EMPLOYEE MOTIVATION AND ENGAGEMENT SURVEY

RAVIDU SADARUWAN ABEYWARDANA

Executive Summary

In today's dynamic workplace landscape, employee motivation and engagement have become paramount considerations, shaping the success of organizations and the well-being of individuals. This report presents the findings of a comprehensive survey designed to delve into the intricate factors influencing these critical aspects of the work experience.

Key findings from the survey reveal the interconnected nature of various elements influencing employee motivation and engagement. Gender and experience play a role, with mid-career females and experienced males exhibiting higher job satisfaction and engagement. Work-life balance emerges as a key driver, indicating that when employees perceive a healthy equilibrium between work and personal life and are intrinsically motivated, their job satisfaction soars.

Supervisor relationships also significantly impact motivation, with positive interactions bolstering engagement and strained relationships undermining it. Clear career advancement paths contribute to motivation, while high workload and stress levels tend to dampen it. Furthermore, there's a strong positive correlation between motivation and perceived professional growth support.

The report concludes with a set of comprehensive recommendations aimed at enhancing employee motivation and engagement. These encompass strategies related to career advancement clarity, work-life balance promotion, supervisor relationship enhancement, workload and stress management, recognition and reward systems, professional growth opportunities, compensation concerns, team dynamics improvement, management practices refinement, feedback collection, benefits customization, work environment positivity, monitoring, and development planning. Implementing these recommendations can help organizations foster a motivated, engaged, and fulfilled workforce, driving sustained success and well-being.

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Introduction

In today's rapidly changing workplaces, understanding the factors that influence employee motivation and engagement is crucial for both organizational successes. Motivation is the inner drive that makes individuals invest their energy and commitment, working alongside engagement, which measures an employee's enthusiasm and dedication to their job. This survey is precisely designed to unravel the multifaceted elements that shape the work experience and aims to delve into the diverse facets of employee motivation.

The primary objective of this survey is to capture a diverse spectrum of experiences and viewpoints from employees across various sectors. We recognize that a motivated and engaged workforce serves as the bedrock of sustainable success in today's dynamic workplaces. The insights garnered from this survey will contribute to the growing body of knowledge on employee motivation and engagement, enabling the development of evidence-based practices and strategies to enhance job satisfaction, commitment, and performance. The survey seeks to align with the growing recognition that a holistic approach to motivation, encompassing factors like compensation, growth opportunities, work-life balance, and interpersonal relationships, holds the key to unlocking a culture of excellence within organizations. The carefully crafted questions cover a range of aspects, including job satisfaction, growth opportunities, relationship dynamics, and overall motivation. By probing into both intrinsic and extrinsic motivational factors, the survey aims to provide a comprehensive view of what drives employees and what factors might hinder their engagement. Through a rigorous analysis of the survey data, we aim to uncover trends, patterns, and insights that can inform organizational strategies and interventions, fostering a more motivated, engaged, and fulfilled workforce.

Design and Methodology:

The survey methodology focused on maximizing participation and collect diverse viewpoints. To achieve this, the survey was distributed electronically through multiple channels, including email, WhatsApp, and LinkedIn. This approach ensured efficient data collection and a broader reach, encompassing employees from various sectors. The researcher aimed to gather responses from a diverse sample of 68 representing different industries and job roles.

The survey design prioritized clarity and accessibility. The questions were carefully framed to be straightforward and unbiased, avoiding loaded questions that could influence responses. Using simple language ensured clarity for all participants. The survey structure covered a range of motivational aspects, including job satisfaction, work-life balance, growth opportunities, and relationships with colleagues and supervisors. It was designed to be efficient, taking approximately 10 minutes to complete, and included both multiple-choice questions (MCQs) and short-answer questions to allow participants to express their insights effectively.
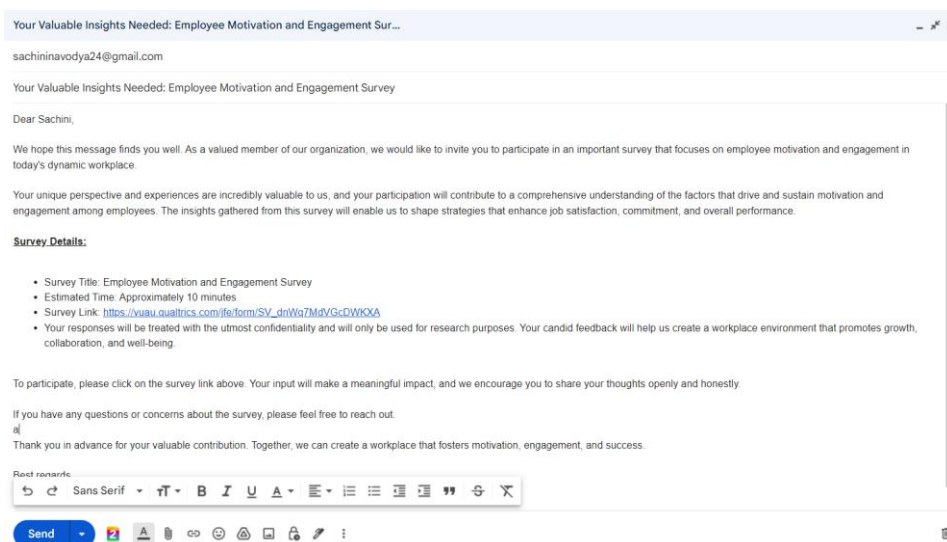
(Email Template)
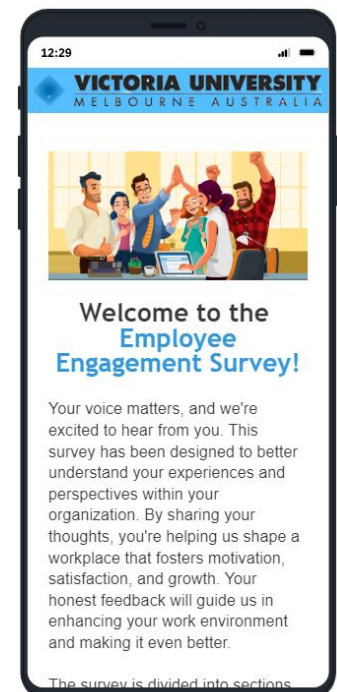
For email distribution, the researcher used a segmented list of potential participants to ensure relevance and accuracy. Reminders were sent to encourage participation, along with user-friendly design arts to enhance engagement. The data collected were analyzed meticulously through Qualtrics and Excel paying attention to statistical significance and patterns. Through this robust methodology, the survey aimed to provide a comprehensive understanding of the factors that influence employee motivation and engagement, paving the way for informed strategies and interventions to foster a motivated and committed workforce. In total, 68 responses were received, and after excluding 18 due to missing data, the final dataset comprised 50 complete and usable responses for analysis.

These sections of the survey collectively aim to provide insights and data that organizations can leverage to create tailored strategies for improving employee motivation and engagement across the workforce.

Section	Intentions	Relevance to Motivation and Engagement
Section A: Demographic Information	Collect demographic details to understand participant diversity and its potential influence on motivation and engagement.	Understanding the demographic composition can help identify patterns or disparities in motivation and engagement based on age, gender, education, experience, and job role.
Section B: Current Job Satisfaction and Work-Life Balance	Gauge participants' current job satisfaction and their perception of work-life balance.	Assessing job satisfaction and work-life balance provides insights into factors that impact motivation and engagement.
Section C: Growth and Development Opportunities	Explore employees' perceptions of growth and advancement opportunities within the organization.	Identifying opportunities for skill development, career clarity, and support can enhance motivation and engagement.
Section D: Interpersonal Relationships and Team Dynamics	Investigate relationships with colleagues and supervisors, as well as team dynamics.	What strong interpersonal relationships and positive team dynamics can positively affect motivation and engagement.
Section E: Overall Motivation and Engagement	Delve into participants' overall motivation and engagement levels.	This section directly assesses motivation and engagement, providing a comprehensive view of factors influencing them.

Analysis and Discussion

Summary of Key findings

Aspect of Analysis	Relationship to Motivation and Engagement
Gender and Years of Experience	- Higher satisfaction among both genders correlates with greater motivation and engagement. - Mid-career females (7-9 years of experience) and experienced males (10+ years) tend to be highly satisfied and likely more motivated and engaged.
Work-Life Balance and Job Satisfaction	- Excellent work-life balance and high motivation are linked to the highest job satisfaction, indicating strong motivation and engagement. - Poor work-life balance is associated with lower job satisfaction, potentially leading to reduced motivation and engagement.
Interpersonal Relationships and Motivation	- Positive relationships with supervisors contribute to higher motivation and engagement. - Poor supervisor relationships can negatively impact motivation and engagement, as employees may feel unsupported or undervalued. There is a robust statistical relationship between Collaboration and Communication within Teams and employee Motivation in the Current Role, underscoring the crucial role of effective teamwork and communication in fostering motivation. - When employees feel a strong sense of belonging and teamwork within their organization, they are more likely to be motivated in their roles. - Strong interpersonal relationships at work play a vital role in enhancing employee motivation and engagement.

Career Advancement Clarity and Motivation	- Clear career paths are positively linked to motivation and engagement. Employees with well-defined career trajectories are more likely to stay motivated and engaged in their roles.
Workload and Stress Levels on Motivation	- High workload and stress levels tend to reduce motivation and engagement, as employees may become overwhelmed and less motivated. - Lower workload and stress levels can enhance motivation and engagement by creating a more manageable work environment.
Motivation and Perceived Professional Growth Support	- A strong positive correlation between motivation and perceived professional growth support suggests that motivated employees are more likely to feel supported in their career development. - Organizations can enhance engagement by recognizing and promoting this link, encouraging motivation through professional growth opportunities.
Ranking Workplace Factors	- Cluster 1 values recognition and positive work relationships, indicating a desire for acknowledgment and a supportive work environment. These factors are essential for motivation and engagement. - Cluster 2 also places high importance on these same factors, indicating that they highly correlate with motivation and engagement for this group.
Improving Job Motivation and Engagement	- Both clusters prioritize recognition, a positive work environment, and clear goals. These are critical factors that can significantly impact motivation and engagement. - Organizations can boost motivation and engagement by focusing on these key aspects of the work environment.

Detailed Demographics

An exploration of demographic factors sheds light on how various characteristics, such as,

Respondents Age Groups

Summary of **Q3: What is your age?**

Sample Size	Average	Median	Number of Distinct Categories
59	2.8	3	6

Reorder/Recode | Bucketing

Recode	Q3:...age?		Count	Percent	Cumu...tive
1	Under 18		2	3.4%	3.4%
2	18-24		20	33.9%	37.3%
3	25-34		31	52.5%	89.8%
4	35-44		3	5.1%	94.9%
5	45-54		2	3.4%	98.3%
6	55-64		1	1.7%	100.0%
	Total		59	100.0%	

Gender

Summary of **Q4: What is your gender?**

Sample Size	Average	Median	Number of Distinct Categories
59	1.4	1	3

Reorder/Recode | Bucketing

Recode	Q4:...der?		Count	Percent	Cumu...tive
1	Male 😊		38	64.4%	64.4%
2	Female 👩		20	33.9%	98.3%
3	Non-binary		1	1.7%	100.0%
	Total		59	100.0%	

Levels of Education

Summary of **Q5: What is your highest level of education?** 🎓 - Selected Choice

Sample Size	Average	Median	Number of Distinct Categories
59	2.0	2	4

Reorder/Recode | Bucketing

Recode	Q5: What is you...Selected Choice		Count	Percent	Cumu...tive
1	High school diploma or equivalent		18	30.5%	30.5%
2	Bachelor's degree		30	50.8%	81.4%
3	Master's degree		8	13.6%	94.9%
5	Other (please specify):		3	5.1%	100.0%
	Total		59	100.0%	

Current job roles and experiences.

