



Študentská vedecká aktivita

Differences between white-collar and blue-collar job motivation

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Introduction

This first stimulus to look deeper into the problem of differences between job motivation of blue-collar and white-collar workers were Furnham's doubts about applicability of management processes described in literature due to a fact that it usually does not take into account differences of the two groups already mentioned and it is usually applied purely to white-collar workers.

The main aim of this paper is to reveal possible differences in the factors that motivate blue-collar and white-collar workers with a reference to theoretical background of motivation theories and approaches. Partial aim of the paper is to suggest which particular job characteristics the managers should focus on when adjusting model of job design to blue and white-collar workers regardless current job design of a given enterprise but with a respect to differences in the importance of factors having influence on motivation and satisfaction of blue-collar and white-collar employees .

1. Theoretical background of motivation

The first chapter of this paper is focused on clarifying basic terms and theories connected to motivation. It clarifies the model of job design (Hackman and Oldham's Job characteristics model) and defines basic characteristics and differences between blue-collar and white-collar workers.

First of all it is necessary to get familiar with basic terms connected to motivation.

1. 1. Defining motivation

Motivation is a common word used in our everyday lives. Consciously or unconsciously we understand that behind our actions, goals achieved, performance either at work or elsewhere there is something that drives us to behave the way we do.

Mullins (2008, p.172), defines motivation as "a direction and persistence of action". In other words it is the reason why people choose certain actions to others and what keeps them to continue with these actions often facing problems and difficulties.

According to Mitchell (In Mullins 2008, p. 172), motivation has four main characteristics in common:

- motivation is individual phenomenon,
- motivation is intentional,
- motivation is multifaceted,
- motivation theories predict behaviour.

Apart from understanding of what motivation is, it is necessary to distinguish between the terms motive and incentive.

Motive is an inner state of an individual that activates behaviour of a person towards achieving some goal, fulfilment of a need. Importantly, it originates within a person (Harris, 2002, p. 260). *Incentive*, on the other hand, is provided in return for particular effort or achieved goal (Harris, 2002, p. 260).

The relation of motive and incentive is more complex. Due to a fact that motivation differs with every individual, such incentives must be provided that suit particular motives.

Providing an unattractive incentive that is not directed to meet personal motive (need) will have no effect on an individual's motivation (Harris, 2002, p. 260).

After clarifying the terms motives and incentives it is necessary to explain what *stimulation* is. Very often stimulation is mistaken for motivation and vice versa. The main difference between the two terms is that motivation is internal process while stimulation is external process (The MDTR Center for Productivity, 1999, p. 200).

Finally, it is useful to distinguish between job motivation and *satisfaction*. Satisfaction is very closely linked to motivation. Yet, it is not the same. Chopra (1990, p. 199) defines job satisfaction to be “the gratification that a person derives from the job that he is employed to perform.” Opinions vary about what comes first – motivation or satisfaction (Mullins, 2008, p. 199). Nevertheless, it is important to know that the two terms are interconnected and both influence performance positively.

When it comes to inner and outer forces that drive people to take actions, explaining the terms intrinsic and extrinsic motivation is very practical.

Frey and Osterloh (2002, p. 2) define the *intrinsic motivation* as the activity or the corresponding goal which satisfies a direct need in its own right. *Extrinsic motivation* originates in external environment (Frey, Osterloh 2002, p. 2). Very often it is identified with money. Table 1 represents differences between intrinsic and extrinsic motivation.

Table 1: Comparison of intrinsic and extrinsic motivation

INTRINSIC Motivation	EXTRINSIC Motivation
• used to refer to behaviors for which there is no apparent reward except the activity itself • performance in the absence of reward	• used to refer to behaviors in which an external controlling variable can be readily identified

Source: Cameron, 2002, p. 12

Motivation is not only a theoretical concept used in literature, it occurs in reality and has a big influence on different outcomes.

1. 2. Importance of motivation

It is not satisfactory to understand the term motivation unless getting acknowledged with the frame of how it fits in organisational processes and organisation as a whole. That is the reason why it is necessary to understand the consequences of demotivated employees and,

on the other hand, to point out at the big advantages for an organisation to have motivated, satisfied employees.

Motivated employees favour the organisation in sense of increased efficiency, effectiveness and productivity, as well. In addition, they have an impact on probability of planned outcomes achieving. In contrary, demotivated employees cause management to work longer hours (Forsyth, 2000, p.2). Obviously, it is not the only downside of demotivated employees.

It also leads to increased absenteeism, time wasting, interrupting others from work, financial outflow from the organization, organisation policy questioning, bureaucracy. On the other hand, demotivated employees cause decrease in interest, speed of work, willingness to accept responsibility, attention of employees etc. (Forsyth, 2000, p.2).

In order to motivate employees, it is necessary to understand the background of motivation. Motivation theories explain what, how and why people behave in a certain way.

1. 3. Motivation theories

Approaches to motivation are usually divided according to what a given theory is focused on. There are two main types of motivation theories: content and process theories.

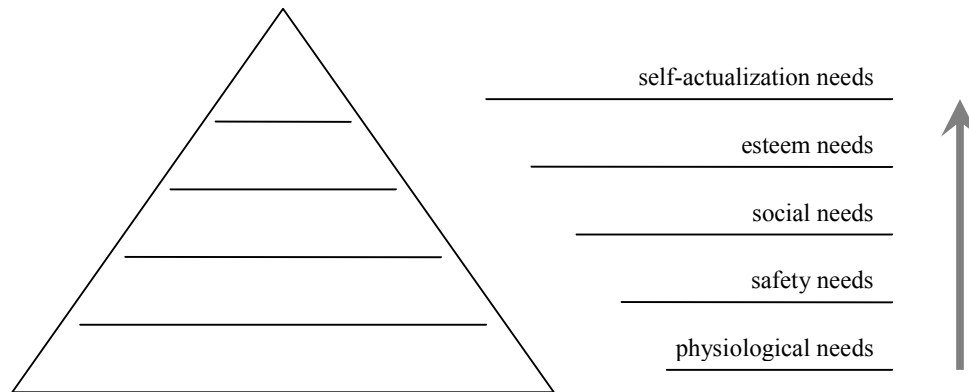
Content theories examine drivers of human behaviour, search for reasons why people act the way they do – what influences their behaviour (Tosi et al. 2003, p. 73). Content theories analyse needs, motives and rewards which influence motivation (Rainey, 2009, p. 274). Maslow's Hierarchy of needs, ERG theory or Herzberg's Two factor theory are commonly described in various books or publications. The paper is focuses on providing theoretical background of Hierarchy of needs and Two factor theory.

On the other hand, process theories of motivation examine how people are motivated to take actions (Tosi et al., 2003, p. 73). This group explains the behaviour in connection to rewards which initiate it (Singh, 2010, p. 137). Examples of process theories of motivation are Goal setting theory, the Reinforcement theory or Vroom's Expectancy theory.

However, the paper is aimed at content theories only due to a fact they are easier identified in practice:

a) Abraham Maslow's Hierarchy of needs

One of the most famous motivation theories is Maslow's Hierarchy of needs. Picture 1 depicts five categories of needs.



Picture 1. Maslow's Hierarchy of Needs

Source: Pride et al., 2010, p. 283

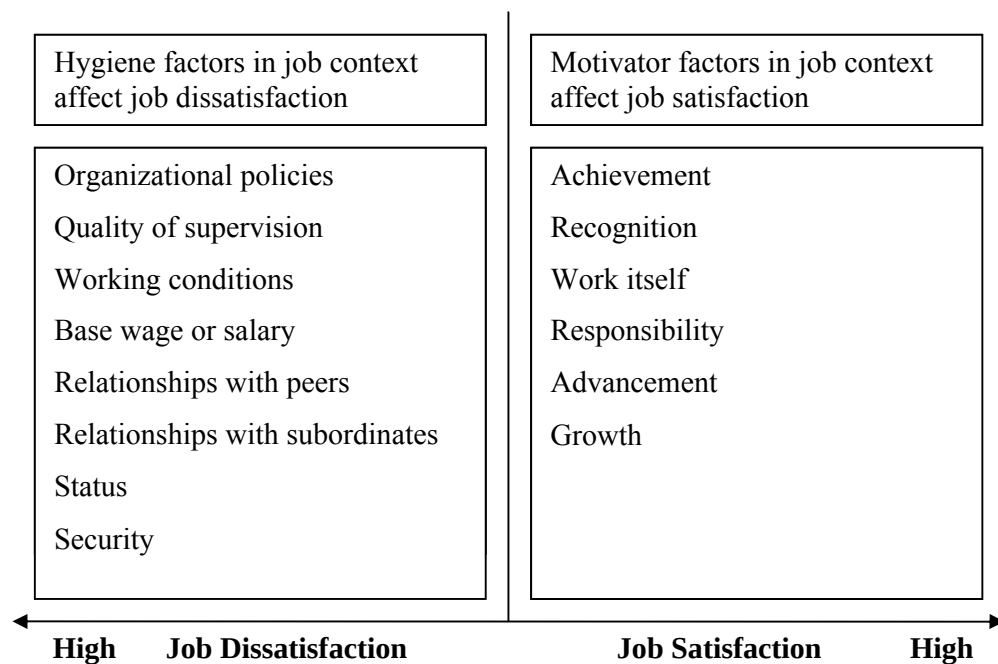
There are 5 levels of needs: physiological needs (food, water, clothing, shelter, sleep), safety needs (physical and emotional security), social needs (needs for love, affection and sense of belonging), esteem needs (respect and recognition from others, sense of own accomplishment) and self-actualization needs (need to grow – varies with each individual) (Pride et al. 2010, p. 284).

