

Dissertation
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*To investigate the motivation and employees
retention
at the workplace: Odeon UK*

Student: Marinela Andreica
ID:2010777

Declaration,

I hereby confirm that the dissertation I am submitting is entirely my original work, created in adherence to the University's policies on plagiarism. I have diligently followed the Harvard referencing system, properly acknowledging and referencing all secondary sources and materials incorporated into this dissertation.

Abstract

This investigation looks at the process of motivation and process of talent retention and evaluates the the connectivity at the work place. This research has been constructed around the main topic, motivation and talent retention and it has been presented a clear structure of the aims and objectives.

This study evaluates the concept of motivation, by looking at theories that offer different perspectives, identifies the barriers and drivers for employee retention and has collect primary data and evaluated the results from Odeon UK. The research investigates the process of motivation and retention in Odeon in two of their cinemas Kingston and Wimbledon.

The conclusions of the research have enabled the researcher to achieve the research objectives. Odeon UK is an attractive employer, it has a complex process of motivation, however improvement is to be considered. The talent retention system is identified as slow and developing more efficient strategies is recommended. As any business operation this requires funds and allocating more resources is another recommendation for the selected organisation.

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Chapter 1 Introduction

1.1. Introduction

The *Research Title* “To investigate the motivation and employee retention at the workplace: Odeon UK” intends to evaluate the concept of motivation and employee retention, by looking at the definitions, theoretical background and processes. The investigation will enhance the barriers and drivers for motivation and employee retention and will assess the impact of motivation on talent retention with special reference to Odeon UK as the selected organisation.

1.2. Background of the study

The evolution of society, the development of the business environment has led to continuous dynamics at the workplace and changes in the process of motivation. Psychological insights have always accepted the idea that motivation is endogenous (Gray, 2020).

The selected organisation for this study is Odeon UK. Odeon is a UK based organisation and is the largest and best-known cinema chain in the UK and Ireland. It has been founded in 1930 so it has a long history in the local business environment, soon to celebrate a centenary. The cinema has gained popularity and is a known and trusted brand hosting hundreds of Europe’s biggest film premieres. The organisation is proud to be the first Dolby Cinema™ in the UK. The cinema experience with the latest innovative technology aims to deliver an unique experience for their customers. Currently owned by AMC Theatres, Odeon is the largest movie exhibition company in the world, their ethos “for film and the whole cinema experience is so deep-rooted that it is embodied in everything we do” (Odeon, 2024).

1.3. Problem Statement

Motivation is a complex concept and process as it depends on the individual and circumstances. Identifying the best ways to motivate the workforce is therefore complicated as what motivates someone, it might not motivate another person. Being able to motivate the workforce to perform and further that to retain the talent can be challenging. This research is investigating the theoretical side of the process of motivation and its application at the workplace by looking at an established organisation from the UK.

1.4. Research Aim, Research Objectives, Research Questions, Hypothesis, Propositions

Research aim: To evaluate the process of motivation and employee retention with reference to Odeon UK.

Research Objectives:

1. To examine the process of motivation and retention at the workplace
2. To determine the issues with the process of motivation and retention at the workplace
3. To explore the impact of motivation on employee retention
4. To identify the methods used by Odeon to motivate and retain its employees

Research questions:

1. What is motivation and retention at the workplace?
2. What are the barriers to motivation and employee retention?
3. What is the impact of motivation on employee retention?
4. What are the methods used by Odeon to motivate and retain its employees?

Hypothesis

1. The process of motivation can be different to employees belonging to different generations.
2. The connection between the process of motivation and retaining talented staff within the workplace.

Propositions

Is the process of motivation impacting the talent retention.

1.5. Rationale/ Importance of the research

The rationale for selecting the topic of motivation and employee retention is given by their importance to organisations and their success.

1.6. Methodology

The evaluation of the topic involves an investigation of the process of motivation and talent retention in Odeon UK and for that purpose it will be collected primary data, secondary data analysis and results evaluation (Saunders et al, 2023). The collection of primary data will focus on the motivation and employee retention, approaches used by Odeon UK, levels of importance and benefits (Cohen, 2011). This study makes use of the questionnaire as the research instrument. The questionnaire will be constructed on the research objectives (Jaloni, 2011).

The selected sampling method is non-randomly based on the researchers limitation of resources such as time and money to travel to other geographical areas. The non-random sampling will be realised in Odeon Wimbledon Cinema London and will be given hard copies to the staff and management to answer anonymously upon receiving approval from the management. The questionnaire will gather information on the motivation process and employee retention in Odeon. The survey questions will be derived from the research objectives and literature review. The questionnaire will have twelve questions organised in

four separated sections with three questions each. The first part will be on the concept of motivation, the second part of the questionnaire will be in relation to the process employee retention, the third part will investigate Odeon UK process of motivation and employee retention. The questionnaire will conclude with questions on status and demographic aspects.

1.7. Scope of the Study/ Demarcation

The study is limited to the London area and the operations of Odeon within London. The selected business venue is Odeon Wimbledon Cinema.

1.8. Structure

This research will be organised in 5 main parts Introduction, Literature Review, Methodology, Data Analysis and Discussions and Conclusions and Recommendations.

1.9. Summary

This research has been constructed around the main topic, motivation and talent retention and it has been presented a clear structure of the aims and objectives.

Chapter 2 Literature Review

2.1. Defining the concept of motivation

Motivation is a complex process as it depends on the individual and circumstances. Individual's behaviour is controlled by this invisible force that determines a plan of action, establishing a set of goals and more importantly the desire of achievement and have results (Mishra, 2019).

The process of motivation in the workplace will create loyalty, commitment, high levels of energy, enthusiasm, can foster creativity and innovation (Besley and Ghatak, 2023). Motivated employees will make efforts, will push limits and will perform to the best of their capabilities (Peters, 1969).

Neville-Brown (2011) defined motivation as the "process used to allocate energy to maximise the satisfaction of needs". Motivation generates a desire within an employee to dedicate their abilities to performance. A motivated employee will try to achieve a work-related goal as best as possible. The business in their role of employers must understand the concept of motivation and its benefits in the business performance and ultimately if is successful or not (Dartey-Baah, 2010).

2.2. Process of motivation

Motivation will vary in each organisation, based on the industry type, organisational culture, internal policies and regulations and the entire work environment. The process has more intrinsic characteristics and is in direct correlation with the dynamic of the work relationships, the levels of trust, the social elements, the group connections which contribute to the organisation (Beardwell et al , 2004).

One of the key components of every business is the motivation and encourages people to apply extra effort. Motivation levels affect the organisation's overall efficacy and efficiency as well as its ability to succeed. Unmotivated workers do not apply effort and, given the opportunity, quit their jobs. Employees may be extrinsically or intrinsically motivated. Each employee, regardless of their area of employment, understands the value of both extrinsic and intrinsic motivation. In contrast to the extrinsic motivation factor, such as pay, incentives, promotions, and job protection, intrinsic motivation is an element of the job that increases inner satisfaction among staff and involves recognition, new task challenges, favourable and soft attitudes from one's employer, and job continuation. Research, consequently, suggests that the primary elements that affect retention rates are motivation and work satisfaction (Ganguli, Padhy, 2023).

According to Ganguli and Paghy (2023) there are divergent views on what stimulates and motivates individuals in the workplace. There are various drivers and motivation barriers

that have been identified including achievement, out-of-work, work-person fit, relationships at work. Well-being has a great importance and involves intrinsic and extrinsic motivation. Disparities in motivation have been identified across generations, with financial benefits being marked as the most effective motivator, followed by prospects for growth, meaningful jobs, a generous benefits plan, autonomy, flexible work, and work-life balance. It has been argued that monetary rewards are more effective at motivating and keeping employees than non monetary ones (Dang, 2020).

2.3. Defining talent retention

Talent retention has become an important topic to both scholars and practitioners because employees, the most valuable assets of an organisation, are the ones who add to its value, quantitatively and qualitatively. Therefore, organisations have taken steps to ensure that employees stay with the organisation for as long as possible (Lee et al, 2022).

Employee retention is “the organisational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement. This includes showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance” (Festing and Schäfer, 2014).

2.4. The process of employee retention

Employee retention is a critical aspect of an organisation competence. Organisations with a high turnover rate of their employees tends to have an impact on productivity and work efficiency. Therefore ensuring that employees stay committed to their work has become a challenge (Nguyễn and Uông, 2024).

Organisations benefit of talented employees as it ensures consistency, performance and quality. When organisations invest in training and courses to improve knowledge and experience of the employee, invest in creating competitive advantage and having success (O'Mara, Petzal, 2013).

Lee et al (2022) suggests that employee retention could vary depending on the employee generation. Therefore, organisations should consider generational differences in employee motivation and retention when implementing employee retention strategies, since an effective strategy for one employee generation may not be effective (or even harmful) for another employee generation.

2.5. Impact of motivation on talent retention

Employee retention is not a simple function, but rather a result of interactions between employee motivation and the specific generation. For younger generations job autonomy does not directly affect employee retention, but still plays a crucial role in affecting employee retention by affecting employee motivation (Lee et al, 2022).

According to Pilukiene (2017) there is a strong connection between the process of motivation within an organisation and gaining the loyalty of the valuable employees. Allocating resources to motivate employees, creating systems to ensure positive environment, creates a good reputation as a company to work for, to retain and attract talent (Thompson and Gregory, 2012).

Job security and job stability are also important motivators. On the contrary younger generations are motivated by, social incentives, mentoring, and feedback schemes and even career progression over high pay. Therefore a combination of monetary as well as non monetary policies together could be a part of total reward systems (Ganguli, Padhy, 2023).

Motivation has a significant relationship with employee retention and without the positive impact of motivation, employee turnover would increase. Intrinsic and extrinsic motivation can be essential with a significant positive effect on employee retention. The retention of an employee, especially younger generation employees, is pivotal in ensuring that organisations will be able to maintain sustained competitive advantage (Lee et al, 2022).

Ganguli and Paghy (2023) consider the education level and state that it does not moderate the relationship between work motivation and employee retention. Although employees perceptions of work motivation and employee retention can vary based on their educational qualifications, it has been observed irrespective of the state of the job market, that low-educated workers are less likely to quit than their more-educated counterparts. This makes it more likely that the company will lose the skills necessary to carry out its strategy of protecting its current market position and expanding its customer base.