Q6: What is your cu...? - Selected Choice	Less than 1 year	1-3 years	4-6 years	7-9 years	10 years or more	Total
Administrative/Support	0.0%	5.1%	0.0%	0.0%	1.7%	6.8%
Customer Service	1.7%	0.0%	1.7%	0.0%	3.4%	6.8%
Information Technology/IT	0.0%	8.5%	5.1%	1.7%	0.0%	15.3%
Marketing/Sales	3.4%	6.8%	1.7%	0.0%	0.0%	11.9%
Operations/Production	0.0%	1.7%	1.7%	0.0%	0.0%	3.4%
Healthcare/Medical	0.0%	3.4%	1.7%	0.0%	0.0%	5.1%
Education/Teaching	1.7%	0.0%	0.0%	0.0%	0.0%	1.7%
Hospitality/Food Services	1.7%	1.7%	0.0%	0.0%	0.0%	3.4%
Construction/Trades	0.0%	1.7%	0.0%	0.0%	0.0%	1.7%
Retail	5.1%	3.4%	6.8%	0.0%	3.4%	18.6%
Management/Leadership	1.7%	3.4%	3.4%	0.0%	1.7%	10.2%
Arts and Entertainment	0.0%	0.0%	0.0%	1.7%	0.0%	1.7%
Other:	3.4%	1.7%	5.1%	3.4%	0.0%	13.6%
Total	18.6%	37.3%	27.1%	6.8%	10.2%	100.0%

Analysis of Gender and Years of Experience on Overall Job Satisfaction:

Average 'Over all Satisfaction '

Gender	Years of Experience	Average of Over all Satisfaction
Female	10 years or more	6.666666667
	1-3 years	6
	4-6 years	8.142857143
	7-9 years	10
	Less than 1 year	7
Female Total		7.222222222
Male	10 years or more	9
	1-3 years	6.076923077
	4-6 years	6.875
	7-9 years	9.5
	Less than 1 year	7.333333333
Male Total		6.935483871
Grand Total		7.040816327

The data showcases the relationship between gender, years of experience, and average overall satisfaction scores.

1. **Gender Differences:**

Looking at the data, it's evident that both male and female respondents exhibit variations in average overall satisfaction scores based on their years of experience.

- **Females:** On average, females with 7-9 years of experience report the highest satisfaction level with an average score of 10. This suggests that mid-career females are experiencing a high degree of job satisfaction. Overall, the average overall satisfaction score for females across all experience levels is 7.22.

- **Males:** Males with 10 years or more of experience have the highest average overall satisfaction score of 9. This indicates that experienced male employees tend to be highly satisfied with their roles. The average overall satisfaction score for males across all experience levels is 6.94.

2. **Years of Experience Impact:**

The data also highlights the impact of years of experience on job satisfaction for both genders:

- **Females:** Interestingly, females with 1-3 years of experience exhibit an average satisfaction score of 6, which is lower than their more experienced counterparts. This suggests that early-career females might face challenges that affect their satisfaction. Females with 4-6 years of experience also show a high average satisfaction score (8.14), indicating that mid-career professionals are generally content with their roles.

- **Males:** Similarly, males with 1-3 years of experience show an average satisfaction score of 6.08. This may indicate common issues faced by both genders during the early stages of their careers.

3. **Overall Observations:**

- Both genders seem to experience higher job satisfaction as they gain more experience, with peak satisfaction levels observed among those with 7-9 years of experience.

- Males with 10 years or more of experience tend to be highly satisfied, while females with 7-9 years of experience report the highest average satisfaction.
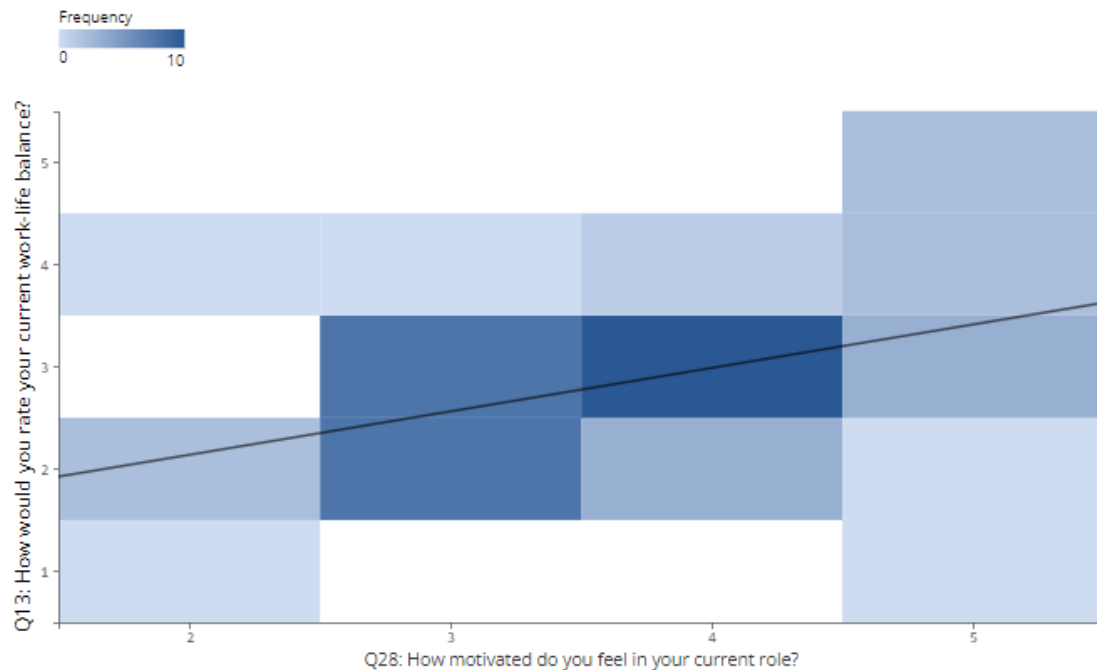
- On average, females across all experience levels have slightly higher satisfaction scores compared to their male counterparts.

Analysis of Employee Motivation based on Work-Life Balance

The data analysis indicates a strong and statistically significant relationship between the employee work life balance and the level of employee motivation.

Excellent Work-Life Balance: Employees who reported having an excellent work-life balance, coupled with being "Very Motivated," showcased the highest average job satisfaction score of 9.67. This strong correlation, supported by statistical analysis (Pearson's r = 0.437, p = 0.00151, p = 0.00203), implies that when employees perceive a healthy balance between their personal and professional lives and are intrinsically motivated, their job satisfaction tends to be significantly higher. The simple linear regression model further indicates that an excellent work-life balance, combined with high motivation, has a positive impact on job satisfaction (Line of Best Fit: Q13 = 0.425 * Q28 + 1.29). This finding demonstrates that an excellent work-life balance, combined with high motivation, appears to synergistically contribute to a positive overall work experience. This correlation aligns with the research conducted by (Susanto et al., 2022), which also highlighted the positive impact of a balanced work-life equilibrium on job satisfaction.

Very Good and Good Work-Life Balance: For employees with a "Very Good" work-life balance, the average job satisfaction score is 7.86. Similarly, those with a "Good" work-life balance exhibit an average score of 7.32. These results indicate that even when work-life balance is perceived as very good or good, it positively impacts motivation. This suggests that maintaining a balanced work-life dynamic positively influences motivation, regardless of an employee's initial motivation level.

Poor and Fair Work-Life Balance: Conversely, employees with a "Poor" work-life balance, in combination with "Somewhat Unmotivated," exhibit an average job satisfaction score of 6.5. Similarly, those with a "Fair" work-life balance and "Neutral" motivation have an average score of 5.75. These findings underscore the detrimental effect of an imbalance between work and personal life on motivation, especially when employees lack intrinsic motivation.

Analysis of Interpersonal Relationships and Employee Motivation

Supervisor and employees

The data analysis indicates a strong and statistically significant relationship between the quality of the relationship with immediate supervisors and the level of employee motivation.
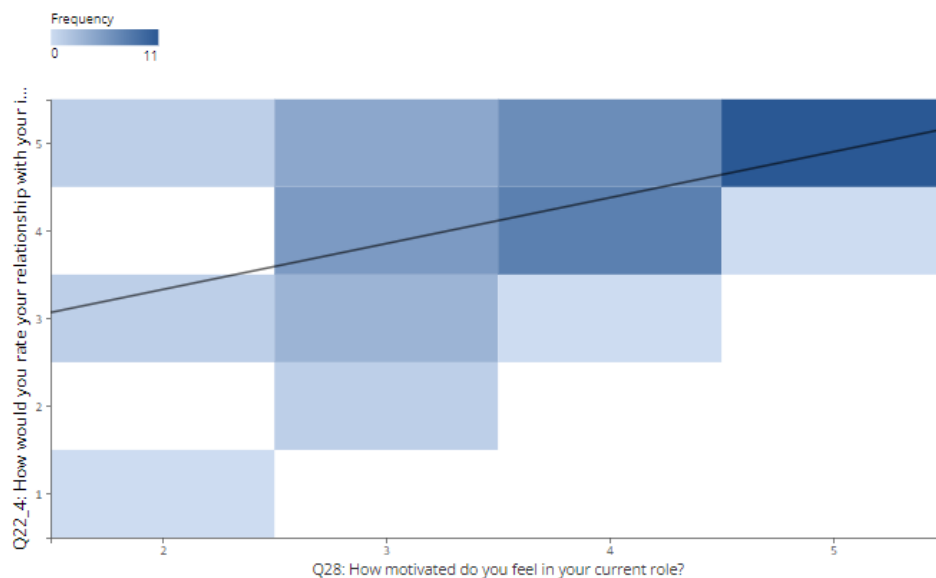
Employees who reported having an "Excellent" relationship with their supervisors, along with being "Very Motivated," demonstrate the highest average rating for their supervisor relationship (4.67). This substantial correlation (Pearson's r = 0.437, p = 0.00203) underscores a robust link between a favorable supervisor relationship and elevated motivation levels. Clearly, when employees experience a harmonious and supportive connection with their supervisors, their motivation levels tend to be significantly elevated.

Very Good and Good Supervisor Relationships: As employees rate their supervisor relationships as "Very Good" or "Good," the trend remains consistently positive. Those with a "Very Good" supervisor relationship have an average rating of 4.38, while employees with a "Good" relationship rate it at 4.25. These results emphasize that a positive rapport with supervisors invariably bolsters employee motivation. This upward trend in motivation holds true across varying levels of motivation and is further substantiated by statistical analysis.

