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Employees' Attitudes Toward Motivation Techniques and Assessment Methods in a Health Care Organization

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EMPLOYEES' ATTITUDES TOWARD MOTIVATION TECHNIQUES AND

ASSESSMENT METHODS IN A HEALTH CARE ORGANIZATION

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INTRODUCTION

"Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved."

— Colin Powell

The job of a manager in the workplace is to get things done through employees. In order to do this successfully, a manager must be able to motivate employees. However, this is easier said than done. Motivation practice and theory are difficult subjects, and in spite of enormous research, the subject of motivation is not clearly understood and is often poorly practiced. To understand motivation one must understand human nature, which is very complex. An effective manager should have an understanding and appreciation of the complexity of human nature in order to effectively motivate employees and therefore be a successful leader (www.accel-team.com, 2006).

Maister (2006), a former faculty member at the Harvard Business School and a best selling author says that managers should act as if they are part of the team, not just the boss. He states that it is about leaders with character and courage, which are rare. In a recent survey Maister (2006) determined that successful organizations score better on virtually every aspect of employee attitudes, which cause positive financial results. Successful and motivated employees must be managed by someone who is trustworthy and acts with integrity. However, many managers, no matter how well trained or educated, are never really taught how to motivate and manage employees. Successful leadership is not about systems

or processes. It is about interpersonal skills, emotional intelligence, and social interactions. A good manager should be well trained in learning how to positively influence other people (Maister, 2006).   There is a tremendous need to educate management in organizations on techniques and methods to motivate employees (Heathfield, 2006).

This study will determine employees' attitudes toward motivation techniques and assessment strategies used by a health care organization in Southwest Virginia to measure employee satisfaction and retention. This study will also determine whether there is a need for further training of managers in employee motivation techniques and assessment methods in this organization.

STATEMENT OF THE PROBLEM

The problem of this study will determine employees' attitudes toward motivation techniques and assessment methods in a health care organization in Southwest Virginia to measure employee satisfaction and retention effectiveness.

RESEARCH GOALS

The completion of this study will answer the following goals:

1. What are employees' attitudes regarding motivation techniques and assessment methods used in this organization?

2. What effects do the employee motivation techniques and assessment methods utilized in this organization have on employee satisfaction and retention?

3. What role does management play in employee motivation and retention effectiveness, and how can this role be improved?

BACKGROUND AND SIGNIFICANCE

Most employees are quite enthusiastic when they start a new job. But in about 85 percent of companies, research finds that employees' morale sharply declines after their first six months and continues to deteriorate for years afterward. That finding is based on surveys of about 1.2 million employees at 52 companies, which were primarily Fortune 1000 companies, from 2001 through 2004 (Sirota, 2006). These surveys found that the fault lies with management - both the policies and procedures companies employ in managing their workforces and in the relationships that individual managers establish with their subordinates (Sirota, 2006).

Dell (1988) states that motivating people is giving them what they really want most from work, which results in productivity for the organization. A recent survey of human resources professionals by the Institute of Management and Administration found that among the most urgent issues that they expected to face in 2006, 74% of those surveyed indicated that retaining and developing employees was at the top of the list (Microsoft, 2006). Because a large number of senior executives are now drawing a link between employee motivation and business success, they want to know how motivated their staff is and what causes any lack of motivation.

Emmott (2006), Employee Relations Adviser at the Chartered Institute of Personnel and Development, explains that measuring motivation levels allows senior management to assess the success or failure of specific HR initiatives. He goes on to say that most companies with a significant number of employees now conduct workforce surveys by using research agencies because of their expertise and resources and because employees are more

confident that the process will be impartial if it is done by an independent third party. Stone

(2005), head of research at employee research provider ERS, points out that their surveys

indicate that salary is not the primary reason employees want to change jobs. Employees tend

to be motivated more by prospects to advance within an organization and by feeling

empowered and valued. These factors, as well as liking colleagues, tend to produce high

motivation.

Modern workers are better educated and far more independent and sophisticated.

They are more aware of management processes, failures, and motivation techniques. They

demand more from employers in terms of working conditions and support. Management and

motivation of the modern worker requires improved methods (www.personneltoday.com,

2005).

Determining employees' attitudes toward motivation techniques and employee

assessment methods used by a health care organization in Southwest Virginia to measure

employee motivation and retention effectiveness could provide insight into what needs to be

done to better educate managers in employee motivation strategies and assessment

techniques in this region.

LIMITATIONS

The limitations of this study were as follows:

1. Only employees at one health care organization in Southwest Virginia were surveyed.

2. Evaluation of employees' attitudes toward motivation techniques and assessment

   methods utilized by one health care organization in Southwest Virginia were limited

   to a sample population of 25 employees.

3. The role of management in employee motivation and retention effectiveness for this clinic was limited to three managers in lower and middle management in one health care clinic in Southwest Virginia.

ASSUMPTIONS

The following assumptions guided this study:

1. Some type of employee motivation technique is being utilized by this health care organization in Southwest Virginia.

2. There are diverse employee assessment techniques in different organizations.

3. Motivation techniques have a positive effect on employees' productivity.

4. Employees who are motivated and given positive reinforcement in the workplace will be more loyal and more inclined to stay with the organization.

5. Managers play an important role in employee motivation and retention effectiveness and should be better trained in employee motivation techniques and assessment methods, as well as interpersonal skills, emotional intelligence, and skills in social interaction with subordinates and fellow employees.

PROCEDURES

The research regarding employees' attitudes toward motivation techniques and assessment strategies used by a health care clinic in Southwest Virginia will be completed in four steps. A thorough review of current literature will be completed to determine available data on employee motivation techniques and assessment methods used in organizations currently. A survey will then be developed by the researcher. Employees in a health care clinic in Southwest Virginia will complete the survey that was composed of questions regarding the types of motivation techniques, employee evaluation methods, and

management assessment strategies used by this health care clinic, as well questions regarding the role that management plays in employee motivation.   This survey will ask for the opinions of employees regarding the need for improvement in employee motivation techniques and assessment methods within this organization, as well as the role that management plays in motivation in this clinic and how that role can be improved. Results of the study will be tabulated and data will be interpreted.

DEFINITION OF TERMS

The following definitions should be applied when reading this research paper.

Motivation - The wants, needs, and beliefs that drive a character.

Productivity – Accomplishing assigned task. It is a measure of efficiency and is usually considered as output per person-hour.

Employee Retention - Employee retention is the act of proactively working to keep employees (Beginnersguide.com, 2005)

Assessment - A means for examining assumptions. It requires making expectations and standards for quality; systematically gathering evidence on how well performance matches those expectations and standards; analyzing and interpreting the evidence; and using the resulting information to document, explain, and improve performance (AAHE Bulletin, 1995).

Evaluation - Assesses the effectiveness of an ongoing program in achieving its objectives.

Management – The act of managing something, of achieving goals and inspiring others to achieve.

SUMMARY

Chapter I reviewed the study's problem, which will be to determine employees' attitudes toward motivation techniques and assessment methods used by a healthcare facility in Southwest Virginia to measure employee satisfaction and retention effectiveness.   The introduction discussed the importance of employees to an organization's success and the role that managers play in motivating employees, as well as the importance of educating managers in employee motivation. The research goals asked what employees' attitudes were toward employee motivation techniques and assessment methods used in this organization; what effects the motivation techniques and assessment methods utilized in this clinic have on employee satisfaction and retention and what role management plays in employee motivation and retention effectiveness and how this role can be improved.   The background and significance provided the framework for the study, discussing the research that had been done regarding the fact that employee motivation is a critical issue for organizations today.

A review of literature will be provided in Chapter II to further explore employees' attitudes toward motivation techniques and assessment methods used in organizations to measure employee satisfaction and retention effectiveness. An explanation of the methods and procedures used to obtain the research data by using surveys from employees of a health care clinic in Southwest Virginia will be provided in Chapter III. In Chapter IV, the findings of the research will be explained. A summary with conclusions and recommendations pertinent to employees' attitudes toward employee motivation techniques and assessment methods within a health care organization in Southwest Virginia will be provided in Chapter V.