2.6. Theories of motivation

The theoretical background on the concept of motivation elaborates various approaches, but it is essential to consider the time bound of the developed theories, to consider their relevance in the modern business environment (Mullins, 2007).

Various theories such as the two-factor theory and Maslow's Need Hierarchy Theory, have been utilised to provide a theoretical framework for understanding the function of work motivation and demographic factors in retaining workers for the present study. These theories connect the reasons why individuals join and why they leave establishments (Ganguli, Padhy, 2023).

Herzberg's Two factors theory addresses the intrinsic and the extrinsic elements. Herzberg refers to the extrinsic factors as the hygiene factors such as type of work, career development and advancement where satisfaction can incur or not. Managers could

create satisfaction through job empowerment, job enlargement and job enrichment (Beck, 2000).

According to Herzberg (1968), motivation alone is responsible for job satisfaction, suggesting that roles must be rethought to provide more opportunities for appreciation, responsibility, accomplishment, and promotion. Herzberg's Two-Factor Theory of Satisfaction presents a simple model which can help management to gather knowledge of employee attitudes about their job and reasons to stay or leave, which are based on scientific background and long-term research. Employers have a clear tool how to assess and approach particular employees using the „Motivation-hygiene profile” (Zámečník and Kožíšek, 2021).

Maslow's hierarchy of needs (1954) is a content type theory and places five main needs in the order of: physiological, safety, relationships, esteem, and self-actualisation. Maslow considers that if these needs are fulfilled the individual will be satisfied and will be motivated. A criticism to this theory has emphasized that the psychological needs and shelter needs should not be taken into account as there are a human right and there is legislation created to offer protection against abuse, health and safety, employment law (Zaichkowsky, 2019). The relational needs, the self-actualisation needs and the esteem needs have a primary role as an individual will want to have a good reputation, a good status and be empowered to perform (Phillips, 2009).

This theory elaborates that individuals, including those working for businesses, are driven by the need to attain or retain the different conditions onto which these primary gratifications such as physiological, security, affection, self-worth, self-actualisation needs, and intellectual aspirations are met. Consequently, the present study utilises these theories as a basis for the theoretical framework (Ganguli, Padhy, 2023).

McGregor's Motivational theory is another content theory that states that there are two types of managers under Theory X and Y, with different approaches to manage the people. Theory X involves strict control and supervision and offering extrinsic motivators such as monetary rewards. In contrast Theory Y has a more observing role, it empowers people to action, it creates stimulating working conditions, good working conditions that increase the levels of satisfaction (Senkus, 2017).

Vroom has developed a process theory known as “Vroom's Expectancy Theory” which puts at the center the levels of expectancy of an individual. Instrumentality is “the outcome of performance and valence is defined as the way of how the outcome is valued” (Porter, Lawler, 1968).

2.7. Summary

Employee retention is important for team building and cohesion in the workplace so workers can trust and depend on each other. Motivation is different based on the individual's expectations, levels of knowledge, status and generation. Retention is impacted by motivation and is a result of motivation. Therefore there is a strong connection between the process of motivation within an organisation and gaining the loyalty of the valuable employees. Allocating resources to motivate employees, creating systems to ensure positive environment result in a good reputation as a company to work for, to retain and attract talent.

Chapter 3 Methodology

3.1. Introduction

The evaluation of the topic involves an investigation of the process of motivation and talent retention in Odeon UK and for that purpose it will be collected primary data, secondary data analysis and results evaluation (Saunders et al, 2023).

3.2. Research Philosophy

The research philosophy for this study is ontology which captures the reality of the elements through extensive research.

3.3. Research Paradigm

The research paradigm is positivism as it intends to measure and critically analyse the collected data.

3.4. Research Approach

The research approach is deductive which involves the development of a hypothesis based on theoretical background and tested through research.

3.5. Research Methods

The collection of primary data will focus on the motivation and employee retention, approaches used by Odeon UK, levels of importance and benefits. In order to achieve the proposed research objectives it will be investigated the organisation's activity on the process of motivation and to illustrate that it will be conducted primary data analysis and data researched (Saunders et al, 2023). This investigation will apply mixed methods quantitative and qualitative primary data collection which will address the selected topic and the established objectives (Cohen, 2011).

3.6. Research Instrument

This study makes use of the questionnaire and interview as the research instruments. The questionnaire and the interview questions will be constructed on the research objectives (Jaloni, 2011).

The research instrument for quantitative data collection will be the questionnaire. It is intended to realise a survey based on the research objectives, which will provide employees feedback on motivation and retention. The questionnaire will gather information on the motivation process and employee retention in Odeon. The survey questions will be derived from the research objectives and literature review. For the questionnaire will be given hard copies to the staff and management to answer anonymously upon receiving approval from the management.

Another research instrument used for qualitative data will be the interview which will illustrate management's and staff's views on the topic and it aims to collect a more narrative primary data (Jaloni, 2011).

The questionnaire will have 15 questions in four main parts. The first part will be on the Demographic and status, the second part of the questionnaire will refer to the process of Motivation, the third part will focus on Employee retention and the last part will assess the Impact of Motivation on Retention. The respondents are expected to answer the questions from their perspective as employees of Odeon.

To obtain a more detailed perspective it will be organised interviews with the management and staff and it is aimed to have 5 interviews. The researcher will realise the interview at the selected cinemas Odeon Wimbledon and Odeon Kingston and will have nine main questions which will provide more depth to the research.

3.7. Sampling Method

Sampling is "the process of the selection of participants for the data collection and it can be generated randomly or non-randomly" (Jaloni, Jogulu, 2011).

For this investigation the sampling will be realised non-randomly because the research intends to illustrate the process of motivation of two cinemas from the Odeon chain which is a large organisation, operating in the domestic market within UK. The non-random sampling will be realised in Odeon Wimbledon and Odeon Kingston. The sampling will be representative for the research as it will involve a large number of employees working in two large branches and they can express their views on how they are motivated, how they should be motivated in order to stay with the organisation.

The selected sampling method is non-randomly based on the researchers limitation of resources such as time and money to travel to other geographical areas. The non-random sampling will be realised in Odeon Wimbledon and Odeon Kingston London.

3.8. Ethical considerations of the study

The data collection will be realised anonymously and for data research and not other purposes.

Chapter 4 Data Analysis and discussions

4.1. Data analysis for the questionnaire

Primary data collection for the research “To investigate the motivation and employees retention at the workplace: Odeon UK” has been realised by using the questionnaire and interview as the research instruments. The selected Odeon cinemas were Kingston and Wimbledon.

The questionnaires were handed to the cinema manager and the staff who wanted to take part were able to complete paper copies in the staff room. There were collected 25 questionnaires from Odeon Wimbledon and 25 questionnaire from Odeon Kingston. All the questionnaires were answered integrally and were answered anonymously. It is considered to be a representative sample for the organisation with a high number of respondents from both stores.

The research findings should emphasise if the method of research has achieved the objectives and if it was in equilibrium of the resources and the process. A record of the entire data collected can be found in the Appendix.

For the evaluation of the findings from the questionnaire will be applied an univariate analysis, generating patterns and assessing similarities and differences and will make use of visual representations such as pie charts, bar charts and column charts.

Table 1 Rate of response

Selected sample	No. of respondents	Rate of response
50	50	50
		100%

Table 1 illustrates that it has been registered a total rate of response 100% which is positive for the research.

The questionnaire had an introductory part: demographic and status with questions related to position, gender, age and income. This part of the questionnaire has intended to study the characteristics of the sample.

Table 2 Demographic and status

No. of respondents	Cinema	Age interval 18-21	Age interval 22-25	Age interval 26-30	Age interval 31-40	Age interval 41-50 >
25	Kingston	8	9	5	2	1
25	Wimbledon	5	8	8	4	0

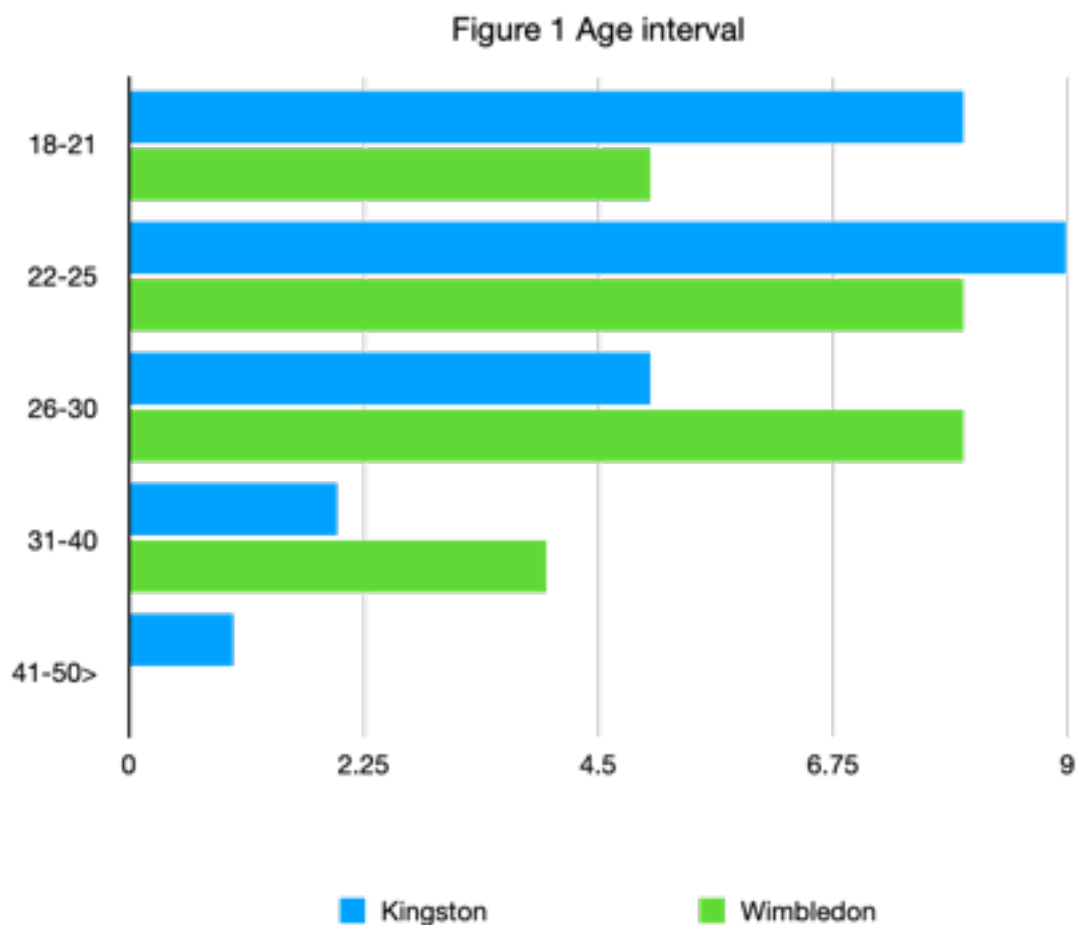


Table 2 and Figure 1 illustrate the findings for the first question. It can be seen that the the highest number of the employees belongs to the age segment 22-25 and that majority of the staff is under 30 years old with a value of 43 respondents. It can be observed that the there is an equilibrium between the first age interval in both cinemas with 22-25 segment being the highest, whilst 31-40 segments and over 40 present lower values. That means that Odeon has a young workforce and is interested to promote and support young candidates.