Poor and Fair Supervisor Relationships: Conversely, when employees reported a "Poor" or "Fair" supervisor relationship, coupled with "Neutral" or "Somewhat Unmotivated" motivation levels, the average supervisor relationship ratings are notably lower (3.40 and 2.80, respectively). This stark difference accentuates the impact of a less favorable supervisor relationship on motivation. When the relationship is strained or lacks support, it can lead to decreased motivation, affecting overall job satisfaction and engagement.

The Simple Linear Regression analysis further supports this connection. The model's equation (Line of Best Fit: $Q22\_4 = 0.524 * Q28 + 2.28$) underscores the relationship's influence on motivation. An excellent supervisor relationship, combined with high motivation, demonstrates a positive effect on an employee's overall motivation level. This finding underscores the importance of nurturing positive supervisor-employee relationships to enhance motivation and, consequently, foster a more engaged workforce.

Moreover, there is a a robust statistical relationship exists between Collaboration and Communication within Teams and employee Motivation in Current Role, underscoring the crucial role of effective teamwork and communication in fostering motivation. Strong correlation between positive team communication (Q23) and employee motivation (Q28) highlights the pivotal role of a supportive team environment in driving motivation. When teams communicate well and collaborate effectively, employees tend to be more motivated. Fostering such teamwork can enhance motivation and overall engagement within the organization.
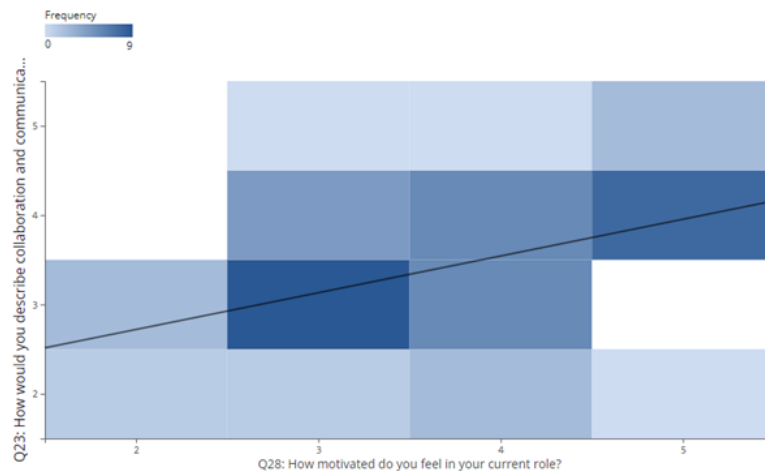

When employees feel a strong sense of belonging and teamwork within their organization, they are more likely to be motivated in their roles. This suggests that promoting a sense of unity and teamwork can contribute to increased motivation and overall employee engagement.
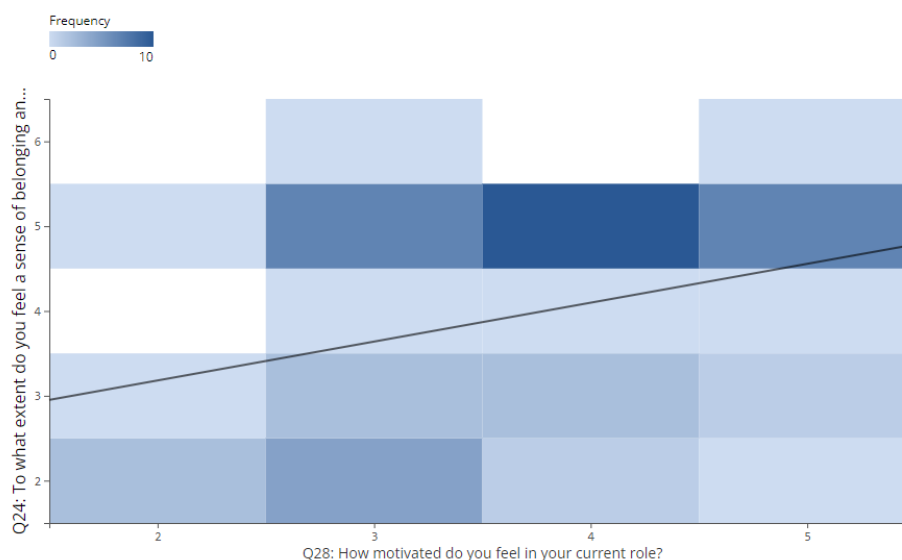
As per these findings, Strong interpersonal relationships at work play a vital role in enhancing employee motivation and engagement.

Analysis of Career Advancement Path and Employee Motivation
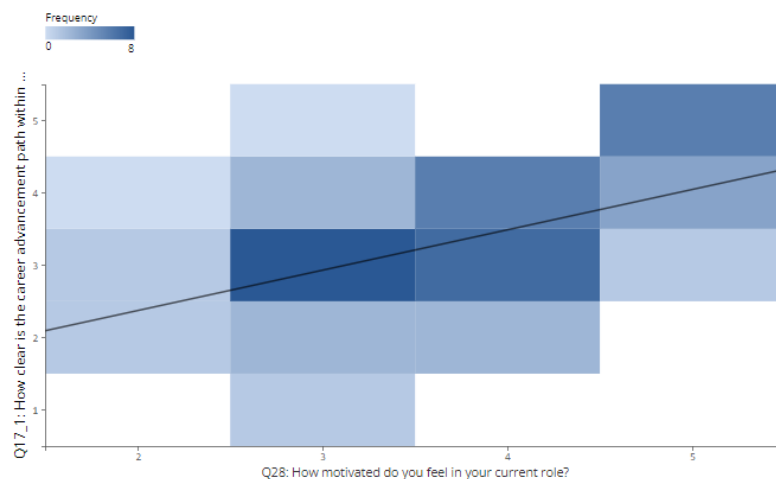
Clear Career Advancement Path and Elevated Employee Motivation: The data vividly demonstrates that employees who perceive a "Clear" career advancement path and identify as "Very Motivated" exhibit the highest average motivation score (4.25). This profound association is further corroborated by a strong correlation (Cramér's V = 0.416, p = 0.0111) between the clarity of the career advancement path and employee motivation. This alignment underscores that when employees are aware of a well-defined career trajectory within the organization and possess high intrinsic motivation, they tend to experience elevated motivation levels. This finding resonates with the research conducted by (Bar-Isaac and Levy, 2019), which also highlighted the positive impact of a clear career advancement path on employee motivation.

Neutral and Unclear Career Advancement Paths: The pattern continues as we delve into employees' perceptions of a "Neutral" or "Unclear" career advancement path. Those who reported a "Neutral" career advancement path, irrespective of their motivation level, exhibit an average motivation score of 3.89. Similarly, individuals who indicated an "Unclear" career advancement path report an average motivation score of 3.63. These findings suggest that even when the career advancement path lacks transparency or is perceived as neutral, it still exerts an influence on employee motivation.

Very Clear Career Advancement Path: Intriguingly, employees who perceive a "Very Clear" career advancement path and identify as "Very Motivated" exhibit an average motivation score of 3.71. Although this score is slightly lower, the alignment between a clear advancement path and elevated motivation remains noteworthy. It's important to note that individuals already highly motivated in their current roles might have somewhat lower expectations regarding the clarity of their career advancement path. Consequently, the impact of a "Very Clear" advancement path on their motivation, while still positive, might not be as pronounced as it is for those starting with lower baseline motivation levels.

Analysis of Workload and Stress Levels on Employee Motivation:

Delving into the intricate relationship between employees' reported workload and stress levels and their subsequent motivation levels yields valuable insights.
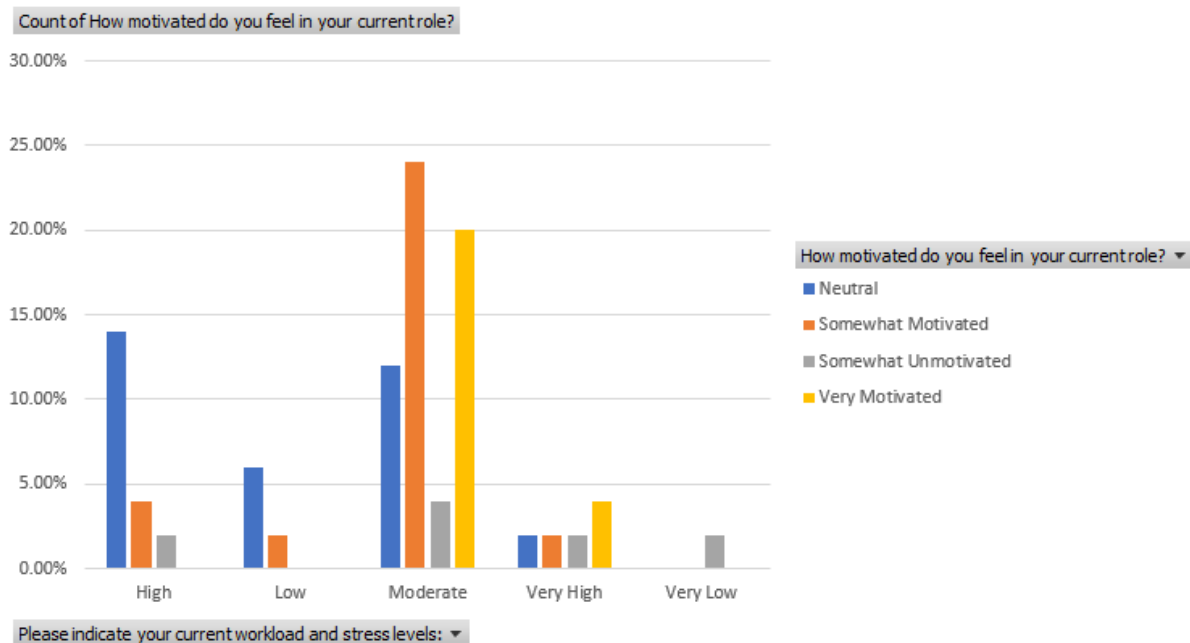
High Workload and Stress Levels Impacting Motivation: The data vividly points to a substantial and statistically significant connection between the reported "High" workload and stress levels and the "Somewhat Unmotivated" category. Employees who indicated a "High" workload and stress levels while identifying as "Somewhat Unmotivated" exhibit a considerable average motivation score of 2.5. This relationship is substantiated by a strong correlation (Cramér's V = 0.403, p = 0.0182), affirming that heightened workload and stress levels are associated with decreased motivation. This finding aligns with existing research in the field. As noted by (Andriana, Riyanto and Darmawan, 2019), their study also revealed a similar connection between high workload, stress levels, and reduced motivation among employees.

Moderate Workload and Stress Levels: Moving on to employees reporting a "Moderate" workload and stress levels, the findings indicate an average motivation score of 3.62. Among those who are "Somewhat Motivated," the average score climbs to 3.97, reinforcing the relationship between moderate workload and stress levels and improved motivation. This connection underscores that while moderate levels of work demands and stress can still influence motivation, they may not exert as substantial an impact as higher levels.

