

# ILM Research Paper 4 Motivation and rewards

A full analysis of the research underpinning *Beyond the bonus:  
driving employee performance*

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# Section A

## The sample and research design

## Section introduction

This research was designed to explore the factors that employees regard as most important in motivating them, and to compare this with managers' perceptions of these same motivational factors.

This report provides a full analysis to underpin ILM's *Beyond the bonus: driving employee performance*<sup>1</sup>. The fieldwork for this research took place during late June and early July, 2013. Respondents were drawn from a market research panel, to be broadly demographically representative of the UK non-managerial workforce, described throughout the report as 'employees'. A second sample was drawn from ILM's members, all of whom are employed as practising managers, and described throughout the report as 'managers'.

## A1 Managers

1,091 managers took part, split 46.1% male and 53.9% female (nationally 65.1% of managers are male and 34.9% are female), with an approximate average age<sup>2</sup> of 45 (just a little younger than the national average of 45.9), and on an average salary of £43,294. The sample split 21.5% Senior Managers, Directors and CEOs (these three groups were merged as the number of Directors and CEOs was too small for a separate analysis to be valid), 14.2% Middle Managers, and 31.5% First Line Managers and Team Leaders (the number of this latter was also too small for separate analysis).

56.4% of the Senior Managers, Directors and CEOs (SMs) were men, 46.4% of the Middle Managers (MMs), and 40.4% of the First Line Managers and Team Leaders (FLM+TLs), reflecting the pattern that we would expect, that the proportion of women diminishes as the level increases. The SMs (48.2) were some four years older, on average, than the MMs (44.3) and FLM+TLs (43.7), again, as we would expect. As might also be expected, approximate average salary<sup>3</sup> also reflects seniority, ranging from £58,286 (SMs), through £42,096 (MMs) to £35,159 (FLM+TLs). More detail about the UK manager population is presented in ILM's *Research Paper 3: UK Managers' Profile 2013*<sup>4</sup>.

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<sup>1</sup> ILM. 2013. *Beyond the bonus: driving employee performance*. Available at: <https://www.i-l-m.com/Why-ILM/Research-reports/Beyond-the-bonus>

<sup>2</sup> Both managers and employees were asked which age band they were in. Averages were calculated by averaging between the midpoint for each band.

<sup>3</sup> Both managers and employees were asked which salary band they were in. Averages were calculated by averaging between the midpoint for each band.

<sup>4</sup> Available at: <https://www.i-l-m.com/Why-ILM/Research-reports/uk-managers-profile>

## A2 Employees

1,018 employees took part, split almost equally between males (511 - 50.2%) and females (507 - 49.8%). There is a slight majority of males in the workforce (53.7%), so male respondents are under-represented a little, but not enough to bias the results. The approximate average age of respondents was 43.2 (males 42.3, females 44.1), which is slightly older than the national average for the non-managerial workforce (41.9 – both males and females). Just under one third (32.8% - 334 respondents) worked part-time (which we defined as fewer than 30 hours per week), which means that they are slightly over-represented (the national average is 26.7%). In terms of part-time employees by sex, 15.9% of male respondents and 49.9% of female respondents worked part-time (national average 12.7% and 42.9% respectively). The definition may have pushed up the proportion, as the Office of National Statistics (ONS) does not offer a definition of part-time working to respondents who may regard themselves as full-time despite working fewer than 30 hours.

Employees' mean pay was £18,637, but varied significantly between men (£21,583) and women (£15,668) – although, as three times as many women as men worked part-time, it is this that accounts for much of the difference. When comparing full-time male and full-time female employees, there are few significant differences, although males are more likely to earn between £50,000 and £100,000 than females. There are no differences by sex for the lower salary bands for full-time employees<sup>5</sup>.

## A3 Employment by industry and length of stay

The split by industry (shown in table 1) for the manager sample is not too dissimilar from that of the employee respondents, except for an over-representation from the public sector (Health & social care, Education, Central and local government, and the Military), and under-representation from Retail, wholesale, distribution, travel & transport.

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<sup>5</sup>  $\chi^2$  (10, N=1731) = 34.842,  $p < .001$ . Cramer's V = .142.

**Table 1: Manager and employee sample by industry sector**

Industry	Managers	Employees
Financial services, banking and insurance	5.4%	4.9%
Health and social care	14.6%	10.2%
Education	17.6%	13.2%
Central or local government (incl. Police and Fire Services)	16.7%	9.3%
Retail, wholesale, distribution, travel & transport	3.5%	17.3%
Leisure, catering and hospitality	2.4%	4.6%
Professional services and consultancy	9.2%	6.7%
Engineering and manufacturing	7.7%	7.5%
Utilities (water, gas, electricity), post and telecoms	2.0%	2.1%
Media, publishing, PR and marketing	0.6%	1.1%
Military	4.3%	0.3%
Other	15.2%	17.3%
Not sure/prefer not to say	1.0%	5.6%
<b>Total (N)</b>	<b>100.0% (797)</b>	<b>100.0% (1018)</b>

There is a greater public sector emphasis amongst the managerial respondents, which is different from the employee sample, and may distort results slightly.

**Table 2: Manager and employee samples by sector**

Sector	Managers	Employees
Public sector	40.9%	31.5%
Private sector	41.0%	58.7%
Third sector	16.2%	5.2%
Not sure/prefer not to say	1.9%	4.5%
<b>Total (N)</b>	<b>100.0% (797)</b>	<b>100.0% (1018)</b>

Managers had worked for their employers for longer (there is evidence that promotion does cause people to stay); their average was 10.5 years, whereas for employees it was 8.3 years (these differences are statistically significant but only slightly different)<sup>6</sup>.

## A4 Qualification level

The employees were also quite well qualified, with more than one third being qualified to at least Qualifications and Credit Framework/ National Qualifications Framework for England and Northern Ireland (QCF/NQF<sup>7</sup>) Level 4 (undergraduate level), and nearly 7% at Level 7 or 8 (postgraduate level). Slightly over a third (37%) were qualified at Level 2 or lower, and 25% at Level 3. This is very similar to the non-manager profile for the UK workforce. However, there were some differences between the level of qualification and both the sex of respondents and their employment terms. Men seemed to have either lower or higher level qualifications than women (but by relatively small margins), as were those working part-time compared to those working full-time. The former is in line with national patterns; the latter is difficult to map to national data.

Younger employees (under 35) are more likely to hold Higher level qualifications, with nearly half (48.8%) being qualified at Level 4 or higher, compared with slightly more than a quarter (27.8%) of employees aged over 50. Conversely, the oldest employees (50+) are most likely to have low or no qualifications (47.8%). This again reflects the changing pattern of higher education participation over the last few decades.

On the whole, FT employees were a little better qualified than PT employees, with 37.0% of FT employees being qualified at L4+, compared to 29.9% of PT employees, and only 15.2% having low or no qualifications compared to 17.7% for part-timers.

## A5 Managerial levels

There was a good mix of levels amongst the managers; it is difficult to compare this to national averages, as the data isn't available, but these proportions do not look out of line with what might be expected.

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<sup>6</sup> Tenure was recorded by selecting one of the following bands; less than 1 year, 1-2 years, 2-3 years, 3-5 years, 5-10 years, 10-20 years, Over 20 years. Approximate averages were calculated by averaging between the midpoint for each band. To check for statistically significant differences a Chi Square test for association between categorical variables was used.  $\chi^2 (7, N=1815) = 62.409, p < .001$ . Cramer's  $V = .185$  (Chi Square test of association, 7 degrees of freedom, 1815 people, test value of 62.409, very statistically significant. Cramer's  $V$  shows degree of association between 0-1, .185 indicates low association).

<sup>7</sup> An overview of framework levels is available at: <http://ofqual.gov.uk/documents/comparing-qualifications-leaflet/>

**Table 3: Manager sample by managerial level**

Managerial level	%
Team leader - I am a member of the team I lead, but am not regarded as part of the management team	10.0%
First line manager - I directly supervise at least one person	36.6%
Middle manager - I have other managers reporting to me	20.8%
Senior manager - I head up a function or division	23.0%
Director	6.4%
Chief executive	2.6%
Total	100.0%

(N: 797)

## A6 Survey design, analysis and reporting

Two matching questionnaires were designed, one for employees and the other for managers. The employee questionnaire asked about the respondent's (individual employee's) experience. The manager questionnaire asked about the respondent's (individual manager) experience and about their perceptions of their direct reports. The main questions in each survey are listed in Annex A. The majority of questions were multiple choice. Of those, most only allowed the selection of one option, some allowed the selection of several options. Two different versions were used to enable the wording used to be simpler. The surveys were scripted online and distributed to employees and managers via a web link to each survey.

The sample of employees was provided from a market research panel<sup>8</sup>. The sample of managers was drawn from ILM's membership. To encourage participation, respondents were offered the opportunity to enter a prize draw to win one of five one hundred pound vouchers. The research was conducted in line with the Market Research Society (MRS) Code of Conduct<sup>9</sup>.

The data was then exported for analysis using Excel and SPSS (Statistical Package for Social Scientists). The two datasets were then cleaned and merged into a single working dataset. The numbers of employees and managers answering each question varies. This is because they may have been routed through the survey to avoid later questions, depending on earlier answers, or had dropped out before completing the survey.

Most of the variables in the dataset are either categorical (i.e. respondents chose between alternative options) or ordinal (i.e. respondents rated or ranked alternative options). So

<sup>8</sup> Supplied by market research support company Toluna (<http://eu.toluna-group.com/>)

<sup>9</sup> Available from the Market Research Society website: [https://www.mrs.org.uk/standards/code\\_of\\_conduct/](https://www.mrs.org.uk/standards/code_of_conduct/)



answers are reported as a percentage selecting each response, based on the number of people answering each question. Chi-squared tests have been used to identify where the responses given by different groups (i.e. managers and employees or between different levels of manager) are statistically significantly different. Chi-squared models the expected frequency of each combination of values, between the two variables. It then indicates where this is significantly different; hence the two variables are associated. Where we have used chi-squared tests we have also calculated Phi or Cramer's V values. These indicate the strength of association between variables. Both vary from a value of 0 (no association) to 1 (complete association). A Phi or Cramers' V value of less than 0.1 is generally regarded as negligible. Values between 0.1 – 0.2 indicate weak association and 0.2 – 0.4 indicates moderately strong association (see for example Kotrlik *et al.* 2011.<sup>10</sup>).

## A7 Methodological limitations

The main methodological limitations of this research relate to sampling. The principal limitation is that while the employee sample comes from the general population of employees, the sample of managers comprises ILM members. Although our members come from the general population of managers, it may be that they are amongst the more conscientious managers who take more interest in good management practice. Hence our managers may be less representative of those reluctant managers who regard the additional management responsibilities as a burden rather than essential part of the role.

Secondly, our samples of managers and employees are not matched. That is to say that the employees are not the direct reports of the managers in the sample. For analysis it would be ideal to have matched pairs samples as each manager and employee would be referring to the same organisation. Furthermore it would be possible to directly compare each respondent's perception of the other in each pair. However it is considerably more difficult and expensive to recruit participants to matched pairs studies in large numbers. Therefore, while considered, this has not been done for this reason.

Thirdly, as mentioned above, not every respondent replied to every question, either because they were presented with different questions depending on their answers to previous questions, or because they had dropped out before reaching the end. Rather than simply only analyse the responses of those who completed the survey, we have included, where feasible, the responses of those who did not complete. This means that the number (N) of responses varies between questions. This also means that for those who dropped out before completing the survey, we do not have information such as industry sector. However, the benefit is that where we have more responses to earlier questions, the larger sample size increases the changes of detecting statistically significant differences between groups.

Finally, while overall sample numbers are reasonably large for leadership and management research, it is still possible to reach small cell sizes by segmenting responses by just one or two categories. Generalising from small numbers of people can be problematic so we try to avoid more than one cross tabulation at a time and report both statistical significance and its

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<sup>10</sup> Joe W. Kotrlik. Heather A. Williams. M. Khata Jabor. 2011. 'Reporting and Interpreting Effect Size in Quantitative Agricultural Education Research'. Journal of Agricultural Education. 52 (1) 132-142. Available at: <http://files.eric.ed.gov/fulltext/EJ955682.pdf>

effect size. In order to mitigate the potential bias in our sample we have deliberately taken conservative interpretations of the results. We also highlight this potential methodological issue when reporting specific findings.