Among other specialists, Horská (2009, p. 43) also explains how the pyramid works. The older needs (by means of evolution) – needs of lower order shall be satisfied first. These needs are typical for all people regardless the culture. They are not differentiated according to any cultural or social factors. After satisfying needs of lower order, it is possible to climb the pyramid higher, to the needs of higher order which, in contradiction to the lower needs, differ in every individual perception (V. Horská, 2009, p. 43).

b) Herzberg's Two Factor Theory

Herzberg had a different view on explaining employees' motivation than Maslow. He divided factors influencing employee's (dis)satisfaction and (de)motivation into two groups: *hygiene factors* which are linked to the working environment and *motivation factors* that are connected to the work content (Griffin, 2008, p. 295).

The relation between the hygiene and motivator factors is depicted in the Picture 2.

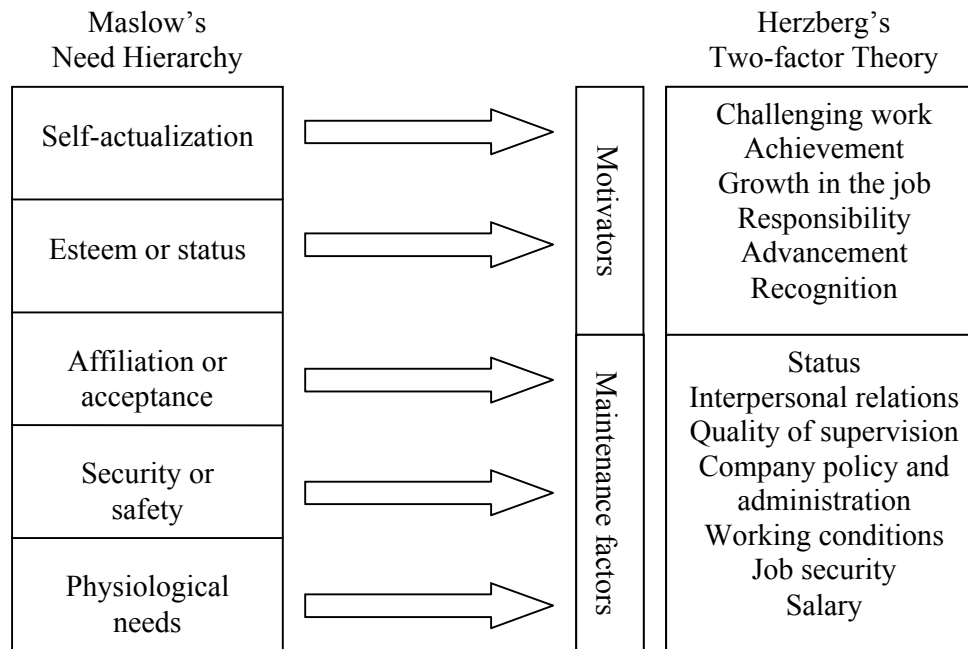


Picture 2. Sources of dissatisfaction and satisfaction in Herzberg's two-factor theory

Source: Hunt, 2010, p. 114.

The Two factor theory explains connection of factors to motivation of employees. The process has two stages while in the first one a manager needs to secure sufficient hygiene factors. The first stage does not motivate employees, it only influences their satisfaction/dissatisfaction. Only afterwards the manager can move to influencing worker's motivation by providing adequate motivators. Herzberg recommended job enrichment as a right way towards satisfied and motivated employees (Griffin, 2008, p. 295).

After discussing the most famous theories, it is useful to compare them. It is depicted in Picture 3, which shows the main differences between Herzberg's Two factor theory and Maslow's Hierarchy of needs. Nevertheless, the theories are not completely different, there are also some similar approaches to the order of satisfying needs.



Picture 3 Comparison of Maslow's Hierarchy of needs and Herzberg's Two-factor theory

Source: Koontz, Weihrich (2010, p. 291).

The picture shows similarities and differences when comparing two contentual motivation theories – the Hierarchy of needs and the Two factor theory. Both theories are based on certain order of satisfying needs. However, Maslow believed all needs were motivating an individual whilst Herzberg divided the needs into satisfying needs (according to Maslow – needs of lower order and social needs) that are a cornerstone for further motivation process using motivators (according to Maslow – esteem needs and self-actualization needs).

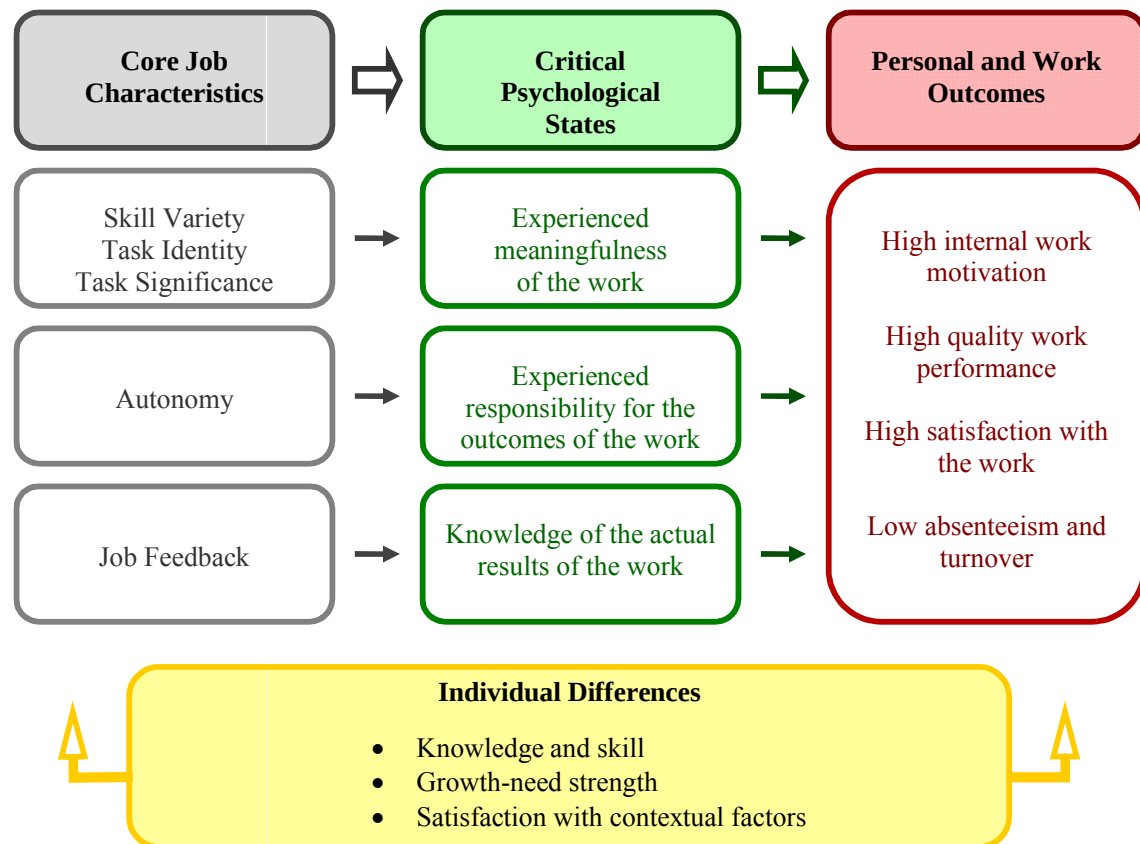
1. 4. Job design

So far the text has focused on clarifying basic terms and theories related to motivation. This chapter introduces job design as a specific tool to boost employee motivation, satisfaction and enhance their performance which is well applicable in practice.

According to Lewis et al. (2007), job design is: “the set of tasks and activities that are grouped together to constitute a particular job position”.

There exist many reasons to apply a proper design in an organisation. Firstly, it improves performance and lowers costs as a positive outcome from reduced turnover and absenteeism. Secondly, job design influences job satisfaction. Finally, it affects physical and mental health of employees (Mathis et al. 2008, p. 165).

In connection to job design it is useful to mention the job characteristics model. The Job characteristics model shows the relation between core job characteristics and a way a person experiences these characteristics when working and outcomes of the process – motivation, satisfaction and work performance. The model was proposed by Hackman and Oldham (In Kumar, 2010, p.291). Relations are graphically shown below, in picture 4.



