

Student Name:	Ricardo Buryansky	Student ID number:	2213160
Programme:	BA (Hons) Developing Leadership and Management		
Module:	Developing a Research Proposal		
Module Code:	BMSW5014		
Lecturer:	Arpu Kumar		
Assignment Title:	Developing a Research Proposal	Word count (or equivalent):	Research Proposal- 2000 WORDS
Title: "A Critical Evaluation of How Managers Motivate Employees to Increase Productivity at Work in an Organisation"			

Table of Contents

1. Introduction.....	3
1.1 Background of the Study	3
1.2 Importance of Employee Motivation	3
2. Rationale for the Study	3
2.1 Problem Statement	3
2.2 Significance of the Research	4
2.3 Research Gap	4
3. Aims, Objectives, and Research Questions	4
3.1 Research Aim	4
3.2 Research Objectives	5
3.3 Research Questions	5
4. Literature Review	5
4.1 Theories of Motivation.....	5
4.2 Relationship Between Motivation and Productivity.....	6
4.3 Gaps in the Existing Literature	7
5. Methodology	7
5.1 Research Design.....	7
5.2 Sampling Technique	7
5.3 Data Collection Methods.....	8
5.4 Data Analysis Techniques.....	8
5.5 Justification of Methodology	8
6. Ethical Considerations.....	9
7. Reliability and Validity	9
8. Conclusion	9
References	11

1. Introduction

1.1 Background of the Study

Employee motivation is a critical factor that directly influences productivity within an organisation. Motivation can be understood as the internal drive that pushes employees to perform tasks efficiently and effectively, ultimately contributing to the overall success of an organisation (Maslow, 1954). The concept of motivation has been extensively studied in various organisational contexts, highlighting its significance in enhancing employee performance and job satisfaction (Arnold et al., 1991). The need to understand how managers can effectively motivate employees is increasingly important in today's competitive business environment, where productivity is closely linked to an organisation's ability to maintain a competitive edge (Herzberg et al., 1959).

1.2 Importance of Employee Motivation

Employee motivation is not only pivotal in achieving organisational goals but also plays a key role in fostering a positive work environment. Motivation theories such as Herzberg's Motivation-Hygiene Theory suggest that factors like recognition, responsibility, and opportunities for growth are essential in driving employee motivation and, consequently, productivity (Herzberg et al., 1959). When employees are motivated, they are more likely to be engaged with their work, leading to higher levels of productivity and lower turnover rates (Cong & Van, 2013). Moreover, motivated employees are more likely to contribute to innovative practices within the organisation, enhancing its overall performance (Ardito et al., 2019).

2. Rationale for the Study

2.1 Problem Statement

In the contemporary business environment, organisations are increasingly recognising the importance of employee motivation as a key determinant of productivity and overall organisational performance. Despite the abundance of research on motivational theories and their application in the workplace, there remains a significant gap in understanding how these theories are implemented by managers to foster a motivated workforce that enhances productivity (Alderfer, 1972). This gap is particularly evident in sectors where employee

engagement and satisfaction are critical to operational success. The problem that this study addresses is the lack of empirical evidence on the practical application of motivational strategies by managers in increasing employee productivity within specific organisational contexts.

2.2 Significance of the Research

The significance of this research lies in its potential to contribute to the existing body of knowledge on employee motivation by providing a critical evaluation of how managerial practices influence employee productivity. Understanding the mechanisms through which managers can effectively motivate their employees is essential for improving organisational outcomes, particularly in industries where productivity directly impacts competitiveness and profitability (Sahinidis & Bouris, 2008). This study aims to bridge the gap between theoretical frameworks and their practical application, offering valuable insights that can be utilised by managers to enhance motivation and, consequently, productivity in their teams.