Table 3 Position within the company

Respondents	Gender	Cinema Manager	Cinema Host
25	Male	8	17
25	Female	5	20

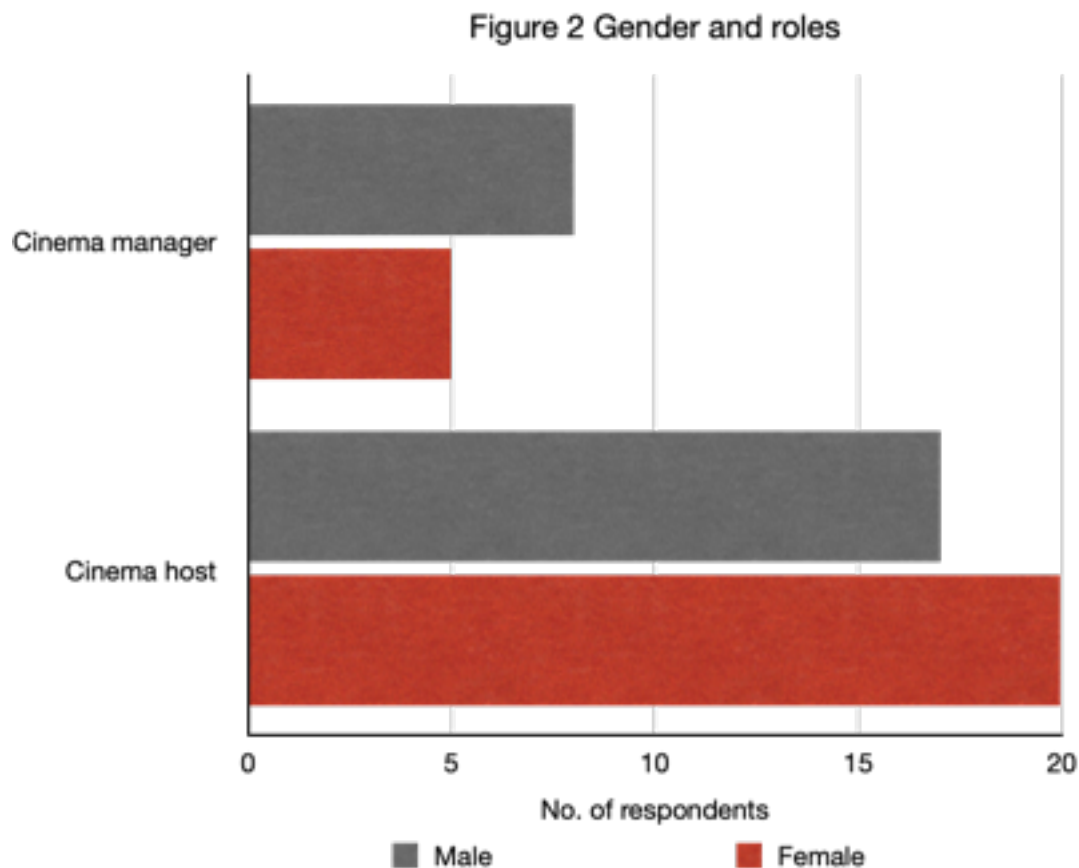
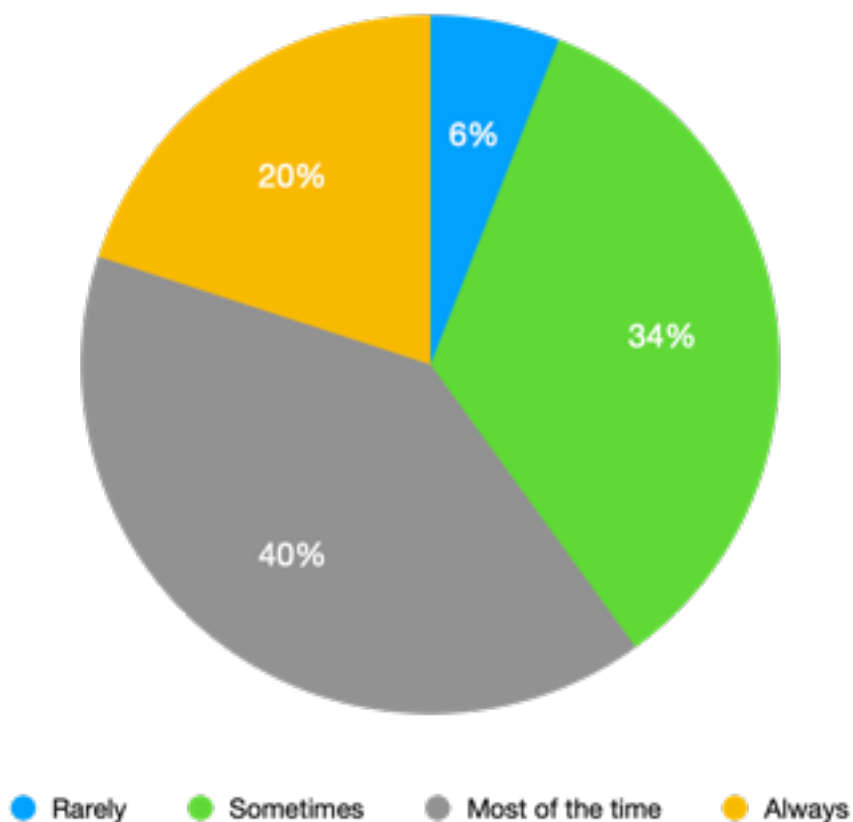


Table 3 and Figure 2 illustrates that from the number of 50 respondents 13 are part of the management team and 37 are part of the staff team. There are 8 males in management positions and 5 females. Also there are 17 males who work as cinema hosts and 20 females. The above values are considered to be balanced. It can also suggest that Odeon promotes equality and diverse workforce, both in management and among staff. The higher number of cinema hosts can suggest their importance in number to offer support towards the clients.

Table 4 Levels of motivation

Respondents	Rarely	Sometimes	Most of the time	Always
Kingston	1	10	8	6
Wimbledon	2	7	12	4

Figure 3 Levels of motivation



The representation of levels of motivation in Odeon in Table 4 and Figure 3 highlights revealing information about Odeon's activity. There is a small segment of 6% who feel motivated rarely. 34% feel motivates sometimes and the largest value of 40% feel motivated most of the time. These findings emphasise that staff are feeling motivated at different levels. These represent positive results for the organisation, succeeding to create motivation for their employees. These findings have major importance in establishing the importance of motivation in an organisation. As identified in secondary data research, motivation will vary in each organisation, based on the industry type, organisational

culture, internal policies and regulations and the entire work environment. The process has more intrinsic characteristics and is in direct correlation with the dynamic of the work relationships, the levels of trust, the social elements, the group connections which contributes to the organisational (Beardwell et al , 2004).

Table 5 Importance of salary

Respondents	Disagree	Neutral	Agree
Kingston	5	11	9
Wimbledon	4	8	13

Figure 4 Salary importance

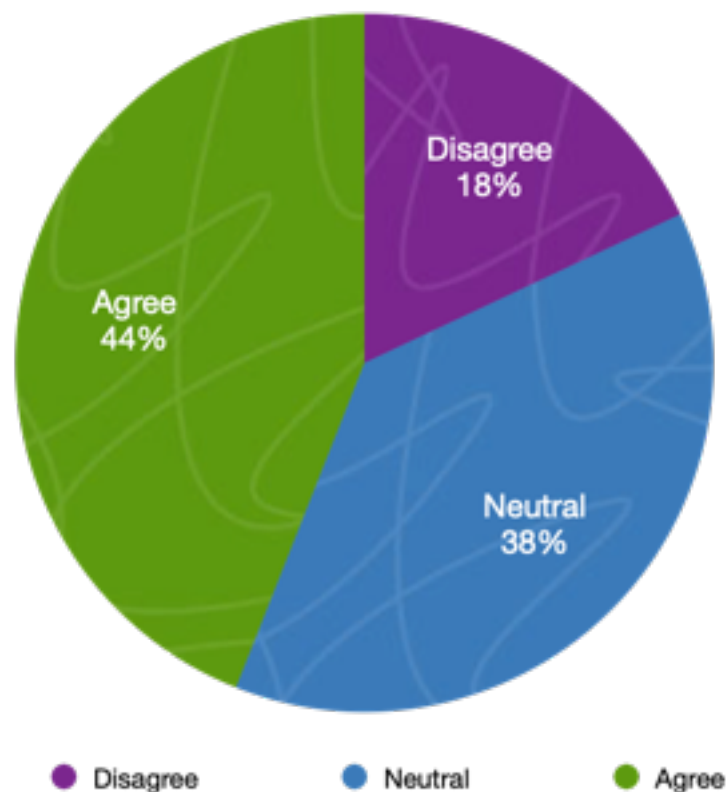
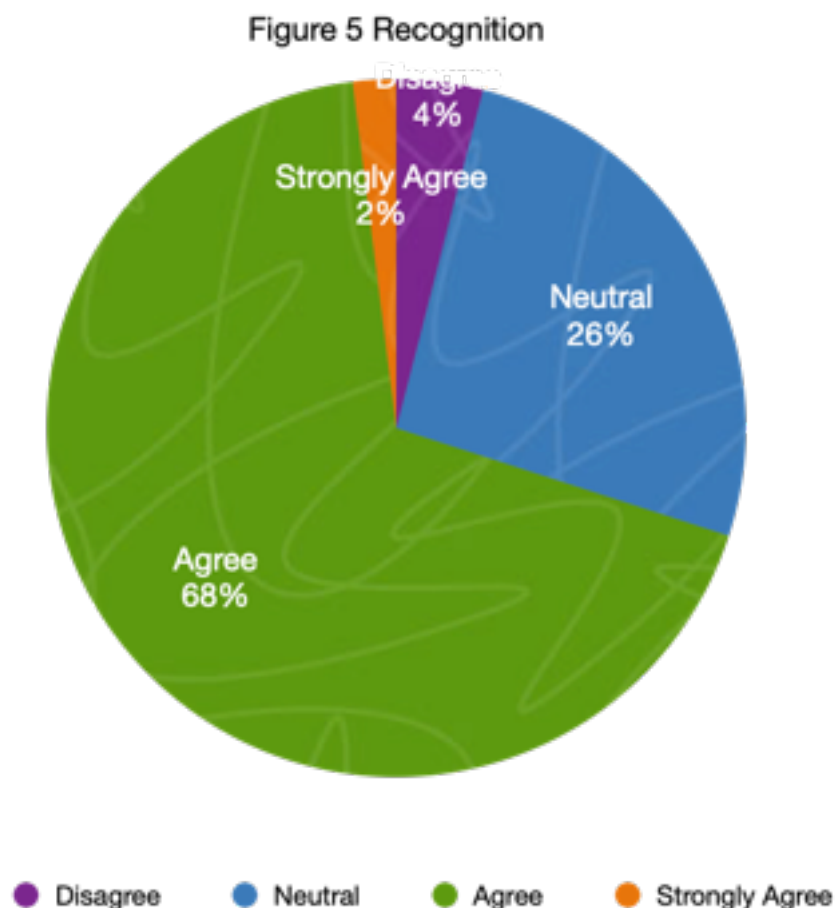