Low Workload and Stress Levels: Employees experiencing a "Low" workload and stress levels have an average motivation score of 3.75. Those identifying as "Somewhat Motivated" within this group exhibit an average score of 4.25, demonstrating a more pronounced relationship between lower workload and stress levels and heightened motivation. The data thus aligns with the earlier findings, indicating that reduced work demands and stress levels can positively affect motivation. With a Chi Square value of 24.4 and degrees of freedom of 12, underscores the robust relationship between workload and stress levels and employee motivation. This finding highlights the importance of creating a supportive work environment that addresses workload management and stress reduction to enhance employee motivation.

Analysis of Perceived Professional Growth Support on Employee Motivation
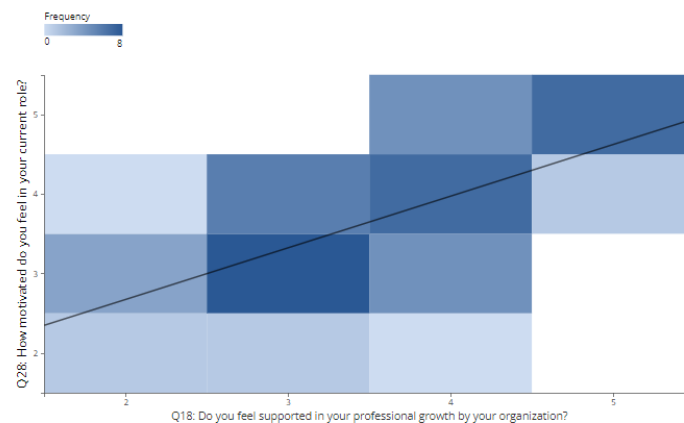
Strong and Statistically Significant Correlation: The data analysis unveils a strong and statistically significant positive correlation between employees' self-reported motivation in their current roles and their perception of professional growth support provided by the organization. Pearson's correlation coefficient (r) stands at an impressive 0.647, with a p-value of less than 0.00001. This correlation indicates a compelling relationship between these two variables. In simpler terms, employees who report higher levels of motivation in their current roles are more likely to perceive substantial support for their professional growth from the organization.

Regression Analysis: The simple linear regression model provides further insights into this relationship. The equation for predicting an employee's perception of professional growth support based on their self-reported motivation is as follows:

- Q18 (Perceived Professional Growth Support) = 0.650 * Q28 (Self-Reported Motivation) + 1.37

This equation suggests that for every unit increase in self-reported motivation (Q28), there is a corresponding increase in the perception of professional growth support (Q18) by approximately 0.650 units. This finding implies a direct and positive influence of motivation on employees' perceptions of professional growth support.
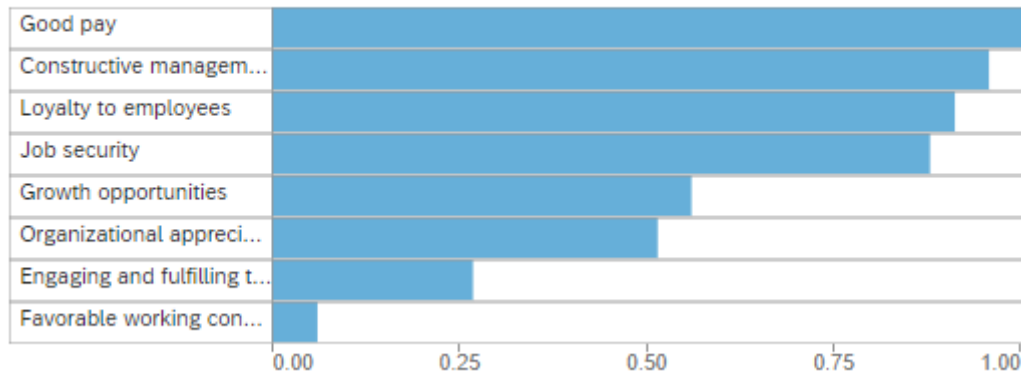
Key Takeaways:

- The data underscores the significance of cultivating and sustaining high levels of motivation among employees.

- Employees who experience greater motivation in their current roles are more inclined to believe that their organization actively fosters their professional growth and development.

- Organizations stand to gain from acknowledging and emphasizing this robust link by implementing strategies aimed at boosting employee motivation. These strategies may include offering skill development opportunities, recognizing accomplishments, and nurturing a positive workplace atmosphere.

- Promoting professional growth can play a pivotal role in both maintaining and elevating overall employee motivation and engagement.

Ranking workplace factors according to their importance

Through the application of cluster analysis, distinct patterns have emerged in employees' preferences for workplace factors. Two distinct clusters have been identified, each shedding light on the varying priorities that individuals hold when it comes to aspects of their work environment. Here's a comprehensive interpretation of the cluster results:

Variable Importance ●

Factor	
Good pay	
Constructive managem...	
Loyalty to employees	
Job security	
Growth opportunities	
Organizational appreci...	
Engaging and fulfilling t...	
Favorable working con...	

(horizontal axis: 0.00, 0.25, 0.50, 0.75, 1.00)

Cluster 1: Balanced Focus on Compensation, Management, and Loyalty In this cluster, consisting of 27 respondents, employees demonstrate a balanced emphasis on various workplace factors. They strongly prioritize "Good pay," "Constructive management," and "Loyalty to employees," all of which fall within the "Bottom Box." Additionally, these employees tend to select "Job security" in the "Top Box." This pattern indicates that they value a stable work environment, fair compensation, and supportive management that fosters employee loyalty. While these employees show a preference for "Good pay" in the "Top Box," it's intriguing that they also emphasize "Loyalty to employees" in the "Bottom Box," suggesting an intricate interplay between financial rewards and a sense of belonging within the organization.

Cluster 2: Job Security, Constructive Management, and Employee Loyalty The second cluster, composed of 22 respondents, portrays a distinct set of priorities. These employees place a greater emphasis on "Job security" and "Loyalty to employees," both of which they place in the "Top Box." Simultaneously, they tend to choose "Good pay" and "Constructive management" in the "Bottom Box." This pattern reflects a strong desire for stability in employment and a supportive work atmosphere that values employee loyalty. While the preference for "Good pay" in the "Bottom Box" suggests it's less of a priority for this group, the emphasis on "Loyalty to employees" and "Job security" indicates a commitment to a secure and harmonious work environment.
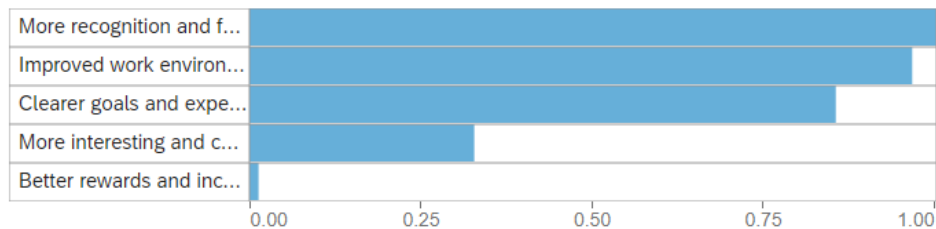
Variable Importance: The variable importance analysis further emphasizes the significance of factors like "**Good pay," "Constructive management," "Loyalty to employees,"** and "**Job security**." These factors contribute significantly to the differentiation between the clusters and underscore their influence on employee engagement and satisfaction.

Improving Job Motivation and Engagement: Insights from Respondents

The analysis shows that respondents in this survey can be weakly clustered into two distinct groups based on their preferences for various workplace factors. These clusters shed light on what matters most to employees in terms of their work environment and conditions.

Variable Importance

Factor	
More recognition and f...	
Improved work environ...	
Clearer goals and expe...	
More interesting and c...	
Better rewards and inc...	

(0.00 — 0.25 — 0.50 — 0.75 — 1.00)

Cluster 1:

Cluster 1, comprising 32 respondents, primarily values the following workplace factors:

- **More recognition and feedback**

- **Improved work environment and relationships**

- **Clearer goals and expectations**

These employees highly prioritize recognition and feedback, indicating a desire for acknowledgment and constructive input. They also emphasize the importance of fostering a positive work environment and building better relationships with colleagues. Additionally, they emphasize the need for well-defined goals and expectations in their roles.

Cluster 2:

Cluster 2, consisting of 17 respondents, primarily values the same workplace factors as Cluster 1, with a particular emphasis on:

- **More recognition and feedback**

- **Improved work environment and relationships**

- **Clearer goals and expectations**

These respondents share similar priorities with Cluster 1, emphasizing the importance of recognition and feedback, a positive work environment, and clear goals. However, they seem to place a stronger emphasis on these factors compared to Cluster 1.

Certainly, the data indicates that there are factors that make some employees hesitant or reluctant to perform their job duties. Out of the 49 respondents, 10 individuals acknowledged experiencing such factors. Below is a word cloud generated from the comments provided by these respondents:

Q31_1_TEXT - If Yes, what is it? - Text
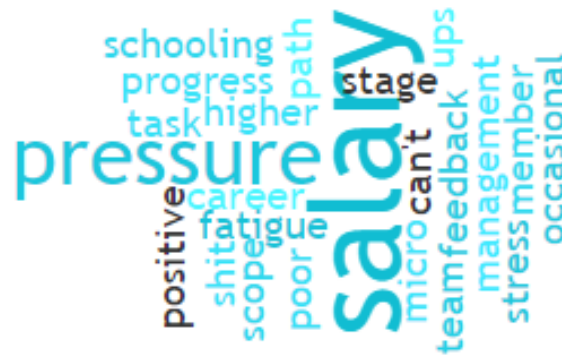
The larger words in the word cloud represent terms or phrases that appeared more frequently in respondents' comments, indicating that these factors had a relatively greater impact on their job reluctance.

- Scope of Tasks: Some employees expressed concerns about being assigned tasks that are beyond their job scope. This suggests a need for clear job role definitions and expectations to ensure employees are not burdened with tasks outside their expertise.
- Salary: Salary-related issues were mentioned by several respondents, including concerns about low compensation and its impact on motivation. Adequate compensation is essential for employee satisfaction and motivation (Engidaw, 2021).
- Team Dynamics and Stress: Occasional stress and issues related to team members were also identified as factors that affect job motivation negatively. It's important for organizations to foster a supportive and collaborative team environment.
- Management: Some respondents cited issues related to management, including phrases like "shit management" and "micro-management." This highlights the importance of effective leadership and management practices to maintain a positive work environment (Naile and Selesho, 2014).
- Career Progression: Concerns about career progression and advancement were mentioned by a few respondents. Providing clear paths for career growth can boost motivation and job satisfaction.
- Feedback and Pressure: Negative feedback and the pressure from higher-ups were mentioned in a few comments. Constructive feedback can enhance motivation, while excessive pressure may lead to stress and reduced job satisfaction.

Limitations and Further Considerations

1. **Variable Interplay**: While the data reveals robust connections between various factors and employee motivation and engagement, it's vital to acknowledge the complex interplay of variables within the work environment. it's crucial to acknowledge that other variables such as job role, compensation, and interpersonal relationships can interact with these factors to influence employee motivation and engagement.