2.3 Research Gap

While numerous studies have explored various aspects of employee motivation, there is a noticeable gap in research that specifically examines the strategies employed by managers to motivate employees within the context of productivity enhancement (Chen et al., 2012). Existing literature predominantly focuses on the theoretical underpinnings of motivation, with limited attention given to how these theories are operationalised in real-world settings (Lambert et al., 2007). This study seeks to address this gap by providing empirical evidence on the effectiveness of different motivational strategies used by managers, thereby contributing to a more nuanced understanding of the relationship between motivation and productivity.

3. Aims, Objectives, and Research Questions

3.1 Research Aim

The primary aim of this research is to critically evaluate the strategies employed by managers to motivate employees, with a particular focus on how these strategies influence productivity within an organisation. This study seeks to provide actionable insights that can assist managers in enhancing employee motivation and, consequently, organisational performance.

3.2 Research Objectives

- To identify the key motivational strategies used by managers in the organisation.
- To assess the impact of these motivational strategies on employee productivity.
- To evaluate the effectiveness of different motivational theories when applied in a real-world organisational context.
- To provide recommendations for managers on how to enhance employee motivation to improve productivity.

3.3 Research Questions

- What are the most commonly used motivational strategies by managers in the organisation?
- How do these strategies impact employee productivity?
- Which motivational theories are most effective in the context of the organisation?
- What recommendations can be made to managers to improve employee motivation and productivity?

4. Literature Review

4.1 Theories of Motivation

Motivation is a complex concept that has been extensively studied through various theoretical frameworks. Understanding these theories provides a foundation for examining how motivation can influence employee productivity.

4.1.1 Maslow's Hierarchy of Needs

Abraham Maslow's Hierarchy of Needs is one of the most well-known theories of motivation. It posits that human needs are arranged in a hierarchy, starting with basic physiological needs and moving upwards to safety, love and belonging, esteem, and self-actualisation (Maslow, 1954). Maslow's theory suggests that employees are motivated to fulfil these needs in a sequential order, with higher-level needs becoming more significant once lower-level needs are satisfied. In the workplace, this theory implies that managers must ensure that basic needs, such as job security and a safe working environment, are met before expecting

employees to achieve higher levels of motivation, such as personal development and innovation (Maslow, 1954).

4.1.2 McClelland's Motivational Theory

David McClelland's theory focuses on three primary motivators: the need for achievement, the need for affiliation, and the need for power (McClelland, 1961). McClelland argued that these needs are acquired and developed over time, often influenced by an individual's experiences and cultural background. In a workplace setting, employees with a high need for achievement are motivated by challenging tasks and the opportunity to excel, while those with a high need for affiliation seek harmonious relationships with colleagues. Employees with a high need for power are driven by the desire to influence others and gain recognition (McClelland, 1961).

4.1.3 Herzberg's Motivation-Hygiene Theory

Frederick Herzberg's Motivation-Hygiene Theory, also known as the Two-Factor Theory, distinguishes between motivators and hygiene factors (Herzberg et al., 1959). Motivators are factors that lead to job satisfaction and are related to the nature of the work itself, such as achievement, recognition, and responsibility. Hygiene factors, on the other hand, are related to the work environment and include aspects such as company policies, supervision, salary, and working conditions. According to Herzberg, while the absence of hygiene factors can lead to dissatisfaction, their presence does not necessarily motivate employees; rather, true motivation comes from the motivators (Herzberg et al., 1959).

4.2 Relationship Between Motivation and Productivity

The relationship between motivation and productivity is well established in the literature. Motivated employees are more likely to be engaged in their work, which leads to higher productivity levels (Cong & Van, 2013). Studies have shown that when employees' motivational needs are met, they are more likely to put in extra effort, leading to increased efficiency and output (Arianto, 2013). Furthermore, motivation is linked to lower turnover rates, as satisfied and motivated employees are less likely to leave the organisation (Bell & Sheridan, 2020). The application of motivational theories in the workplace, therefore, has a direct impact on an organisation's performance and competitive advantage.