Picture 4 Job Characteristics Model

Source: Hellriegel et al., 2007, p. 131

Described job characteristic model is very useful when it comes to motivating employees. If a manager can identify reasons of dissatisfaction or simply reveal possible improvements of job design even when employee seems to be motivated enough, the manager can enhance satisfaction of the employee and consequently improve their performance.

This model constitutes the basis for the consequent analysis of job motivation as well. However, due to a fact that such model is very specific and is differently applied in every organisation and job position, these unique conditions we will not take into account and consider the model as a general frame applicable in each kind of organisation. The main reason for such a decision is the fact that it is a model and as a model it has features which are taken into consideration by all managers regardless given job position they are constructing.

1.5. Blue-collar and white-collar characteristics

In order to get to the root of this paper – to the research itself, it is necessary to characterize blue-collar and white-collar workers.

Both expressions are used when referring to job occupation. *Blue-collar workers* are labourers executing manual work. In contradiction, *white-collar workers* are non-manual workers (Docherty 2004, p. 48).

White-collar workers are almost all of managerial grade on contrary to blue-collar workers who are supervisors or have a job position below this level (Furnham 2005, p. 116).

All necessary terms, theories and models needed for proper analysis of possible differences in the factors that motivate blue-collar and white-collar workers were provided in this chapter. The second part is focused on analysing the perception of motivation factors importance by manual and non manual workers.

2. Factors that motivate blue-collar and white-collar workers

The second part of the paper is focused on revealing potential differences in the factors that motivate blue-collar and white-collar workers. This purpose also constitutes the main aim of the research. The partial aim is to suggest which particular job characteristics should the managers focus on when adjusting the model of job design to blue and white-collar workers regardless current job design of a given enterprise but with a respect to the differences in the importance of the factors having influence on the motivation and satisfaction of blue-collar and white-collar employees

2. 1. Methodology of the research

In order to meet the aims of the paper we have conducted quantitative research on the sample of 74 respondents. We have gathered primary data using the method of questioning. The main tool utilised in this process was a questionnaire distributed to 100 respondents either in printed or electronic form.

The questionnaire consisted of 9 closed questions examining the motivation and satisfaction of blue-collar and white-collar workers in their current job position. One question having a form of a scale assessed the importance of 16 different factors for blue and white-collar workers. However, due to short extent of the work it was not possible to include all results of the research.

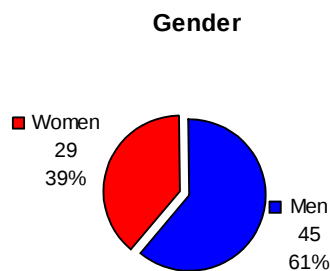
2. 2. Structure of the sample

The sample was heterogeneous created from the respondents working in different organisations. Among the questioned there were both kinds of workers (manual and non-manual). We have analysed the data gathered with a respect to the kind of work they are executing – manual or non-manual.

The sample consisted of 74 respondents, among them 29 women and 45 men. There were 51 respondents less than 30 years old, 11 respondents from 30 to 40 years of age, 9 respondents from 41 to 50 years old and 3 respondents over 50 years of age (Graph 2.). The sample consisted of 31 manual and 43 non manual workers.

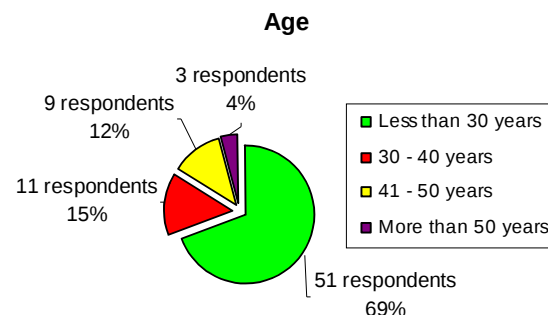
The following graphs depict the structure of the sample with respect to the gender (Graph 1), age (Graph 2) and the type of job occupation (Graph 3).

Graphs 1 and 2 classify the structure of the sample with respect to the gender and age of respondents. The graph 3 divides them into two basic groups – blue-collar and white-collar workers.



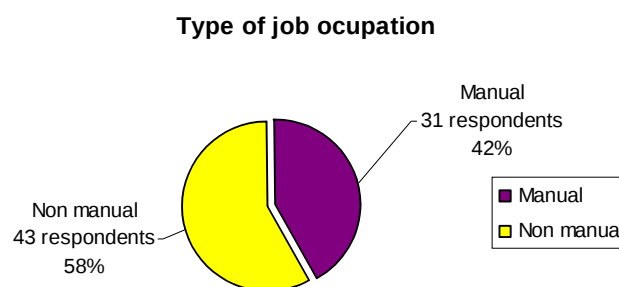
Graph 1. Gender of respondents

Source: Own elaboration



Graph 2. Age of respondents

Source: Own elaboration



Graph 3. Type of job occupation

Source: Own elaboration

Outcomes are compared between the groups as a whole – blue-collar vs. white-collar. Because of different number of manual (31) and non manual (43) workers, absolute values are re-counted and expressed in percentage share for each group.

2. 3. Evaluation of the research

As it was mentioned earlier, due to short extent of the work it was not possible to include all results of the research. Therefore, the evaluation of the research is focused only on the analysis of the Question 12 – importance of motivation factors.

Question 12. is aimed on discovering importance of the factors influencing job motivation and satisfaction of blue-collar and white-collar workers. The Respondents assigned various levels of the importance (from very important to very unimportant) to each

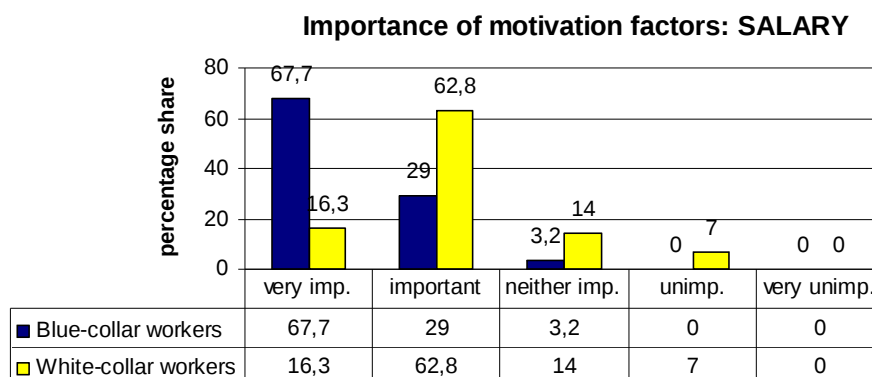
factor (salary, job security, safe working condition, relations with colleagues, appreciation of work (praise), challenging work, career growth, possibility to improve skills, interesting, non-routine work, variety of working tasks, responsibility for own work, responsibility for finishing a task, possibility to participate in decision making, meaningfulness of work, satisfaction with well performed work, skills and knowledge capabilities necessary for work execution).

The question examined individual perception of these factors importance regardless current job position of an individual. The answers revealed some similarities and differences between blue-collar and white-collar's perception of an "ideal work".

a) Importance of the motivation factors: SALARY

Answers of the respondents about the salary importance varied (Graph 4). For 67.7 % (21) of manual workers salary is very important while only 16.3 % of non manual workers assigned the same importance to this factor. It is important for 29 % of blue-collar and for 62.8 % of white-collar respondents. Relatively high percentage of non-manual workers (14 %) felt that salary is neither important nor unimportant factor. 1 manual worker (3.2 %) was of the same opinion. Surprisingly, for 7 % of white-collar employees salary is an unimportant factor.

Referring to the Maslow's Hierarchy of needs it means that those respondents that perceive salary to be unimportant or are indifferent about it, and have satisfied their safety needs can satisfy the needs of a higher order. Or, using Herzberg's Two factor theory approach (which classifies salary as a hygiene factor necessary for job satisfaction) managers should focus on providing motivators (such as possibility of growth, extending degree of responsibility, etc.).



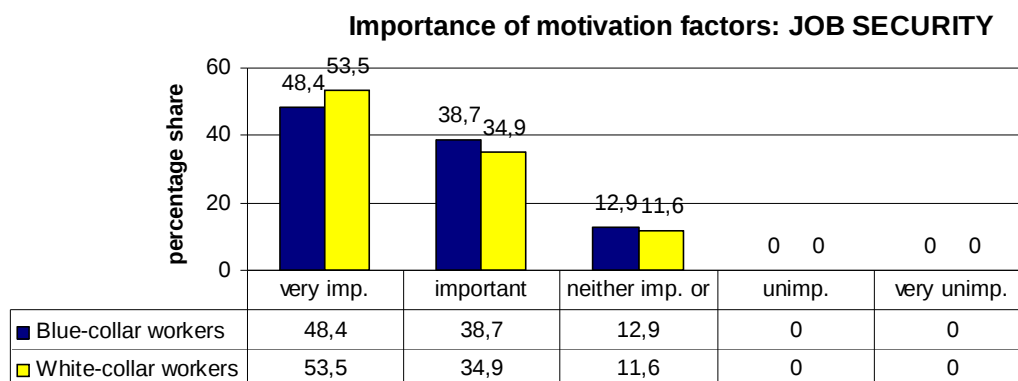
Graph 4: Importance of motivation factors: SALARY

Source: Own elaboration

The Graph 4 depicts the importance of salary as a motivation factor for blue-collar and white-collar groups of respondents.

b) Importance of motivation factors: JOB SECURITY

The Examination of job security importance has not revealed significant differences between blue and white-collar workers.