CHAPTER II

REVIEW OF LITERATURE

The goals of this research study will be to determine employees' attitudes toward motivation methods and assessment techniques utilized by a health care organization in Southwest Virginia to measure employee satisfaction and retention effectiveness, the effects these methods and techniques have on employee satisfaction and retention, and what role management plays in employee motivation and how this role can be improved.   To insure that this study was effective and accurate, a variety of materials was researched, analyzed, and incorporated into the final observations and conclusions reported later in this research paper.

The first part of this review defines and discusses motivation. Maslow's Hierarchy of Needs is then explained and illustrated.   The next section discusses David McClellan's studies on achievement motivation, followed by a discussion of Elton Mayo and the Hawthorne Experiments, and Rensis Likert's management systems and styles. The last part of this review discusses performance appraisals and employee attitude surveys.

MOTIVATION

Motivation is defined as that which gives purpose and direction to behavior (Dictionary.com, 2006). Employee motivation can be defined as "forces within an individual that account for the level, direction, and persistence of effort expended at work" (Young, 2006*).* Over the years, behavioral scientists have observed that some people have an intense need to achieve while others do not.

EXPLANATION OF MASLOW'S HIERARCHY OF NEEDS

An individual's behavior at a particular moment is usually determined by his or her strongest need. Therefore, a successful manager should have some understanding about which needs are most important to people at different times. Abraham Maslow developed an interesting framework that helps explain the strength of certain needs. See Figure 1.
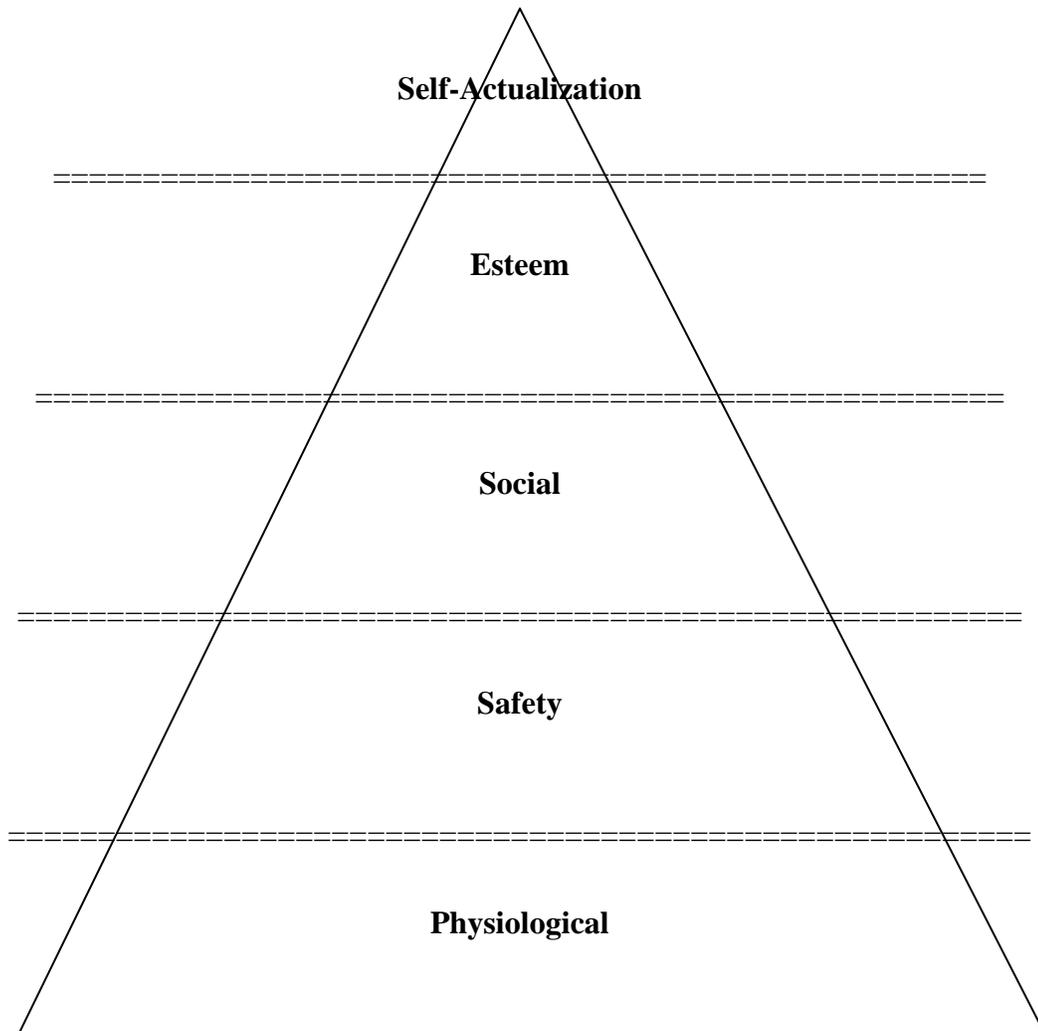

Figure 1.   Maslow's Hierarchy of Needs

The physiological needs, the basic human needs to sustain life, which are food, clothing and shelter, tend to have the greatest strength on human behavior until they are somewhat satisfied. When these basic needs begin to be fulfilled, other levels of needs

become important. When these needs are somewhat satisfied, other needs emerge and so on

up the hierarchy. Once physiological needs are gratified, safety or security needs become

predominant. There is concern not only for now but for the future. People worry whether or

not they will be able to keep their jobs so that they can provide food and shelter tomorrow

and the next day. Once physiological and safety needs are fairly well satisfied, social or

affiliation will become dominant in the hierarchy. People are social beings, and they need to

belong and to be accepted by various groups. When social needs become dominant, a person

will strive to have meaningful relationships with others. They then feel the need for self

esteem and recognition from others. Satisfaction of the esteem needs produces self-

confidence, as well as feelings of prestige, power, and control. People begin to feel useful,

and they feel that they have some effect on their environment. When people are unable to

satisfy this need for esteem through constructive behavior, they may resort to disruptive or

immature behavior. Employees may restrict their work or argue with coworkers or a boss.

Some social problems today may begin with frustration of esteem needs (www.accel-

team.com, 2006).

Once esteem needs begin to be adequately satisfied, the self-actualization needs

become stronger. Self actualization is the need to maximize one's potential, whatever it may

be. As Maslow expressed it, "What a man can be, he must be" (Maslow, 1943, p. 383). The

expression of self-actualization can change over a life cycle as factors change or horizons

broaden. One level of needs does not have to be completely satisfied before the next level

emerges as most important. Maslow's hierarchy of needs is not intended to be an all-or-none

framework, but rather one that may be useful in predicting behavior on a high or low

probability basis. As standards of living and levels of education continue to rise, people can

be characterized as having satisfied to a large extent the physiological, safety, and social needs, and their behavior tends to be dominated by esteem and self-actualizing activities. In reality, these characteristics would fluctuate tremendously from one individual, group, or society to another and from one period of time to another. Maslow's hierarchy of needs is a model for understanding our own needs and the needs of others (www.accel-team.com, 2006).

DAVID C. MCCLELLAND – ACHIEVEMENT MOTIVATION

McClelland and his associates at Harvard University have studied this urge to achieve for over twenty years. McClellan's research led him to believe that the need for achievement is a distinct human motive and that achievement-motivated people prefer to work on a problem rather than leave the outcome to chance (www.accel-team.com, 2006).

According to McClellan (2006) people react in different ways to difficult but achievable goals.

- *Gamblers* choose the big risk because they can easily rationalize away their personal responsibility if they lose.

- *Conservative individuals* choose tiny risks, where the gain is small but secure, to insure that they won't be blamed if anything goes wrong.

- *Achievement-motivated people* take the middle ground, preferring a moderate degree of risk because they feel their efforts and abilities will probably influence the outcome. To achievement-motivated people, the rewards are not as important as the accomplishment. In business organizations, this aggressive realism is the mark of success (www.accel-team.com, 2006).

McClelland's concept of achievement-motivation is related to Herzberg's motivation-hygiene theory. People with high achievement motivation tend to be interested in the motivators (the job itself) and look for situations where they get concrete feedback on how well they are doing. McClelland (2006) claims that achievement-motivated people habitually think about doing things better, and when people think this way things start to happen. For example, college students with a high need for achievement will generally get better grades than equally bright students with weaker achievement needs. Achievement-motivated people tend to get more raises and promotions because they are constantly trying to think of better ways to do things. Companies with such people grow faster and are more productive and profitable (www.accel-team.com, 2006).