# Section B

## Employees' relationships with their managers, and their attitudes to their jobs and employers

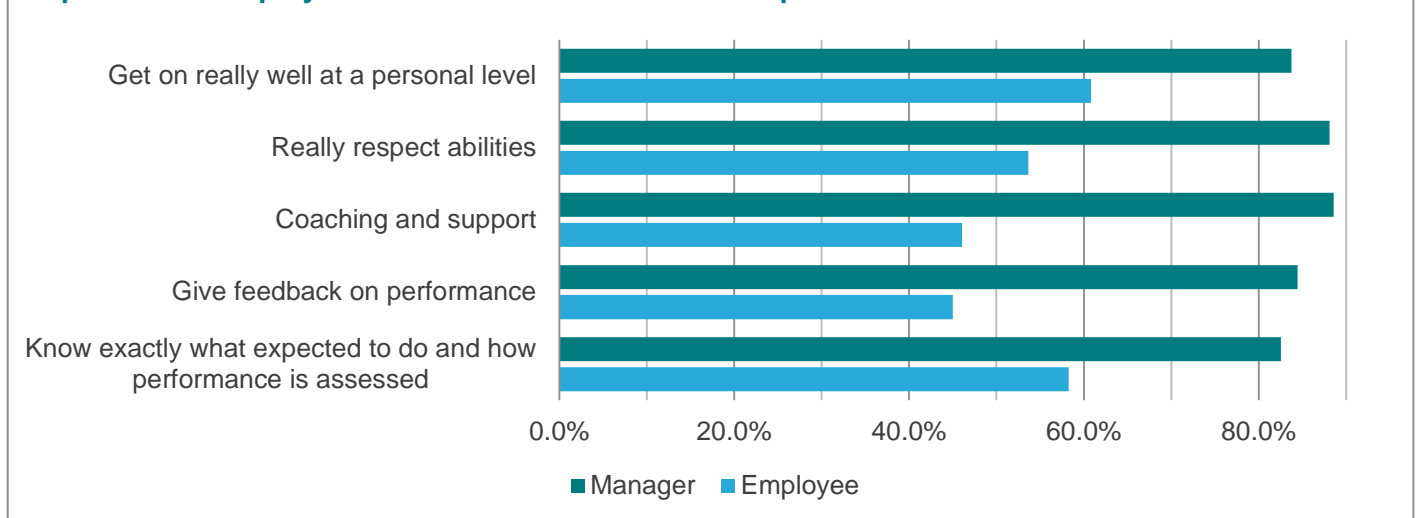
## Section introduction

The first set of questions asked employees to rate their relationships with their managers, their attitudes towards their jobs and their employers, against five dimensions of each; using a five point scale (Strongly disagree/Disagree/Neither agree nor disagree/Agree/ Strongly agree). Managers were asked to rate how they felt their direct reports would respond to those same questions, to compare their perceptions with employees' actual answers.

### B1 Employees' relationships with their managers

There is a real mismatch between managers' perceptions and that of employees about the quality of the relationship they have with their direct reports; managers are much more optimistic!

**Chart 1: Comparison of managers' and employees' Strongly Agree/ Agree responses on employees' views about their relationship**



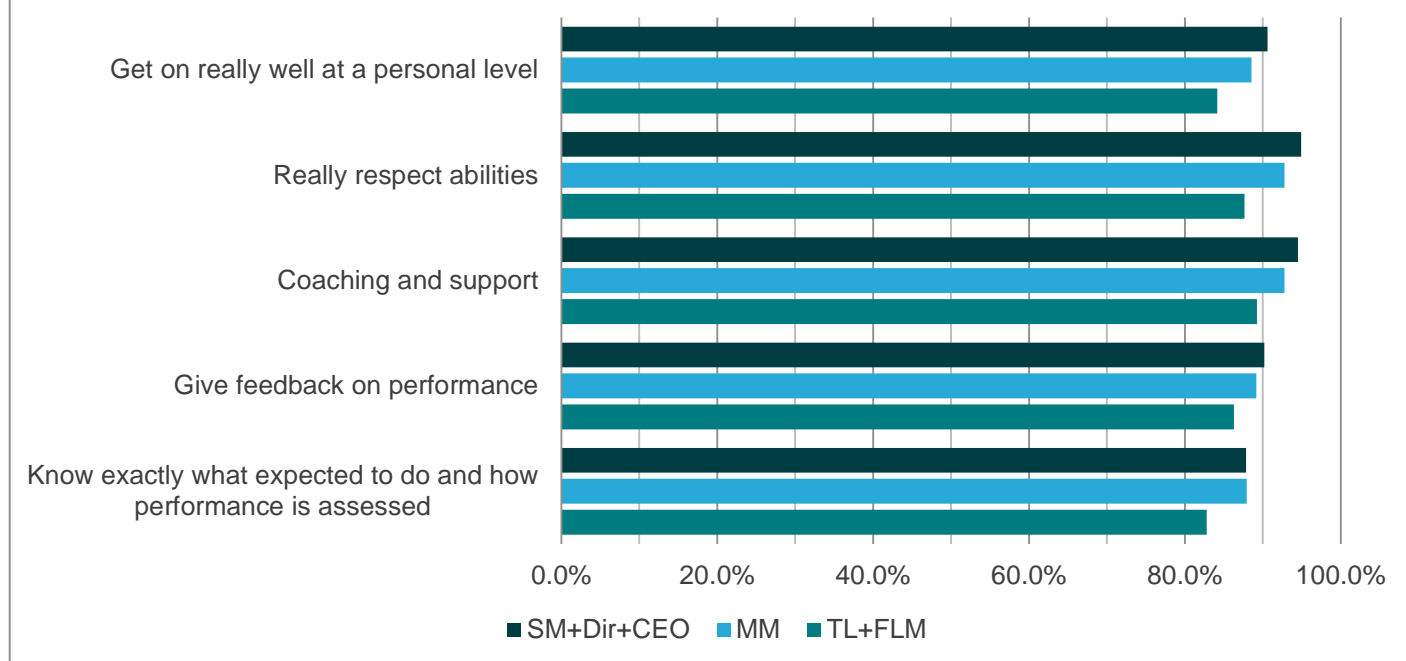
	Managers	Employees
Get on really well at a personal level	83.7%	61.8%
Really respect abilities	88.1%	53.6%
Coaching and support	88.6%	46.1%
Give feedback on performance	84.4%	45.0%
Know exactly what expected to do and how performance is assessed	82.5%	58.3%
N	1008	1018

(Note: totals are more than 100% as more than one option could be selected)

Managers showed a far more optimistic view about their employees' relationships with them than did the employees themselves. The closest correlation is about the quality of their personal relationships; the weakest is around the quality of feedback and coaching & support. For each statement the differences in responses between managers and employees are significant and the strengths of association are medium to strong<sup>11</sup>. The rather over-optimistic view of managers seems to increase with the level of management – the more senior they are, the more likely it is that managers will Agree/Strongly agree with each statement. However, these differences are not generally statistically significant, or the level of association by management level is weak. Managers are significantly more likely to agree and significantly less likely to disagree (or be neutral) with each statement, in contrast to employees who are significantly less likely to agree and significantly more likely to be neutral or to disagree.

<sup>11</sup> Know exactly what is expected...  $X^2$  (5, N=2026) = 168.655,  $p < .001$ . Cramer's V = .289. Regularly give my direct reports feedback...  $X^2$  (5, N=2026) = 378.648,  $p < .001$ . Cramer's V = .432. Coaching and support  $X^2$  (5, N=2026) = 477.311,  $p < .001$ . Cramer's V = .485. Really respect abilities  $X^2$  (5, N=2026) = 379.128,  $p < .001$ . Cramer's V = .433. Get on really well..  $X^2$  (5, N=2026) = 157.015,  $p < .001$ . Cramer's V = .278.

**Chart 2: Managers' perceptions of employees' relationships with them (Strongly Agree/ Agree), by senior, middle and junior management level**



	SM + Dir + CEO	MM	TL + FLM
Get on really well at a personal level	90.6%	88.6%	84.1%
Really respect abilities	95.0%	92.8%	87.6%
Coaching and support	94.5%	92.8%	89.3%
Give feedback on performance	90.2%	89.2%	86.3%
Know exactly what expected to do and how performance is assessed	87.8%	88.0%	82.8%
N	255	166	372

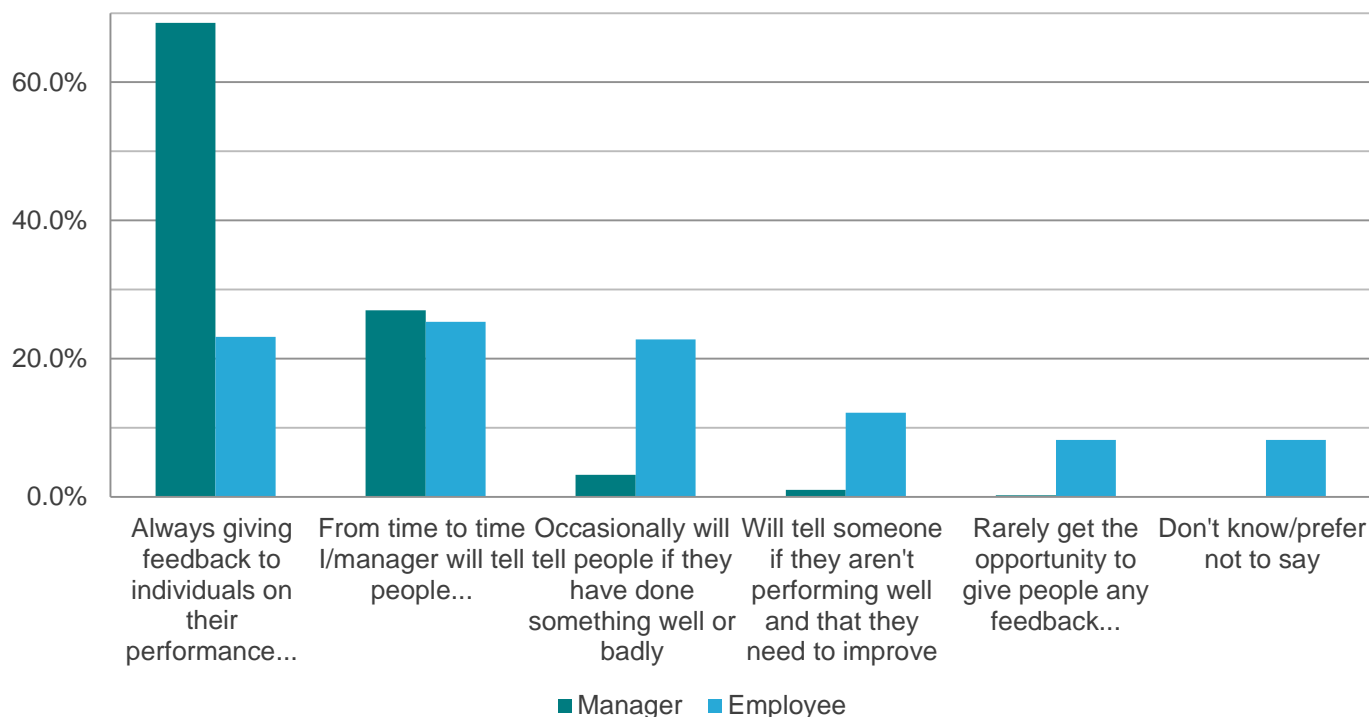
(Note: totals are more than 100% as more than one option could be selected)

We asked managers and employees about their experience in engaging in feedback. Chart 3 clearly shows that most managers feel that they are always giving feedback, in contrast to most employees who feel this is not the case. These differences are statistically significant and there is a strong association between the perception that managers are always giving feedback and being a manager<sup>12</sup>. There is a word of methodological caution to be mentioned here. The samples of managers and employees are not matched – those managers are not line managing those employees. Moreover the managers are ILM members whom we would

<sup>12</sup>  $\chi^2 (5, N=1896) = 575.225, p < .001$ . Cramer's V = .551.

expect to take an interest and pride in their management and leadership functions – perhaps more so than is always typical of the management population as a whole. The stark differences illustrated in below suggest that managers probably cannot engage in feedback too frequently or too transparently.