2. **Supplemental Variables**: Recognizing that motivation and engagement are multifaceted, it's crucial to consider additional variables that could influence these dynamics. Leadership styles, organizational culture, and external factors could also impact employee motivation and engagement and should be explored in future studies.

3. **Sample Size and Generalizability**: This study's relatively small sample size of 50 respondents may limit the generalizability of findings to broader populations. Future research with larger and more diverse samples can enhance the validity and applicability of the results.

4. **Cross-Sectional Design**: The cross-sectional design used in this study allows for observations at a single point in time, making it challenging to establish causal relationships. Longitudinal studies would provide deeper insights into how changes in variables affect motivation and engagement over time.

5. **Qualitative Exploration**: Complementing quantitative data with qualitative research could offer richer insights into the experiences and perceptions of employees regarding motivation and engagement factors. Qualitative studies can uncover nuances that quantitative surveys might miss.

6. **Self-Reported Data**: The study relies on self-reported data, which can introduce bias and inaccuracies. Employing objective measures and triangulating data sources could enhance the validity of results.

7. **Intervention Evaluation**: To translate research into practical improvements, organizations should consider evaluating interventions aimed at enhancing motivation and engagement. Assessing the impact of specific initiatives can provide actionable insights for creating a more motivated and engaged workforce.

Conclusion

In today's rapidly evolving workplace landscape, understanding the complex dynamics of employee motivation and engagement is paramount for organizational success and individual well-being. This survey has been designed meticulously to uncover the multifaceted elements that shape the work experience and delve into the diverse facets of employee motivation.

The key findings from this survey shed light on critical factors that influence employee motivation and engagement, providing valuable insights for organizations and leaders:

1. **Gender and Experience:** The data reveals that both male and female employees experience higher job satisfaction and motivation as they gain more experience. Mid-career females and experienced males tend to be particularly satisfied and engaged.

2. **Work-Life Balance:** An excellent work-life balance, coupled with high motivation, leads to the highest job satisfaction. Conversely, poor work-life balance can negatively impact job satisfaction and reduce motivation.

3. **Supervisor Relationship:** Positive relationships with supervisors significantly contribute to higher motivation and engagement, while poor relationships can have the opposite effect.

4. **Career Advancement Clarity:** A clear career advancement path positively influences motivation and engagement, emphasizing the importance of transparent career trajectories.

5. **Workload and Stress:** High workload and stress levels tend to reduce motivation and engagement, while lower levels can enhance motivation and engagement by creating a more manageable work environment.

6. **Professional Growth Support:** There is a strong positive correlation between motivation and the perception of professional growth support, highlighting the importance of fostering employee motivation through career development opportunities.

7. **Ranking Workplace Factors:** The survey identified two clusters of employees with distinct priorities. Recognition, positive work relationships, and clear goals emerged as key factors that impact motivation and engagement.

8. **Improving Job Motivation and Engagement:** Both clusters prioritize recognition, a positive work environment, and clear goals as critical factors that can significantly impact motivation and engagement. Organizations can focus on these aspects to boost employee motivation and commitment.

9. **Challenges Impacting Motivation:** Some employees mentioned challenges such as unclear job roles, low compensation, team dynamics, and management issues that negatively affect their job motivation. Addressing these challenges is essential for fostering a motivated workforce.

In conclusion, a motivated and engaged workforce is essential for sustainable organizational success. By understanding the factors that drive and hinder employee motivation, organizations can develop evidence-based practices and strategies to enhance job satisfaction, commitment, and performance. A holistic approach, encompassing factors like work-life balance, career growth, and supportive relationships, holds the key to unlocking a culture of excellence within organizations.

Recommendations

A motivated and engaged workforce is not only more productive but also more likely to contribute positively to the organization's long-term success and sustainability. By implementing these recommendations, organizations can create a work environment that not only attracts top talent but also fosters high levels of motivation and engagement among employees.

Recommendations	Description
1. Clarify Career Advancement Paths	Provide clear paths for growth and development within the organization, and communicate them regularly.
2. Promote Work-Life Balance	Support a healthy work-life balance with flexible arrangements and wellness programs.
3. Strengthen Supervisor Relationships	Train supervisors for effective leadership and communication, fostering positive work environments.
4. Manage Workload and Stress	Monitor workloads and provide resources for stress management to mitigate negative impacts.
5. Recognize and Reward Performance	Implement structured recognition programs to acknowledge and appreciate outstanding performance (Manzoor, Wei and Asif, 2021).
6. Offer Professional Growth	Invest in training, mentoring, and skill-building aligned with employees' career goals (Engidaw, 2021).
7. Address Compensation Concerns	Regularly review and adjust compensation packages to ensure competitiveness and satisfaction.
8. Enhance Team Dynamics	Foster teamwork, communication, and mutual support to improve team dynamics and motivation.
9. Improve Management Practices	Train managers to adopt effective leadership styles, avoiding micromanagement.
10. Collect Ongoing Feedback	Continuously gather employee feedback and act on it to demonstrate commitment to improvement.
11. Tailor Benefits and Perks	Customize benefits to align with employee preferences, offering flexible options and wellness programs.
12. Create a Positive Work Environment	Promote diversity, inclusivity, collaboration, respect, and a sense of belonging in the workplace.
13. Monitor and Measure	Continuously assess motivation and engagement through surveys and analytics, making data-driven improvements (Manzoor, Wei and Asif, 2021).
14. Develop Employee Development Plans	Collaborate with employees on individualized career and skill development plans.
15. Promote Work-Life Integration	Encourage employees to integrate work and personal life with flexibility and support.

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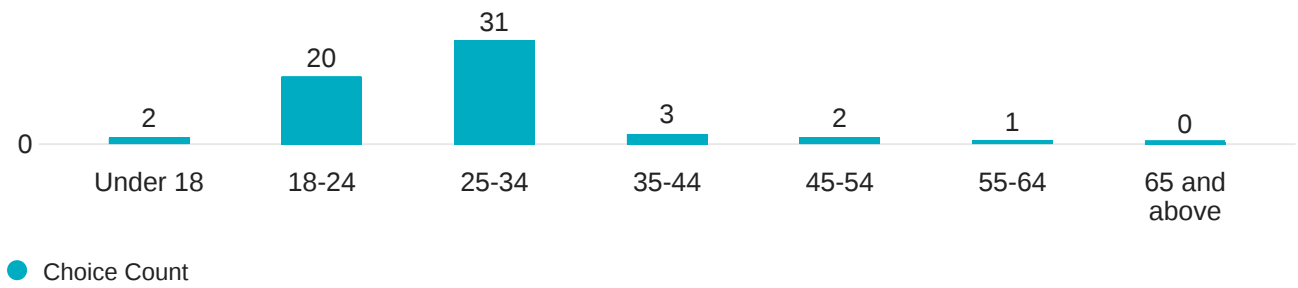
Appendices

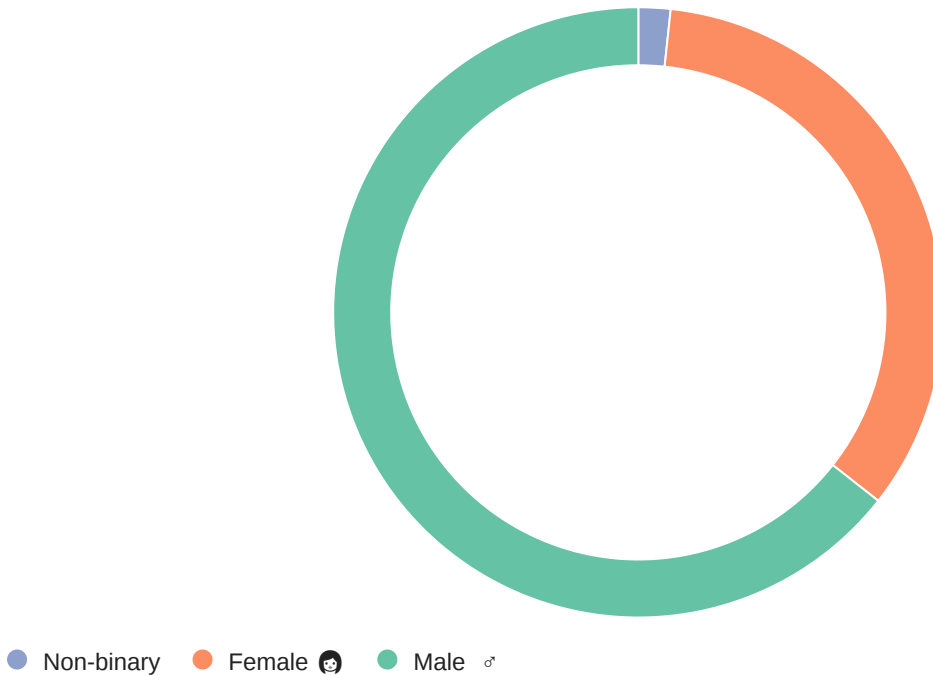| Segment	Intention	Survey Questions
Demographics	Understand respondent background	What is your highest level of education?
		What is your current job role and department within the organization?
		How many years of work experience do you have in your current field?
Job Satisfaction	Measure overall job satisfaction	On a scale of 1 to 10, how satisfied are you with your current job overall? - I am
Compensation and Benefits	Evaluate satisfaction with compensation	How satisfied are you with the compensation and benefits provided by your organization?
Work Environment	Assess workload, stress, and flexibility	Please indicate your current workload and stress levels:
		Do you feel that your organization provides sufficient flexibility in work arrangements (e.g., remote work, flexible hours)?
Work-Life Balance	Measure work-life balance satisfaction	How would you rate your current work-life balance?
Skill Development and Growth	Assess opportunities for growth	Are you provided with opportunities for skill development and training within your organization?
		How clear is the career advancement path within your organization? - I am
Support and Feedback	Measure organization's support and feedback	Do you feel supported in your professional growth by your organization?
		How satisfied are you with the feedback and performance evaluation processes in your organization?
		Please share any additional comments or suggestions regarding growth and development opportunities within your organization.
Relationships and Collaboration	Evaluate relationships and teamwork	How would you rate your relationship with your immediate supervisor? – Rate
		How would you describe collaboration and communication within your teams?
		To what extent do you feel a sense of belonging and teamwork within your organization?