However, although achievement-motivated people can be the backbone of an organization, they may be less effective as managers. Since they are highly job-oriented and work to their capacity, they tend to expect the same from other people. They sometimes lack the human skills and patience necessary to be effective managers. Their overemphasis on producing frustrates people and prevents them from maximizing their own potential (www.accel-team.com, 2006).

ELTON MAYO AND THE HAWTHORNE EXPERIMENTS

George Elton Mayo was in charge of certain experiments on human behavior carried out at the Hawthorne Works of the Western Electric Company in Chicago between 1924 and 1927. His research findings have contributed to organizational development in terms of human relations and motivation theory. He concluded that work is a group activity, around which the social world of the adult is primarily patterned. According to Mayo, the need for recognition, security, and sense of belonging is more important in determining workers'

morale and productivity than the physical working conditions, and a complaint is not

necessarily an objective recital of facts but is a common symptom of disturbance of an

individual's status position. He also concluded that working groups within an organization

exercise strong controls over the work habits and attitudes of the individual worker and that,

if group collaboration is achieved, the human relations within an organization may reach

cohesion that resists disrupting effects (www.accel-team.com, 2006).

According to Mayo, the basic strategies for motivation are positive reinforcement,

effective discipline and punishment, treating people fairly, satisfying employees' needs,

setting work-related goals, restructuring jobs, and basing rewards on job performance. These

strategies will vary with different organizations and situations and must conform to the

corporate policy (www.accel-team.com, 2006).

RENSIS LIKERT – MANAGEMENT SYSTEMS AND STYLES

Likert (1967) conducted much research on human behavior within organizations. He

asserts that every organization must make optimum use of its human assets in order to have

high productivity. He further contends that highly effective work groups linked together in

an overlapping pattern by similarly effective groups will make the greatest use of human

capacity in organizations. Likert has identified four management systems (www.accel-

team.com, 2006).

- *Exploitive-authoritative system*, where decisions are imposed on
  subordinates, where motivation is characterized by threats, where high levels
  of management have great responsibilities but lower levels have virtually none
  and where there is very little communication and no joint teamwork.

- ***Benevolent-authoritative system***, where leadership is a condescending form of master-servant trust, where motivation is mainly by rewards, where management feels responsibility but lower levels do not and where there is little communication and little teamwork.

- ***Consultative system***, where superiors have substantial but not complete trust in subordinates; where motivation is by rewards and some involvement; where a high proportion of personnel, particularly those at higher levels, feel responsibility for achieving goals; and where there is some communication (both vertical and horizontal) and a moderate amount of teamwork.

- ***Participative-group system,*** which is the optimum solution, where leadership is by superiors who have complete confidence in subordinates; where motivation is by economic rewards based on goals set in participation; where personnel at all levels feel real responsibility for the organizational goals; and where there is much communication and a substantial amount of cooperative teamwork. Likert (1967) felt that all organizations should adopt the fourth system (www.accel-team.com, 2006).

Although these changes may take a while, they are necessary to achieve maximum rewards for the organization. To make these changes, three main features of effective management must be practiced:

1. Motivation to work must be fostered by modern principles and techniques.

2. Employees must be seen as people who have their own needs, desires, and values. Their self-worth must be maintained or enhanced.

3. An organization of tightly knit and highly effective work groups must be built, which is committed to achieving the objectives of the organization (www.accel-team.com, 2006).

Supportive relationships must exist within each work group, characterized by mutual respect. Members should be skilled in leadership and membership roles for easy interaction. The group should have a well established, relaxed working relationship. Members of the group should be loyal to the group and to each other. The norms, values, and goals of the group are an expression of the values and needs of its members (www.accel-team.com, 2006).

PERFORMANCE APPRAISALS AND EMPLOYEE ATTITUDE SURVEYS

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help to develop individuals, improve organizational performance and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraised by his or her supervisor or manager. Directors are appraised by the CEO, who is appraised by the chairman or company owners, depending on the size and structure of the organization. Annual performance appraisals enable management and monitoring of standards, expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning. Performance appraisals data feed into organizational annual pay and grading reviews and coincide with the business planning for the next year. Performance appraisals are important for staff motivation, attitude and behavior development, communicating organizational aims, and fostering positive relationships between management and staff. In short, performance and

job appraisals are vital for managing the performance of people and organizations (www.businessballs.com, 2006).

When designing or planning and conducting appraisals, the employer or manager should try to help the 'whole-person' to grow in whatever direction they want, not just to identify obviously relevant work skills training. Developing the whole person is an important aspect of modern corporate responsibility and a crucial advantage in the employment market, in which all employers compete to attract the best recruits and to retain the best staff. Therefore, managers and employers should be creative and imaginative in appraisals and in discussing 'whole person' development that people will respond to beyond the usual job skill.   If an employer has not yet embraced these concepts, an employee should suggest they look at these ideas at appraisal interviews or mention it at exit interviews prior to joining a better employer who cares about the people and not just the work (www.businessballs.com, 2006).

Employee attitude surveys are often an essential component of employee motivation methods, as well as organizational training and development. These surveys provide a picture of an organization's needs. They can be used to solicit employees' opinions on a variety of issues such as the company's success in communicating its mission to employees or the quality of the working environment. These surveys often contain a series of multiple choice items grouped along one or more dimensions of the organization and include items such as creativity, satisfaction, senior management, interpersonal relationships, functional expertise, compensation, ability to listen, communication, mentoring, teamwork, adaptability and leadership. The results of this type of feedback process provide an understanding of how the employee perceives the organization (www.hr-survey.com, 2006).

SUMMARY

Chapter II provided a review of current literature on employee motivation methods and employee assessment strategies in organizations, the role that management plays in the motivation process, and how this role can be improved. The Review of Literature first examined the definition of employee motivation. Maslow's Hierarchy of Needs was then explained and illustrated to show how physiological, safety, social, esteem, and self actualization needs fluctuate from one individual, group, or society to another and from one period of time to another. These studies were discussed to increase understanding of the needs of people in society and in working organizations. David McClellan's studies pertaining to achievement-motivated people and their contribution to the success of organizations were then discussed, followed by a discussion of Elton Mayo and the Hawthorne Experiments, which emphasized the need for recognition, security and sense of belonging and their importance in determining workers' morale and productivity. The importance of working groups to the success of an organization was also discussed. Rensis Likert's management systems and styles then discussed how a participative-group system involving communication and teamwork is the best solution for successful leadership in organizations. Finally, the importance of performance appraisals in managing the performance of people and organizations was discussed, as well as employee attitude surveys and the vital feedback they provide regarding how employees perceive an organization and their contribution. Chapter III will provide a clear explanation of the research methods and procedures used to collect data to evaluate employees' attitudes toward motivation techniques and employee assessment methods that are being utilized in a healthcare organization in Southwest Virginia.

CHAPTER III

METHODS AND PROCEDURES

This chapter describes the research methods and statistical procedures used to collect and analyze the data from a health care organization in Southwest Virginia.   Descriptions concerning the population, methods of data collection, instrument design, and statistical analysis are included. This information served as the foundation for the research study.

POPULATION

The population for this study was twenty-five employees at a health care clinic in Southwest Virginia who were all female workers ranging in age from twenty-five to fifty years of age. This population included front office personnel, medical records personnel, medical transcriptionists, and insurance personnel.

INSTRUMENT DESIGN

The instrument used to gather the data for this study was a survey. The survey was designed in the form of a questionnaire. The questions on the survey reflected the research goals of this study.   The attitudinal measuring technique used for the survey was a Likert Scale. A copy of this survey is found in Appendix A.

DATA COLLECTION

The data for this study were collected using a survey. Participants were contacted by mail to explain the reason for the study and to enlist support and cooperation. A cover letter was sent, along with the survey, to each participant and explained the purpose and the importance of the survey.   This letter guaranteed that all data would be kept confidential and that all results would be reported in aggregate form. The completed surveys were used to

compile the data necessary for analysis by the researcher. See Appendix B for a copy of the cover letter.