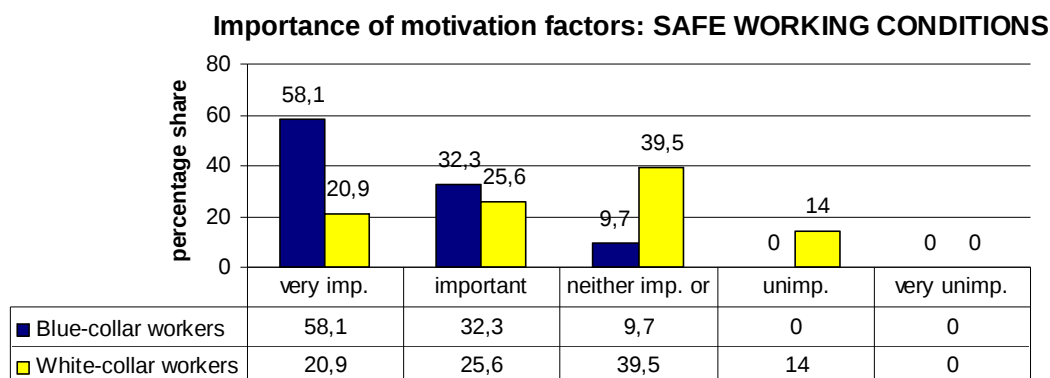
Graph 5: Importance of JOB SECURITY

Source: Own elaboration

The Graph 5 indicates that job security is very important factor for 48.4 % of blue-collar and for 53.3 % of white-collar respondents. 38.7 % of manual workers and 34.9 % of non manual workers perceive job security to be important and it was neither important nor unimportant factor for 12.9 % of blue-collar and for 11.6 % of white-collar workers. Such similar answers may be a result of recent financial crisis. Yet, an extensive research would be required to prove it.

c) Importance of motivation factors: SAFE WORKING CONDITIONS

In comparison to previous factor – job security, the contrast regarding to safe working conditions is quite visible from the point of view of both groups.



Graph 6: Importance of motivation factors: SAFE WORKING CONDITIONS

Source: Own elaboration

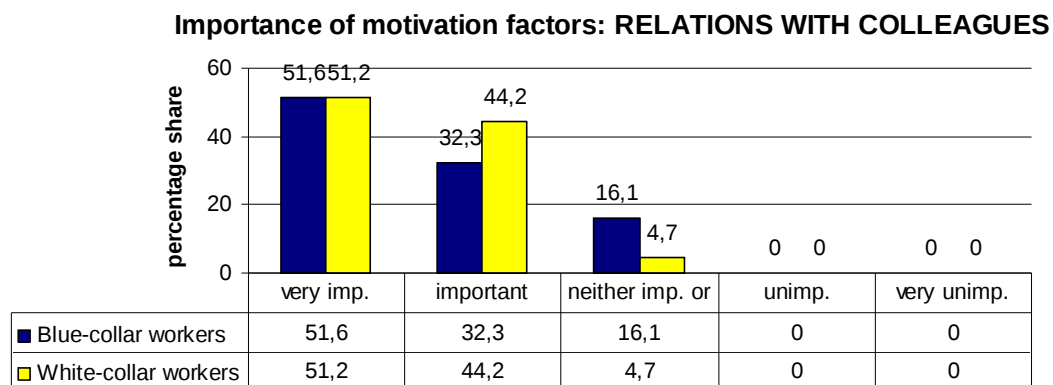
The Graph 6 depicts the importance of safe working condition. For manual workers it is very important to have safe working conditions (58.1 %) while only 20.9 % of non manual workers are of the same opinion. A big contrast can be observed in the graph concerning the indifference of workers towards safe working conditions. It is neither important nor unimportant factor for only 9.7 % of manual workers in contradiction to 39.5 % of non manual workers being indifferent to it. In addition, 14 % of white-collar workers consider safe working conditions to be unimportant.

Therefore, improvement of the working conditions with a focus on safety would be rather motivating for blue-collar than white-collar workers.

d) Importance of motivation factors: RELATIONS WITH COLLEAGUES

The research was also focused on the importance of relations with colleagues. Good relations constitute the needs of higher order in the Hierarchy of needs.

Nevertheless, it did not show significant differences between the blue-collar and white-collar workers (see Graph 7).



Graph 7: Importance of RELATIONS WITH COLLEAGUES

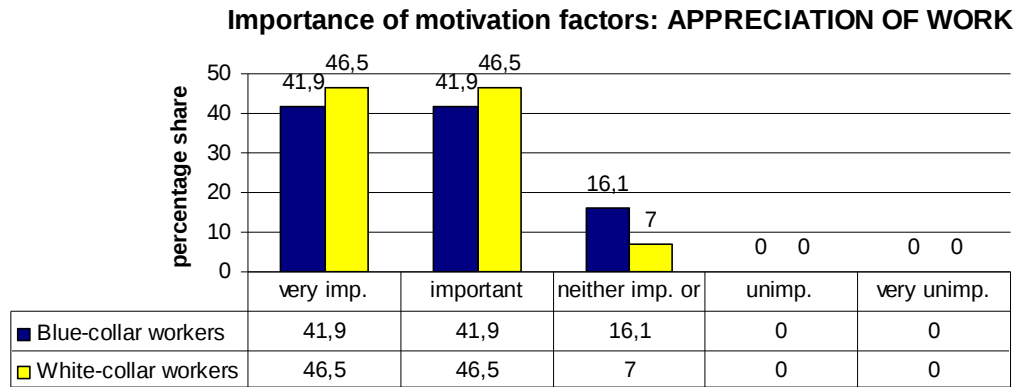
Source: Own elaboration

The graph depicts the fact that no notable differences were detected in connection to the importance of relations with colleagues. The majority of blue and white-collar respondents perceive this factor to be important or very important.

e). Importance of motivation factors: APPRECIATION OF WORK

Appreciation of the work refers to recognition (motivator in the frame of the Two factor theory) as well as to self-esteem needs (the Hierarchy of needs).

The research has not revealed any significant differences in the perception of this factor importance between the blue-collar and white-collar workers (see Graph 8).



Graph 8: Importance of APPRECIATION OF WORK

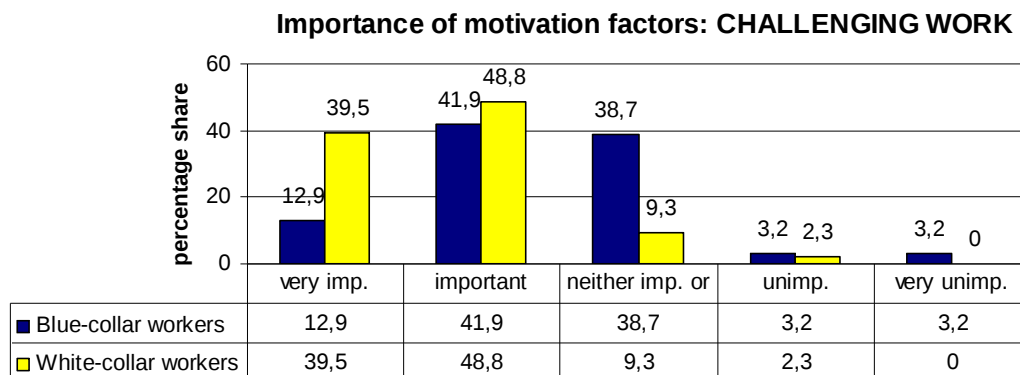
Source: Own elaboration

From the graph it can be concluded that for 83.8 % of blue-collar workers the appreciation of work is important or very important. The proportion of white-collar workers who perceive this factor to be important or very important is even higher, altogether 93 %.

f) Importance of motivation factors: CHALLENGING WORK

The factor challenging work is connected to Vroom's Expectancy theory which states that the outcome strongly depends on one's presumption to what extent the goal is achievable (Forsyth, 2000, p. 19). Therefore, if managers focus on this factor development in given job position, it is necessary to make a line between challenging, motivational tasks and tasks that seem to be unachievable and consequently demotivating.