		How satisfied are you with the support you receive from your colleagues? - Click to write Choice 1
Motivation and Engagement	Understand factors influencing motivation	How motivated do you feel in your current role?
		What things within your job make you feel motivated? (Select all that apply)
		What things outside of the job itself make you motivated to work? (Select all that apply)
		Are there things that make you not want to do your job? - Selected Choice
		Are there things that make you not want to do your job? - If yes, what is it? – Text
		How do you think your job motivation could be improved? - Selected Choice
		How do you think your job motivation could be improved? - Other (please specify): - Text
Ranking Workplace Factors	Prioritize factors for enhancement	Rank the workplace factors below by dragging and dropping them in order of importance. (List of factors to rank)

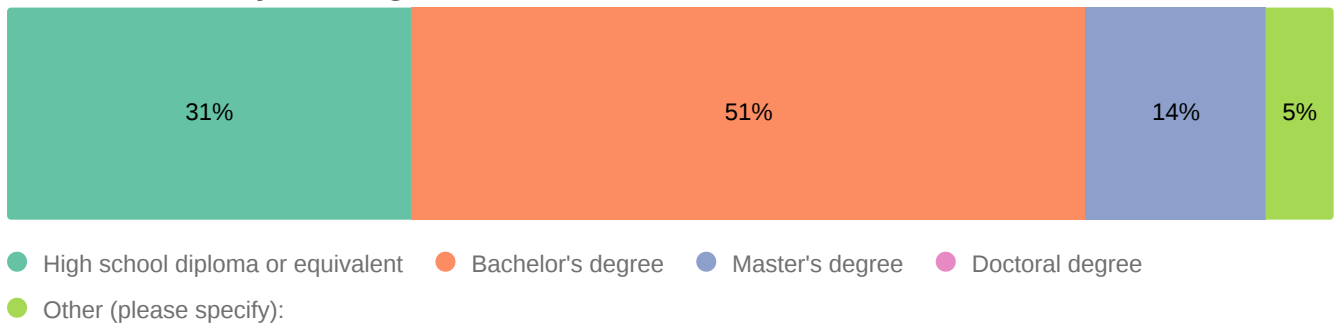**The survey questions and results will be on the upcoming pages.**
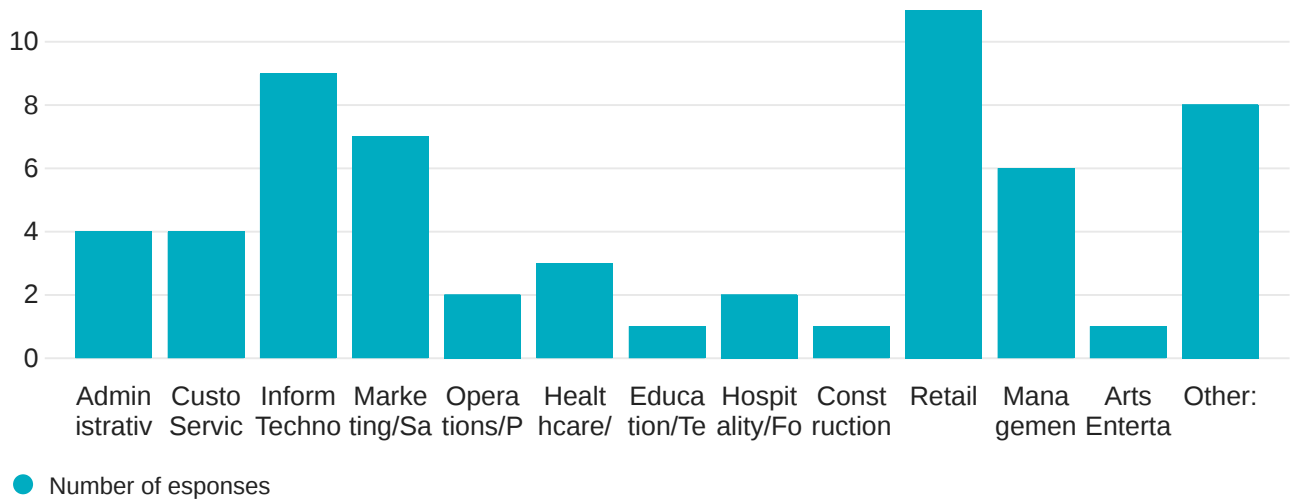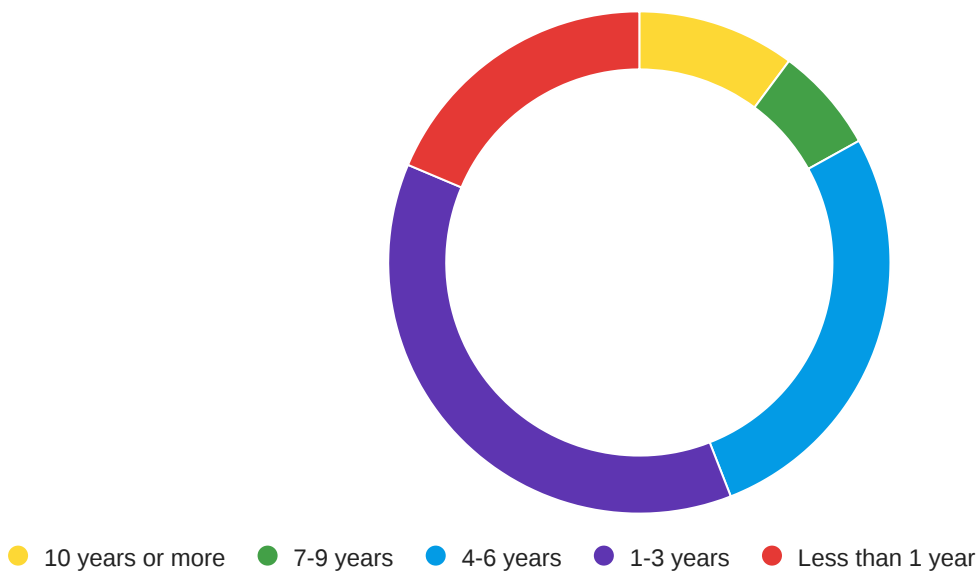
Q1 - What is your age?

Under 18	18-24	25-34	35-44	45-54	55-64	65 and above
2	20	31	3	2	1	0

● Choice Count

Q2 - What is your gender?

● Non-binary   ● Female 👩   ● Male ♂

Q3 - What is your highest level of education? 🎓 - Selected Choice

31%	51%	14%	5%

● High school diploma or equivalent ● Bachelor's degree ● Master's degree ● Doctoral degree
● Other (please specify):

Q4 - What is your current job role and department within the organization? - Selected Choice

Bar chart showing Number of esponses:

Category	Number of esponses
Administrativ	4
Custo Servic	4
Inform Techno	9
Marke ting/Sa	7
Opera tions/P	2
Healt hcare/	3
Educa tion/Te	1
Hospit ality/Fo	2
Const ruction	1
Retail	11
Mana gemen	6
Arts Enterta	1
Other:	8

● Number of esponses

Q7 - How many years of work experience do you have in your current field?

Donut chart with legend:

● 10 years or more   ● 7-9 years   ● 4-6 years   ● 1-3 years   ● Less than 1 year

Q9_1 - On a scale of 1 to 10, how satisfied are you with your current job overall?

● Choice Count

## Q10 - How satisfied are you with the compensation and benefits provided by your organization?

● Extremely dissatisfied ● Somewhat dissatisfied ● Neither satisfied nor dissatisfied ● Somewhat satisfied
● Extremely satisfied
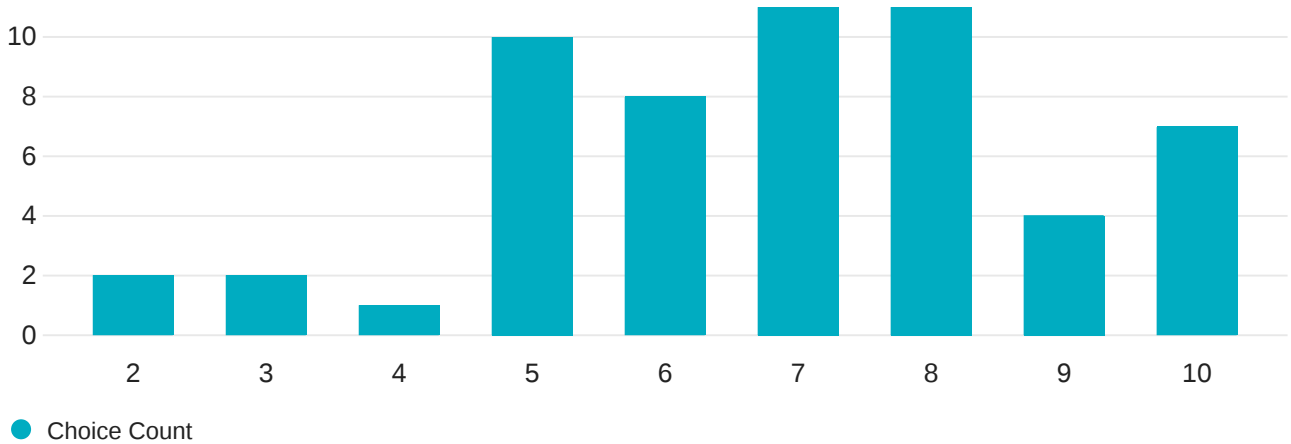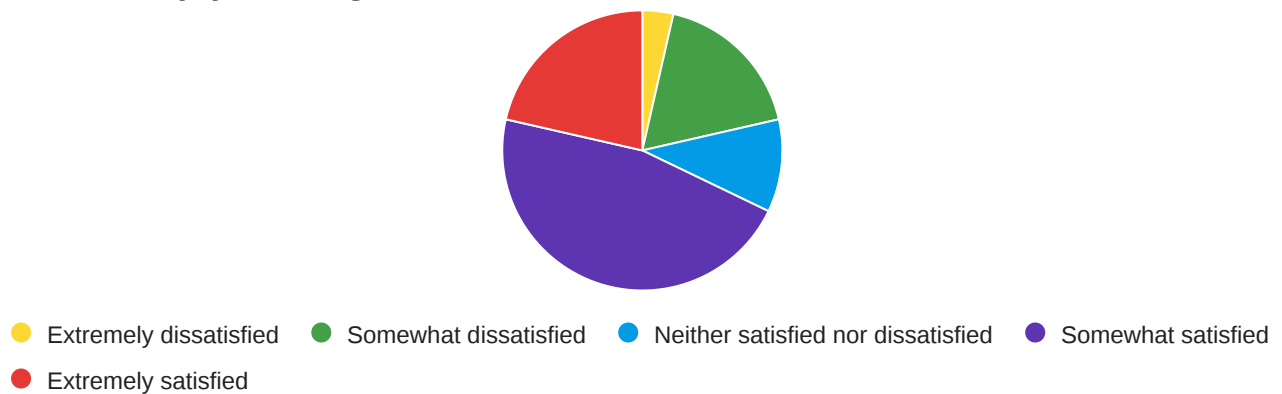
Q11 - Please indicate your current workload and stress levels:

● Choice Count
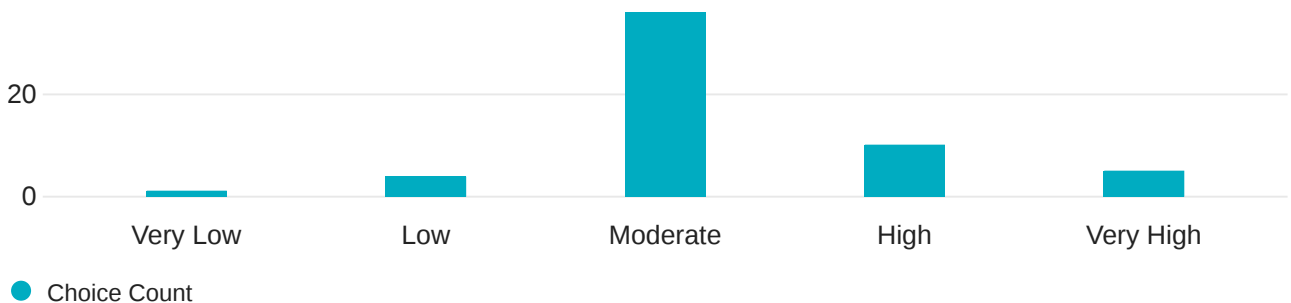
Job Happiness & Life Balance

Q12 - Do you feel that your organization provides sufficient flexibility in work arrangements (e.g., remote work, flexible hours)?