STATISTICAL ANALYSIS

After the survey instrument was completed, basic descriptive data were established. Using a Likert scale, closed-ended survey questions were coded with five answers representing one, "strongly disagree", two, "disagree", three, "neither agree nor disagree", four, "agree" and five, "strongly agree". Each question was analyzed separately. After tabulating and coding the survey results, a mean value was calculated for each survey question. The survey questions were discussed in terms of frequency of response on a percentile basis. The analysis consisted of the similarity of responses within each statement. A mean response was calculated for each survey item. The scope of this study was to determine employees' attitudes toward motivation techniques and employee assessment methods utilized by a health care organization in Southwest Virginia to measure employee motivation and retention effectiveness.

SUMMARY

The researcher gathered information for this study through the use of a survey. The methods used to collect data were reviewed. Basic descriptive statistics will be used to reveal employees' attitudes toward motivation techniques and assessment methods used in this organization. Chapter IV will provide the findings of the statistical analysis.

CHAPTER IV

FINDINGS

This chapter is a presentation of the findings gathered through this research. The statistical results of the findings are reported in this chapter. An employee motivation survey was given to employees of a healthcare organization in Southwest Virginia to determine their attitudes toward motivation techniques and assessment methods that are being utilized within this organization. The survey data are reported in terms of mean, and the forty-one question survey is discussed in terms of frequency of response on a percentile basis. The findings of the open-ended question are presented.

BACKGROUND INFORMATION

The sample size was twenty-five employees in a health care organization in Southwest Virginia. Eighty-eight percent, which consisted of twenty-two of the employees, participated in the research. The participants were all female employees, ranging in age from twenty-five to fifty years of age. The population included front office personnel, medical records personnel, medical transcriptionists, and insurance personnel. See Table I.

TABLE I

PERCENTAGE OF SURVEYS RETURNED

NUMBER OF SURVEYS	**25**
COMPLETED SURVEYS	**22**
RESPONSE RATE	**88%**

SURVEY RESULTS

Each survey question is discussed in this section. The participants had one response for each closed-ended question. See Table II.

Employee Motivation

Item 1: **The goals of this clinic reflect the vision and mission of this health care organization.**

Fourteen percent (3) of the participants strongly disagreed that the goals of this clinic reflect the vision and mission of this health care organization; nine percent (2) disagreed; thirty-six percent (8) neither agreed nor disagreed; twenty-seven percent (6) agreed; and fourteen percent (3) strongly agreed. The mean score for this item was 3.18, indicating that the average response to this item was undecided.

Item 2: **I feel that I am an important part of this health care system.**

Four percent (1) strongly disagreed with this statement. Fifty percent (11) disagreed; twenty-three percent (5) neither agreed nor disagreed; nine percent (2) agreed; and fourteen percent (3) strongly agreed. The mean score for this item was 2.77, indicating that the average response was undecided.

Item 3: **I clearly understand my job duties and my role within this organization.**

Twenty-three percent (5) of the respondents neither agreed nor disagreed with this statement. Thirty-two percent (7) agreed, and forty-five percent (10) strongly agreed. The mean score for this item was 4.23, indicating that the average response was to agree with this statement.

Table II

Employee Motivation Survey
Mean and Percentage of Responses for each Question

Survey Questions	Likert Scale					Mean
EMPLOYEE MOTIVATION	**SD**	**D**	**U**	**A**	**SA**	
1. The goals of this clinic reflect the vision and mission of this healthcare organization.	1	2	3	4	5	**3.18**
Percentage (%) of responses	**14**	**9**	**36**	**27**	**14**	
2. I feel that I am an important part of this health care system.						**2.77**
Percentage (%) of responses	**4**	**50**	**23**	**9**	**14**	
3. I clearly understand my job duties and my role with-in this organization	1	2	3	4	5	**4.23**
Percentage (%) of responses	**0**	**0**	**23**	**32**	**45**	
4. I feel valued and appreciated for my work and contributions.	1	2	3	4	5	**2.64**
Percentage (%) of responses	**9**	**45**	**23**	**18**	**5**	
5. I know that my skills and talents are recognized and appreciated	1	2	3	4	5	**2.64**
Percentage (%) of responses	**14**	**36**	**27**	**18**	**5**	
6. I feel free to express my opinion to coworkers and management.	1	2	3	4	5	**2.27**
Percentage (%) of responses	**23**	**50**	**14**	**5**	**8**	
7. I actually have fun doing my job.	1	2	3	4	5	**2.95**
Percentage (%) of responses	**14**	**32**	**14**	**26**	**14**	
8. I am provided opportunities to be creative in my job.	1	2	3	4	5	**2.50**
Percentage (%) of responses	**9**	**55**	**18**	**14**	**4**	
9. I am provided opportunities for training and cross-training.	1	2	3	4	5	**2.36**
Percentage (%) of responses	**23**	**45**	**9**	**18**	**5**	
10. I am involved in decisions at work that affect me.	1	2	3	4	5	**2.32**
Percentage (%) of responses	**23**	**45**	**18**	**5**	**9**	
11. Humor and laughter among co-workers and management helps morale.	1	2	3	4	5	**4.45**
Percentage (%) of responses	**0**	**0**	**5**	**45**	**50**	
12. I plan to still be working here in two years.	1	2	3	4	5	**3.41**
Percentage (%) of responses	**9**	**18**	**14**	**41**	**18**	

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AWARDS AND RECOGNITION	SD	D	U	A	SA	
13. Every employee who qualifies for recognition receives recognition.	1	2	3	4	5	**2.14**
Percentage (%) of responses	**23**	**55**	**14**	**4**	**4**	
14. The spirit award is a good way to say "thank you" for a job well done.	1	2	3	4	5	**4.45**
Percentage (%) of responses	**0**	**0**	**0**	**55**	**45**	
15. Gifts such as movie tickets or a free lunch to say "thank you" are a great idea.	1	2	3	4	5	**4.50**
Percentage (%) of responses	**0**	**0**	**0**	**50**	**50**	
16. Small bonuses and gift certificates would make me feel valued and appreciated.	1	2	3	4	5	**3.95**
Percentage (%) of responses	**9**	**5**	**0**	**54**	**32**	
17. Individual thank you cards as recognition would mean as much to me as spirit awards.	1	2	3	4	5	**4.23**
Percentage (%) of responses	**0**	**5**	**9**	**45**	**41**	
18. Surprises like doughnuts or dessert for the entire staff helps employee morale.	1	2	3	4	5	**4.50**
Percentage (%) of responses	**0**	**5**	**0**	**36**	**59**	
19. Other rewards and recognition should be utilized to improve motivation.	1	2	3	4	5	**4.46**
Percentage (%) of responses	**0**	**5**	**0**	**41**	**54**	
ASSESSMENT METHODS	**SD**	**D**	**U**	**A**	**SA**	
20. My yearly employee evaluation clearly and fairly evaluates my job performance.	1	2	3	4	5	**4.50**
Percentage (%) of responses	**0**	**0**	**5**	**41**	**54**	
21. I would prefer 360 degree feedback from supervisors and peers for my evaluation.	1	2	3	4	5	**4.50**
Percentage (%) of responses	**0**	**0**	**50**	**26**	**64**	
22. Employee surveys to assess management would improve motivation methods.	1	2	3	4	5	**4.73**
Percentage (%) of responses	**0**	**0**	**0**	**27**	**73**	

	SD	D	U	A	SA	
23. Employee surveys to assess management should be conducted at least yearly.	1	2	3	4	5	**4.46**
Percentage (%) of responses	**0**	**0**	**18**	**18**	**64**	
24. Employee evaluations and assessment methods need to be improved	1	2	3	4	5	**4.46**
Percentage (%) of responses	**0**	**0**	**18**	**18**	**64**	
THE ROLE OF MANAGEMENT IN EMPLOYEE MOTIVATION	**SD**	**D**	**U**	**A**	**SA**	
25. There is consistent feedback from managers about job performance.	1	2	3	4	5	**2.27**
Percentage (%) of responses	**23**	**50**	**14**	**4**	**9**	
26. Management communicates clear expectations to all employees.	1	2	3	4	5	**2.18**
Percentage (%) of responses	**32**	**36**	**23**	**0**	**9**	
27. Management makes me feel that I am an important part of a team.	1	2	3	4	5	**2.32**
Percentage (%) of responses	**32**	**32**	**18**	**9**	**9**	
28. My managers are trustworthy and act with integrity.	1	2	3	4	5	**2.36**
Percentage (%) of responses	**23**	**41**	**23**	**4**	**9**	
29. My managers are good examples and pitch in to help when needed.	1	2	3	4	5	**2.41**
Percentage (%) of responses	**18**	**50**	**14**	**9**	**9**	
30. I have good communication with my office manager.	1	2	3	4	5	**2.05**
Percentage (%) of responses	**32**	**50**	**5**	**9**	**4**	
31. I have good communication with my practice administrator.	1	2	3	4	5	**2.09**
Percentage (%) of responses	**27**	**55**	**5**	**8**	**5**	
32. I feel valued as an employee when my manager says "please" and "thank you".	1	2	3	4	5	**3.96**
Percentage (%) of responses	**4**	**14**	**5**	**36**	**41**	
33. My manager asks me about my family or special events in my life often.	1	2	3	4	5	**2.36**
Percentage (%) of responses	**23**	**45**	**18**	**0**	**14**	
34. Management recognizes and rewards employees for a job well done.	1	2	3	4	5	**2.68**
Percentage (%) of responses	**0**	**55**	**32**	**4**	**9**	

