



Should You Find out what Motivates Your Employees before They Run Away?

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Abstract: Employee motivation is vital to the future success of the organizations because if it is identified correctly, managers can step aside the high costs associated with turnover. While the competition is steady with other companies to attract and to retain workers to meet the demand of the consumers, the management must gain a better understanding of what motivates their workers in order to overtake the high costs associated with turnover; managers must attempt to understand what motivates their staffs. [1] Therefore; employee motivation is an important topic for the organizations. This study desires to provide the practitioners in the aircraft industry and the comparisons of employee's motivation and goals.

Keywords: Work motivation, Employee, Herzberg, Maslow, McGregor

1 Theoretical background

Employee motivation has been confirmed as one of a long term success factor in many companies; however, many companies still overlook this topic [3]. In satisfying the purpose of this study Herzberg's Two-Factor Theory, Maslow's Theory of the Hierarchy of Needs and McGregor's X-Y Theory are used for identifying the employees' motivation.

1.1 Herzberg's Two-Factor Theory

The Two-Factor theory suggested that individuals have two different sets of needs and that the different component of the work situation satisfies or dissatisfies these needs [9]. The hygiene factors are set to concerns the basic survival needs of a person and it's not directly related to the job itself, but concerns the conditions that surround performing that job.

These factors are organization policy such as reward system, salary and interpersonal relations. Herzberg believed that these factors can cause

dissatisfaction when not fulfilled. Though satisfied these factors do not motivate or cause satisfaction, they only prevent dissatisfaction. [2] [4]The second aspect of needs is growth needs, which refers to factors intrinsic within the work itself, such as recognition of a task accomplished, achievement, responsibility, improvement and work itself. These set are the motivating factors which suggests that humans try to reach their successful achievement that they are capable of becoming and when satisfied they work as motivators. Herzberg really thought that the opportunities for responsibility and advancement are the only way to increase satisfaction and to enhance work motivation [9]. In other hand, the lack of these factors does not cause dissatisfaction, it is simply an absence of satisfaction [2] [4]. However it can be said the Two-Factor Theory is not taking individual differences of needs and values into account when explaining work motivation [10].

1.2 Maslow's Theory of the Hierarchy of Needs

There is a great similarity between Maslow and Herzberg models as both stresses on different needs of the individuals. Maslow also conferred that a specific set of needs must be met in order to propitiate behaviour, and maintains it. But as long as Herzberg's theory is more specific in what physiological and concrete things must be presented to produce motivation. Maslow is more specific in terms of categorizing the areas of human need and includes less concrete areas such as emotions and other feelings. Maslow's theory categorizes human needs into five levels. The five levels of satisfaction of human needs follow a hierarchy and each stage of the five must be fully or largely completed before advancing to the next stage. As each of the needs becomes satisfied, the next stage grows into dominant [8].

1. Basic or Physiological needs: At these level individuals need those items that guarantee the survival and the preservation needs like food, shelter, rest and reproduction.
2. Safety and Security Needs: In this category, individuals find issues of health and well-being, aspects of personal physical safety and financial security, and an effort to obtain protection against the unpredicted issues.
3. Belongingness and Love Needs: In general, people at large are a social creature there for these needs include emotional relationships like Intimacy, friendship, all kinds of social interactions, the making and the maintenance of family ties and participation in organized groups such as clubs, trades unions and so on. At this level, the effects of deprivation, above all in modern times and in urban centers (depression, solitude and anxiety) are one important aspect.
4. The Esteem Needs: After "belonging" to a group, the next stage for a person is "standing out" from the group. This aspect of needs contains self-confidence, the need for social approval and recognition, respect, prestige and consideration by the group, and the feeling of independence and autonomy.

5. The need for self-actualization: the final level of human motivation. At this level person do what individuals wants, what one likes and what one knows how, exploiting all one's possibilities and constantly developing as a person.

Maslow suggested that employees' physiological and security needs are paramount; therefore, when such needs became focused, performance will be improved extremely in that organization. [5] As a result, when employees realize that their organization cares about their developmental status, workers will propose their best to the group. Maslow's theory defined five hierarchical needs which could be applied to the examined organization and its employees' performance. According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied and so on. Since in the world there are many different types of people. Therefore, employees have to be treated in different ways, for that reason McGregor's X-Y Theory gives us another theoretical background to examine employees' motivation.

1.3 McGregor's X-Y Theory

According to theory X the average individual has an inherent dislike of work and will skip it if he or she can. For the reason of their dislike of work, most people must be controlled and threatened before they will work hard enough. Because of that theory, they prefer to be directed. [7]

The theory Y said that control and punishment are not the only methods to make people work; individual will direct himself or herself if he or she is committed to the goals of the organization. That's why average human being learns, under proper conditions, not only to accept but to seek responsibility. [6]

2 Research

This study utilized those exit interviews that collected in the period of 2014-2015. The sample for this study was a convenience sample consisting of 29 ex-workers employed in a multinational Germany aircraft company. The examined company is based in Malta and it can be called as one of the world's leading aviation groups in Europe the portfolio of companies is contain network airlines, low-cost carriers and aviation services. It can be said that they possess one of the greatest airplanes fleets in the world, and they are one of the market leaders in the airline industry. In 2014 there were about one hundred and six million passengers who flow with this airline around the world. Furthermore, this group consists of 32 companies with more than 25.500 employees. Their base is situated at Hamburg, Frankfurt, Munich and Puerto Rico. This company has 12 facilities around Europe and other

9 facilities outside Europe. Some of them are located in Ireland, Malta, Budapest, Milan, Brussels, Sofia and even in India and Philippines.