● Somewhat ● No ● Yes
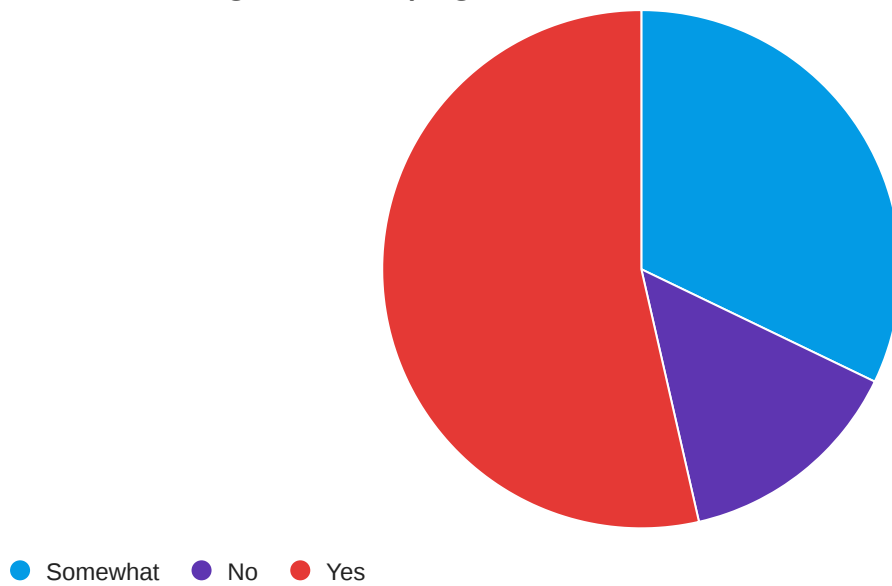
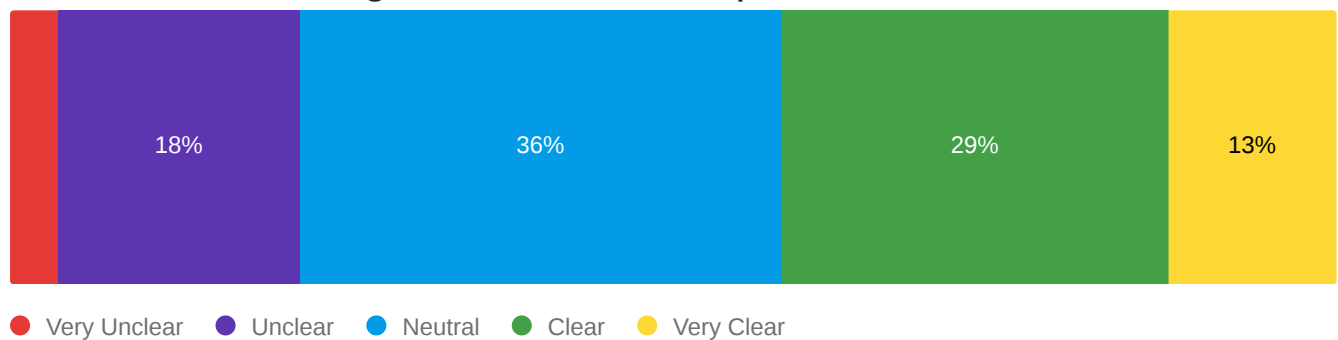## Q13 - How would you rate your current work-life balance?

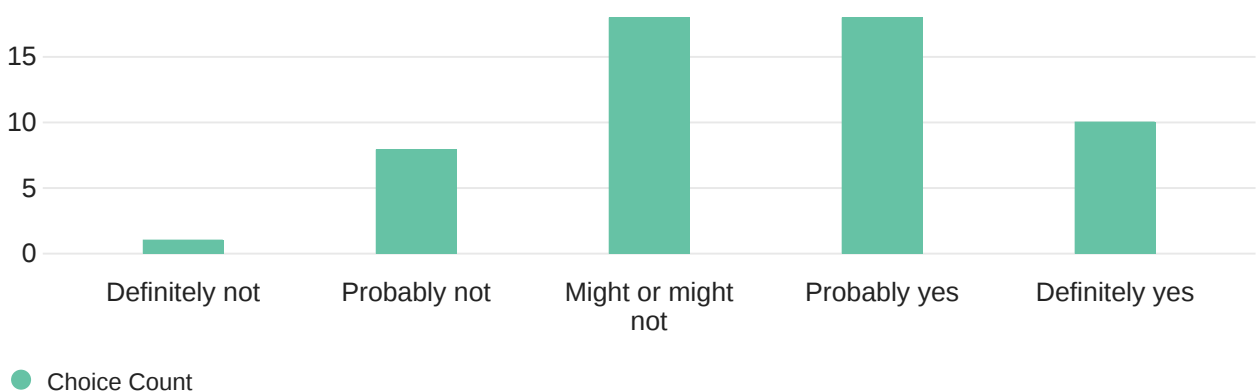● Choice Count

Opportunities & Growth

Q16 - Are you provided with opportunities for skill development and training within your organization?

● Choice Count
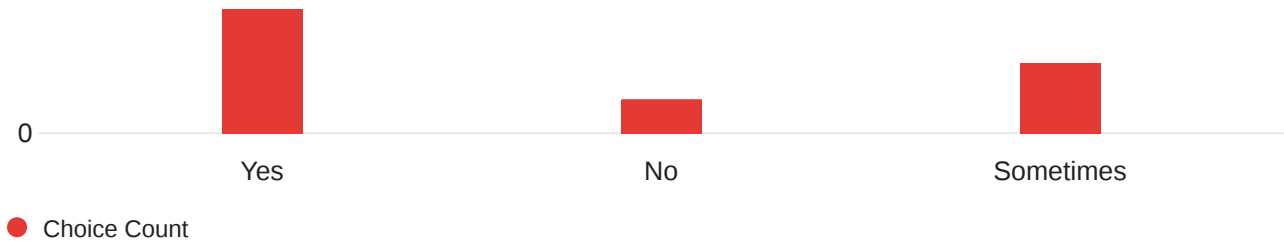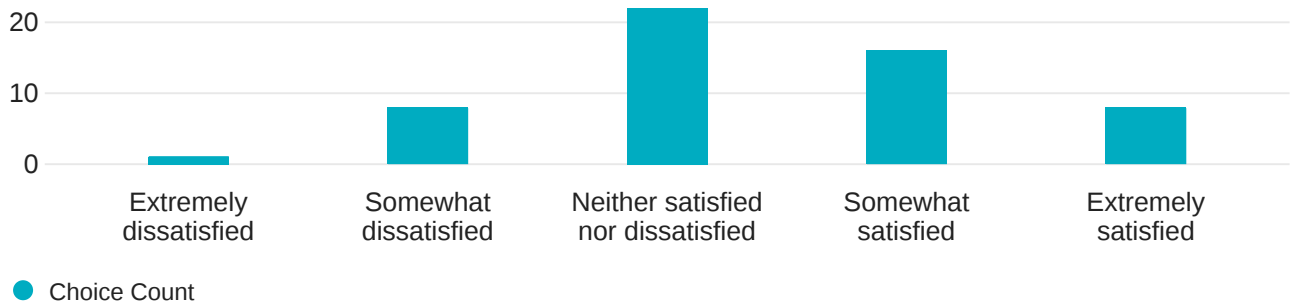
How clear is the organizational career path?

| 18% | 36% | 29% | 13% |

● Very Unclear ● Unclear ● Neutral ● Clear ● Very Clear

Q18 - Do you feel supported in your professional growth by your organization?

● Choice Count

Q19 - How satisfied are you with the feedback and performance evaluation processes in your organization?

Choice Count

Q26 - Please share any additional comments or insights about your interpersonal relationships and team dynamics within your organization:

Please share any additional comments or insights about your interpersonal relationships and team dynamics within your organization:
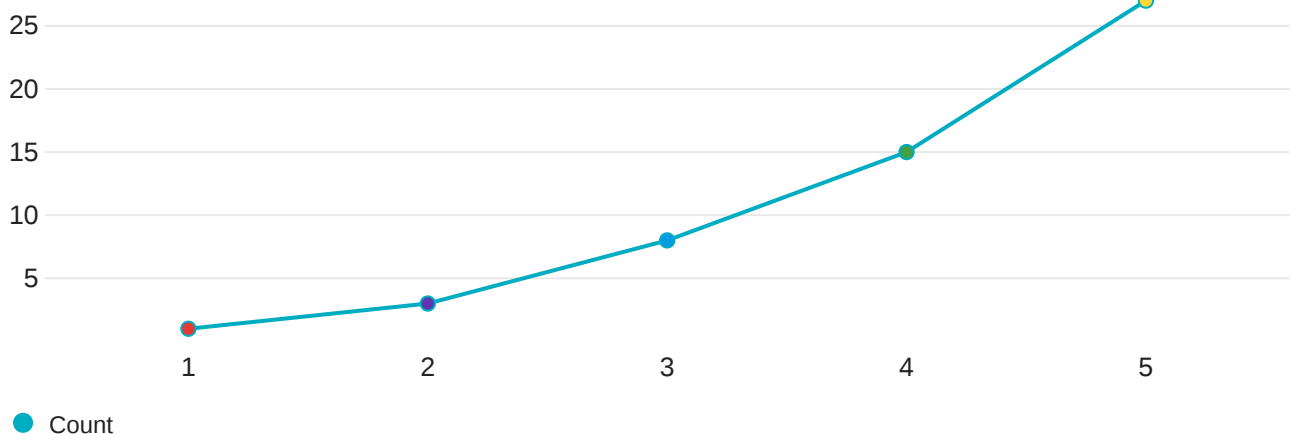
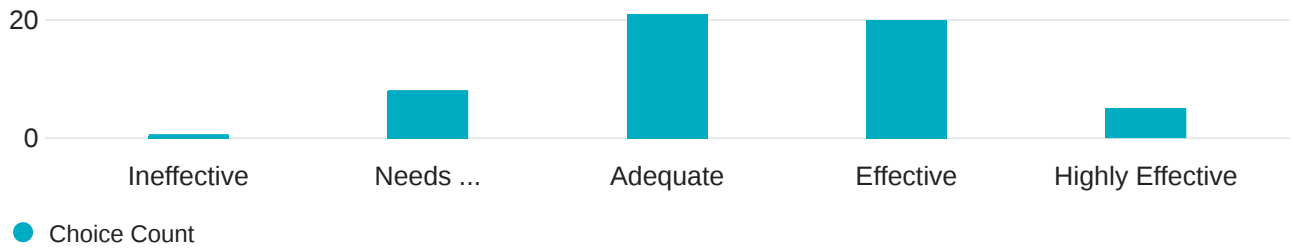| |
|---|
| Na |
| No |
| Had a good connection to the team and received proper support from them |
| N/A |

Team Connections

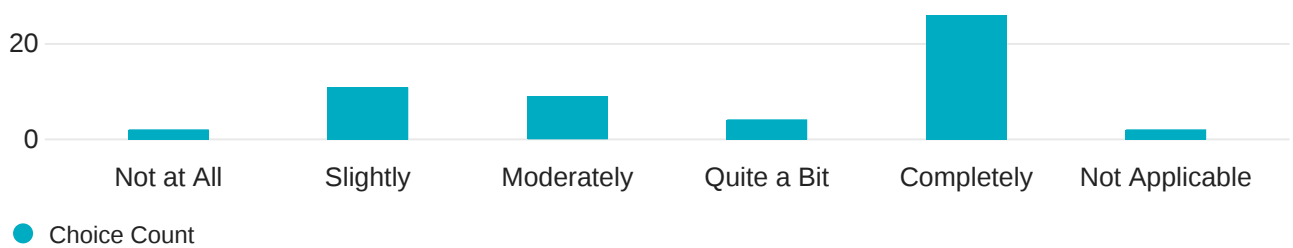## Q22_4 - How would you rate your relationship with your immediate supervisor?