Challenging work can create possibilities to grow in sense of improving one's skills and it consequently increases probability for a person to be promoted. Nevertheless, it is not of the same importance for white and blue-collar workers. The relations are depicted in the Graph 9:



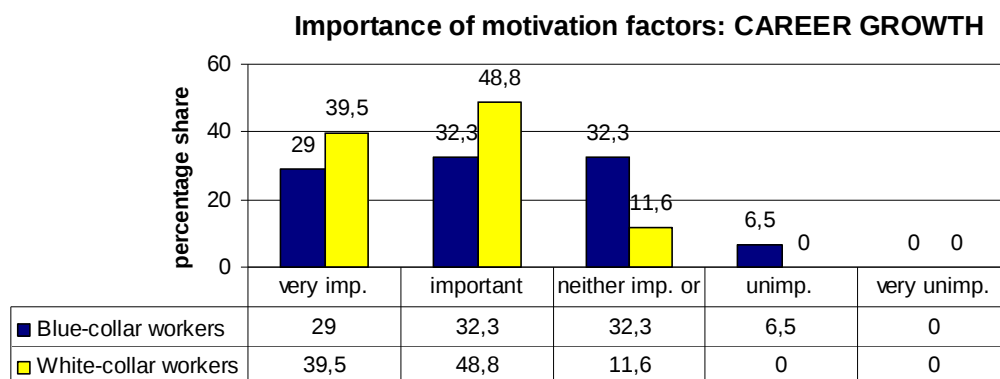
Graph 9: Importance of CHALLENGING WORK, Source: Own elaboration

The challenging work is more important for white-collar workers – for 39.5 % it is very important and for almost one half of non-manual workers (48.8 %) challenging work is important. On the other hand, only 12.9 % of blue-collar respondents consider this factor to be very important and another 41.9 % to be important. The graph indicates that 38.7 % of blue and only 9.3 % of white-collar workers are indifferent to the importance of challenging work. Insignificant number considered the factor to be unimportant (3.2 % of manual, 2.3 % of non manual workers) or very unimportant (3.2 % of manual workers). These results indicate that challenging work is the factor of a high motivational influence for white-collar workers.

g) Importance of motivation factors: CAREER GROWTH

Career growth is considered to be a motivator by both of the cited authors, Maslow involved it in self-esteem needs and Herzberg defined it as a motivator.

Considerable differences can be seen in the graph 10.



Graph 10: Importance of CAREER GROWTH

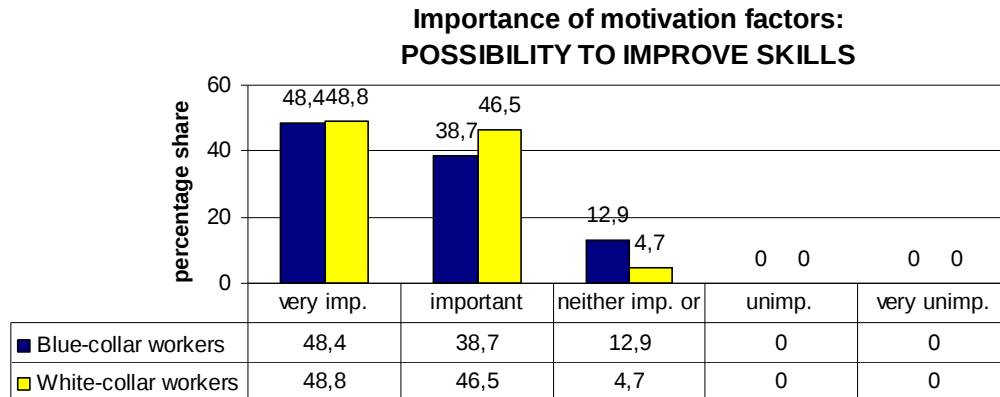
Source: Own elaboration

For almost 90 % of white-collar workers career growth is important or very important in contradiction to less than 60 % of blue-collar workers who assigned the factor with the same importance. 32.3 % of manual workers feel indifferent about the importance of career growth. Moreover, 6.5 % of manual workers consider this factor to be unimportant. There was no white-collar respondent who felt the career growth was unimportant.

i) Importance of motivation factors: POSSIBILITY TO IMPROVE SKILLS

According to the importance that the respondents have assigned to the factor, it is possible to estimate the strength of self-actualisation needs.

The Data gathered have not revealed significant differences. The possibility to improve skills is important or very important factor for both groups of workers (Graph 11).



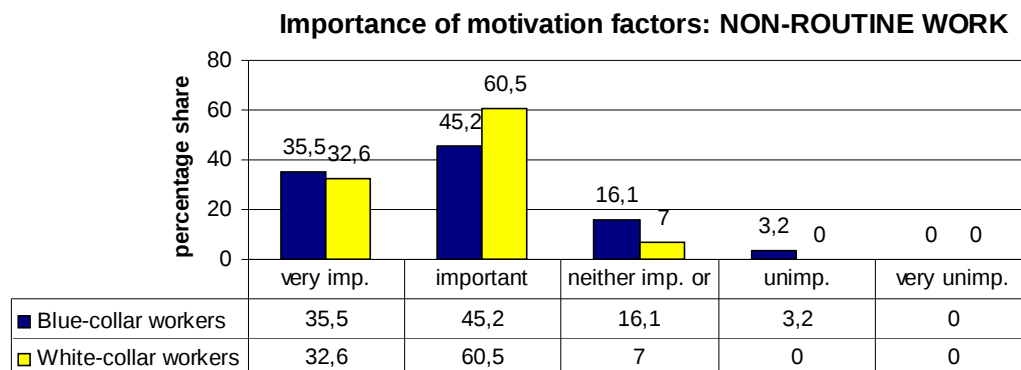
Graph 11: Importance of POSSIBILITY TO IMPROVE SKILLS

Source: Own elaboration

The graph indicates that for almost 50 % of blue-collar and white-collar workers it is important to have a possibility to improve skills. High proportion of manual and non manual workers perceive this factor to be important.

j) Importance of motivation factors: NON-ROUTINE WORK

The factor non-routine work is closely interconnected with variety of tasks (see the next factor – variety of tasks) a person carries out at work. The Ability to perform various tasks also requires a set of skills that refers to one of the core job characteristics described in the Job characteristics model. The following graph depicts the importance of non-routine work to the group of blue-collar and the white-collar workers:



Graph 12: Importance of NON-ROUTINE WORK

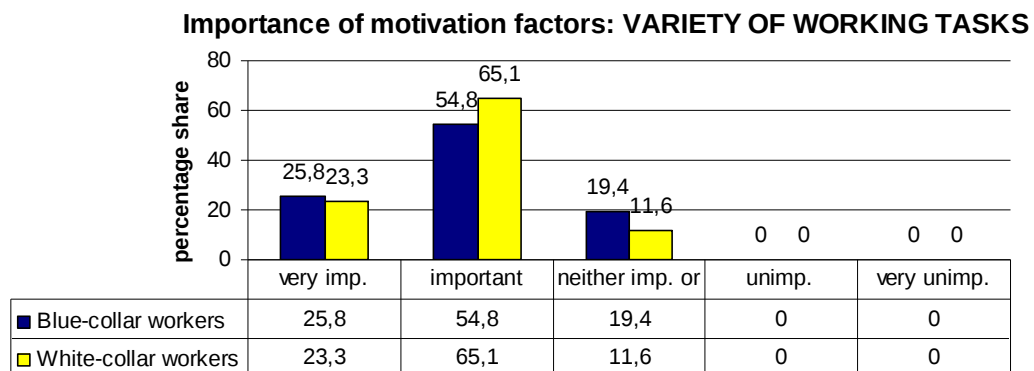
Source: Own elaboration

A high percentage of white-collar as well as blue-collar workers (Graph 12) feel the non-routine work is important or very important. As a result, managers should not

underestimate this factor when constructing job design. It might have a negative effect on personal and work outcomes (motivation, satisfaction, performance, absenteeism).

k) Importance of motivation factors: VARIETY OF WORKING TASKS

Similarly to the previous evaluation of non-routine work factor, this factor is considered to be rather important for blue-collar and white-collar workers as well. Perceived importance is depicted in the Graph 13. Likewise it is connected to the Job characteristics model.