Based on the above literature search, the purpose of this study is to determine the causes of motivational problems related to the working condition in the examined company. The selected 29 individuals were examined within the context of satisfaction. This exit interviews also tried to determine which factors do the personnel consider as most important in its work environment and to what degree do those factors are satisfied. The survey has two parts consisting of a total of 16 questions. In the first part the staffs were asked about the reasons why they joined and left the company, and in the second part they were asked how satisfactory their working conditions were. Hence the satisfaction levels achieved by the employing firm in terms of these factors regarding the employees were determined.

In the measurement of the exit interview questions, the 5-point Likert Scale was used. The scale reference points were: Satisfaction Levels - "1" stands for "strongly disagree" and "5" stands for "Strongly Agree". The k-means clustering method was used for classification of employees' motivations.

2.1 Results

The following figure showed that the main factors effecting employees' decisions for leaving the organization in 2014/2015. The employee's satisfaction was classified by Hunt's Goals and ambitions model.

Employees were able to appreciate from the scale of 1 to 5 the instruments that were given by the company and the least satisfied factor (3.276) was the conveniences. So it showed that the employees felt uncomfortable at their work place. Because their safety needs were not met, so they can't move to the next motivation level. Hence the employees cannot be self-fulfilling and motivated in their work when the Safety and Security Needs are not satisfied.

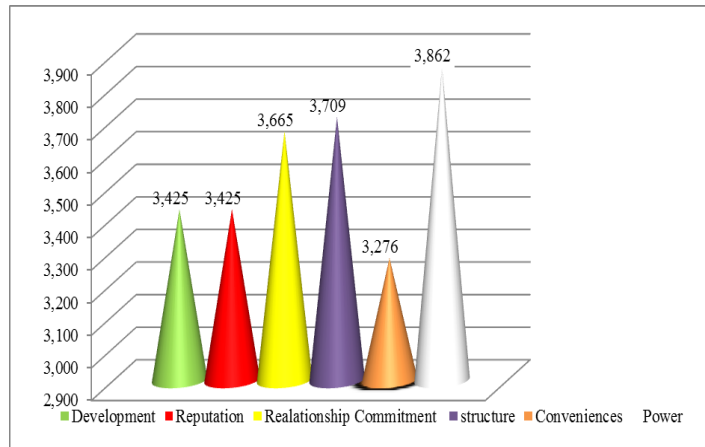


Figure 1
Employees satisfaction

According to the k-means clustering process, there were three types of employee in this organization.

The first type - called as the X type employees who do not really want to work. So they must be controlled and provide a comfortable working place and structured task from the management. But the management was not able or just did not want to satisfy these requests.

The next cluster is the Y type of employees who are seek for responsibility and encouraged to develop expertise and making suggestions and improvements. But they have been given annual reviews as a result they felt Mistrusted and demotivated.

The last but not least group contains the social type of employees, those who demand a great reputation and promotion opportunities at their work place (these factors motivates them). But the management did not give them a chance to reach their goals.

Because of the mentioned issues they left the company in the summer of 2015 and during the exit interviews most of their answers for the questions that “*What could have been done to encourage you not to leave?*” was the followings “*Better line management*”, “*more promotion opportunities*” and “*Better work conditions*”

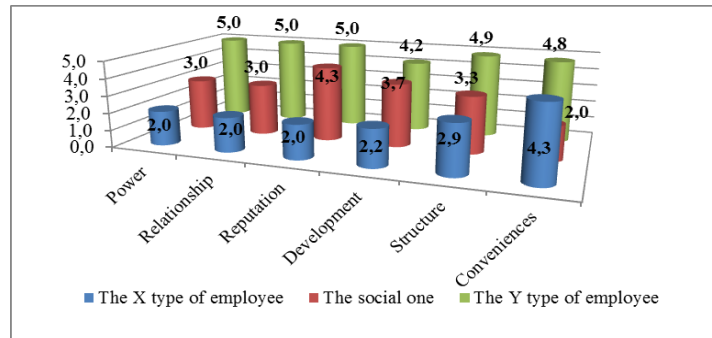


Figure 2
The clusters of employees

3 Conclusions

In this paper, I presented an overview of the theories and the evidence on motivation and satisfaction in the workplace. The results indicated that management needs to recognize the employee motivation if they seek to obtain success and excellence, it will affect negatively the employee's performance to achieve organizational excellence and create good atmosphere, better working environment. As a result, even the most experienced and motivated employees will be forced to leave the company.

In summary it can be said that at the examined organization the employees were not satisfied regarding issues which are important for them. This showed that there are considerable motivational problems in the analysed company. The management felt no need to address motivational problems with their staffs despite the need to increase the working efficiency. The consequence of not following the rules is quite heavy because even the most experienced and motivated employees will be forced to leave.

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