Table 5 and Figure 4 illustrates the the importance of the salary over other incentives in Odeon. Whist 18% disagree that salary is the most important, however 44% agree has more importance than other incentives. A large value 38% are neutral which does not indicate negative or positive, but it should be looked at with precaution. This means that Odeon has to ensure attractive salaries for their employees as it is considered the most important motivator. Further that it can also mean that the other types of incentives practiced by Odeon are not remarkable enough for the staff. These findings are in

correlation with the secondary data research. The importance of monetary rewards have to be considered by the organisation in order to motivate their employees. Considering that Odeon has young generation of employees it can be argued that younger generations are motivated by, social incentives, mentoring, and feedback schemes and even career progression over high pay. Therefore a combination of monetary as well as nonmonetary policies together could be a part of total reward systems (Ganguli, Padhy, 2023).

Table 6 Recognition

Respondents	Disagree	Neutral	Agree	Strongly agree
Kingston	0	5	20	0
Wimbledon	2	8	14	1



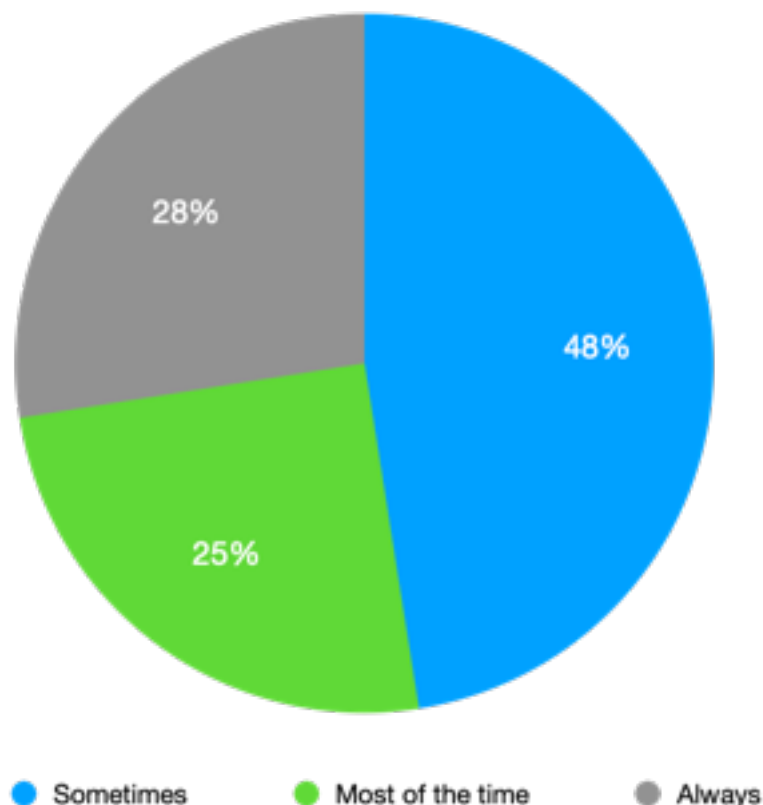
The question related to the levels of recognition within Odeon has identified that 2 respondents consider that efforts are not recognised, 13 respondents have remained neutral, 34 respondents have agreed that hard work is appreciated and only 1 respondent has strongly agreed. It can be observed that the majority of the respondents 35

respondents are feeling appreciated and only 2 respondents don't feel appreciated. However the high number of respondents who chose to remain neutral 13 respondents can be worrying as it can have a negative value. The way an organisation manages their staff is part of the motivation process. Figure 5 represents the perception of Odeon employees regarding the recognition of results and efforts. A majority of 70% agree and strongly agree that efforts are recognised in Odeon. This means that managers have good leadership skills which are observed by the staff. Only a small number of 4% Disagreed with the statement on recognition. 26% have remained neutral, but it is not a representative value. The secondary data research emphasises that by motivating the staff, they will be encouraged to apply extra effort. Motivation levels affect an organisation's overall efficacy and efficiency as well as its ability to succeed. Unmotivated workers do not apply effort themselves and, given the opportunity, quit their jobs. Odeon is interested in making staff feel appreciated and that efforts are recognised.

Table 7 Empowerment

Respondents	Sometimes	Most of the time	Always
Kingston	13	5	7
Wimbledon	16	5	4

Figure 6 Empowerment

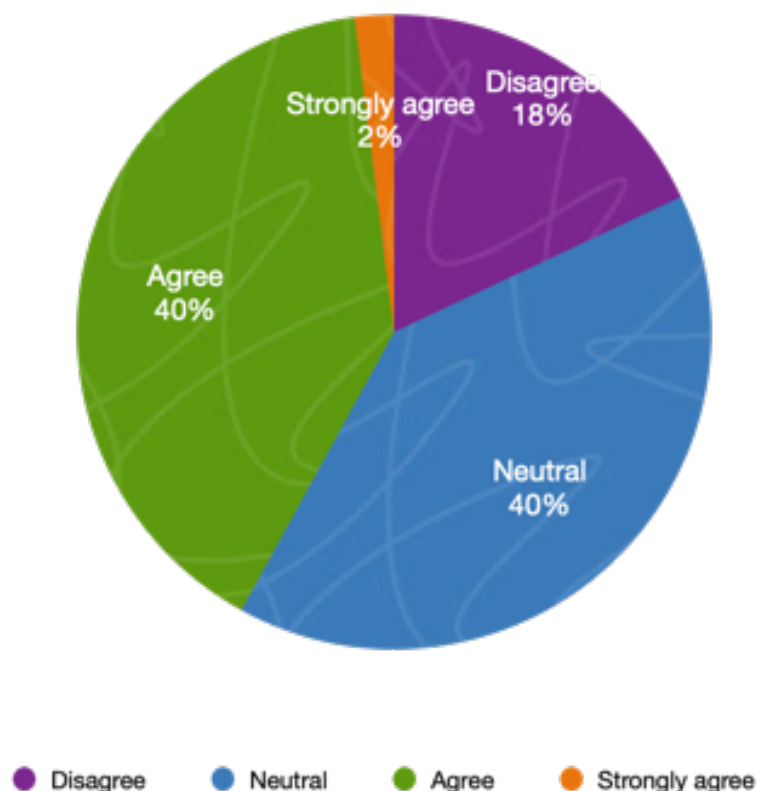


The question asking if employees feel empowered at work identified only positive values. 29 respondents feel empowered sometimes, 10 respondents feel empowered most of the time and 11 respondents feel empowered always. Figure 6 represents the values for perception of empowerment in Odeon. Whilst 28% feel empowered always and 25% most of the time, a double value of 48% only feel empowered sometimes. Odeon should work towards increasing the levels of empowerment so the staff feel more empowered to have high levels of performance. Secondary research has shown that employees may be extrinsically or intrinsically motivated and they understand the differences. In contrast to the extrinsic motivation, intrinsic motivation is an element of the job that increases inner satisfaction among staff and involves recognition, new task challenges, favourable and soft attitudes from one's employer, and job continuation. Therefore empowerment should be a management approach to have fulfilled and satisfied staff (Ganguli and Padhy, 2023).

Table 8 Future prospects

Respondents	Disagree	Neutral	Agree	Strongly agree
Kingston	5	7	12	1
Wimbledon	4	13	8	0

Figure 7 Future prospects

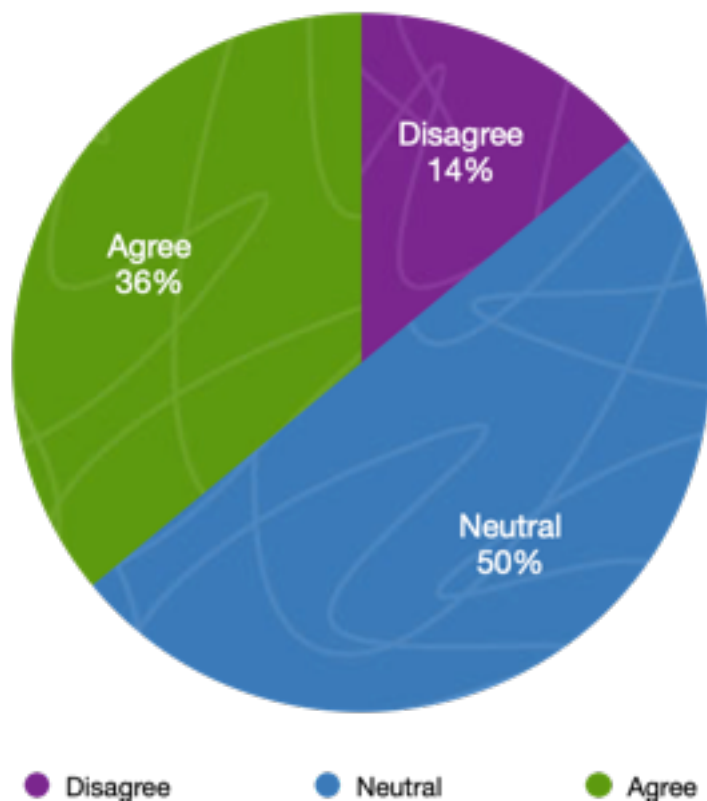


The respondents feel that Odeon offers them opportunity for career development with 21 respondents agreeing and strongly agreeing, but a large number of 20 respondents have chosen to remain neutral, whilst 9 respondents don't consider that Odeon offer future prospects. Figure 7 above shows that 40% agree that Odeon promotes career progress whilst 40% have decided to remain neutral. This values can raise questions, although neutral does not indicate a position. A percentage of 18% consider that Odeon does not offer future prospects. As a measure of precaution, Odeon should consider this combination of neutral and disagreement answers. Odeon needs to create more opportunities for their staff as part of the motivation process as according to Ganguli and Padhy (2023) prospects for growth are part of intrinsic motivators.