	1	2	3	4	5	
35. Praise from management makes me feel that the organization cares about me.	1	2	3	4	5	**2.50**
Percentage (%) of responses	**18**	**45**	**18**	**5**	**14**	
36. Management offers challenges and opportunities for professional growth.	1	2	3	4	5	**2.27**
Percentage (%) of responses	**9**	**59**	**27**	**5**	**0**	
37. Scheduling is always flexible for holidays and time off work.	1	2	3	4	5	**3.77**
Percentage (%) of responses	**5**	**9**	**18**	**41**	**27**	
38. I am satisfied with my salary and benefits.	1	2	3	4	5	**2.36**
Percentage (%) of responses	**23**	**45**	**14**	**9**	**9**	
39. Policies and procedures are consistent and fair.	1	2	3	4	5	**2.23**
Percentage (%) of responses	**27**	**45**	**14**	**5**	**9**	
40. All employees are included in meetings, discussions, training and events.	1	2	3	4	5	**4.32**
Percentage (%) of responses	**0**	**14**	**0**	**27**	**59**	
41. Motivation methods utilized by management need to be improved.	1	2	3	4	5	**4.27**
Percentage (%) of responses	**0**	**10**	**0**	**45**	**45**	

Item 4:   I feel valued and appreciated for my work and contributions.

Nine percent (2) of the respondents strongly disagreed with this statement. Forty-five percent (10) disagreed. Twenty-three percent (5) of the participants neither agreed nor disagreed; eighteen percent (4) agreed; and five percent (1) strongly agreed. The mean score for this statement was 2.64, which indicates that the average response was undecided.

Item 5:   I know that my skills and talents are recognized and appreciated.

Fourteen percent (3) of the respondents strongly disagreed with this statement. Thirty-six percent (8) disagreed. Twenty-seven percent (6) of the participants neither agreed nor disagreed; eighteen percent (4) agreed; and five percent (1) strongly agreed. The mean score for this statement was 2.64, indicating that the average response was undecided.

Item 6:   I feel free to express my opinion to coworkers and management.

Twenty-three percent (5) of the respondents strongly disagreed with this statement. Fifty percent (11) disagreed. Fourteen percent (3) of the participants neither agreed nor disagreed; five percent (1) agreed; and eight percent (2) strongly agreed. The mean score for this statement was 2.27, indicating that the average response was to disagree with this statement.

Item 7:   I actually have fun doing my job.

Fourteen percent (3) of the respondents strongly disagreed with this statement. Thirty-two percent (7) disagreed. Fourteen (3) percent of the participants neither agreed nor disagreed; twenty-six percent (6) agreed; and fourteen percent (3) strongly agreed. The mean score for this statement was 2.95, which indicates that the average response was to neither agree nor disagree with this statement.

Item 8:   I am provided opportunities to be creative in my job.

Nine percent (2) of the respondents strongly disagreed with this statement. Fifty-five percent (12) disagreed. Eighteen percent (4) of the participants neither agreed nor disagreed; fourteen percent (3) agreed; and four percent (1) strongly agreed. The mean score for this statement was 2.50, indicating that the average response for participants was to disagree with this statement.

Item 9:   I am provided opportunities for training and cross-training.

Twenty-three percent (5) of the respondents strongly disagreed with this statement. Forty-five percent (10) disagreed. Nine percent (2) of the participants neither agreed nor disagreed; eighteen percent (4) agreed; and five percent (1) strongly agreed. The mean score

for this statement was 2.36, indicating that the average response was to disagree with this statement.

Item 10:   I am involved in decisions at work that affect me.

Twenty-three percent (5) of the respondents strongly disagreed with this statement. Forty-five percent (10) disagreed. Eighteen percent (4) of the participants neither agreed nor disagreed; five percent (1) agreed; and nine percent (2) strongly agreed. The mean score for this statement was 2.32, indicating that the average response for participants was to disagree with this statement.

Item 11:   Humor and laughter among coworkers and management helps morale.

Five percent (1) of the respondents neither agreed nor disagreed with this statement. Forty-five percent (10) agreed, and fifty percent (11) of the participants strongly agreed. The mean score for this statement was 4.45, indicating that the average response was to strongly agree with this statement.

Item 12:   I plan to still be working here in two years.

Nine percent (2) of the respondents strongly disagreed with this statement. Eighteen percent (4) disagreed. Fourteen percent (3) of the participants neither agreed nor disagreed; forty-one percent (9) agreed; and eighteen percent (4) strongly agreed. The mean score for this statement was 3.41. This indicates that the average response for participants in this survey was to neither agree nor disagree with this statement.

Awards and Recognition

Item 13:   Every employee who qualifies for recognition receives recognition.

Twenty-three percent (5) of the respondents strongly disagreed with this statement. Fifty-five percent (12) disagreed. Fourteen percent (3) of the participants neither agreed nor disagreed; four percent (1) agreed; and four percent (1) strongly agreed. The mean score for this statement was 2.14, indicating that the average response was to disagree with this statement.

Item 14: The spirit award is a good way to say "thank you" for a job well done.

Fifty-five percent (12) of the respondents agreed with this statement, and forty-five percent (10) strongly agreed. The mean score for this statement was 4.45, indicating that the average response among participants was to strongly agree with this statement.

Item 15: Gifts such as movie tickets or a free lunch to say "thank you" are a great idea.

Fifty percent (11) of the respondents agreed with this statement, and fifty percent (11) strongly agreed. The mean score for this statement was 4.50, indicating that the average response among participants was to strongly agree with this statement.

Item 16: Small bonuses and gift certificates would make me feel valued and appreciated.

Nine percent (2) of the respondents strongly disagreed with this statement. Five percent (1) disagreed. Fifty-four percent (12) of the participants agreed, and thirty-two percent (7) strongly agreed. The mean score for this statement was 3.95, indicating that the average response to this statement was to agree.

Item 17: Individual thank you cards as recognition would mean as much to me as spirit awards.

Five percent (1) of the respondents disagreed with this statement. Nine percent (2) of the participants neither agreed nor disagreed; forty-five percent (10) agreed; and forty-one percent (9) strongly agreed. The mean score for this statement was 4.23, indicating that the average response was to agree with this statement.

Item 18: Surprises like doughnuts or dessert for the entire staff helps employee morale.

Five percent (1) of the respondents disagreed with this statement. Thirty-six percent (8) agreed, and fifty-nine percent (13) strongly agreed. The mean score for this statement was 4.50, indicating that the average response was to strongly agree with this statement.

Item 19: Other awards and recognition should be utilized to improve motivation.

Five percent (10) of the participants disagreed with this statement. Forty one percent (9) agreed, and fifty-four percent (12) strongly agreed. The mean score for this statement was 4.45, indicating that the average response for participants was to strongly agree with this statement.

Assessment Methods

Item 20: My yearly employee evaluation clearly and fairly evaluates my job performance.

Five percent (1) of the participants neither agreed nor disagreed; forty-one percent (9) agreed; and fifty-four percent (12) strongly agreed. The mean score for this statement was 4.50, indicating that the average response was to strongly agree with this statement.

Item 21:   I would prefer 360 degree feedback from supervisors and peers for my evaluation.

Five percent (1) of participants disagreed with this statement. Five percent (1) neither agreed nor disagreed. Twenty-six percent (6) percent of the participants agreed, and sixty-four percent (14) strongly agreed. The mean score for this statement was 4.50, indicating that the average response for participants was to strongly agree with this statement.