Count

Q23 - How would you describe collaboration and communication within your teams?

- Choice Count

Q24 - To what extent do you feel a sense of belonging and teamwork within your organization?

- Choice Count

Q25_4 - How satisfied are you with the support you receive from your colleagues?
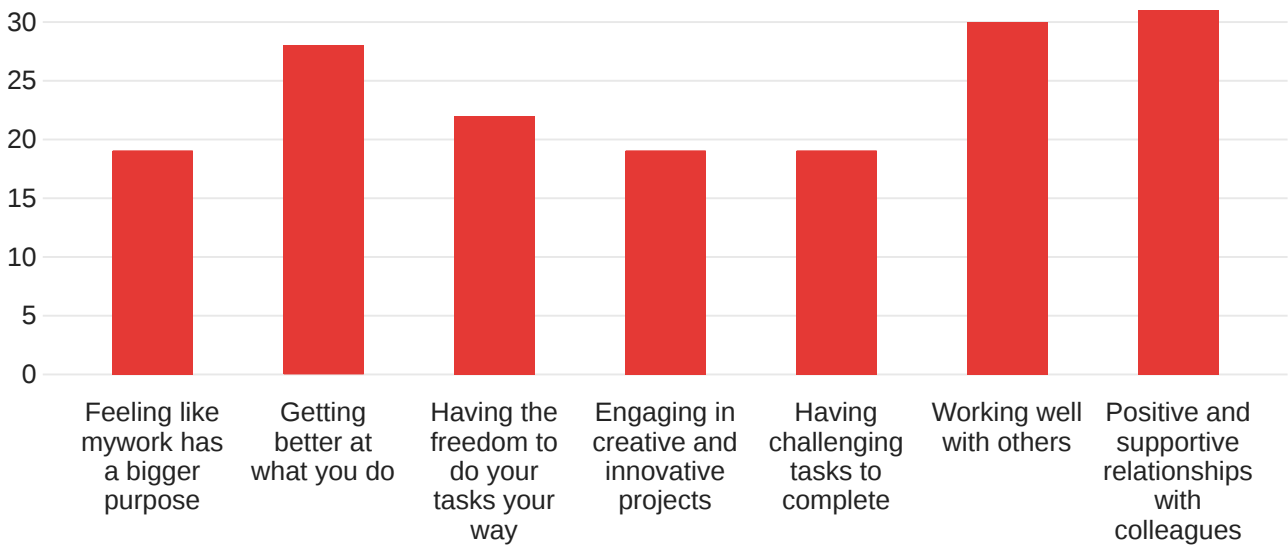

- Choice Count
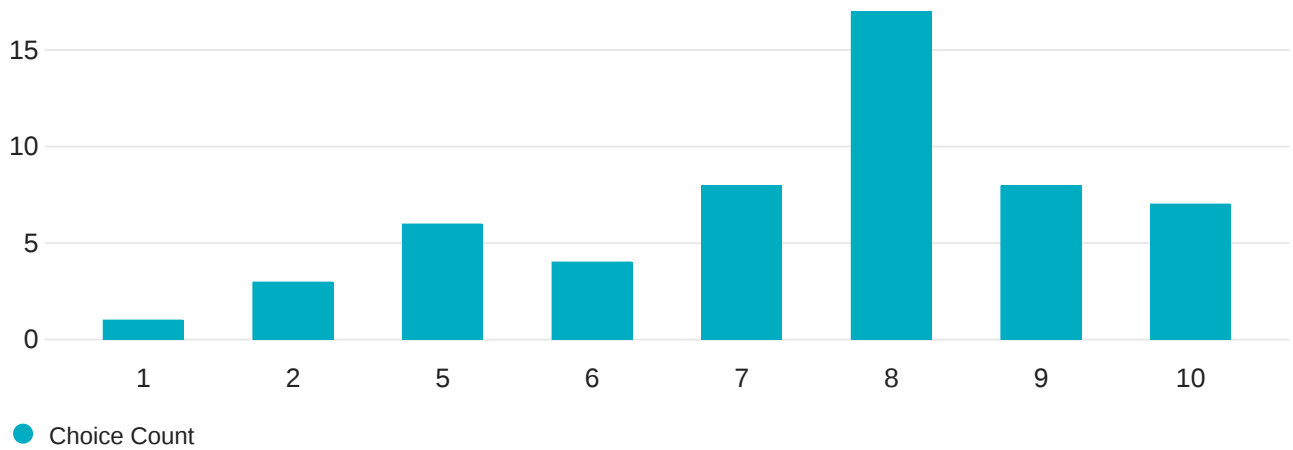
Motivation Insights

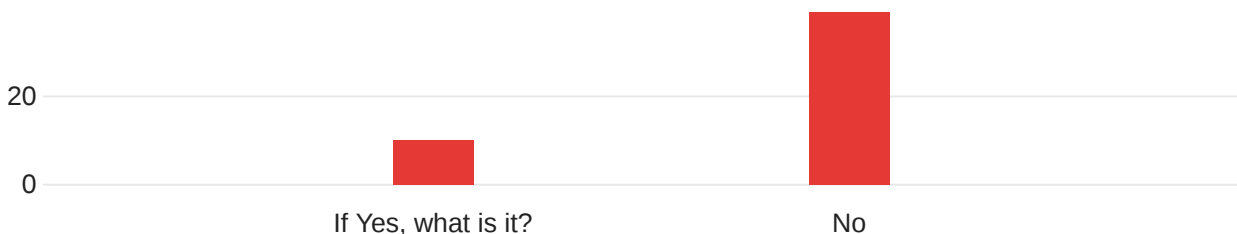## Q28 - How motivated do you feel in your current role?

- 🟡 Very Motivated
- 🟢 Somewhat Motivated
- 🔵 Neutral
- 🟣 Somewhat Unmotivated
- 🔴 Extremely unmotivated

Q29 - What things within your job make you feel motivated? (Select all that apply)

- 🔴 Choice Count

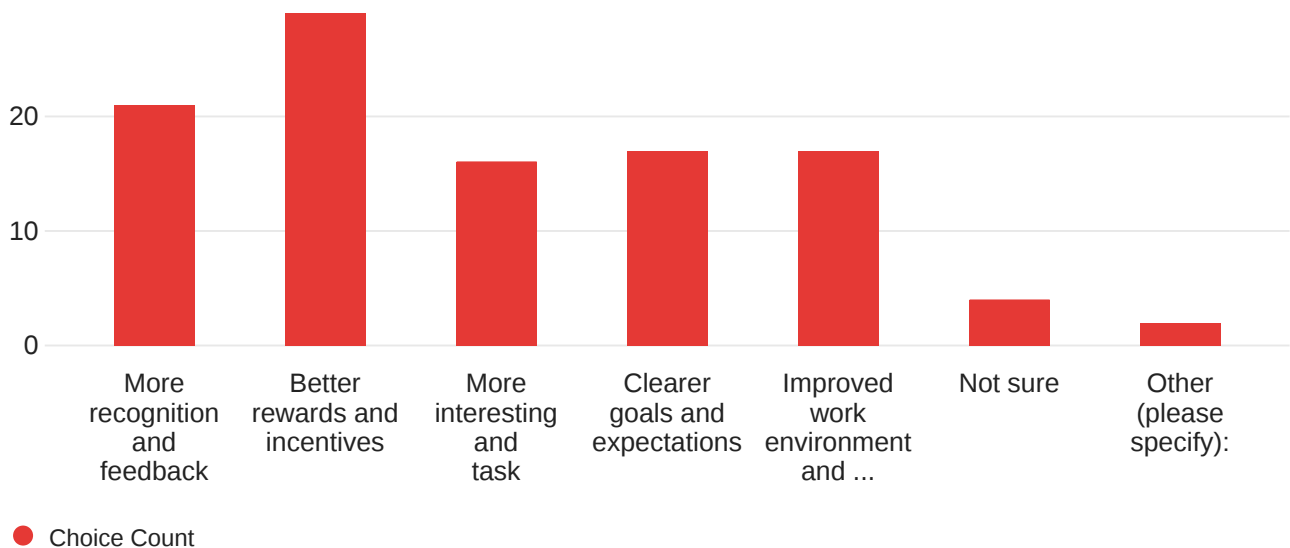## Q31 - Are there things that make you not want to do your job? - Selected Choice

- 🔴 Choice Count

Q31_1_TEXT - If Yes, what is it? - Text

ups positive task path member can't fatigue micro poor stage schooling feedback higher **salary** pressure scope career management shit stress occasional team progress

Q32 - How do you think your job motivation could be improved? - Selected Choice

Legend: ● Choice Count

X-axis categories: More recognition and feedback | Better rewards and incentives | More interesting and task | Clearer goals and expectations | Improved work environment and ... | Not sure | Other (please specify):

Q33 - Rank the workplace factors below by dragging and dropping them in order of...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
Good pay	1.00	9.00	2.90	2.38	5.68	49	142.00
Job security	1.00	9.00	3.47	2.25	5.07	49	170.00
Growth opportunities	1.00	9.00	3.96	2.40	5.75	49	194.00
Favorable working conditions	1.00	8.00	3.90	1.89	3.56	49	191.00

Engaging and fulfilling tasks	2.00	9.00	5.53	2.00	4.00	49	271.00
Loyalty to employees	1.00	9.00	5.92	1.99	3.95	49	290.00
Constructive management	2.00	9.00	6.16	2.09	4.38	49	302.00
Organizational appreciation for work done	1.00	9.00	6.47	2.24	5.02	49	317.00
Understanding/helping with personal issues	1.00	9.00	6.69	2.45	6.01	49	328.00