Table 9 Talent retention

Respondents	Disagree	Neutral	Agree
Kingston	2	12	11
Wimbledon	5	13	7

Figure 8 Talent retention

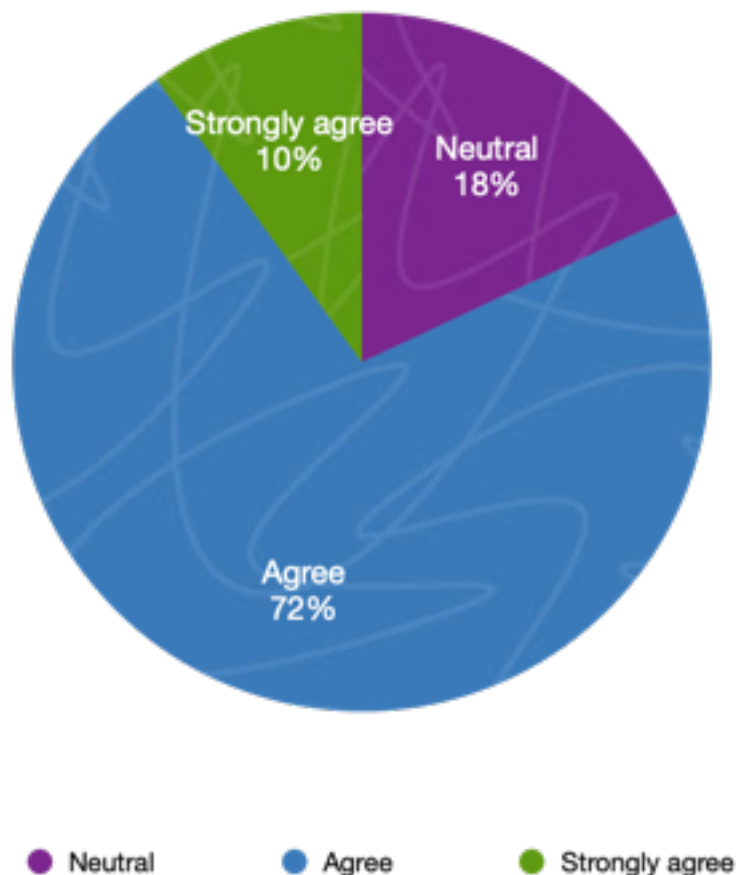


Question 10 is the first question related to employee retention. Table 9 above enhances that only 18 respondents agree that there is a talent retention practice within the company, the rest of 32 respondents are neutral or disagree that Odeon focuses on talent retention. Figure 8 on the talent retention shows a clear illustration of 50% choosing to remain neutral on answering if Odeon is focused on talent retention. 36% agree that the organisation is interested in retaining talent, whilst 14% disagree. It is not a clear message for the employees that Odeon's strategy is to retain skilled and knowledgeable workers. This can not be beneficial for Odeon as it can miss on talented staff who will not feel motivated to remain with the company. Taking steps to ensure employees want to stay and work for Odeon as much as possible will increase confidence among the workforce and engagement. Lee et al (2022) states that a disengaged workforce leads to higher turnover rates that increase the costs of recruiting and selecting new employees. Odeon must evaluate their approach towards their workforce.

Table 10 Motivation and retention in Odeon

Respondents	Neutral	Agree	Strongly agree
Kingston	9	13	3
Wimbledon	0	23	2

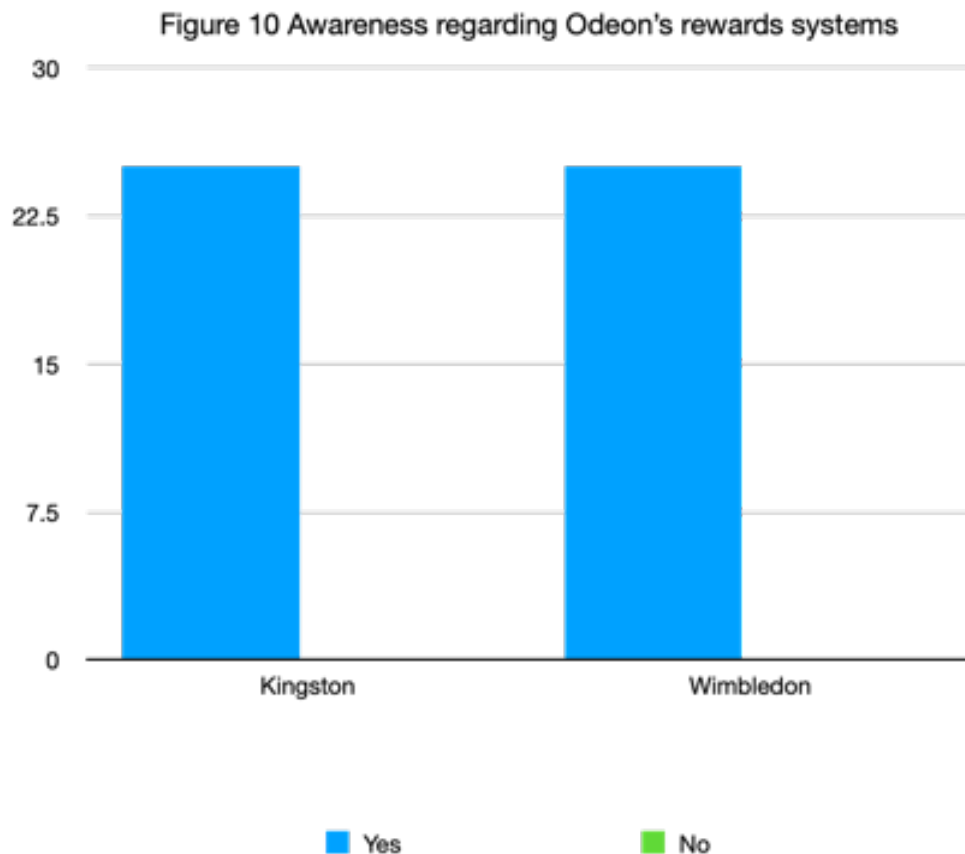
Figure 9 Motivation and retention



Question 11 intends to find out if employees consider that both motivation and retention should be improved. Majority of respondents have agreed and strongly agreed that this needs improvement with a number of 41 respondents. Figure 9 above refers to the improvement of the process of Motivation and Retention in Odeon. A staggering value of 72% agree that it needs improvement and further that another 10% strongly agree. 18% are neutral, but that only shows that change is wanted in Odeon. This shows a clear value that Odeon has to improve their processes to motivate and retain staff. These findings are in correlation with the secondary data research establishing once again the importance of motivation in an organisation. Talent retention has become an important topic because employees are one of the most valuable assets of an organisation. Employees add value to the operations, quantitatively and qualitatively. Business across industries have taken steps to ensure that employees are happy and satisfied at work and stay with the organisation for as long as possible (Lee et al, 2022).

Table 11 Awareness over the process of motivation and retention

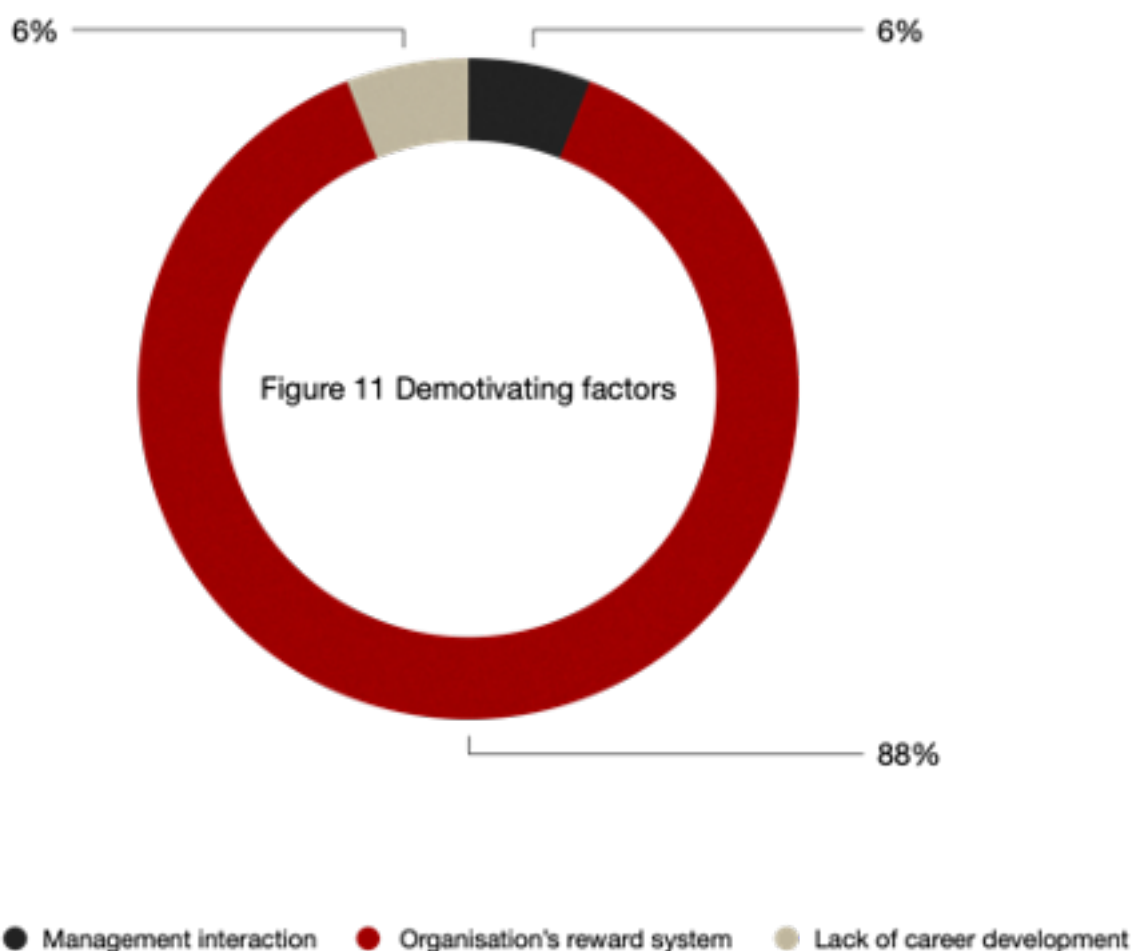
Respondents	Yes	No
Kingston	25	0
Wimbledon	25	0



