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	YES	☐
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☐

SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	Signature of applicant:	<i>Radostina Avgustinova</i>	Date: 12/05/2023

For STUDENT Submissions:

2	Director of Studies/Supervisor:		Date:
3	Signature:		

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		Date:
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☐	I have read the guidance notes supplied before completing the form.
☐	I have completed ALL RELEVANT sections of the form in full.
☐	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (where appropriate)
☐	I have attached a full risk assessment (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT

☐	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☐	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS AND STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name.

You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

This form is available electronically from the Academic Office web pages:

<https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/>