**Chart 3: Manager and employee perceptions of frequency of feedback by managers**

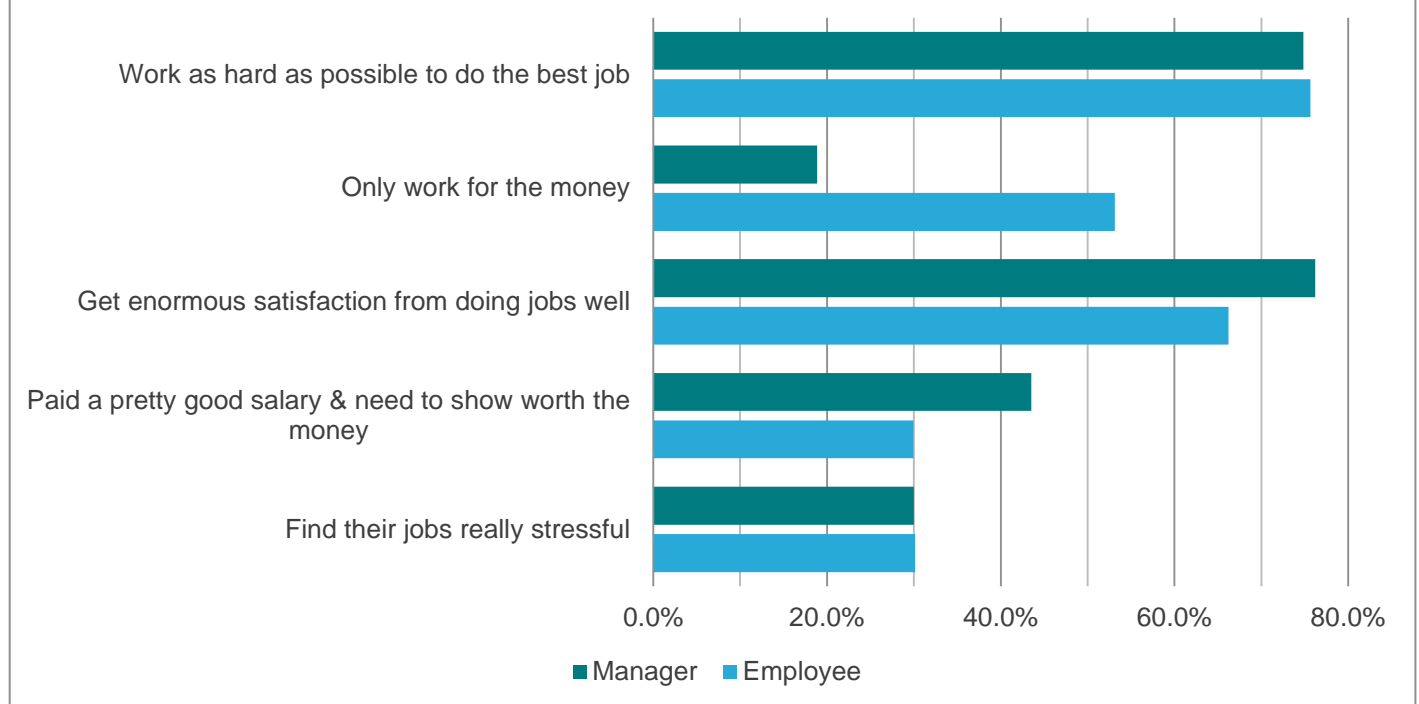


	Managers	Employees
Always giving feedback to individuals on their performance...	68.6%	23.1%
From time to time I/manager will tell people...	27.0%	25.3%
Occasionally will tell people if they have done something well or badly	3.2%	22.8%
Will tell someone if they aren't performing well and that they need to improve	1.0%	12.2%
Rarely get the opportunity to give people any feedback...	0.2%	8.3%
Don't know/prefer not to say	0.0%	8.3%
Total (N)	100.0% (1008)	100.0% (1018)

## B2 Employees' attitudes to their jobs

Managers' perspectives on their employees' attitudes to their jobs are better, (albeit still more optimistic) though some significant differences remain. While there appears to be a sizeable difference in agreement with *working as hard as possible to do the best job* the differences are not statistically significant. Conversely, while it appears smaller, there is a significant difference in agreement that *employees only need the money to live, no other reason*<sup>13</sup>. There is also significantly more agreement by managers than employees that the latter *get enormous satisfaction from doing their jobs well*<sup>14</sup>. There is a bigger difference in agreement that employees are *paid a pretty good salary and need to show that they are worth the money*<sup>15</sup>. While there is the same level of agreement between managers and employees that employees *find their jobs really stressful*, employees are more likely to *strongly disagree* or *strongly agree* than merely *disagree* or *agree*<sup>16</sup>.

**Chart 4: Comparison of managers' & employees' Strongly Agree/ Agree responses on employees' views about their jobs**



<sup>13</sup>  $\chi^2$  (5, N=1972) = 363.879,  $p < .001$ . Cramer's V = .430.

<sup>14</sup>  $\chi^2$  (5, N=1972) = 41.403,  $p < .001$ . Cramer's V = .145.

<sup>15</sup>  $\chi^2$  (5, N=1972) = 85.051,  $p < .001$ . Cramer's V = .208.

<sup>16</sup>  $\chi^2$  (5, N=1972) = 53.555,  $p < .001$ . Cramer's V = .165.



	Managers	Employees
Work as hard as possible to do the best job feedback to individuals on their performance...	74.8%	75.6%
Only work for the money	18.9%	53.1%
Get enormous satisfaction from doing jobs well	76.2%	66.2%
Paid a pretty good salary & need to show worth the money	43.5%	30.0%
Find their jobs really stressful	30.0%	30.2%
N	954	1018

(Note: totals are more than 100% as more than one option could be selected)

Again, there are some variations by management level (although not as pronounced as above). The first three of these, listed in the chart below, have differences between team leader/first line manager level and senior manager/director/CEO level which are statistically significant. This senior level of management is significantly more likely to strongly agree that employees *work as hard as possible to do the best job*, in contrast team leaders/first line managers, who are significantly less likely to strongly agree<sup>17</sup>. However, the overall strength of association between agreement and management level is weak. This senior level of management is also significantly more likely to strongly agree that employees *get enormous satisfaction from doing their jobs well*. Team leaders/first line managers are significantly less likely to strongly agree and significantly more likely to strongly disagree<sup>18</sup>. Though, again, the overall level of association is weak. Finally, senior managers/directors/CEOs are significantly less likely to strongly agree or agree that employees *only work because they need the money, no other reason*. This same level of management is significantly more likely to strongly disagree, while team leaders/first line managers are significantly less likely to strongly disagree<sup>19</sup>. No doubt first line managers (FLMs) and team leaders (TLs) are closer to the people they manage and are more recently in the same situation.

This isn't the first time we have observed a disconnect between the perceptions of senior and junior staff; we found a similar pattern when looking at managers' perceptions and experience of values and ethics<sup>20</sup>. In general, senior staff express more optimistic views than more junior staff. The differences between first line managers and board level managers are often statistically significant. The minimal association observed here may be due to the smaller number of responses to this question.

<sup>17</sup>  $\chi^2$  (15, N=797) = 32.013, p=.006. Cramer's V = .116.

<sup>18</sup>  $\chi^2$  (15, N=797) = 30.713, p=.010. Cramer's V = .113.

<sup>19</sup>  $\chi^2$  (15, N=797) = 50.267, p<.001. Cramer's V = .145.

<sup>20</sup> ILM. 2013. *Added Values: the importance of ethical leadership*. Available at: <https://www.i-l-m.com/Why-ILM/Research-reports/Added-Values>

**Chart 5: Managers' perceptions of employees' views of their jobs, by management level**



	SM + Dir + CEO	MM	TL + FLM
Work as hard as possible to do the best job feedback to individuals on their performance...	82.0%	78.9%	70.4%
Only work for the money	11.0%	17.0%	23.4%
Get enormous satisfaction from doing jobs well	84.3%	80.1%	72.9%
Paid a pretty good salary & need to show worth the money	47.5%	48.8%	41.7%
Rarely get the opportunity to give people any feedback...	30.6%	34.3%	29.0%
Find their jobs really stressful			
N	255	166	372

(Note: totals are more than 100% as more than one option could be selected)

## B3 Employees' attitudes to their employers

We asked employees what their attitudes were to their jobs, by asking their level of agreement or disagreement with the statements listed in the chart below. We also asked managers what their own reports' attitudes are, for the same statements.

Again, there is some over-optimism here, with managers consistently adopting a (statistically significant) more positive view than employees do<sup>21</sup>. It is noticeable that the area which also reflects the managers' own role most strongly (being treated well and encouraged to put forward ideas) accounts for the biggest difference. It's worth sounding a word of methodological caution here. The samples are not matched - the managers are not the managers of the employees in the sample. The managers, being ILM members are likely to take a greater interest in the management role and its responsibilities. Hence it is possible that our sample of managers is more reflective of the 'better' managers while our sample of employees report to managers who are more representative of the UK management population as a whole.

**Chart 6: Comparison of managers and employees' Strongly Agree/Agree responses on employees' views about their jobs**



	Managers	Employees
Have the best and most up to date equipment to do jobs well	51.6%	37.4%
Are treated well and encouraged to put forward ideas	88.0%	47.2%
Understand how their performance contributes to achieving team/dept goals	88.0%	70.6%
Get on well with their fellow team members	88.0%	79.2%
Really enjoy working for our organisation	66.5%	51.9%
<b>N</b>	931	1018

(Note: totals are more than 100% as more than one option could be selected)

<sup>21</sup> Have the best and most up to date equipment -  $\chi^2$  (5, N=1949) = 88.388,  $p < .001$ . Cramer's V = .223.  
 Are treated well and encouraged to put forward ideas -  $\chi^2$  (5, N=1949) = 441.367,  $p < .001$ . Cramer's V = .476.  
 Understand how their performance contributes to achieving team/dept goals -  $\chi^2$  (5, N=1949) = 123.539,  $p < .001$ . Cramer's V = .252.  
 Get on well with their fellow team members -  $\chi^2$  (5, N=1949) = 48.547,  $p < .001$ . Cramer's V = .158.  
 Really enjoy working for our organisation -  $\chi^2$  (5, N=1949) = 78.329,  $p < .001$ . Cramer's V = .200.

# Section C

## Employees' access to training and feedback

## Section introduction

The managers were asked if most of their direct reports had received adequate training to do their jobs. Employees were asked if they had received adequate training to do their jobs.

### C1 Access to training

In comparing employee and manager responses, again, the picture is one of general over-optimism, on the part of managers. However, it is interesting to note that 31% of employees stated that most were fully trained before starting their jobs and didn't need further training (compared to just 8% of managers regarding most of their direct reports)<sup>22</sup>. This group aside, managers appear to be significantly more optimistic, with 65% believing most of their direct reports had some training before starting and had further training since. A further 23% of managers responded that their direct reports had training, to do their jobs, since starting if not before. Combined, nearly nine out of ten (88%) managers said their reports had adequate training to do their jobs before or after starting, in contrast to only 48% of employees.

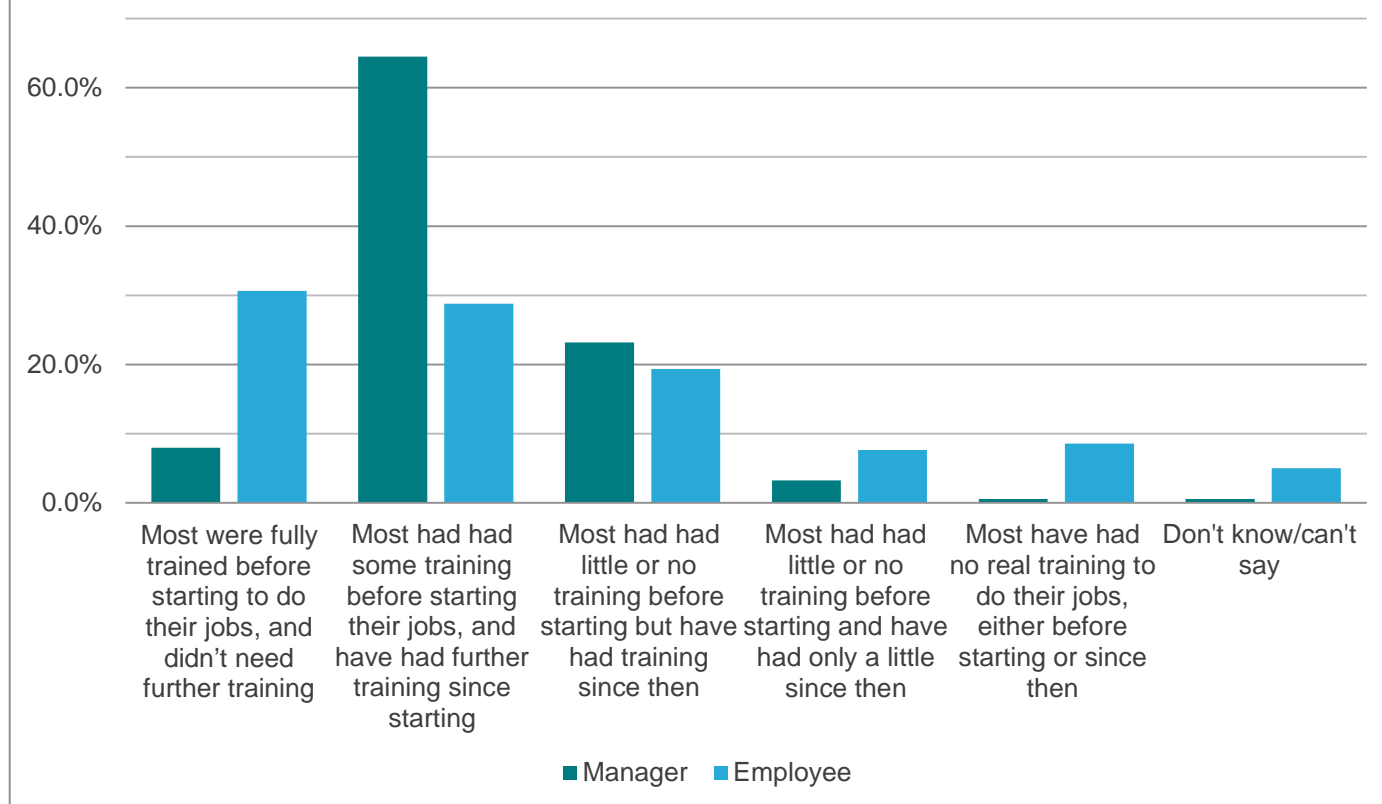
The responses of employees who said that most have had little or no training, or couldn't say, amounts to fifth (21%). This compares to just 4% of managers. The differences between manager and employee responses for each option are statistically significant and there is a medium strength of association between chosen response by employee or employer group<sup>23</sup>.