Question 12 goes further and asks respondents to select yes or no if they are aware of Odeon's rewards systems. All participants have expressed their awareness. Figure 10 is a clear representation that the employees know what entitles Odeon's rewards system. All employees from Kingston and Wimbledon have said that they are aware of Odeon's rewards system to retain talent. These findings probe the considerations on the process of motivation and retention as the staff is fully aware of the company offer. These positive values can be considered very good as it shows good levels of communication between the company and the staff.

Table 12 Demotivating factors

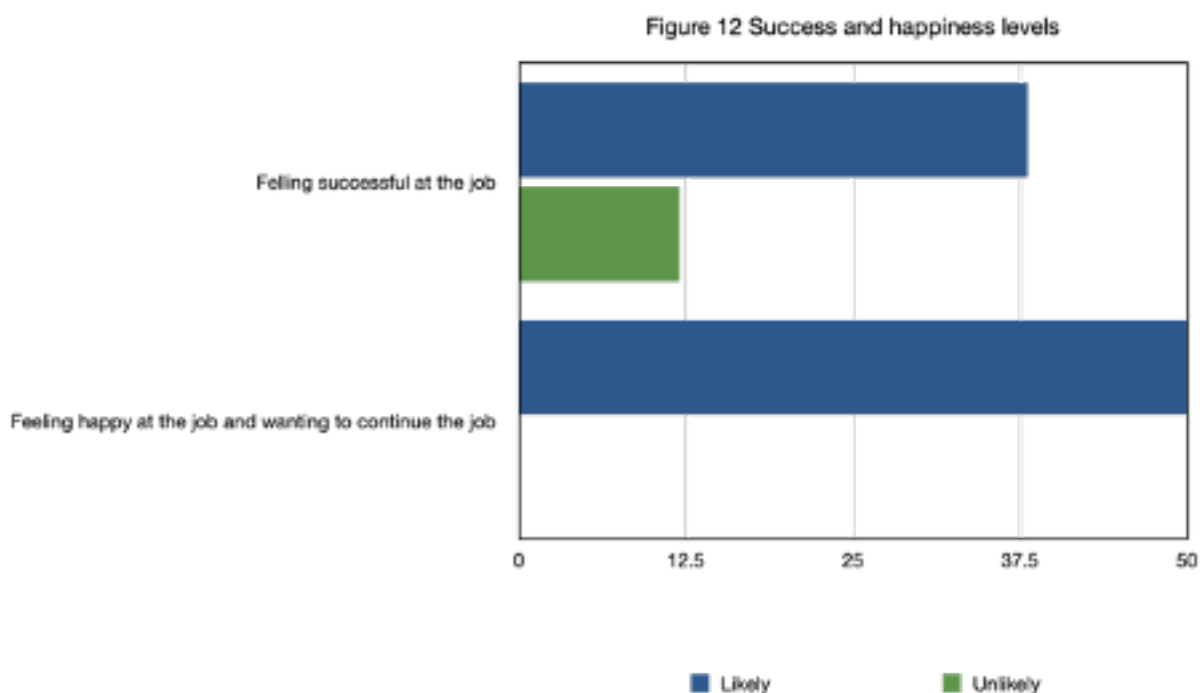
Respondents	Management Interaction	Organisation's reward system	Lack of career development
Kingston	3	19	3
Wimbledon	0	25	0



Question 13 is essential for the questionnaire as it gives definite options to select regarding the demotivating factors in Odeon. After evaluating that change is needed and the process of motivation and retention could be improved, Figure 11 on demotivating factors has a crucial importance for the research. The evaluation of these findings establishes what are the problems in Odeon. The majority of the respondents 88% have said that the organisation's reward system is the most demotivating factor. The selection of this option over other answers suggests that employees are not satisfied with the current reward system in Odeon. This is very alarming and it needs to be strongly considered. As highlighted in secondary data research employee retention could vary depending on an employee's generation. Odeon should consider generational differences in employee motivation and retention when implementing employee retention strategies since an effective strategy for one employee generation may not be effective (or even harmful) for another employee generation (Nguyễn and Uông, 2024).

Table 13 Perception of success and happiness

Respondents	Feeling successful at the job	Feeling happy at the job and wanting to continue the job
Likely	38	50
Unlikely	12	0



The last two questions from the questionnaire have addressed the work environment atmosphere. Results show that 38 respondents feel successful in Odeon, whilst 12 do not. All respondents are happy to continue to work for Odeon. That can mean that the working environment is very positive, is a good working environment, people want to work there for some reasons. Figure 12 represents positive values for Odeon. Most of the employees feel successful at the job and are happy to continue to work for the organisation. That can mean that the working environment is very positive, is a good working environment, people want to work there for some reasons. It can be said that Odeon is putting some efforts in motivating their employees and that is in correlation with secondary data which states that the business in their role of employers must understand the concept of motivation and its benefits in the business performance and ultimately if is successful or not (Dartey-Baah, 2010).

4.2. Data analysis for the interviews

Table 14 Patterns and common themes for the qualitative data

Q/No.	Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5
Q1	Cinema manager	Cinema Experience Manager	Cinema Manager	cinema host	Cinema experience manager
Q2	2008 (16 years).	9 years	13 years	one year.	2 years
Q3	be positive treat good lead by example.	free access to watch films development courses apprenticeships flexibility	making a difference progress and develop	gaining... experience.	not enough motivations free gym the staff
Q4	Train them well performance levels.	career progression has taken a hit lack of budget	talent progression and development schemes	staff of the month 50£ voucher, free tickets free gym	high turnover little opportunity to progress
Q5	slow	Slow.	motivation... is lacking managers ...motiv ate the team to be better courses and programmes	options for the staff to progress wellbeing check	slow to non existent slow to non existent reward is minimal
Q6	don't have many rewards	Yes	Yes	Yes	There isn't one (for) CEM

Q7	vouchers movie night, staff party recognise daily well being check host of the month	sense of appreciation valued for the work anti-social working hours	people focused team managers hours offered to staff.	not enough staff no organisation good feedback rewards	zero (drivers) working with the staff free gym
Q8	Yes	is... competitive advantage	Yes	Yes	Yes
Q9	Yes I do,	Yes absolutely,	Yes I do	Yes, pay extra better contract	Yes definitely.

The findings for the Question 1 and Question 2 from the interview identified that 4 interviewees work as managers and 1 as cinema host. The managers have been with the company for at least 2 years and the longest period is 16 years. The analysis of this data shows that at management level, employees are choosing to remain loyal towards the company. This means that Odeon is an attractive workplace and people choose to stay with the company for various reasons, especially the managers. This can also mean that there is a positive working environment where people feel secure.

Question 3: In their role, the interviewees have identified different motivators such as have a positive attitude, lead by example, free access to movies, development courses, flexible hours, gaining experience, free gym, the staff. These findings are in correlation with secondary data and exemplifies intrinsic and extrinsic motivators. Herzberg's Two factors theory addresses the intrinsic and the extrinsic elements. Herzberg refers to the extrinsic factors as the hygiene factors such as type of work, career development and advancement where satisfaction can incur or not. Managers could create satisfaction through job empowerment, job enlargement and job enrichment (Beck, 2000).

Question 4: When asked what is their knowledge on retaining talent the interviewees have mentioned training, performance, career progression, development schemes, staff of the month, free tickets, vouchers. The evaluation of the findings is in correlation with the quantitative data and secondary data. The workforce is motivated by intrinsic and extrinsic factors. There is a strong connection between the process of motivation within an organisation and gaining the loyalty of the valuable employees. Allocating resources to motivate employees, creating systems to ensure positive environment result in a good reputation as a company to work for, to retain and attract talent (Thompson and Gregory, 2012).

Question 5: All the interviewees consider that the process of talent retention is too slow in Odeon. These could have a negative impact on Odeon's business activity and their workforce. It could miss on retaining valuable staff who can decide to find new work

opportunities somewhere else. These findings suggests that a slow process is from the top management, is the structural framework rather than manager's approach.

Question 6: The interviewees have confirmed that they are aware of Odeon's reward system. These findings are in correlation with the findings from the questionnaire and that is positive element for the organisation. It means that there are high levels of communication and the existing system is put in practice effectively and everyone is aware of it, but that does not mean is enough.

Question 7: In relation to the drivers in the process of motivation in Odeon, the interviewees have enumerated vouchers, staff party, recognition, well being check, sense of appreciation, people focused team, free gym. In relation to the barriers it was stated anti-social working hours, not enough staff, no organisation, lack of drivers. Acknowledging the barriers to motivation in Odeon is essential in identifying what can be improved. The industry where Odeon operates can register fluctuant levels of business and these could be unattractive to some employees who want to have a stability at the job or to be guaranteed full time hours. Also antisocial hours reported by the interviewees might not be preferred by employees who have families and have to work late shifts or weekend shifts. These can results in staff not being available when needed and lack of staff can affect the business. A lack of organisation has also been highlighted by the interviewees as a demotivating factor. Not having enough staff and not being organised can result in dissatisfied staff who have to work double to cover the lack of staff.

Question 8: All the interviewees acknowledge that talent retention is a competitive advantage. This means that staff is important for the management and the organisation should consider these views.