Item 22:   Employee surveys to assess management would improve motivation methods.

Twenty-seven percent of the participants (6) agreed, and seventy-three percent (16) strongly agreed. The mean score for this statement was 4.73, indicating that the average response for participants was to strongly agree with this statement.

Item 23:   Employee surveys to assess management should be conducted at least yearly.

Eighteen percent (4) of the participants neither agreed nor disagreed; eighteen percent (4) agreed; and sixty-four percent (14) strongly agreed. The mean score for this statement was 4.46, indicating an average response for participants was to strongly agree with this statement.

Item 24:   Employee evaluations and assessment methods need to be improved.

Eighteen percent (4) of the participants neither agreed nor disagreed; eighteen percent (4) agreed; and sixty-four percent (14) strongly agreed. The mean score for this statement was 4.45, which indicates that the average response among participants was to strongly agree with this statement.

The Role of Management in Employee Motivation

      Item 25:   There is consistent feedback from managers about job performance.

      Twenty-three percent (5) of the respondents strongly disagreed with this statement. Fifty percent (11) disagreed. Fourteen percent (3) of the participants neither agreed nor disagreed; four percent (1) agreed; and nine percent (2) strongly agreed. The mean score for this statement was 2.27, indicating that the average response was to disagree with this statement.

      Item 26:   Management communicates clear expectations to all employees.

      Thirty-two percent (7) of the respondents strongly disagreed with this statement. Thirty-six percent (8) disagreed. Twenty-three percent (5) of the participants neither agreed nor disagreed, and nine percent (2) strongly agreed.   The mean score for this statement was 2.18, indicating that the average response was to disagree with this statement.

      Item 27:   Management makes me feel that I am an important part of a team.

      Thirty-two percent (7) of the respondents strongly disagreed with this statement. Thirty-two percent (7) disagreed. Eighteen percent (4) of the participants neither agreed nor disagreed. Nine percent (2) agreed, and nine percent (2) strongly agreed. The mean score for this statement was 2.32, indicating that the average response was to disagree with this statement.

      Item 28:   My managers are trustworthy and act with integrity.

      Twenty-three percent (5) of the respondents strongly disagreed with this statement. Forty-one percent (9) disagreed. Twenty-three percent (5) of the participants neither agreed nor disagreed; four percent (1) agreed; and nine percent (2) strongly agreed. The mean score

for this statement was 2.36, indicating that the average response was to disagree with this statement.

Item 29:   My managers are good examples and pitch in to help when needed.

Eighteen percent (4) of the respondents strongly disagreed with this statement. Fifty percent (11) disagreed. Fourteen percent (3) of the participants neither agreed nor disagreed; nine percent (2) agreed; and nine percent (2) strongly agreed. The mean score for this statement was 2.41, indicating that the average response among participants was to disagree.

Item 30:   I have good communication with my office manager.

Thirty-two percent (7) of the respondents strongly disagreed with this statement. Fifty percent (11) disagreed. Five percent (1) of the participants neither agreed nor disagreed; nine percent (2) agreed; and four percent (1) strongly agreed. The mean score for this statement was 2.05, which indicates that the average response for participants was to disagree with this statement.

Item 31:   I have good communication with my practice administrator.

Twenty-seven percent (6) of the respondents strongly disagreed with this statement. Fifty-five percent (12) disagreed. Five percent (1) of the participants neither agreed nor disagreed; eight percent (2) agreed; and five percent (1) strongly agreed. The mean score for this statement was 2.09, which indicates that the average response was to disagree with this statement.

Item 32:   I feel valued as an employee when my manager says "please" and thank you".

Four percent (1) of the respondents strongly disagreed with this statement. Fourteen percent (3) disagreed. Five percent (1) of the participants neither agreed nor disagreed;

thirty-six percent (8) agreed; and forty-one percent (9) strongly agreed. The mean score for this statement was 3.96, indicating that the average response was to agree with this statement.

Item 33: My manager asks me about my family or special events in my life often.

Twenty-three percent (5) of the respondents strongly disagreed with this statement. Forty-five percent (10) disagreed. Eighteen percent (4) percent of the participants neither agreed nor disagreed, and fourteen percent (3) strongly agreed. The mean score for this statement was 2.36, indicating that the average response was to disagree with this statement.

Item 34: Management recognizes and rewards employees for a job well done.

Fifty-five percent (12) of the participants disagreed with this statement. Thirty-two percent (7) of the participants neither agreed nor disagreed; four percent (1) agreed; and nine percent (2) strongly agreed. The mean score for this statement was 2.68, indicating that the average response was neither to agree nor disagree.

Item 35: Praise from management makes me feel that the organization cares about me.

Eighteen percent (4) of the respondents strongly disagreed with this statement. Forty-five percent (10) disagreed. Eighteen percent (4) of the participants neither agreed nor disagreed; five percent (1) agreed; and fourteen percent (3) strongly agreed. The mean score for this statement was 2.50, which indicates that the average response was to neither agree nor disagree with this statement.

Item 36: Management offers challenges and opportunities for professional growth.

Nine percent (2) of the respondents strongly disagreed with this statement. Fifty-nine percent (13) disagreed. Twenty-seven percent (6) of the participants neither agreed nor disagreed, and five percent (1) agreed. The mean score for this statement was 2.27, indicating that the average response for participants was to disagree with this statement.

Item 37: Scheduling is always flexible for holidays and time off work.

Five percent (1) of the respondents strongly disagreed with this statement. Nine percent (2) disagreed. Eighteen percent (4) of the participants neither agreed nor disagreed; forty-one percent (9) agreed; and twenty-seven percent (6) strongly agreed. The mean score for this statement was 3.77, which indicates that the average response for participants was to agree with this statement.

Item 38: I am satisfied with my salary and benefits.

Twenty-three percent (5) of the respondents strongly disagreed with this statement. Forty-five percent (10) disagreed. Fourteen percent (3) percent of the participants neither agreed nor disagreed; nine percent (2) agreed; and nine percent (2) strongly agreed. The mean score for this statement was 2.36, indicating that the average response was to disagree with this statement.

Item 39: Policies and procedures are consistent and fair.

Twenty-seven percent (6) of the respondents strongly disagreed with this statement. Forty-five percent (10) disagreed. Fourteen percent (3) of the participants neither agreed nor disagreed; five percent (1) agreed; and nine percent (2) strongly agreed. The mean score for this statement was 2.23, which indicates that the average response for participants was to disagree with this statement.

Item 40: **All employees are included in meetings, discussions, training and events.**

Fourteen percent (3) of the respondents disagreed with this statement. Twenty-seven percent (6) agreed, and fifty-nine percent (13) strongly agreed. The mean score for this statement was 4.32, which indicates that the average response for participants was to agree with this statement.

Item 41: **Motivation methods utilized by management need to be improved.**

Ten percent (2) of the respondents disagreed with this statement. Forty-five percent (10) agreed, and forty-five percent (10) percent strongly agreed. The mean score for this statement was 4.27, indicating that the average response for respondents was to agree with this statement.

Open-Ended Question

Please list the most important factors that would motivate you as an employee and would make you want to continue working for this organization.

The answers collected were reported as follows:

1. Employees are not treated equally. There is too much secrecy, and there are too many cliques in the office.

2. Management needs to include all personnel in meetings.

3. Praise from management would make me feel that the organization cares about me if it occurred. I would like to evaluate without fear of retaliation. There is no feedback unless it is negative; that is the problem. I can communicate, but it is never confidential.

4. Better communication between management and employees is needed.

5. I would like things like a simple "thank you", incentive pay, holiday bonus, management showing more interest in employees, all employees being treated the same with no favoritism.

6. More opportunities for company advancement and better pay would be good.

7. It is the little things that make the biggest difference.

SUMMARY

In this chapter, the results of the survey were presented, reporting the frequency of responses to each question on a percentile basis and then the mean, using the Likert Scale. The responses were interpreted. The results of an open-ended survey question, which asked the participants to list the most important factors that would motivate them as employees and would make them want to continue working for this organization, were then listed. The findings will be used to determine the conclusions and recommendations in Chapter V.

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The purpose of this chapter is to summarize what has been accomplished in this research. Conclusions will be derived to answer the research goals established for this study. Recommendations will be drawn from the findings.