4.3 Gaps in the Existing Literature

Despite the extensive research on motivation and its impact on productivity, there are still gaps in the literature, particularly regarding the practical application of motivational theories in diverse organisational contexts. Many studies focus on theoretical aspects without providing empirical evidence on how these theories are implemented in the workplace (Lambert et al., 2007). Additionally, there is limited research on how cultural and organisational differences affect the effectiveness of various motivational strategies (Ardito et al., 2019). This study aims to address these gaps by exploring how managers in a specific organisational context apply motivational strategies to enhance productivity, providing empirical evidence that bridges the gap between theory and practice.

5. Methodology

5.1 Research Design

This study will adopt a quantitative research design to evaluate how managers motivate employees to increase productivity. The quantitative approach is chosen because it allows for the collection and analysis of numerical data, enabling the researcher to quantify relationships between variables (Bhattacharyya, 2009). By using structured survey questionnaires, this study aims to gather data on employees' perceptions of motivational strategies and their impact on productivity. (Sugiyono, 2011).

5.2 Sampling Technique

5.2.1 Target Population

The target population for this study comprises employees working in [Organisation Name], specifically those who are directly influenced by managerial practices. The organisation operates in the [industry] sector and has a diverse workforce, including both managerial and non-managerial employees. The focus on employees at various levels ensures a comprehensive understanding of how different motivational strategies impact productivity across the organisation (Ardito et al., 2019).

5.2.2 Sampling Method and Size

A stratified random sampling method will be used to ensure representation from different departments and job levels within the organisation. Stratified sampling is appropriate when

the population has distinct subgroups, as it allows for the selection of a sample that reflects the diversity of the entire population (Creswell, 2014). The sample size will be determined based on the total number of employees in the organisation, with a goal of achieving a statistically significant sample that allows for generalisable findings. A sample size of approximately 100 employees is targeted, which is sufficient to ensure reliable and valid results while accounting for potential non-responses (Santos-Vijande et al., 2021).

5.3 Data Collection Methods

5.3.1 Surveys/Questionnaires

The primary data collection method will be a structured survey questionnaire. The questionnaire will be designed to assess employees' perceptions of the motivational strategies employed by their managers and how these strategies affect their productivity. Questions will be framed using a Likert scale to measure the degree of agreement or disagreement with various statements related to motivation and productivity (Bhattacharyya, 2009). The survey will be distributed electronically to ensure accessibility and convenience for participants, increasing the likelihood of a higher response rate (Sahinidis & Bouris, 2008).

5.4 Data Analysis Techniques

The data collected from the surveys will be analysed using statistical techniques, primarily descriptive statistics and correlation analysis. Descriptive statistics will summarise the data, providing an overview of the respondents' demographic characteristics and their responses to the survey questions (Bhattacharyya, 2009). Correlation analysis will be conducted to examine the relationships between different motivational strategies and employee productivity. This analysis will help identify which strategies are most strongly associated with higher productivity levels, providing insights into the effectiveness of different approaches (Creswell, 2014).

5.5 Justification of Methodology

The choice of a quantitative survey methodology is justified by the need to obtain objective, generalisable data that can provide a clear understanding of the relationship between managerial motivational strategies and employee productivity (Sugiyono, 2011). Quantitative data allows for the measurement of specific variables and the testing of hypotheses, making it well-suited to the research aims of this study. Additionally, the use of stratified random

sampling ensures that the sample is representative of the entire organisation, allowing for valid generalisations to be made from the findings. The structured survey format facilitates the collection of data that is both reliable and consistent, essential for drawing accurate conclusions about the impact of motivation on productivity (Creswell, 2014).

6. Ethical Considerations

Ethical behaviour in research is paramount to ensuring the integrity and credibility of the study. This research will adhere to the ethical guidelines set by the [University/Institution], ensuring that all participants are treated with respect and fairness. Ethical approval will be sought before commencing data collection to ensure compliance with ethical standards (Deegan, 2002).

To protect the privacy of participants, all data collected will be kept confidential and stored securely. Anonymity will be maintained by assigning codes to participants instead of using personal identifiers, ensuring that individual responses cannot be traced back to specific employees (Lambert et al., 2007). This approach helps build trust with participants, encouraging honest and accurate responses (Bhattacharyya, 2009).