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<sup>22</sup> The top two options for employees (*I had completed a full-time education and/or training programme before I started doing this job, and didn't need further training* and *I was fully trained by my previous employer before I started doing this job, and didn't need further training*) were combined into the first manager option, to make it more appropriate for the latter.

<sup>23</sup>  $\chi^2$  (5, N=1911) = 370.779,  $p < .001$ . Cramer's V = .440.

**Chart 7: Manager and employee perceptions of employee training**



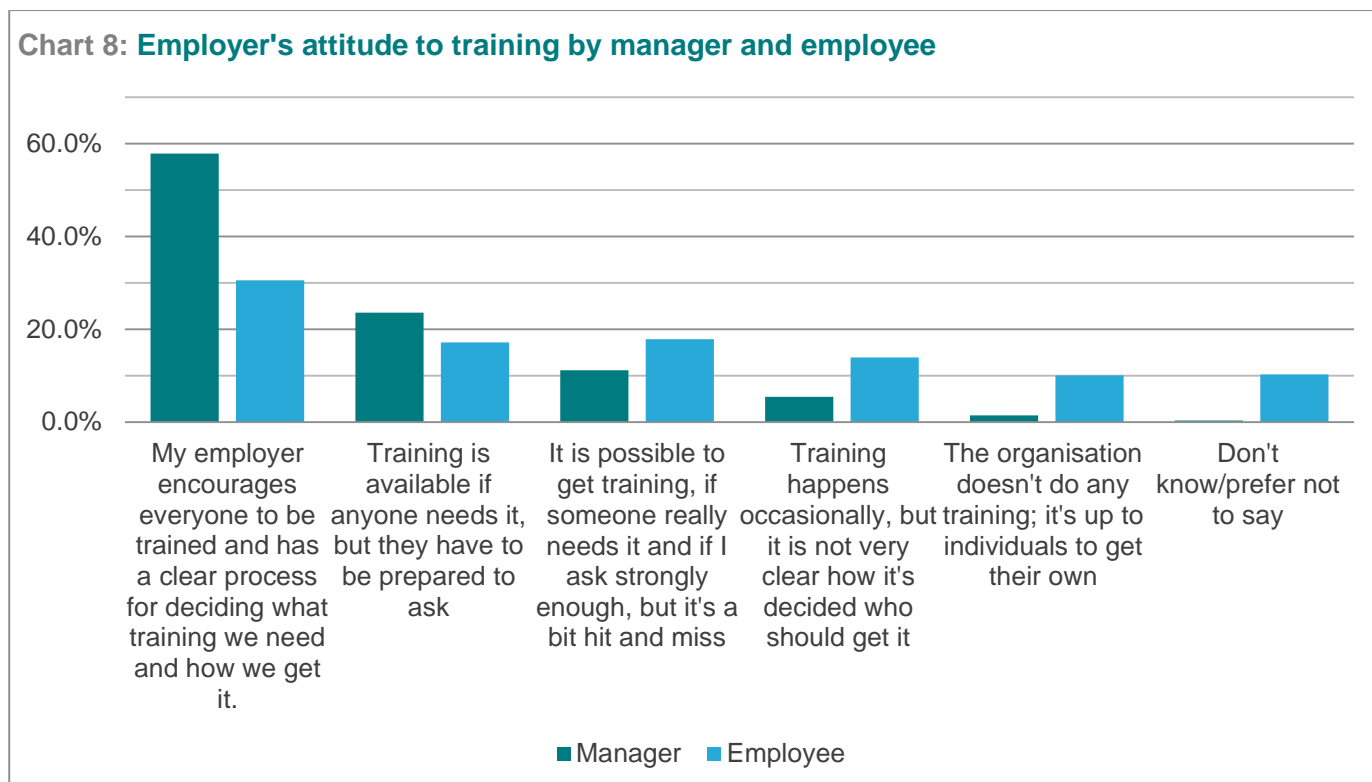
	Managers	Employees
Most were fully trained before starting to do their jobs, and didn't need further training	8.0%	30.6%
Most had had some training before starting their jobs, and have had further training since starting	64.5%	28.8%
Most had had little or no training before starting but have had training since then	23.2%	19.4%
Most had had little or no training before starting and have had only a little since then	3.2%	7.7%
Most have had no real training to do their jobs, either before starting or since then	0.6%	8.5%
Don't know/can't say	0.6%	5.0%
Total (N)	100.0% (893)	100.0 (1018)

The results suggest that senior managers/directors/CEOs (78%) were more likely to select the first two options than middle managers (74%) and first line managers and team leaders (69%); although these differences are not statistically significant. Perhaps these levels of

management have very different perspectives or reflect the difference between the levels at which the different managers are recruiting.

Chart 8 below shows that managers think that training is much more readily and clearly accessible than employees! There is no discernible difference in the responses by different levels of manager. While the largest single proportion of employees (31%) have said that their employer encourages training and has a clear process, 20% either don't know/can't say or reckon their employer offers no training.

Perhaps one reason for the difference in perceptions between employees and managers is the different level of training available. Managers said that they received, on average, 10.1 days training, nearly 50% more than the employees' 6.9 days. The data doesn't meet all the assumptions required for an ANOVA (analysis of variance) statistical test. However, a Chi-squared test shows that managers are significantly less likely than employees to receive zero to four days' training and are significantly more likely than employees to receive five or more days' training<sup>24</sup>. Again, surprisingly, the mean days' training for senior managers (10.7) was only a little more than middle managers (10.1) and first line managers and team leaders (9.9). Interestingly, senior managers, directors and CEOs are slightly but significantly more likely to have had less than five rather than five or more days' training<sup>25</sup>.



<sup>24</sup>  $\chi^2 (1, N=1214) = 115.374, p<.001. \Phi = -.308.$

<sup>25</sup>  $\chi^2 (1, N=684) = 12.122, p=.007. \Phi = .133.$

	Managers	Employees
<b>My employer encourages everyone to be trained and has a clear process for deciding what training we need and how we get it.</b>	57.9%	30.6%
<b>Training is available if anyone needs it, but they have to be prepared to ask</b>	23.6%	17.2%
<b>It is possible to get training, if someone really needs it and if I ask strongly enough, but it's a bit hit and miss</b>	11.2%	17.9%
<b>Training happens occasionally, but it is not very clear how it's decided who should get it</b>	5.5%	13.9%
<b>The organisation doesn't do any training; it's up to individuals to get their own</b>	1.5%	10.1%
<b>Don't know/can't say</b>	0.3%	10.3%
<b>Total (N)</b>	100.0% (893)	100.0 (1018)

## C2 Feedback on performance

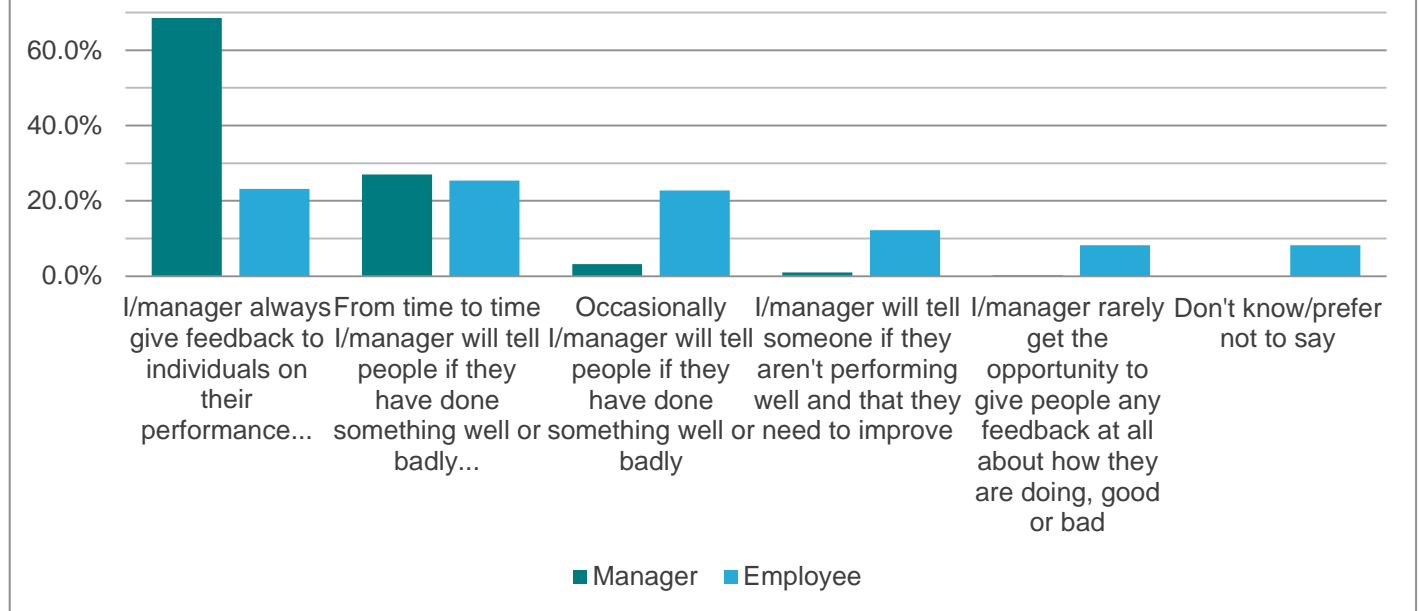
The same pattern of optimism seen with earlier questions is very apparent here. Managers are much more positive about their own tendencies to give feedback to their direct reports on their performance, than employees. Other than for the second column in the chart below (*from time to time..*) all the differences shown are statistically significant and there is a reasonably strong strength of association between being a manager and reporting frequent feedback<sup>26</sup>.

Again the same methodological caution, raised in discussing Chart 3, should be considered here. The sample of managers, coming from ILM's membership may be more inclined to feedback more frequently compared to managers as a whole. Even so, as already said, the clear differences in what managers report, compared to employees, indicate that managers probably cannot engage in feedback too frequently or too transparently. While the act of discussing with direct reports their performance and what to do to improve may seem obvious to managers, their employees perhaps fail to recognise when this is happening.

<sup>26</sup>  $\chi^2$  (5, N=1896) = 575.225,  $p < .001$ . Cramer's V = .551.



**Chart 9: Do you/your manager regularly give feedback?**



	Managers	Employees
<b>I/manager always give feedback to individuals on their performance...</b>	68.6%	23.2%
<b>From time to time I/manager will tell people if they have done something well or badly...</b>	27.0%	25.3%
<b>Occasionally I/manager will tell people if they have done something well or badly</b>	3.2%	22.8%
<b>I/manager will tell someone if they aren't performing well and that they need to improve</b>	1.0%	12.2%
<b>I/manager rarely get the opportunity to give people any feedback at all about how they are doing, good or bad</b>	0.2%	8.3%
<b>Don't know/can't say</b>	0.0%	8.3%
<b>Total (N)</b>	100.0% (878)	100.0 (1018)

# Section D

## Use of appraisal/ performance management systems and rewards

## Section introduction

Managers and employees were asked if their employers had an appraisal or performance management system. If so, they were asked how effective they perceived it to be in managing performance. Both groups were also asked about the consequences of the results of such systems, including use of financial rewards.

### D1 Existence of an appraisal/ performance management system

This is a straight, factual question, so we should expect managers and employees to respond the same. Yet, again, they differ, with 94% of managers reporting an appraisal/PM system, against 61% of employees (who also show a lot of uncertainty, with 10.3% *Don't know/prefer not to say*). These differences are significant and there is a moderate to moderately strong association to response given by being a manager or employee<sup>27</sup>.