SUMMARY

The problem of this study was to determine attitudes toward employee motivation techniques and assessment methods in a health care organization in Southwest Virginia to measure employee satisfaction and retention effectiveness. To find the answer to this problem, research goals were established. They consisted of the following:

1) What are employees' attitudes regarding motivation techniques and assessment methods used in this organization?

2) What effects do the employee motivation techniques and assessment methods utilized in this organization have on employee satisfaction and retention?

3) What role does management play in employee motivation and retention effectiveness, and how can this role be improved?

Literature reports that in about eighty-five percent of companies, although employees are enthusiastic when they are first employed, morale sharply declines after six months of employment and continues to deteriorate for years (Sirota, 2006). The fault most likely lies with the companies' policies and procedures, as well as the relationships between management and employees. Satisfied employees result in productivity for the organization. Good motivation techniques and assessment methods promote employee satisfaction and retention. Research indicates that employees tend to be motivated more by feeling

empowered and valued, as well as having good relationships with colleagues and the possibility of advancement within the organization more than by salary increases (Sirota, 2006). Determining employees' attitudes toward motivation techniques and assessment methods used by a health care organization in Southwest Virginia to measure employee satisfaction and retention effectiveness provides insight into what needs to be done to better educate managers in employee motivation techniques and assessment methods, resulting in greater productivity and employee satisfaction.

This study was limited by the small population of twenty-five employees within this health care organization. The population included front office personnel, medical records personnel, medical transcriptionists, and insurance personnel. The survey was composed of close-ended statements, limiting the responses of the participants.

The instrument used to gather data for this study was a forty-one item survey, with an open-ended statement at the end of the survey. The attitudinal measuring technique used for this survey was the Likert Scale. The surveys were sent by mail to the participants, and eighty-eight percent of the participants anonymously returned them by mail to the researcher. The results of the data were presented in the form of percentages and the measure of central tendency, mean, for the population.

CONCLUSIONS

Answering the research questions, the study revealed the following:

1. What are employees' attitudes regarding motivation techniques and assessment methods that were used in this organization?

Survey items 7-11 addressed employees' attitudes toward motivation techniques. Although respondents strongly agreed that humor and laughter among coworkers helped

morale, as indicated by a mean of 4.45, participants were undecided about whether or not

they had fun doing their jobs, as indicated by a mean of 2.95, or whether or not they were

provided opportunities to be creative in their jobs, as indicated by a mean of 2.50. A mean

of 2.36 indicated that participants did not agree that they were provided opportunities for

training and cross-training, and a mean of 2.32 indicated that participants did not agree that

they were involved in decisions at work that affected them.

In conclusion, respondents' attitudes were neutral or negative regarding motivation

techniques in this organization. Participants were undecided about whether or not they had

fun at work or whether or not they were offered opportunities to be creative in their jobs.

Participants' attitudes were negative regarding opportunities for training within this

organization or being involved in decisions at work that affected them.

Survey items 13-19 addressed awards and recognition. As indicated by a mean of

2.14, participants did not agree that every employee who qualified for recognition received it.

Although respondents agreed that the spirit award was a good way to say "thank you" for a

job well done, as indicated by a mean of 4.45, they agreed that individual "thank you" cards

as recognition would mean as much to them as the spirit award, as indicated by a mean of

4.23. Respondents strongly agreed that gifts such as movie tickets or a free lunch to say

"thank you" would be a great idea, as indicated by a mean of 4.50. Participants agreed that

small bonuses and gift certificates would make them feel valued and appreciated, as indicated

by a mean of 3.95, and they strongly agreed that surprises like doughnuts or dessert for the

entire staff would help morale, as indicated by a mean of 4.5. A mean of 4.46 indicated that

participants agreed that other rewards and recognition should be utilized to improve

motivation. An open-ended statement at the end of the survey asked the respondents to list

the most important factors that would motivate them as employees and would make them want to continue working for this organization. One respondent stated that she would be motivated by things like a simple "thank you", incentive pay, and holiday bonuses. Another participant stated that more opportunities for company advancement and better pay would be good.

In conclusion, participants did not feel that all employees who qualified for recognition received it. Although the respondents were pleased with the spirit award, they felt that other awards and recognition would improve motivation, beginning with a simple "thank you" and including things like desserts, free gifts, certificates, incentive bonuses, company advancement, and better pay.

Survey items 20-24 addressed assessment methods. A mean of 4.5 indicated that respondents strongly agreed that their yearly employee evaluation clearly and fairly evaluated job performance. However, they strongly agreed that they preferred 360-degree feedback from supervisors and peers for their evaluations, as indicated by a mean of 4.5. Participants strongly agreed that employee surveys to assess management would improve motivation, as indicated by a mean of 4.73, and that these surveys should be conducted at least yearly, as indicated by a mean of 4.46. Participants strongly agreed that employee evaluations and assessment methods needed to be improved, as indicated by a mean of 4.46. One respondent to the open-ended question at the end of the survey stated that she would like to evaluate management without fear of retaliation.

In conclusion, although participants were satisfied with the yearly evaluation being utilized within this organization, they preferred 360-degree feedback. Participants strongly felt that methods for assessing management were not being utilized within this organization

and that employee surveys to evaluate management once a year would improve motivation.

2. What effects do the employee motivation techniques and assessment methods utilized in this organization have on employee satisfaction and retention?

Survey items 1-6 addressed the effects that motivation techniques utilized in this organization had on employee satisfaction and retention.   A mean of 3.18 indicated that participants were undecided about whether or not the goals of this clinic reflected the vision and mission of this health care organization. A mean of 2.77 indicated that respondents were undecided about whether or not they felt they were an important part of this health care system. A mean of 4.23 indicated that participants agreed that they understood their job duties and role within this organization. However, a mean of 2.64 indicated that participants were undecided about whether or not they felt valued and appreciated for their work and contributions or whether their skills and talents were appreciated. A mean of 2.27 indicated that respondents did not agree that they felt free to express their opinions to coworkers and management.   One participant responded to the open ended question at the end of the survey by stating that employees within this organization were not treated fairly and that there were too many cliques and too much secrecy. Participants were undecided about whether or not they plan to still be working for this organization in two years, as indicated by a mean of 3.41.

In conclusion, although participants clearly understood their job duties, the motivation techniques that were utilized within this organization had either a neutral or negative effective on the respondents. Participants were undecided about the goals of this clinic or whether or not they were appreciated for their skills and contributions, and they did

not feel that they could freely express their opinions.   Regarding employee retention, participants were undecided about their future with this organization.

Survey items 20-24, which addressed assessment methods, were previously discussed in question number one. Regarding the effects that assessment methods in this organization had on employee satisfaction and retention, participants felt that the yearly employee evaluation being utilized within this organization had a positive effect. However, they preferred 360 degree feedback for yearly employee evaluations. Methods for assessing management were not being utilized in this clinic, and this had a negative effect on employee satisfaction, which would in turn negatively affect employee retention.

3.   What role does management play in employee motivation and retention effectiveness, and how can this role be improved?

Survey items 25-41 answered this research question. A mean score of 2.27 indicated that participants disagreed that there was consistent feedback from managers about job performance. Responding to the open-ended survey statement at the end of the survey one participant stated that there was no feedback unless it was negative. Respondents did not agree that management communicated clear expectations to all employees, as indicated by a mean of 2.18 Respondents did not agree that management made employees feel that they were an important part of a team, as indicated by a mean of 2.32.   Participants agreed that they felt valued as an employee when a manager said "please" or "thank you", as indicated by a mean of 3.96.   In response to the open-ended statement at the end of the survey, one participant stated that praise from management would make her feel that the organization cared about her if it occurred. Another respondent stated that she would be motivated if management would show more interest in employees.   A mean of 2.68 indicated that

participants did not feel that management recognized and rewarded employees for a job well done. Respondents did not agree that their managers were trustworthy and acted with integrity, as indicated by a mean of 2.36.