7. Reliability and Validity

Reliability in this study will be ensured through the consistent use of a well-designed survey instrument. The questionnaire will be pre-tested to identify and rectify any issues, ensuring that it accurately measures what it is intended to measure (Creswell, 2014).

To ensure validity, the questionnaire will be carefully constructed to cover all relevant aspects of motivation and productivity. Content validity will be established by reviewing existing literature and aligning the survey questions with well-established motivational theories (Sahinidis & Bouris, 2008).

8. Conclusion

This research proposal has outlined a comprehensive approach to evaluating how managers motivate employees to increase productivity. By employing a quantitative research design, this study aims to provide empirical insights into the effectiveness of various motivational strategies.

The findings from this research are expected to contribute to both academic literature and practical management, offering valuable recommendations for enhancing employee motivation and productivity in the workplace.

References

Alderfer, C. (1972). *Existence, Relatedness, and Growth*. Free Press.

Ardito, L., Peruffo, E., & Natalicchio, A. (2019). The relationships between the internationalization of alliance portfolio diversity, individual incentives, and innovation ambidexterity: A microfoundational approach. *Technological Forecasting and Social Change*, 148(August). <https://doi.org/10.1016/j.techfore.2019.119714>

Arianto, D. A. N. (2013). Pengaruh Kedisiplinan, Lingkungan Kerja dan Budaya Kerja Terhadap Kinerja Tenaga Pengajar. *Jurnal Economia*, 9(2), 191–200. <https://dx.doi.org/10.21831/economia.v9i2.1809>

Arnold, J., Robertson, I. T., & Cooper, C. L. (1991). *Work Psychology: Understanding Human Behavior in the Workplace*. Pitman.

Bell, M., & Sheridan, A. (2020). How organisational commitment influences nurses' intention to stay in nursing throughout their career. *International Journal of Nursing Studies Advances*, 2, 100007. <https://doi.org/10.1016/j.ijnsa.2020.100007>

Bhattacharyya, D. K. (2009). *Human Resource Research Method* (2nd ed.). Excel Books.

Chen, Y.-Y., Park, J., & Park, A. (2012). Existence, relatedness, or growth? Examining turnover intention of public child welfare caseworkers from a human needs approach. *Children and Youth Services Review*, 34(10), 2088–2093. <https://doi.org/10.1016/j.childyouth.2012.07.002>

Cong, N. N., & Van, D. N. (2013). Effects of motivation and job satisfaction on employees' performance at Petrovietnam Nghe An Construction Joints Stock Corporation (PVNC). *International Journal of Business and Social Science*, 4(6).

Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). Sage Publications.

Deegan, C. (2002). Introduction: The legitimising effect of social and environmental disclosures – a theoretical foundation. *Accounting, Auditing & Accountability Journal*. <https://doi.org/10.1108/09513570210435852>

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work*. John Wiley & Sons.

Lambert, E. G., Hogan, N. L., & Griffin, M. L. (2007). The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment. *Journal of Criminal Justice*, 35(6), 644–656.
<https://doi.org/10.1016/j.icrimjus.2007.09.001>

Maslow, A. H. (1954). *Motivation and Personality*. Harper & Row.

McClelland, D. C. (1961). *The Achieving Society*. Princeton, NJ: Van Nostrand.

Sahinidis, A. G., & Bouris, J. (2008). Employee perceived training effectiveness relationship to employee attitudes. *Journal of European Industrial Training*.
<https://doi.org/10.1108/03090590810846575>

Santos-Vijande, M. L., López-Sánchez, J. Á., Pascual-Fernández, P., & Rudd, J. M. (2021). Service innovation management in a modern economy: Insights on the interplay between firms' innovative culture and project-level success factors. *Technological Forecasting and Social Change*, 165(November 2020). <https://doi.org/10.1016/j.techfore.2020.120562>

Sugiyono, P. (2011). *Metodologi Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.