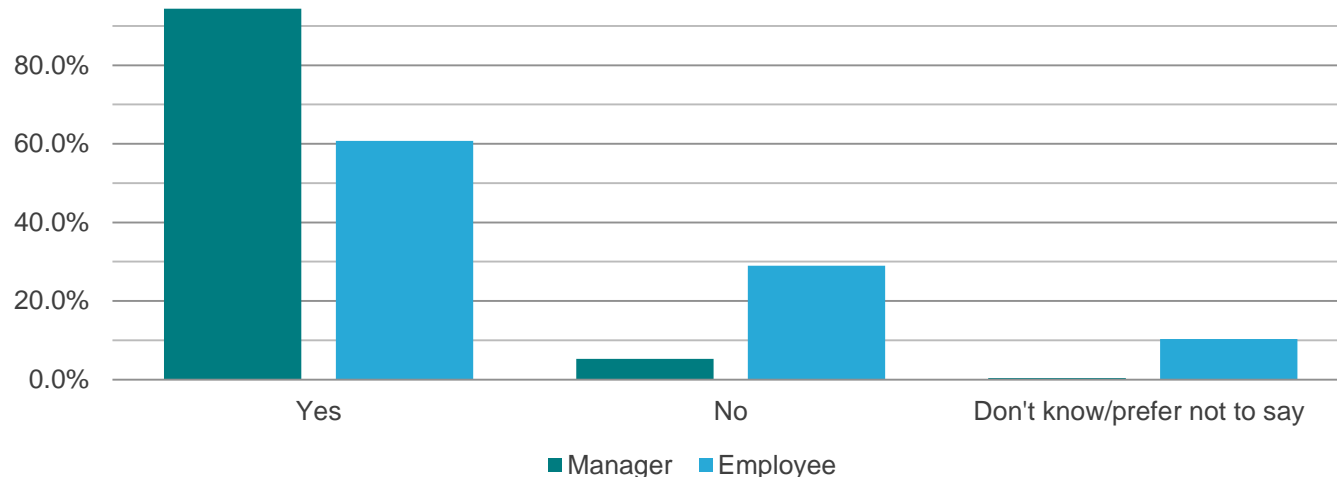
There are also some variations by management level. Almost all the middle managers (98%) said they did, compared to 95% of FLM+TLs and, the lowest proportion, 91% of senior managers, directors and CEOs. Some of these differences are significant, but it is difficult to explain why they vary and there is no overall significant association between reporting the existence of a system and level of management<sup>28</sup>.

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<sup>27</sup>  $\chi^2$  (3, N=1895) = 299.821,  $p < .001$ . Cramer's V = .398.

<sup>28</sup>  $\chi^2$  (6, N=797) = 13.240,  $p = .039$ . Cramer's V = .039.

**Chart 10: Does your organisation have a formal appraisal/ performance management system?**



	Managers	Employees
Yes	94.4%	60.7%
No	5.2%	29.0%
Don't know/can't say	0.3%	10.3%
Total (N)	1.00.0% (877)	100.0% (1018)

## D2 Effectiveness of an appraisal/ performance management system

As well as different perceptions of whether or not there is a system, there are also very different perceptions about how well it works. Managers have a very optimistic view of the way that they and their direct reports behave, compared to the employees' perceptions. Three-quarters (76%) of managers see it as a dialogue leading to agreement (employees only 42%), and only 10% choose the two most negative options (employees 17%). Unsurprisingly, these differences are statistically significant and there is a moderately strong association between being a manager and reporting greater use of dialogue<sup>29</sup>.

<sup>29</sup>  $\chi^2 (4, N=1456) = 191.161, p=.039$ . Cramer's V = .362.

**Chart 11: Effectiveness of appraisal/ performance management systems**



	Managers	Employees
Manager discusses performance with each of direct reports and usually manage to agree how well they are do	75.9%	42.1%
Manager discusses their performance with each of direct reports, and tell them how they rate them	11.9%	27.2%
Manager tells each of direct reports how they think they are performing and what rating they will get	2.4%	14.1%
We have to complete it, but neither they nor I thinks it's really relevant	6.1%	11.3%
Don't know/can't say	3.7%	5.3%
<b>Total (N)</b>	<b>100.0% (838)</b>	<b>100.0 (618)</b>

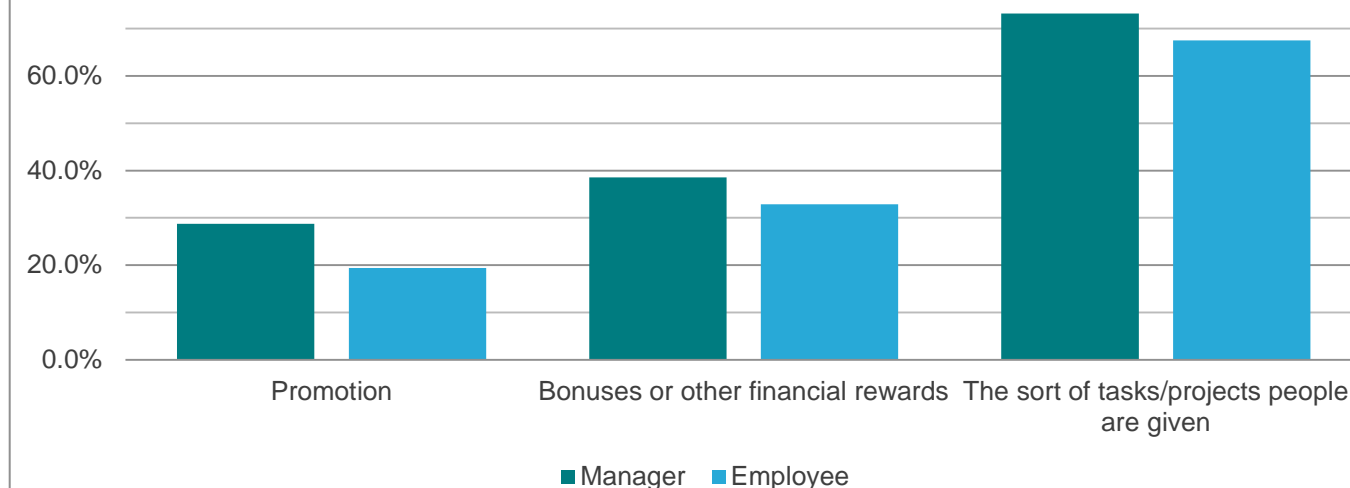
Once again, the more senior the manager, the more optimistic they are about the effectiveness of the appraisal/performance management system, although these differences are not statistically significant.

### D3 Consequences of appraisal/performance systems

Yet there is much closer agreement on the consequences of the appraisal or performance management process. More similar proportions say that it leads to promotion (29% of managers; 19% of employees), to financial rewards (39% and 33%); and to the sort of tasks/projects people are given (73% and 67%). Although managers are more optimistic

about the outcomes, the differences are not as large and the pattern is similar; there are no significant differences between the groups.

**Chart 12: Use of appraisal/performance assessment results**



	Managers	Employees
Manager Promotion	28.7%	19.4%
Bonuses or other financial rewards	38.6%	32.8%
The sort of tasks/projects people are given	73.2%	67.5%
N	832	618

(Note: totals are more than 100% as more than one option could be selected)

It is notable that while there are no differences by management level, in saying that the results of appraisal/performance assessment systems are used to select for financial rewards or for future tasks or projects, there are significant differences in selecting for promotion. Team leaders and first line managers are significantly less likely than senior managers, directors and CEOs to say that the results are used for promotion; although the overall strength of association is weak.<sup>30</sup>

Both managers and employees were asked if their organisations had any other way of evaluating staff performance. Managers were significantly more likely to say yes (33%), compared to only 11% of employees<sup>31</sup>. There is a moderate association between responding yes to this question and being a manager. Examples of these alternative ways of evaluating performance include:

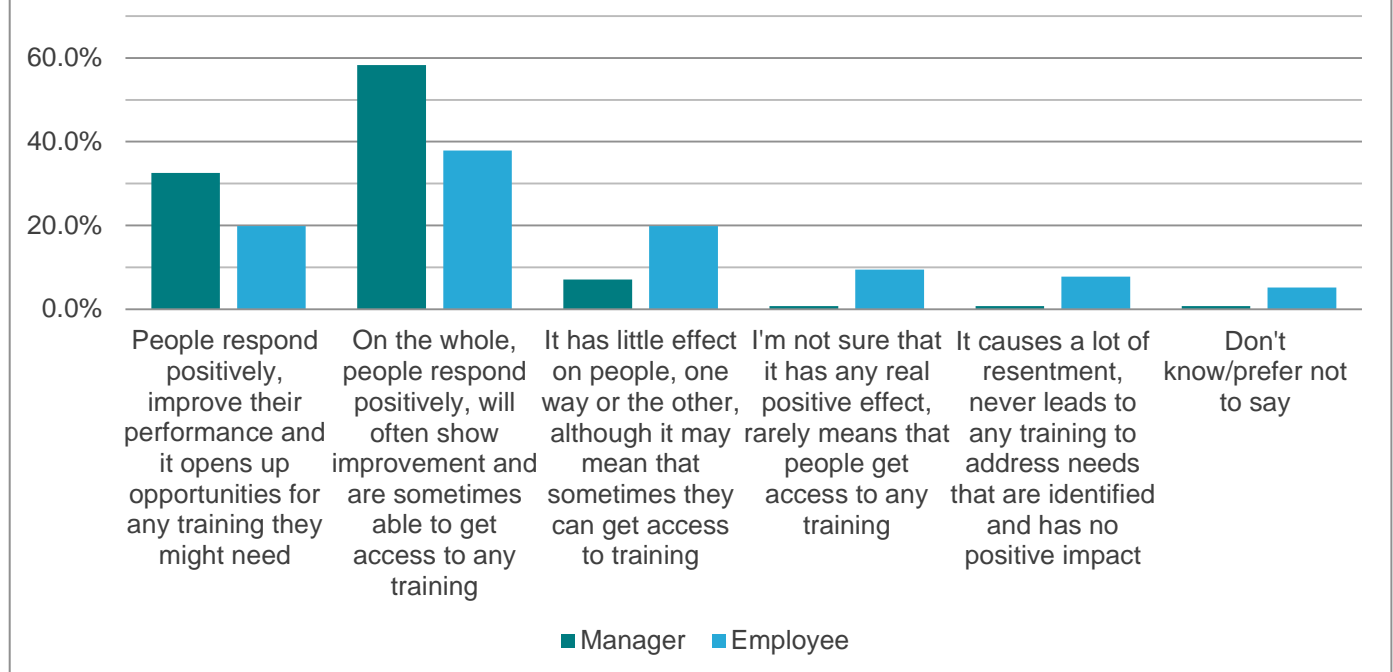
<sup>30</sup>  $\chi^2 (3, N=773) = 26.149, p<.001$ . Cramer's  $V = .184$ .

<sup>31</sup>  $\chi^2 (2, N=1876) = 164.173, p<.001$ . Cramer's  $V = .296$ .

- One to ones
- Key performance indicators
- Quality control processes
- Customer feedback
- Peer review/ 360 feedback
- Regular supervision

Our samples of employees and managers were then asked what effect the systems or methods used to appraise or feedback had on the people receiving it. Managers are significantly more likely to say that their direct reports respond positively to such systems or feedback. Meanwhile employees are significantly more likely to respond negatively or to say that they don't know. Even though the number of people answering this is relatively low, as the chart below suggests, there is a moderately strong association with being a manager and answering more positively and being an employee and answering more negatively<sup>32</sup>. Again, while the samples are not directly matched (the managers are not managing these employees), there appears to be a disconnect between managers' perceptions and employee perceptions.

**Chart 13: Effect of appraisal/performance management systems**



<sup>32</sup>  $\chi^2 (5, N=399) = 66.014, p < .001$ . Cramer's  $V = .407$ .