Question 9: All interviewees feel that Odeon could improve their process of motivation and retention. In Odeon the management is focused to motivate the staff and is very rewarding for them, but majority criticise the lack of motivation from the company towards them and would like a more meaningful reward system.

Chapter 5 Conclusion and recommendations

5.1. Conclusions

The research has met the established objectives successfully. It has achieved the first objective *to examine the process of motivation and retention at the workplace*. Through secondary data research it has been defined the process of motivation and talent retention and it has been evaluated various theories on motivation. The findings from the primary data collection were in correlation with secondary data and have concluded that Odeon puts efforts in motivating their workforce, by creating a positive work environment, by offering various incentives, by training their managers and staff; however both management and staff consider that the system for rewarding the staff is not enough or it does not mean much.

The second objective *to determine the issues with the process of motivation and retention at the workplace* has been achieved through secondary and primary data collection. The issues identified with the process of motivation relate to the poor reward system. The existing reward system is not really relevant for the staff. Another issue is lack of organisation which can lead to staff shortage in busy times. This can demotivate staff who have to cover the work of two people. It has been reported that the lack of funds or interest could be the reason of the less effective rewards system. Elements of empowerment and involvement in the decision making process can reduce dissatisfaction within the cinema managers and cinema hosts. Also there is some career development for the staff for the cinema hosts and that can be mirrored in the fact that managers are with the company for a long period of time such as 13 and 16 years, but they feel that there are no future prospects further that. The process of motivation has a strong base in Odeon UK, but respondents consider that it requires improvement, whilst the process of talent retention is too slow. The fact that various staff members have stated that the retention process is too slow is detrimental to the company who can loose sight of talented staff and miss opportunities.

The third objective *to explore the impact of motivation on employee retention* has been met through the triangulation analysis of secondary data, primary data qualitative and quantitative. It has been critically analysed the complexity of the process of motivation and the impact on talent retention and it has been concluded that the approach taken by Odeon lacks depth and therefore it can loose its efficiency. Employee retention is important for team building and cohesion in the workplace so workers can trust and depend on each other. Through the investigation it has been found that the workers identify Odeon as a good workplace and that is influenced by a knowledgeable and experienced management

team. The management team is at the core of the workforce in Odeon, who tries to keep a cohesive team and fulfil the business needs. Dedicated managers are able to motivate the staff, to acknowledge efforts and apply rewards. These motivating force is what ensures staff loyalty and creates a positive working environment. It has been outlined that the workforce is an asset for the organisation and is Odeon's interest to keep talent within the company. Investing money in an effective process to motivate the workforce is interconnected with the process of retaining the staff.

The last objective *to identify the methods used by Odeon to motivate and retain its employees* has been achieved through primary data collection. There were evaluated the policies and rewarding systems from Odeon which are applicable at national level. The overall lead has suggested a positive image for Odeon regarding the input from the cinema management towards the working environment. Odeon uses monetary and non monetary rewards such as vouchers, free movies and staff discounts for family members, free gym, employee of the month and efforts recognition, as well as training and staff development schemes.

5.2. Limitations of the research

The researcher acknowledges the limitations of the study and further investigation should be realised in order to assess the situation in other Odeon cinemas. The interpretation of primary data collected can not be generalised at national level, but it is representative for the selected cinemas and it can benefit the management to bring improvement.

5.3. Recommendations

Based on the evaluation of the primary data collection Odeon should provide some change regarding the rewarding systems and a more efficient allocation of resources. It needs to have more meaningful offer of perks for the staff to feel rewarded and motivated, especially for the management. It is recommended for Odeon to rectify that in order to motivate their workforce and avoid losing skilled and experienced workforce.

5.4. Summary

It can be concluded that the investigation has emphasised the importance of motivation at the workplace and the high impact of motivation on talent retention.

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Appendices

Appendix 1 Interviews

Interview no. 1

1. Please state your position within the company: **Cinema manager**
2. For how long have you worked for the organisation: **2008 (16 years)**.
3. In your role, what is motivating the workforce: Try to **be positive** to **treat good** each other and make work in a fun way to **lead by example**.
4. From your experience, how are the companies retaining talent: **Train them well**, because I am experienced. I know what we are looking for, and also good staff they stand out. The probation is 3 months, and passing on the probation period relies on the **performance levels**.
5. From your experience with the organisation how efficient do you find the process of motivation and talent retention: The process of motivation and talent retention is **slow**.
6. Are you aware of Odeon's rewards system: They **don't have many rewards** for for management; Bit more for staff
7. What are the drivers to motivation in Odeon and what are the barriers: Try to make them special by offering them **vouchers**, we celebrate them, we do **movie night**, **staff party**, other activities (bowling), **recognise daily** (ex: we have a board and we write " well done" and we recognise their good jobs). We hire from 16 years old onwards, and we encourage our staff, we have a **well being check** for staff 1 to 1 and we discuss about personal issues as well as work. Cinema **host of the month** ' when they sell ,**voucher incentive** 10£ or food brand hero : **recognition** for cinema host who put more effort in work they get 50£ monthly.
8. Do you consider that the talent retention is a competitive advantage for the organisation: **Yes**
9. Do you feel that Odeon could improve in any ways their process of motivation and talent retention: **Yes I do**, should improve the motivation for the management, should focus on training, more recognition.

Interview no. 2

1. Please state your position within the company: **Cinema Experience Manager / Duty Manager**
2. For how long have you worked for the organisation: Nearly **9 years**
3. In your role, what is motivating the workforce: There are some decent perks available to all roles such as **free access to watch films** at any Odeon cinema, and additionally some access to this for friends and family though this has restrictions. There are schemes such

as **development courses** and **apprenticeships** which encourages retention. There can be **flexibility** in the working hours though this is inconsistent. The working relationships with peers and the team are also very important to keeping motivation towards the job.

4. From your experience, how are the companies retaining talent: In recent years the company's ability to retain talent has loosened following a restructuring brought about by Covid. Retention is now more so reliant on the convenience of the job on an individual person-by-person basis. The ability for internal **career progression has taken a hit** following redundancies and the removal of certain roles, and the day-to-day has become more challenging due to financial restrictions such as understaffing through hours provided, and **lack of budget** to invest in certain areas. Many sites need sufficient funding and do not get it.

5. From your experience with the organisation how efficient do you find the process of motivation and talent retention: **Slow**. The process of receiving important, widespread feedback and acting on it is not fast enough for the industry we work in and thus usually means that change is carried out when it is too late.

6. Are you aware of Odeon's rewards system: **Yes**

7. What are the drivers to motivation in Odeon and what are the barriers: Drivers to motivation are reliant on experienced team members to deliver it successfully. Staff need to be provided with a **sense of appreciation** and being **valued for the work** they do to be motivated as though there are some decent **perks**, they are directly combated by inconsistent and **anti-social working hours**. That is a huge barrier alongside other things I mentioned in my answers to questions 4 and 5. The nature of the business and role can be challenging enough due to the working hours, and day-to-day challenges of working in the guest service and people management industries so motivation is something that needs to be prioritised to deliver results and strong staff retention.

8. Do you consider that the talent retention is a competitive advantage for the organisation: Talent retention **is** absolutely a **competitive advantage** and should be prioritised, as there are many other leadership positions at either other rival cinema chains, or other companies entirely in the guest service and leadership sector. A focus on improving retention would be wise to keep valued experience across the company.

9. Do you feel that Odeon could improve in any ways their process of motivation and talent retention: **Yes absolutely**, as mentioned in my previous answers.

Interview no. 3

1. Please state your position within the company: **Cinema Manager**

2. For how long have you worked for the organisation: 13 years
3. In your role, what is motivating the workforce: The happiness of my staff and making a difference in the workplace so that we can enjoy the place we work whilst working as a team to excel and reach new heights. Always happy seeing my team progress and develop themselves
4. From your experience, how are the companies retaining talent: The company retains talent through a number of talent progression and development schemes which are aimed at different positions in the company.
5. From your experience with the organisation how efficient do you find the process of motivation and talent retention: I would say that currently the process of motivation from the organisation is lacking and for my team it is the managers at my site who motivate the team to be better. I do the same for my managers and work closely with them so that they can reach their potential. As for talent retention there are vast amounts of courses and programmes available that the organisation offer which are quite efficient
- 6: Are you aware of Odeon's rewards system: Yes
7. What are the drivers to motivation in Odeon and what are the barriers:
- The drivers to motivation in Odeon differ from site to site but I would say the key driver would be the people. You need a very people focused team, starting from the managers so that you can build that rapport. As for the barriers, that would be the hours offered to staff. The business is heavily based on attendance from the public so when the predicted attendance is not reached the company save hours which has a knock on effect on our staff who need the job for various reasons e.g. bills, lifestyle, etc
8. Do you consider that the talent retention is a competitive advantage for the organisation: Yes I do
9. Do you feel that Odeon could improve in any ways their process of motivation and talent retention: Yes I do, the process of motivation as I stated above is down to the managers at the site whereas Odeon could do more to help with motivating the staff. Managers are limited unfortunately to what they are able to do and I would also like to have a way for me to thank and show appreciation to my managers in addition to just words as they do a lot for me and most things implemented by Odeon are heavily cinema host based which means my managers do not benefit from any rewards. The talent retention could be improved with more face to face meetings and time given to the talents in the company.

Interview no.4

1. Please state your position within the company: My position is **cinema host**.
2. For how long have you worked for the organisation: Over **one year**.
3. In your role, what is motivating the workforce: Talking with guests and improving my speech by **gaining** more **experience**.
4. From your experience, how are the companies retaining talent: Monthly They choose "**staff of the month**" they give **50£ voucher**, **free tickets** every day for us (staff), and we get 11 tickets per every 3 months so we can choose to go with family or friends, and after the 3 months are finished we get another 11 tickets for another 3 months, **free gym** in Nuffield
5. From your experience with the organisation how efficient do you find the process of motivation and talent retention: We don't keep anyone by force, but we have lots of **options for the staff to progress**, as well as they have a **wellbeing check** every 3 months to make sure that they are happy and nothing distracts them for offering best service.
6. Are you aware of Odeon's rewards system: **Yes**, I am aware as I am using this benefit of these rewards .
7. What are the drivers to motivation in Odeon and what are the barriers: When it's very busy sometimes is **not enough staff**, and that part demotivated me as I have to work twice as hard. Sometimes, at the big events, there is **no organisation**, and the motivation part is the **good feedback** left by guests as well as Odeon's **rewards**.
8. Do you consider that the talent retention is a competitive advantage for the organisation: **Yes**, it's good as we go our best to provide the best customer service, and we have lots of meetings on how to do our best and to improve our organisation. Talent retention is important as this will encourage more guests.
9. Do you feel that Odeon could improve in any ways their process of motivation and talent retention: **Yes**, but we would appreciate it if they would give us more time off, for example, on Christmas or if they would **pay extra**, or double on bank holidays. Would be good if they can make a **better contract** as the minimum hrs in contract are 8h/week, and i would prefer at least 16 h/week contract.