Graph 13: Importance of VARIETY OF WORKING TASKS

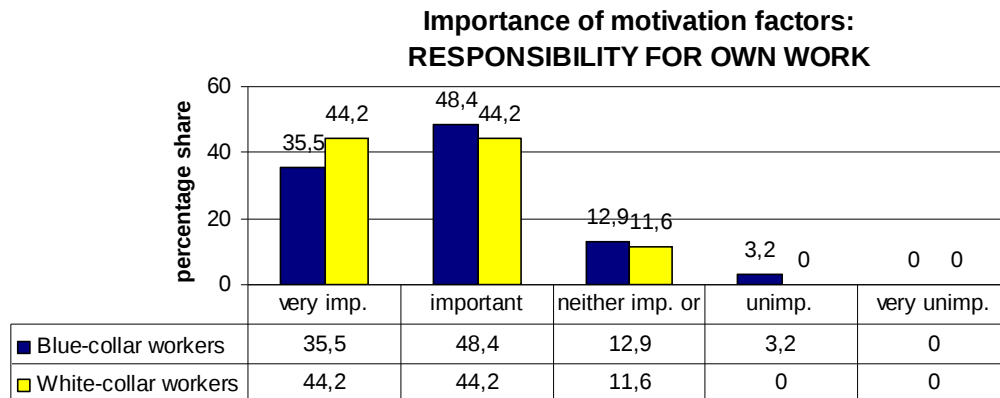
Source: Own elaboration

Variety of working tasks is interconnected with non-routine work described earlier. The previous factor has not revealed significant differences and the similar situation can be interpreted from the graph 13.

l) Importance of motivation factors: RESPONSIBILITY FOR OWN WORK

In connection to theoretical background of motivation, responsibility is included in the Maslow's Hierarchy of needs in the level of self-esteem needs. Similarly Herzberg classified responsibility as a motivator. Responsibility for work is also categorized in the Job characteristics model as the critical psychological state which has an influence on personal and work outcomes.

Graph 14. depicts the importance that respondents assigned to the factor responsibility for own work.



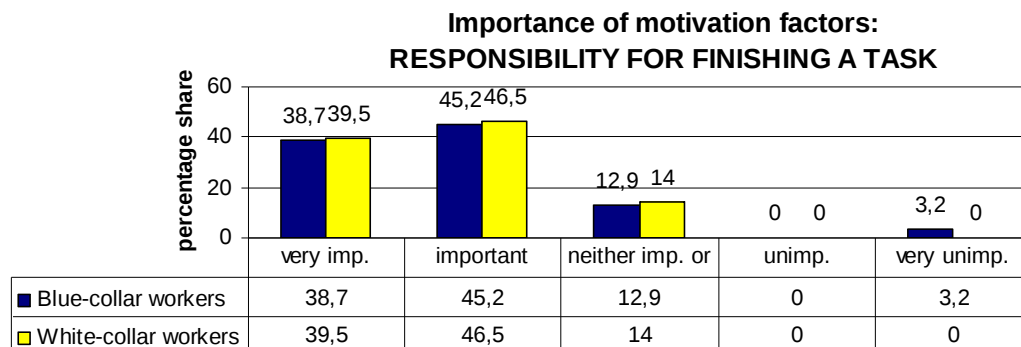
Graph 14: Importance of RESPONSIBILITY FOR OWN WORK

Source: Own elaboration

The graph indicates that the majority of manual and non manual workers perceive the factor to be very important and important. No significant differences can be observed.

m) Importance of motivation factors: RESPONSIBILITY FOR FINISHING A TASK

Responsibility for finishing a task can be identified with the core job dimension – task identity. Graph 15 depicts the importance of this factor to manual and non manual workers.



Graph 15: Importance of RESPONSIBILITY FOR FINISHING A TASK

Source: Own elaboration

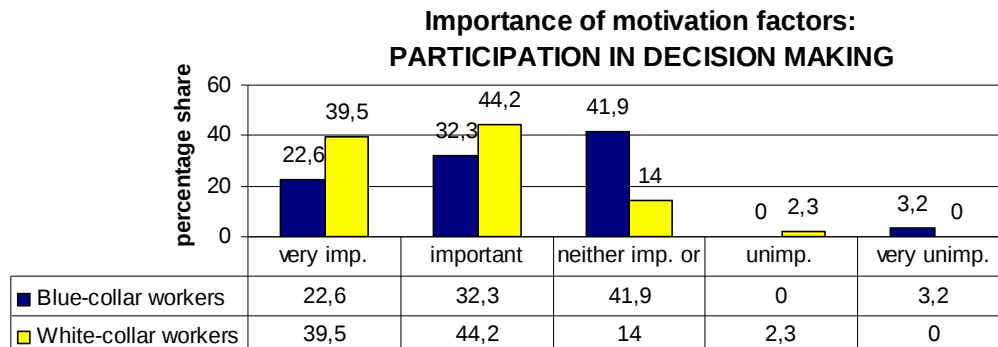
The results prove that the responsibility for finishing a task is very important for approximately 40 % of respondents from both groups and important for over 45 % of both kinds of workers.

With respect to data gathered, it can be recommended to managers to assign the workers with such a task that would require the worker to be responsible for the task completion. It can be applied in case of both groups, as blue-collar as white-collar workers.

n) Importance of motivation factors: PARTICIPATION IN DECISION MAKING

Participation in decision making is not classified in the Maslow's or Herzberg's theories. Nevertheless, the Job characteristics model as a tool categorizes autonomy as one of the core job dimensions necessary for well designed job enhancing personal and work outcomes (motivation as well).

In contradiction to previous factors related to job design, the differences in the importance of participation in decision making are obvious. Graph 16. depicts the differences:



Graph 16: Importance of PARTICIPATION IN DECISION MAKING

Source: Own elaboration

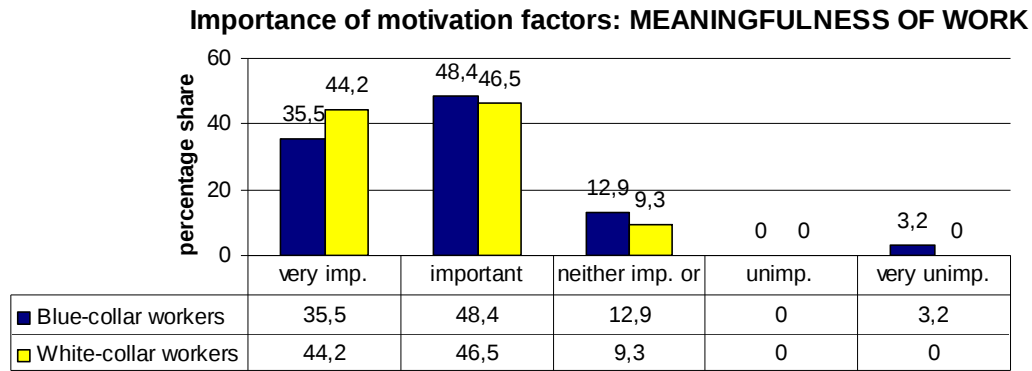
39.5 % of white collar-workers consider this factor to be very important while for only 22.6 % of blue-collar workers it is of the same importance. For additional 44.2 % of non manual workers it is important in contradiction to 32.3 % of manual workers. For a big segment of blue-collar respondents (41.9 %) the participation in decision making is neither important nor unimportant in comparison to 14 % of non manual workers who feel indifferent to the discussed factor.

o) Importance of motivation factors: MEANINGFULNESS OF WORK

Referring to job design and particularly to the Job characteristics model, experienced meaningfulness of the work is a psychological state which has an impact on the outcomes.

Data gathered did not prove significant differences between the blue-collar and white-collars perception of the factor but it revealed its high importance for workers.

The importance of meaningfulness as a motivation factor is graphically presented in the Graph 17.



Graph 17: Importance of MEANINGFULNESS OF WORK

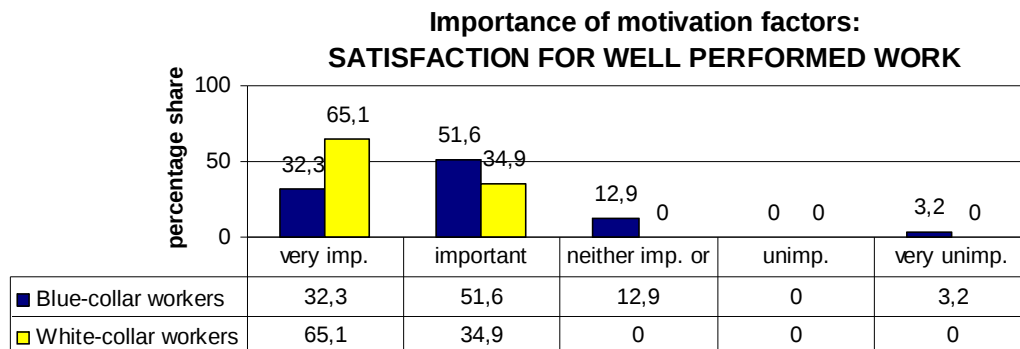
Source: Own elaboration

The graph does not depict as significant differences as in the previous case analyzing the importance of participation in the decision making process.

p) Importance of motivation factors: SATISFACTION FOR WELL PERFORMED WORK

This factor is connected to the core job characteristics – to job feedback but also to critical psychological state (knowledge of the actual results of the work) and the personal outcome (satisfaction with the work) of the Job characteristics model. Yet, it is difficult to influence satisfaction due to a fact that more or less it originates within a person.

Satisfaction with well performed work is of high importance to all white-collar workers. Perceived importance of this factor varies in case of blue-collar workers (Graph 18).