	Managers	Employees
People respond positively, improve their performance and it opens up opportunities for any training they might need	32.5%	19.8%
On the whole, people respond positively, will often show improvement and are sometimes able to get access to any training	58.3%	37.9%
It has little effect on people, one way or the other, although it may mean that sometimes they can get access to training	7.1%	19.8%
I'm not sure that it has any real positive effect, rarely means that people get access to any training	0.7%	9.5%
It causes a lot of resentment, never leads to any training to address needs that are identified and has no positive impact	0.7%	7.8%
Don't know/can't say	0.7%	5.2%
Total (N)	100.0% (283)	100.0 (116)

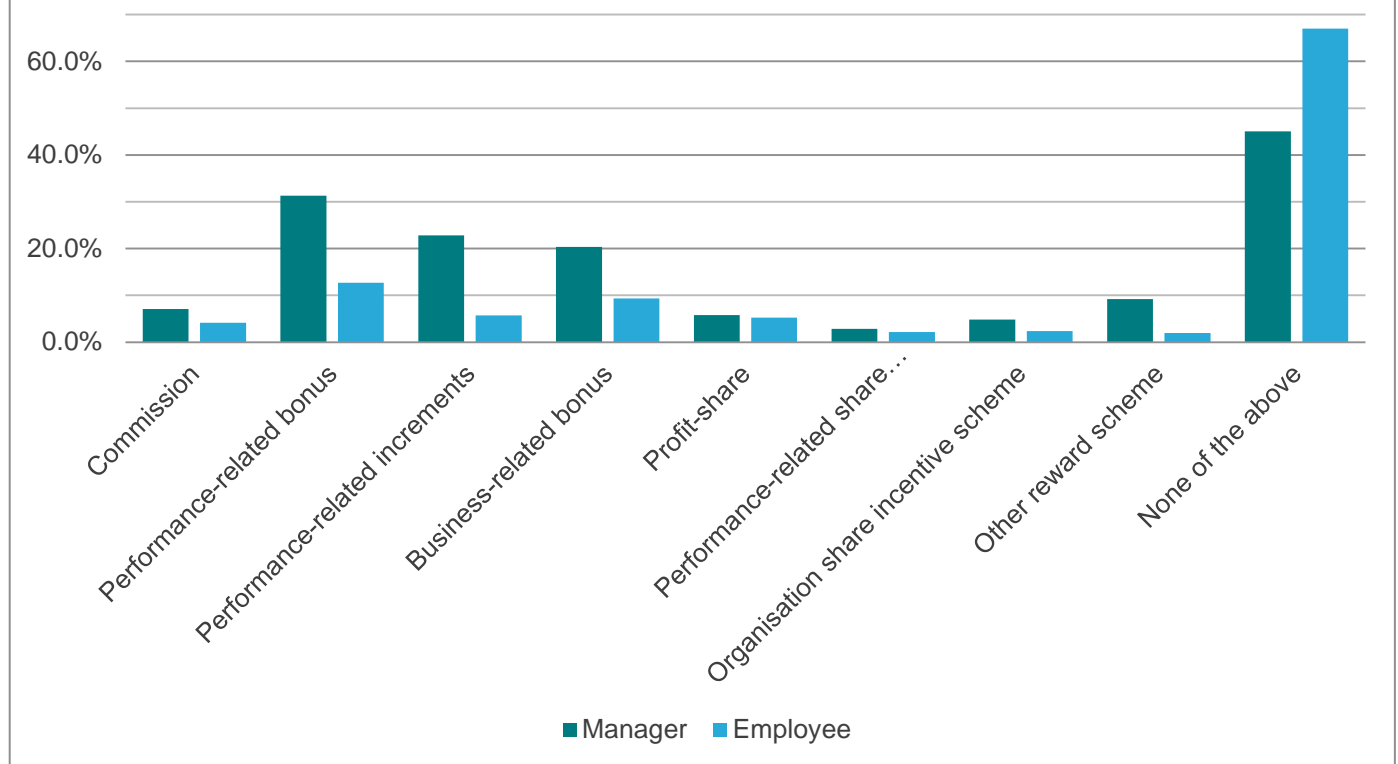
## D4 Availability and impact of financial reward systems

Managers report much more in the way of financial rewards; given the disproportionate number of public sector managers, this suggests that employees are either not able to access some of these reward systems or simply not aware of them. The most commonly reported type of reward is the performance-related bonus (nearly a third), followed by performance-related increments (progression up a salary scale based on assessment of performance - nearly a quarter). The third most commonly reported financial reward scheme is the business-related bonus, which is linked to how well the organisation performs against specific targets. Performance and organisation share incentive schemes are similar to performance-related and business-related bonus schemes but with the distribution of shares rather than money. These were quite unusual, accounting for less than five per cent of responses. Of the other reward schemes, these included vouchers, one off awards, team prizes, extra holiday leave and Christmas bonuses.

There are some differences in patterns of response by level of management seniority – however, they are not statistically significant.



Chart 14: Availability of financial reward schemes



	Managers	Employees
Commission	7.1%	4.1%
Performance-related bonus	31.3%	12.7%
Performance-related increments	22.8%	5.7%
Business-related bonus	20.3%	9.3%
Profit-share	5.8%	5.2%
Performance-related share incentive scheme	2.8%	2.2%
Organisation share incentive scheme	4.8%	2.4%
Other reward scheme	9.2%	2.0%
None of the above	45.1%	67.0%
N	850	1018

(Note: totals are more than 100% as more than one option could be selected)

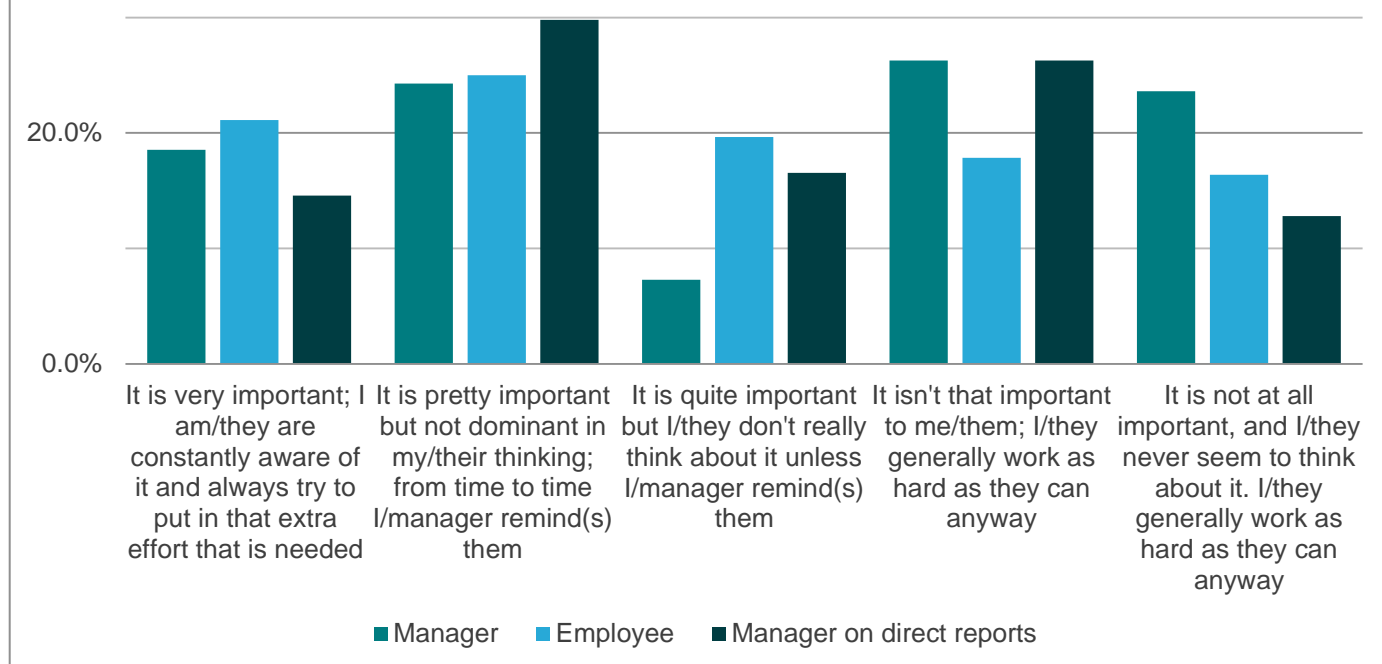
Managers do seem to be somewhat more in tune with employees when asked about the impact of financial rewards. There are few significant differences and the overall strength of

association between response given and being an employee or manager is weak<sup>33</sup>. As shown in Chart 15 below, we asked managers what effect bonuses or financial incentives had on their effort to work. We also asked the same of employees and then we asked managers what effect they thought it had on their direct reports (the third column in each category).

There is greater similarity in the pattern of responses. It suggests, overall, that financial rewards are less important for managers than for other employees, and that managers are generally aware of its importance for their reports.

However, the interesting thing is to look at how managers' views about employees matched not just employees' own views about themselves, but managers' views about themselves. Half the managers chose *It's not at all important* or *It isn't that important* when talking about themselves, whereas 35% of employees chose them (when talking about themselves) and 39% of managers chose them when talking about employees. Managers also underestimate the number of employees who consider financial incentives either very important or not at all important. Although there are only two significant differences; employees are significantly more likely than managers to say that *it is very important* and significantly less likely than managers to say that *it isn't that important*. It is also interesting to see that relatively few managers adopt a neutral position, for them financial rewards either really matter or really don't matter.

**Chart 15: Importance of bonus or financial rewards for employees and managers, by employees and managers**



<sup>33</sup>  $\chi^2 (4, N=789) = 15.143, p=.004$ . Cramer's  $V = .139$ .

	Managers	Employees	Managers on direct reports
It is very important; I am/they are constantly aware of it and always try to put in that extra effort that is needed	18.5%	21.1%	14.6%
It is pretty important but not dominant in my/their thinking; from time to time I/manager remind(s) them	24.3%	25.0%	29.8%
It is quite important but I/they don't really think about it unless I/manager remind(s) them	7.3%	19.6%	16.6%
It isn't that important to me/them; I/they generally work as hard as they can anyway	26.3%	17.8%	26.3%
It is not at all important, and I/they never seem to think about it. I/they generally work as hard as they can anyway	23.6%	16.4%	12.8%
Total (N)	100.0% (453)	100.0% (336)	100.0% (453)

# Section E

## Importance of motivational factors

## Section introduction

Employees and managers were asked to rate different motivational factors and their attitudes to money as a means to achieve happiness. They also were asked about their overall levels of motivation. Finally, both groups were asked what they thought really motivates employees to work as well as they can and what could be done to increase their motivation.

### E1 Importance of motivational factors

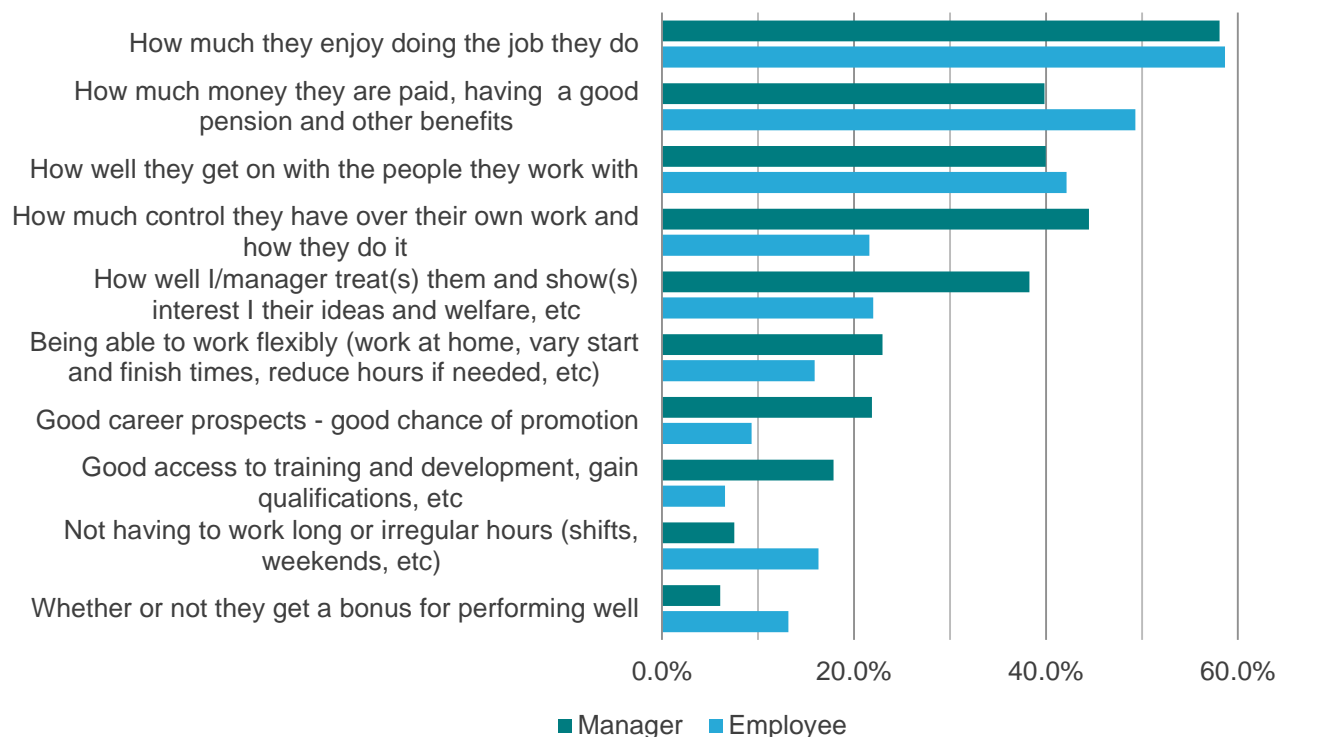
Employees and managers were asked to select three motivational factors that were most important to them from a list, shown in Chart 16. The responses are broadly similar with similar rankings, although there are significant differences between the two groups for all except *job enjoyment* (ranked top) and *getting on with colleagues*; though the strengths of association are weak<sup>34</sup>. Both groups rank *job enjoyment* top. Overall, employees place more emphasis on basic terms and conditions (including *pay*, *pension* and *working hours*). Managers, who perhaps take these things for granted, put more importance on *autonomy*, *career development* and *progression*.