A mean of 2.41 indicated that the participants did not feel that their managers were good examples or that they pitched in to help when needed. A mean of 2.05 indicated that respondents did not agree that they had good communication with their office manager, and a mean of 2.09 indicated that respondents did not feel that they had good communication with their practice administrator. One respondent to the open-ended statement at the end of the survey stated that she could communicate with management, but it was never confidential. Another participant stated that better communication between management and employees was needed. Participants did not agree that their managers asked them about their families or special events in their lives, as indicated by a mean of 2.36. Participants agreed that scheduling was always flexible for holidays and time off work, as indicated by a mean of 3.77. However, a mean of 2.36 indicated that participants were not satisfied with their salaries and benefits. Respondents disagreed that policies and procedures within this organization were consistent and fair, as indicated by a mean of 2.23. In response to the open-ended statement on the survey, one respondent stated that all employees should be treated the same, with no favoritism. Interestingly, participants agreed that all employees were included in meetings, discussions, training, and events, as indicated by a mean of 4.32. However, in response to the open-ended statement at the end of the survey, one participant stated that management needed to include all personnel in meetings. Participants agreed that motivation methods utilized by management within this organization needed to be improved, as indicated by a mean of 4.27.

In conclusion, responses from participants regarding management were overall negative, with the exception of those pertaining to flexible scheduling and employees being included in meetings and discussions.   Participants felt that there were problems with feedback, communication, and recognition from management. Participants did not feel that management offered opportunities for advancement or that policies and procedures were consistent and fair. Participants did not feel that their managers were trustworthy or acted with integrity. The overall role of management within this organization was negative regarding employee motivation and retention effectiveness. The role of management could be improved through management training programs that would focus on fair and consistent policies and procedures, successful motivation techniques and assessment methods, and opportunities for training and advancement within the organization for all employees. Above all, managers should be positive role models who exemplify trustworthiness, integrity, and fairness.

RECOMMENDATIONS

Based on the findings and conclusions of this study, the researcher makes the following recommendations.

1) Goals should be established for the clinic, which align with the vision and mission of this health care organization as a whole, and employees should be allowed to participate in setting these goals. An employee handbook should be provided to all employees, clarifying all policies and procedures. Job descriptions for all employees within the organization should be established and documented to insure that employees clearly understand their job duties and their role within the organization.

2)	Employee recognition should be appropriate and should reinforce employee learning and goal accomplishment. Awards and recognition should be given equally to every employee who qualifies for recognition. A good beginning for positive reinforcement would be a simple "thank you" either verbally or in the form of notes or cards for a job well done. Although the spirit award is a good way to say "thank you" for a job well done, gifts such as movie tickets, free lunches, small bonuses, or gift certificates are excellent motivators, and incentive pay and holiday bonuses would boost employee morale.

3)	Assessment methods could be improved by designing yearly employee evaluations with 360-degree feedback from supervisors and peers to promote fairness and unbiased results. Employee surveys to assess management practices should be conducted yearly to insure that positive motivation techniques and assessment methods are being utilized by management within this organization. Employees should feel free to evaluate management in complete confidentiality, without fear of retaliation.

4)	Management should be better trained in motivation techniques and assessment methods for this organization. Management should establish good communication with employees and enforce a specific set of standards and guidelines, which includes clear expectations, rules, and consistent feedback to address positive and negative job performance or behavior equally and fairly among all employees in a timely manner. Employees should not feel intimated or afraid to approach management for advice or feedback. Managers should take the

time to really listen to employees and try to understand what employees need from them.

5) Management should offer opportunities for advancement to all employees in a fair and unbiased manner, providing necessary training and cross training for various jobs within the organization. This promotes employee satisfaction and retention and improves production within the organization.

6) Findings in this study should be used as a benchmark for future evaluations. Additionally, it would be useful to maintain data on the progress related to the variables assessed in this study.

7) An employee/management committee could be established so that employees could present a unified front.

8) The final recommendation involves further research to be completed. This study was taken from the viewpoint of employees within this organization. A similar study of the same organization, but from the viewpoint of management, could prove to be a valuable comparative study.

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APPENDICES

Appendix A - Sample of Survey Instrument

Appendix B - Sample of Survey Letter

APPENDIX

A

Survey Instrument

Employee Motivation Survey
Number ____

There is no right or wrong answer in this survey. Answer how you feel about each statement pertaining to your present job. Your survey responses will be strictly confidential, and data from this research will be reported only in aggregate form. Thank you very much for your time and participation.

Circle a number for each question.
1 =Strongly Disagree   2 =Disagree   3 = Neither agree nor disagree   4 =Agree   5 = Strongly Agree

EMPLOYEE MOTIVATION

1 2 3 4 5 The goals of this clinic reflect the vision and mission of this healthcare organization.

1 2 3 4 5 I feel that I am an important part of this health care system.

1 2 3 4 5 I clearly understand my job duties and my role within this organization.

1 2 3 4 5 I feel valued and appreciated for my work and contributions.

1 2 3 4 5 I know that my skills and talents are recognized and appreciated.

1 2 3 4 5 I feel free to express my opinion to coworkers and management.

1 2 3 4 5 I actually have fun doing my job.

1 2 3 4 5 I am provided opportunities to be creative in my job.

1 2 3 4 5 I am provided opportunities for training and cross-training.

1 2 3 4 5 I am involved in decisions at work that affect me.

1 2 3 4 5 Humor and laughter among coworkers and management helps morale.

1 2 3 4 5 I plan to still be working here in two years.

AWARDS AND RECOGNITION

1 2 3 4 5 Every employee who qualifies for recognition receives recognition.

1 2 3 4 5 The spirit award is a good way to say "thank you" for a job well done.

1 2 3 4 5 Gifts such as movie tickets or a free lunch to say "thank you" are a great idea.

1 2 3 4 5 Small bonuses and gift certificates would make me feel valued and appreciated.

1 2 3 4 5 Individual thank you cards as recognition would mean as much to me as spirit awards.

1 2 3 4 5 Surprises like doughnuts or dessert for the entire staff helps employee morale.

1 2 3 4 5 Other rewards and recognition should be utilized to improve motivation.

ASSESSMENT METHODS

1 2 3 4 5 My yearly employee evaluation clearly and fairly evaluates my job performance.

1 2 3 4 5 I would prefer 360 degree feedback from supervisors and peers for my evaluation.

1 2 3 4 5 Employee surveys to assess management would improve motivation methods.

1 2 3 4 5 Employee surveys to assess management should be conducted at least yearly.

1 2 3 4 5 Employee evaluations and assessment methods need to be improved.

THE ROLE OF MANAGEMENT IN EMPLOYEE MOTIVATION

1 2 3 4 5 There is consistent feedback from managers about job performance.

1 2 3 4 5 Management communicates clear expectations to all employees.

1 2 3 4 5 Management makes me feel that I am an important part of a team.

1 2 3 4 5 My managers are trustworthy and act with integrity.

1 2 3 4 5 My managers are good examples and pitch in to help when needed.

1 2 3 4 5 I have good communication with my office manager.

1 2 3 4 5 I have good communication with my practice administrator.

1 2 3 4 5 I feel valued as an employee when my manager says "please" and "thank you".

1 2 3 4 5 My manager asks me about my family or special events in my life often.

1 2 3 4 5 Management recognizes and rewards employees for a job well done.

1 2 3 4 5 Praise from management makes me feel that the organization cares about me.

1 2 3 4 5 Management offers challenges and opportunities for professional growth.

1 2 3 4 5 Scheduling is always flexible for holidays and time off work.

1 2 3 4 5 I am satisfied with my salary and benefits.

1 2 3 4 5 Policies and procedures are consistent and fair.

1 2 3 4 5 All employees are included in meetings, discussions, training and events.

1 2 3 4 5 Motivation methods utilized by management need to be improved.

Please list the most important factors that would motivate you as an employee and would make you want to continue working for this organization.

_____

_____

_____

_____

_____

_____

Thank you for your participation in this survey.

APPENDIX

B

Survey Letter to Participants

RE: Employee Motivation Survey

Hello:

You are invited to participate in this survey, which is being conducted as part of my research project for Occupational and Technical Education through Old Dominion University. In this survey, approximately twenty employees will be asked to complete a survey that asks questions about employee motivation in this health care organization. It will take approximately fifteen minutes to complete the questionnaire.

Your participation in this study is completely voluntary. If you feel uncomfortable answering any questions, you can withdraw from the survey at any point. It is very important for me to learn your opinions.

Your survey responses will be strictly confidential, and data from this research will be reported only in aggregate form. Your information will remain confidential.

Sincerely,

Deborah C. Ison