Graph 18: Importance of SATISFACTION FOR WELL PERFORMED WORK

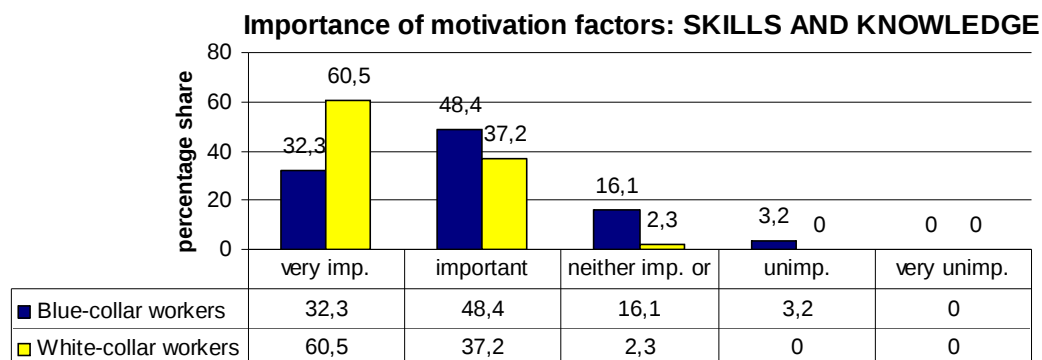
Source: Own elaboration

From the graph it can be seen that majority of non manual workers (65.1 %) feel that the satisfaction for well performed work are very important to them. Another 34.9 % of white-collar respondents perceive this factor to be important. There are no white-collar respondents who would feel indifferent to this factor in contrary to almost 13 % of blue-collar workers.

r) Importance of motivation factors: SKILLS AND KNOWLEDGE

Skills and knowledge are very important factors influencing performance of a worker. The level of skills and knowledge is not the same for all individuals. In addition, different job positions require different skills and knowledge as well. As a result, if there is a disharmony between the skills and knowledge possession and the requirements of tasks or a job position, workers might gain negative attitudes towards the job what consequently influences the outcomes in a negative way.

Graph 19 depicts the importance of these factors. Knowledge and skills are very important for approximately 60 % of white-collar respondents and for only 32.3 % of blue-collar workers



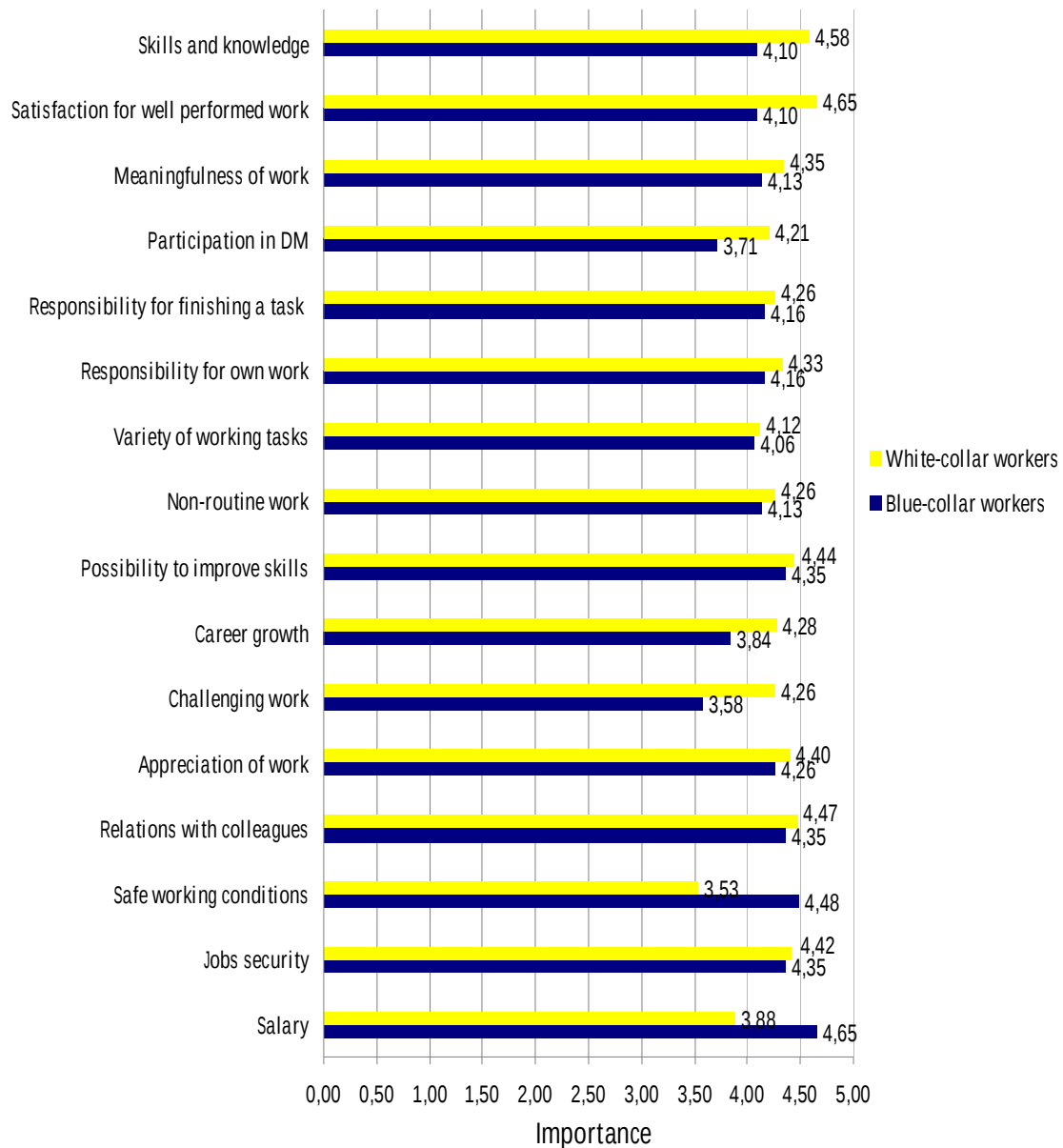
Graph 19: Importance of SKILLS AND KNOWLEDGE

Source: Own elaboration

Although there is a quite high proportional difference between the perception of knowledge and skills importance, it is possible to state that these factors are of high importance to all workers in general.

In order to provide summarized description of the outcomes of the research, the importance scale was assigned with points from 1 (unimportant) to 5 (very important). Afterwards the weighted average was computed separately for the group of blue-collar and white-collar respondents. The following graph depicts all the similarities and differences that were revealed by the research.

Importance of motivation factors weighted average

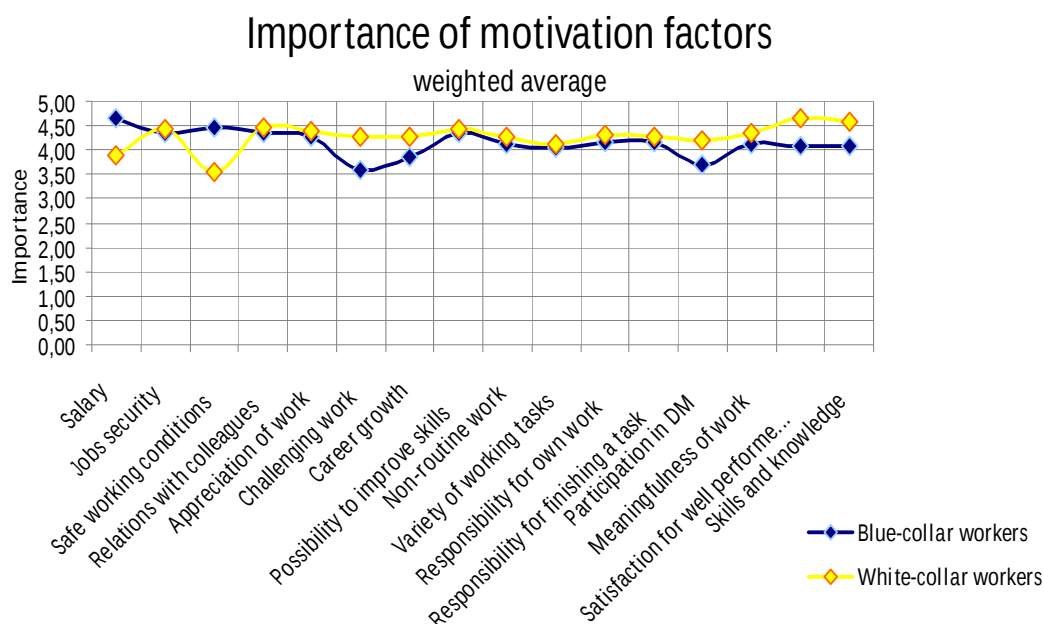


Graph 20: Weighted average of motivation factors importance to blue-collar and white-collar workers (bar chart)

Source: Own elaboration

From the graph it can be seen that salary and safe working conditions are of much higher importance to blue-collar than to white-collar workers. On the other hand, motivation factors such as challenging work are more important to white-collar respondents.