Interestingly, while over 40% of managers previously told us that financial rewards were important incentives (chart 15), they were less than half as likely as employees to select performance related bonuses. So for the majority of managers being paid a bonus is not important compared to terms and conditions, working environment and opportunities for progression.

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<sup>34</sup> *How much money they are paid...*  $\chi^2 (1, N=1841) = 16.443, p<.001. \Phi = .095.$   
*How much control they have over their own work...*  $\chi^2 (1, N=1841) = 109.605, p<.001. \Phi = -.244.$   
*How well I/manager treats them...*  $\chi^2 (1, N=1841) = 58.185, p<.001. \Phi = -.178.$   
*Being able to work flexibly...*  $\chi^2 (1, N=1841) = 14.663, p<.001. \Phi = -.089.$   
*Good career prospects...*  $\chi^2 (1, N=1841) = 56.314, p<.001. \Phi = -.175.$   
*Good access to training...*  $\chi^2 (1, N=1841) = 56.366, p<.001. \Phi = -.175.$   
*Not having to work long...*  $\chi^2 (1, N=1841) = 32.280, p<.001. \Phi = .132.$   
*Whether or not they get a bonus...*  $\chi^2 (1, N=1841) = 25.414, p<.001. \Phi = .117.$

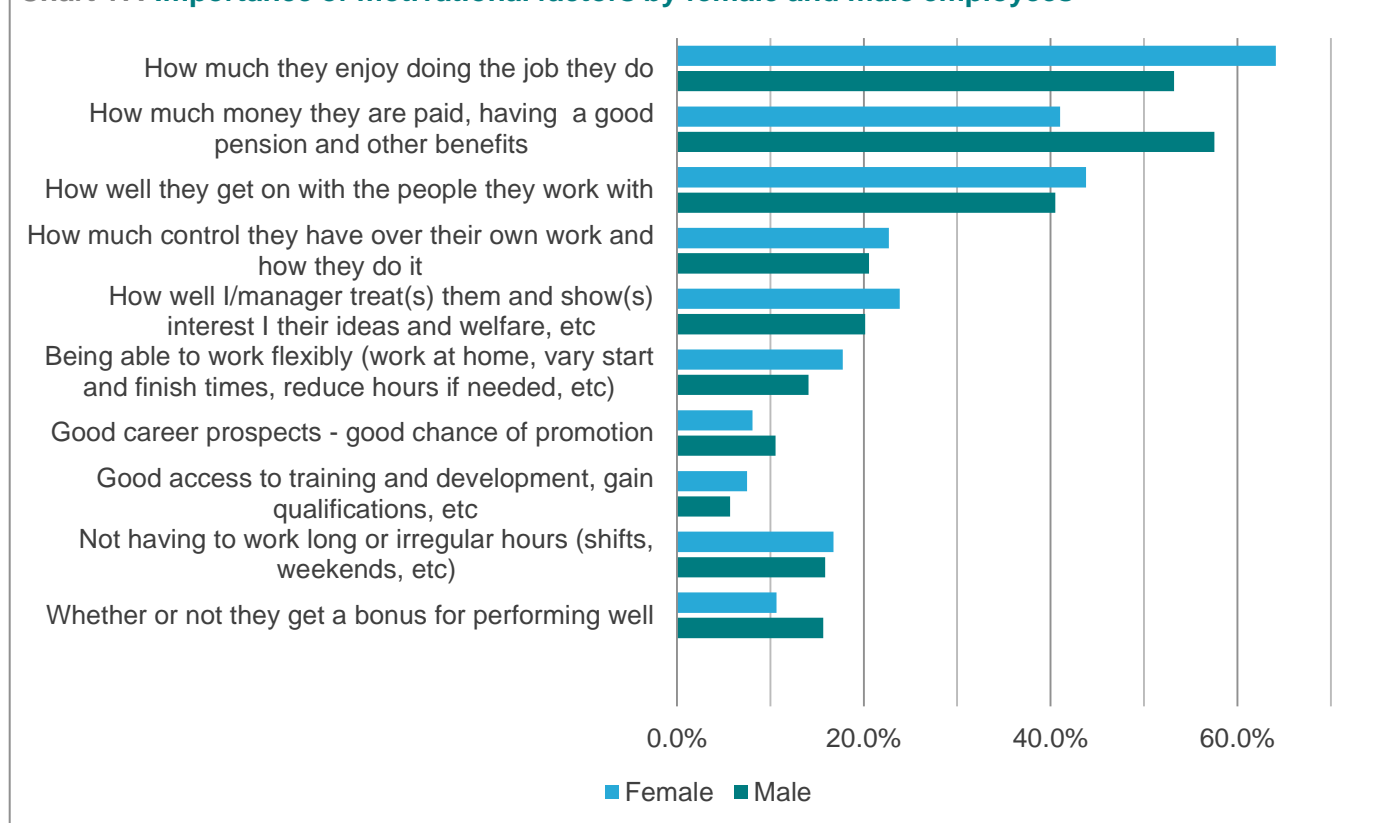
**Chart 16: Importance of motivational factors, by managers and employees**



	Managers	Employees
How much they enjoy doing the job they do	58.1%	58.6%
How much money they are paid, having a good pension and other benefits	40.0%	49.3%
How well they get on with the people they work with	40.0%	42.1%
How much control they have over their own work and how they do it	44.5%	21.6%
How well I/manager treat(s) them and show(s) interest I their ideas and welfare, etc	38.3%	22.0%
Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)	23.0%	15.9%
Good career prospects - good chance of promotion	21.9%	9.3%
Good access to training and development, gain qualifications, etc	17.9%	6.6%
Not having to work long or irregular hours (shifts, weekends, etc)	7.5%	16.3%
Whether or not they get a bonus for performing well	6.1%	13.2%
(N)	823	1018

The following three charts (17, 18, 19) show the relative importance of these factors for employees, comparing male and female, full-time and part-time, older and younger. The first of these compares female and male employees. Female employees are significantly more likely than male employees to list the importance of *job enjoyment*<sup>35</sup>, whereas male employees are significantly more likely to emphasise the financial benefits of a job (the importance of basic *pay*, *pension* and *benefits* levels<sup>36</sup>). Males also consider whether or not they get a *bonus* to be very important and the differences are significant<sup>37</sup>. However, the strength of association is lower than the standard minimum threshold of 0.1. This suggests that there is no overall association between the emphasis that females and males place on the different motivational factors listed. While the chart also shows other differences, these are not statistically significant.

**Chart 17: Importance of motivational factors by female and male employees**



<sup>35</sup>  $\chi^2 (1, N=1018) = 12.407, p<.001. \Phi = .110.$

<sup>36</sup>  $\chi^2 (1, N=1018) = 27.749, p<.001. \Phi = -.165.$

<sup>37</sup>  $\chi^2 (1, N=1018) = 5.577, p=.018. \Phi = -.074.$

	Female	Male
How much they enjoy doing the job they do	64.1%	53.2%
How much money they are paid, having a good pension and other benefits	41.0%	57.5%
How well they get on with the people they work with	43.8%	40.5%
How much control they have over their own work and how they do it	22.7%	20.6%
How well I/manager treat(s) them and show(s) interest I their ideas and welfare, etc	23.9%	20.2%
Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)	17.8%	14.1%
Good career prospects - good chance of promotion	8.1%	10.6%
Good access to training and development, gain qualifications, etc	7.5%	5.7%
Not having to work long or irregular hours (shifts, weekends, etc)	16.8%	15.9%
Whether or not they get a bonus for performing well	10.7%	15.7%
(N)	507	511

From Chart 18 it appears that part-time employees are more likely than full-time employees to rate *job enjoyment* as an important motivational factor. However, these differences are not statistically significant, but there are several other differences that are. Full-time employees place more importance on *basic pay*, and good *career prospects*. They are also more likely to rate whether they receive a *bonus*, though the strength of association is below 0.1<sup>38</sup>. Part-time employees in contrast find, how *well they get on with colleagues*, the *control they have over their own work*, *flexible working* and *not having to work long or irregular shifts* more important. However the strengths of association between being a part-time employee and choosing these factors are below the 0.1 threshold<sup>39</sup>.

<sup>38</sup> *How much money they are paid...*  $X^2 (1, N=1841) = 44.041, p<.001$ . Phi = -.208

*Good career prospects...*  $X^2 (1, N=1841) = 56.314, p<.001$ . Phi = -.175.

*Whether or not they get a bonus...*  $X^2 (1, N=1841) = 4.687, p=.030$ . Phi = -.068.

<sup>39</sup>

*How well they get on with the people they work...*  $X^2 (1, N=1018) = 4.824, p=.028$ . Phi = -.069.

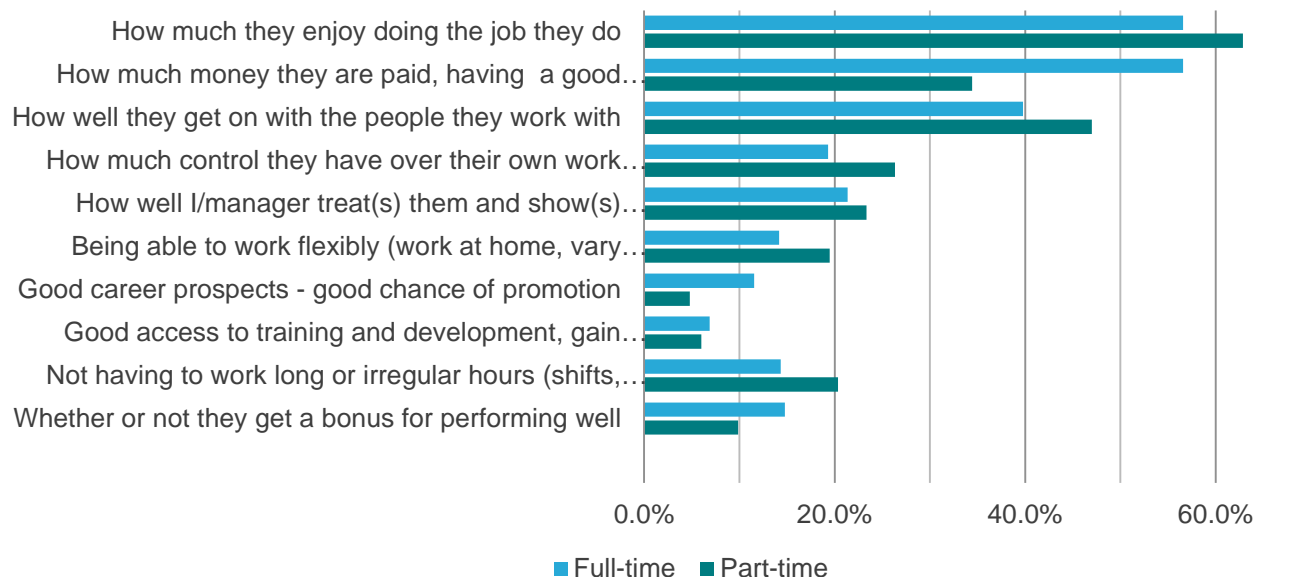
*How much control they have over their own work...*  $X^2 (1, N=1018) = 6.582, p<.010$ . Phi = -.080.

*Being able to work flexibly...*  $X^2 (1, N=1018) = 4.675, p=.031$ . Phi = .068.

*Not having to work long...*  $X^2 (1, N=1018) = 5.983, p=.014$ . Phi = .077.