Interview no. 5

1. Please state your position within the company: **Cinema experience manager** (CEM)
2. For how long have you worked for the organisation: **2 years** at Wimbledon as CEM
3. In your role, what is motivating the workforce: Personally there are **not enough motivations** as a CEM I believe free films should be the standard. The **free gym** is good but that is only available because we share a building with one. My motivations would be **the**

staff and working with them, they are reason I continue to work there. I feel there should be rewards for us especially when we are doing long hours and late working shifts

4. From your experience, how are the companies retaining talent: Mainly due to the hours available for our staff, we do have a high turnover. As the hours are based on attendance and popular films. For CEM's it would be due to progression, as there is very little opportunity to progress within the company. I studied logistics and supply management and wanted to see if there was opportunity but it did not go anywhere.

5. From your experience with the organisation how efficient do you find the process of motivation and talent retention: I find the process very slow to non existent when it comes to motivation from Odeon's side. We are just expected to do a lot of things which we do but don't get any recognition for it. Motivation is mainly based on your love for film but that shouldn't be solely relied when working with public and potentially being in vulnerable situations. Staff do get motivated by having employee month, setting goals. However the reward is minimal and can mean very little to staff.

6. Are you aware of Odeon's rewards system: There isn't one to be honest. Odeon do give a bonus to the CEM's I believe at the end of the year and quarterly. But that's it.

7. What are the drivers to motivation in Odeon and what are the barriers: Drives from the company side I would say are zero. My motivation is working with the staff and making sure I provide a good shift for them. I would say the free gym as well but that's only because of our building.

8. Do you consider that the talent retention is a competitive advantage for the organisation: Yes it is

9. Do you feel that Odeon could improve in any ways their process of motivation and talent retention: Yes definitely. Especially for the CEM's that have to deal with a lot on shift. Appraisals would be nice too. Odeon should rely on the love for film, as at the end of the day it is a job as well.

Appendix 2

Questionnaire

To investigate the motivation and employees retention at the workplace: Odeon UK

(This research is conducted for the Dissertation and is used only for data research and not other purposes. Please if you can answer the following questions.)

Demographic and status- please select one of the answers applicable

1. What is your work position?

- ☐ Cinema manager
- ☐ team leader
- ☐ cashier
- ☐ Cinema host
- ☐ Barista

2. What is your gender?

- ☐ female
- ☐ male

3. What is your age?

- ☐ 18-21
- ☐ 22-25
- ☐ 26-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-60 (or more)

4. What is your income (£)?

- ☐ 0-15000
- ☐ 15000-20000
- ☐ 20000-30000
- ☐ 30000-40000 (or more)

Motivation - please select one of the answers

5. Do you feel motivated at work?

- ☐ never
- ☐ rarely
- ☐ sometimes
- ☐ most of the time
- ☐ always

6. Is the salary more important than other incentives?

- ☐ strongly disagree
- ☐ disagree
- ☐ neutral
- ☐ agree
- ☐ strongly agree

7. Are your managers recognising work well done and good results by their staff?

- ☐ strongly disagree
- ☐ disagree
- ☐ neutral
- ☐ agree
- ☐ strongly agree

8. Do you feel empowered at work?

- ☐ never
- ☐ rarely
- ☐ sometimes
- ☐ most of the time
- ☐ always

9. Is your organisation offering future prospects within the company?

- ☐ strongly disagree
- ☐ disagree
- ☐ neutral
- ☐ agree
- ☐ strongly agree

Employee retention- please select one of the answers

10. Do you feel that your organisation is focusing on retaining talented staff?

- ☐ strongly disagree
- ☐ disagree
- ☐ neutral
- ☐ agree
- ☐ strongly agree

11. Could your organisation improve the way of motivation and retention of talented employees?

- ☐ strongly disagree
- ☐ disagree
- ☐ neutral
- ☐ agree
- ☐ strongly agree

Impact of Motivation on Retention- please select as many answers as applicable

12. Are you aware of any of Odeon's reward systems to retain talented staff?

- ☐ Yes
- ☐ No

13. What factors demotivates you in Odeon UK?

- ☐ management interaction
- ☐ work environment
- ☐ organisation's reward system
- ☐ job profile
- ☐ lack of training
- ☐ lack of career development

14. Do you feel successful in this job?

- ☐ Likely
- ☐ Unlikely

15. Do you feel happy at the workplace and do you think you will continue in this organisation?

- ☐ Likely
- ☐ Unlikely

Thank you for completing the questionnaire.

Appendix 3

Table A Data illustration- questionnaires

Q/ No	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
1	CM	F	3	III	S	n	a	A	sa	a	n	Y	RS	L	L
2	CM	F	2	III	A	a	a	A	a	a	a	Y	RS	L	L
3	CM	F	3	III	MT	a	a	A	a	n	a	Y	RS	L	L
4	CM	M	3	III	A	n	a	A	a	d	sa	Y	RS	L	L
5	CM	M	4	III	S	d	a	A	a	d	sa	Y	RS	L	L
6	CM	M	3	III	A	a	a	A	a	n	n	Y	RS	L	L
7	CM	M	4	III	MT	d	a	MT	a	d	a	Y	RS	L	L
8	CM	M	3	III	A	d	a	A	a	a	n	Y	RS	L	L
9	CH	F	2	II	A	n	a	MT	n	a	a	Y	LCD	L	L
10	CH	F	2	II	MT	n	a	S	d	n	n	Y	MI	L	L
11	CH	F	2	II	S	n	n	S	a	n	a	Y	RS	L	L
12	CH	F	1	I	R	a	a	S	d	a	a	Y	RS	UL	UL
13	CH	F	1	I	S	n	a	S	d	n	a	Y	MI	L	L
14	CH	F	1	I	S	n	n	S	n	d	a	Y	RS	L	L
15	CH	F	1	I	MT	a	n	S	a	n	a	Y	RS	L	L
16	CH	M	2	II	MT	d	n	MT	n	n	n	Y	RS	L	L
17	CH	M	2	II	MT	a	a	MT	d	d	sa	Y	MI	UL	L
18	CH	M	2	II	S	n	a	MT	n	n	a	Y	LCD	UL	L
19	CH	M	2	II	MT	a	a	S	a	a	n	Y	RS	UL	L
20	CH	M	2	II	S	a	a	S	a	a	n	Y	RS	L	L
21	CH	M	1	I	S	n	a	S	n	n	n	Y	LCD	UL	L
22	CH	M	1	I	A	d	a	S	a	n	a	Y	RS	UL	L
23	CH	M	5	I	MT	n	a	S	d	n	n	Y	RS	UL	L
24	CH	M	1	I	S	n	n	S	n	n	a	Y	RS	L	L
25	CH	M	1	I	S	a	a	S	n	n	a	Y	RS	UL	L
26	CM	F	3	III	A	n	a	A	a	a	a	Y	RS	L	L
27	CM	F	3	III	A	d	sa	A	a	a	a	Y	RS	L	L

28	CM	M	3	III	A	d	a	A	a	n	a	Y	RS	L	L
29	CM	M	4	III	MT	d	a	MT	n	n	a	Y	RS	L	L
30	CM	M	4	III	A	d	a	A	a	a	a	Y	RS	L	L
31	CH	F	1	I	MT	n	a	S	n	n	a	Y	RS	L	L
32	CH	F	1	I	MT	n	a	S	n	n	a	Y	RS	L	L
33	CH	F	1	I	S	a	n	MT	n	a	a	Y	RS	UL	L
34	CH	F	2	II	MT	a	n	S	n	a	a	Y	RS	L	L
35	CH	F	2	I	MT	n	n	MT	n	a	a	Y	RS	UL	L
36	CH	F	2	I	R	a	d	S	n	a	Sa	Y	RS	U	L
37	CH	F	3	III	MT	n	a	S	a	a	a	Y	RS	L	L
38	CH	F	3	I	S	a	n	S	d	d	a	Y	RS	L	L
39	CH	F	3	II	MT	n	a	S	n	n	a	Y	RS	L	L
40	CH	F	3	II	MT	a	n	S	n	n	a	Y	RS	L	L
41	CH	F	3	III	MT	n	a	S	a	n	a	Y	RS	L	L
42	CH	F	4	III	MT	a	a	S	n	n	a	Y	RS	L	L
43	CH	F	4	III	MT	a	a	S	a	a	a	Y	RS	L	L
44	CH	M	1	I	S	a	a	S	d	n	a	Y	RS	UL	L
45	CH	M	1	I	R	a	d	S	d	d	Sa	Y	RS	UL	L
46	CH	M	2	II	MT	a	a	S	n	n	a	Y	RS	L	L
47	CH	M	2	III	S	a	n	MT	n	a	a	Y	RS	L	L
48	CH	M	2	II	S	a	n	MT	n	n	a	Y	RS	L	L
49	CH	M	2	II	S	n	a	S	n	a	a	Y	RS	L	L
50	CH	M	2	I	S	a	n	S	d	n	a	Y	RS	L	L

Q1:

Cinema manager- CM

Team leader- TM

Cashier- C

Cinema Host- CH

Barista- B

Q2:

Female- F

Male- M

Q3:

18-21: 1

22-25: 2

26-30: 3

31-40: 4

41-50: 5

51-60: 6

Q4:

0-15000: I

15000-20000: II

20000-30000: III

30000-40000 (or more): IV

Q5/Q8:

Never: N

Rarely: R

Sometimes: S

Most of the time: MT

Always: A

Q6/Q7/ Q9/Q10/Q11:

Strongly disagree: sd

Disagree: d

Neutral: n

Agree: a

Strongly agree: sa

Q12:

Yes: Y No-No

Q13:

Management Interaction: MI

Work Environment: WE

Organisation's rewards system: RS

Job Profile: JP

Lack of training: LT

Lack of career development: LCD

Q14/Q15:

Likely- L Unlikely: UL