Using a trend lines, the Graph 21 also indicates the similarities and differences that were revealed by the research:



Graph 21: Weighted average of motivation factors importance to blue-collar and white-collar workers (trend line)

Source: Own elaboration

The last graph is converted from the previous bar chart to highlight the differences between the perception of given motivation factors importance.

The research has revealed significant differences in several motivation factors. As a result we can conclude that to some extent the motivation of blue-collar workers is influenced by different factors than blue-collar workers. Nevertheless, it does not mean that factors influencing motivation of non manual workers do not have any motivational influence on manual workers and vice versa.

2. 4. CONCLUSION

The research has revealed some differences in the factors that motivate blue-collar and white-collar workers. Yet, the sample was not representative and more extensive research would be necessary to generalize these findings.

The biggest differences in the factors that motivate blue-collar workers more than white-collar workers are safe working conditions and salary. On the other hand, factors with a higher importance for white-collar workers than blue-collar workers are: challenging work and the possibility of career growth.

The research also revealed other differences in the perception of the importance of the factors that are not included in motivation theories by Maslow or Herzberg, but are utilized in job designing with respect to the Job characteristics model which also influences the motivation and satisfaction of workers.

In connection to the Job characteristics model, there were no factors that would be of a higher importance for blue-collar workers than for white-collars. Nevertheless, three factors were more important to white-collar respondents: satisfaction with well performed work, skills and knowledge necessary for a given job position execution and possibility to participate in decision making.

The satisfaction with well performed work cannot be influenced externally significantly. However, that is not true in case of knowledge and skills. Employers can provide various trainings and courses that would help to develop them. Consequently, it is expected to have a positive influence on personal and working outcomes in the means of high internal job motivation, high quality working performance, high satisfaction with work and low absenteeism. Based on the research outcomes it is possible to state that managers do not have to focus on autonomy when constructing the job design for blue-collar workers as much as in case of white-collar workers.

Nevertheless, the differences in the importance are not too big. Therefore, no core job characteristics proposed by the Job characteristics model should be omitted in the process of the job position designing. The managers responsible for job design should consider all perspectives and choose the best one which would suit an employee.

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Enclosures

Enclosure 1. Questionnaire in Slovak language

Vážená pani, vážený pán,

som študentkou 1. ročníka inžinierskeho štúdia na Ekonomickej fakulte UMB v Banskej Bystrici a v rámci môjho štúdia sa zaoberám skúmaním pracovnej motivácie zamestnancov a faktorov, ktoré ju ovplyvňujú. Touto cestou Vás chcem poprosiť o pomoc pri realizácii prieskumu v uvedenej oblasti. Cieľom dotazníka, ktorý práve držíte v rukách, je zistiť či Vám Vaša pracovná pozícia vytvára prostredie, ktoré by Vás mohlo motivovať k lepším výkonom. Tento prieskum je anonymný a zaberie Vám približne 5 minút. Uistujem Vás, že získané výsledky budú využité výhradne pre študijné účely.

Vopred Vám ďakujem za Vaše úprimné odpovede.

S pozdravom, Mária Makutová

Základné údaje (zakrúžkujte)

Pohlavie:	muž	žena		
Vek:	menej ako 30 r.	31 - 40 r.	41 – 50 r.	viac ako 50r.

Zakrúžkujte, prosím, jednu možnosť:

1. Pracujete:

- a) fyzicky (manuálne) b) psychicky (nemanuálne)

2. Vaša pracovná pozícia je (doplňte názov)

.....

3. Máte radi svoju prácu?

- a) Áno b) Nie c) Čiastočne

4. Je vaša práca jednotvárna?

- a) Áno b) Nie c) Čiastočne

5. Máte pocit, že Vaša práca má zmysel? (ovplyvní Vašich kolegov, rodinu či zákazníkov kupujúcich produkt/servis, na ktorom vytváraní sa podieľate?)

- a) Áno b) Nie c) Čiastočne d) Neviem posúdiť

6. Máte možnosť samostatne sa rozhodnúť o spôsobe realizácie zadaných pracovných úloh?

- a) Áno b) Nie c) Čiastočne

7. Máte v súčasnom zamestnaní možnosť na kariérneho rastu a rozvoja?

- a) Áno b) Nie c) Neviem posúdiť

8. Chceli by ste byť povýšená/ý?

a) Áno b) Nie c) Nevie

9. Cítite sa byť rešpektovaná/ý Vašími kolegami?

a) Áno b) Nie c) Nevie posúdiť

10. Cítite sa byť rešpektovaná/ý vedením?

a) Áno b) Nie c) Nevie posúdiť

12) Radi pracujete na tímových úlohách?

a) Áno b) Nie c) Nevie posúdiť

13. Nasledujúcim faktorom priradiť hodnoty podľa toho, nakoľko sú pre Vás dôležité

(5- veľmi dôležité, 4 – dôležité, 3 – ani dôležité, ani nedôležité, 2 – nedôležité, 1- absolútne nedôležité)

V mojej práci je pre mňa dôležité:

Plat	5	4	3	2	1
Pocit istoty zamestnania (nedostanem výpoveď)	5	4	3	2	1
Bezpečnosť na pracovisku	5	4	3	2	1
Vzťahy s kolegami	5	4	3	2	1
Uznanie mojej práce (pochvala)	5	4	3	2	1
Práca poskytujúca výzvy	5	4	3	2	1
Možnosť kariérneho rastu	5	4	3	2	1
Možnosť zdokonaľiť svoje schopnosti	5	4	3	2	1
Zaujímavá, nestereotypná práca	5	4	3	2	1
Rozmanitosť pracovných úkonov	5	4	3	2	1
Pocit zodpovednosti za svoju prácu	5	4	3	2	1
Zodpovednosť za dokončenie úlohy	5	4	3	2	1
Možnosť podieľať sa na rozhodovaní	5	4	3	2	1
Vedomie, že moja práca má zmysel	5	4	3	2	1
Pocit zadosťučinenia za dobre vykonanú prácu	5	4	3	2	1
Dostatok schopností a poznatkov potrebných k vykonaniu úloh	5	4	3	2	1

Enclosure 2. Questionnaire in English language

Dear Sir or Madam,

I am a student in the first year of Master studies at Economic Faculty UMB in Banská Bystrica. Within my studies I engage myself in examining job motivation of employees and factors influencing it. I would like to ask you to participate in realisation of the survey in the mentioned field. The aim of the questionnaire is to find out whether your job position is creating environment that would motivate you towards higher performance. This survey is anonymous, it will take you approximately 5 minutes to fill the questionnaire in. I would like to reassure you that results will be used purely for study purposes.

Thank You for Your honest answers.

Mária Makutová

Basic information

Gender:	male	female
Age:	less than 30 years	30 - 40 years
	41 - 50 years	more than 50 years

Please, circle one option:

1. You work:

a) physically (manually) b) mentally (non manually)

2. Your job position is (fill in the name of the position)

.....

3. Do you like your job?

a) Yes b) No c) Partially

4. Is your job monotonous?

a) Yes b) No c) Partially

5. Do you perceive your job to be meaningful? (it has a positive impact on your colleagues, family or customers purchasing good or service you contribute to produce)

a) Yes b) No c) Partially d) Cannot evaluate

6. Do you have opportunity to decide about way of realization of a given task yourself?

a) Yes b) No c) Partially

7. In your current job, do you have possibility of career growth?

a) Yes b) No c) Cannot evaluate

8. Would you like to be promoted?

- a) Yes b) No c) I do not know
9. Do you feel respected by your colleges?
- a) Yes b) No d) Cannot evaluate
10. Do you feel respected by management?
- a) Yes b) No c) Cannot evaluate
11. Do you enjoy working on team tasks?
- a) Yes b) No c) Cannot evaluate

12. Assign following factors with value according to importance.

(5 - very important, 4 – important, 3 – neither important or unimportant, 2 – unimportant, 1 - very unimportant)

In my work, it is important to me:

Salary	5	4	3	2	1
Job security (I will not be dismissed)	5	4	3	2	1
Safe working conditions	5	4	3	2	1
Relations with colleagues	5	4	3	2	1
Appreciation of work (praise)	5	4	3	2	1
Challenging work	5	4	3	2	1
Possibility of career growth	5	4	3	2	1
Possibility to improve skills	5	4	3	2	1
Interesting, non-routine work	5	4	3	2	1
Variety of working tasks	5	4	3	2	1
Responsibility for own work	5	4	3	2	1
Responsibility for finishing a task	5	4	3	2	1
Possibility to participate in decision making	5	4	3	2	1
Sense of meaningful work	5	4	3	2	1
Satisfaction for well performed work	5	4	3	2	1
Skills and knowledge capabilities necessary for work execution	5	4	3	2	1