**Chart 18: Importance of motivational factors by full-time and part-time employees**

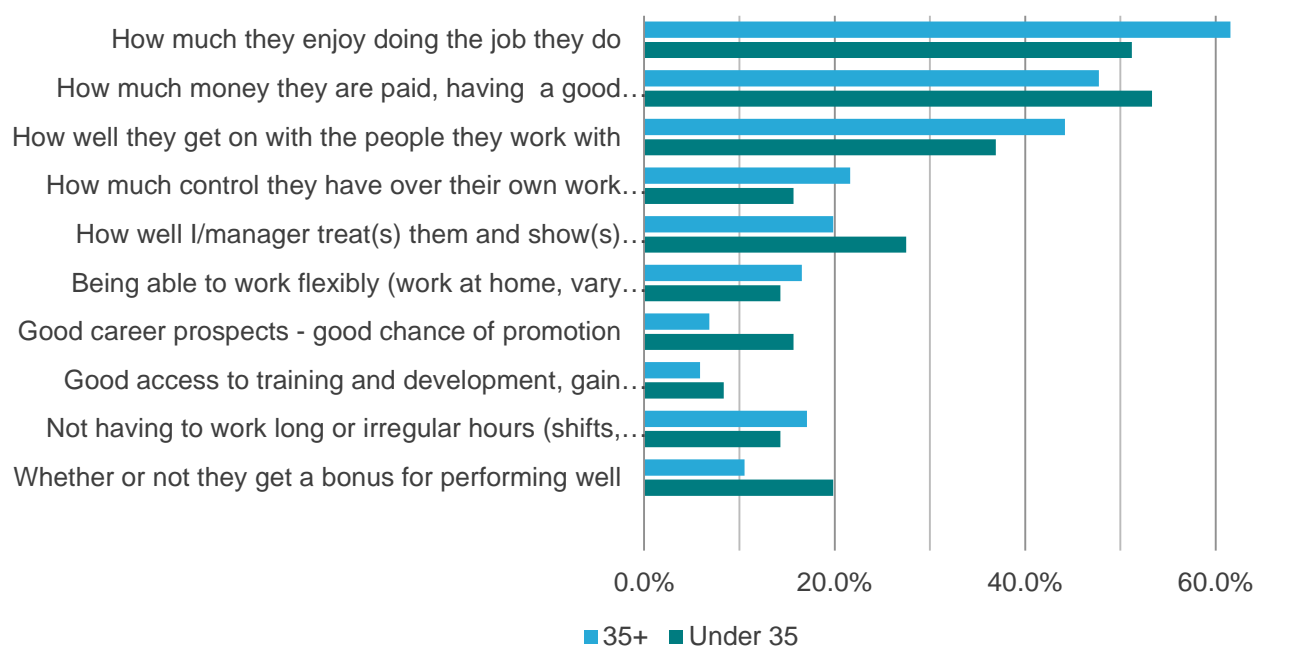


	Full-time	Part-time
How much they enjoy doing the job they do	56.6%	62.9%
How much money they are paid, having a good pension and other benefits	56.6%	34.4%
How well they get on with the people they work with	39.8%	47.0%
How much control they have over their own work and how they do it	19.3%	26.3%
How well I/manager treat(s) them and show(s) interest I their ideas and welfare, etc	21.3%	23.4%
Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)	14.2%	19.5%
Good career prospects - good chance of promotion	11.5%	4.8%
Good access to training and development, gain qualifications, etc	6.9%	6.0%
Not having to work long or irregular hours (shifts, weekends, etc)	14.3%	20.4%
Whether or not they get a bonus for performing well	14.8%	9.9%
(N)	684	334

Employees aged over 35 are significantly more likely to place importance on *job enjoyment*, getting on with their colleagues and exercising control over how they do their job than their

younger colleagues. However, again, the strength of association is below the standard 0.1 threshold<sup>40</sup>. In turn, younger employees are more motivated by how well they are treated by their manager (though the strength of association is below 0.1). They are also more motivated by good career prospects and whether they get a bonus. For these the strength of association is weak but still above 0.1<sup>41</sup>.

**Chart 19: Importance of motivational factors by employees aged 35 or over and employees aged under 35**



	35+	Under 35
How much they enjoy doing the job they do	61.6%	51.2%
How much money they are paid, having a good pension and other benefits	47.7%	53.3%
How well they get on with the people they work with	44.2%	36.9%
How much control they have over their own work and how they do it	23.9%	15.7%
How well I/manager treat(s) them and show(s) interest I their ideas and welfare, etc	19.8%	27.5%

<sup>40</sup> *How much they enjoy...*  $X^2 (1, N=1018) = 9.085, p=.003$ . Phi = .094

*How well they get on with the people they work...*  $X^2 (1, N=1018) = 4.445, p=.035$ . Phi = -.066.

*How much control they have over their own work...*  $X^2 (1, N=1018) = 8.301, p=.004$ . Phi = .090.

<sup>41</sup> *How well I/manager treats them...*  $X^2 (1, N=1018) = 7.102, p=.008$ . Phi = -.084.

*Good career prospects...*  $X^2 (1, N=1018) = 19.032, p<.001$ . Phi = -.137.

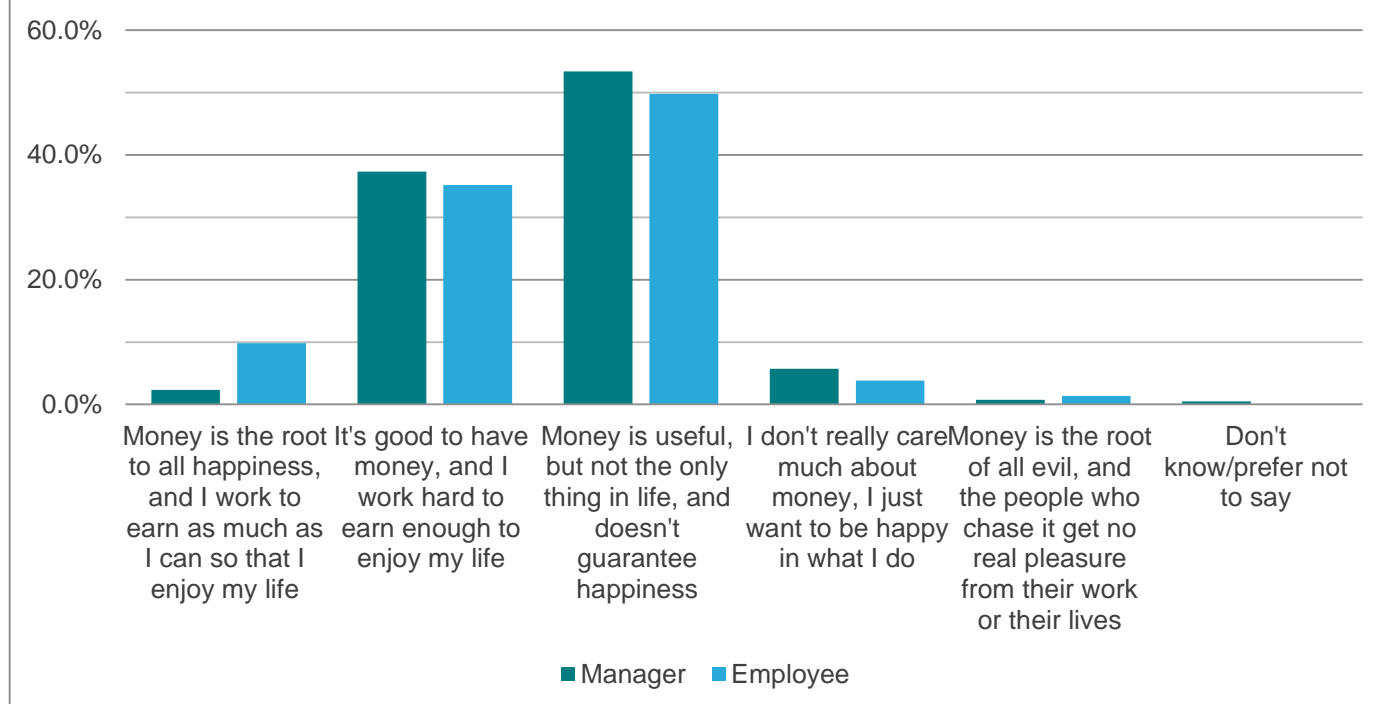
*Whether or not they get a bonus...*  $X^2 (1, N=1018) = 15.685, p<.001$ . Phi = -.124.

Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)	16.6%	14.3%
Good career prospects - good chance of promotion	6.8%	15.7%
Good access to training and development, gain qualifications, etc	5.9%	8.4%
Not having to work long or irregular hours (shifts, weekends, etc)	17.1%	14.3%
Whether or not they get a bonus for performing well	10.5%	19.9%
(N)	731	287

## E2 Attitudes to money and work

Both managers and employees were asked about their own, personal, attitudes to money, their responses were almost identical, including different management levels. The only difference is that significantly more employees think *money is the root to all happiness*<sup>42</sup>. The survey did not ask about exact salary levels, so it is more difficult to explore in the data. One possible explanation is that these particular employees are on some of the lowest salaries or wages hence lack of money is an issue. In general, there was agreement about money being quite important but not the only thing that matters.

Chart 20: Attitudes to money and work, by managers and employees



<sup>42</sup>  $\chi^2 (5, N=1840) = 51.585, p < .001$ . Cramer's  $V = .167$ .

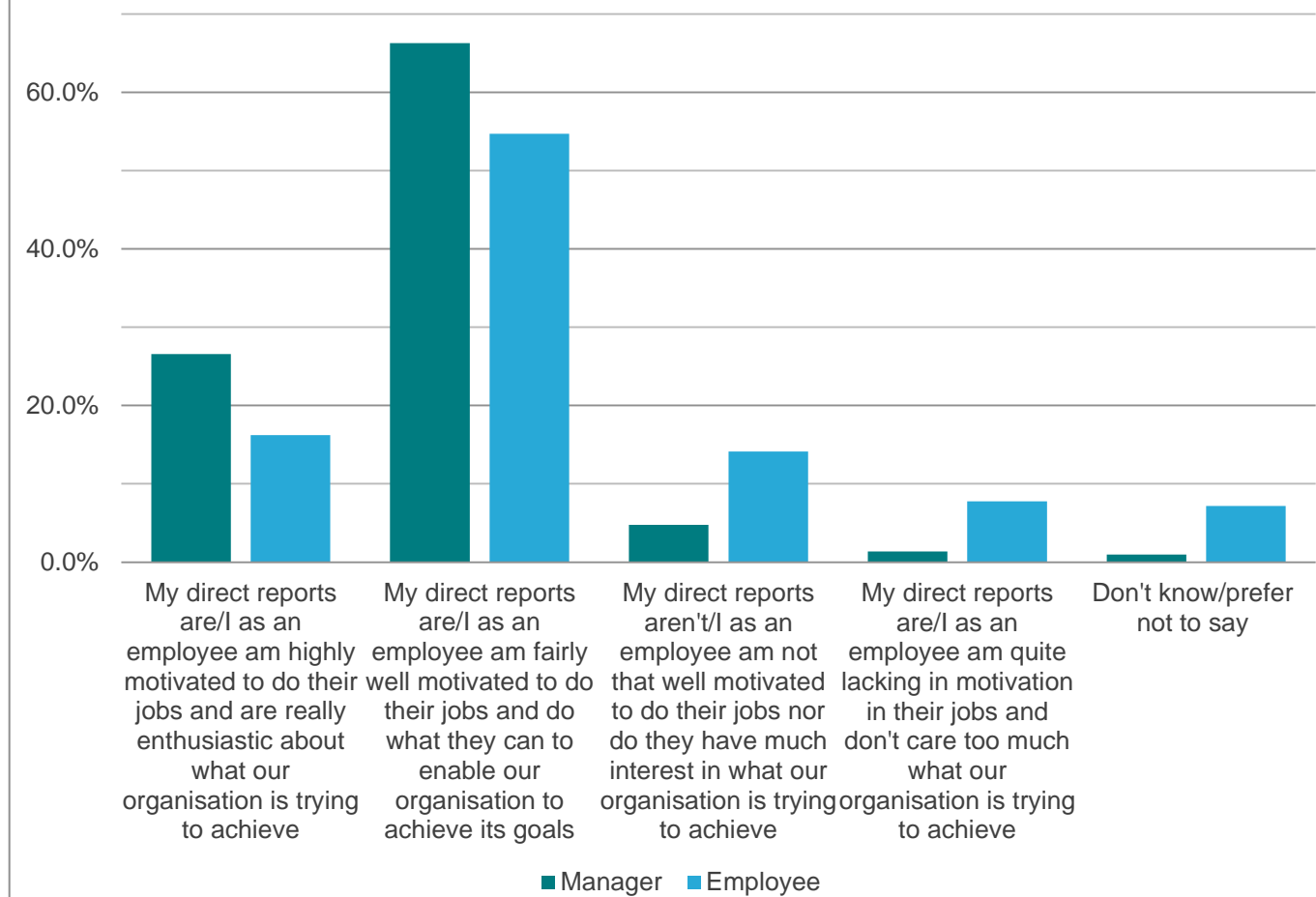
	Managers	Employees
Money is the root to all happiness, and I work to earn as much as I can so that I enjoy my life	2.3%	9.8%
It's good to have money, and I work hard to earn enough to enjoy my life	37.3%	35.2%
Money is useful, but not the only thing in life, and doesn't guarantee happiness	53.4%	49.8%
I don't really care much about money, I just want to be happy in what I do	5.7%	3.8%
Money is the root of all evil, and the people who chase it get no real pleasure from their work or their lives	0.7%	1.4%
Don't know/prefer not to say	0.5%	0.0%
Total (N)	100.0% (822)	100.0% (1018)

### E3 Overall level of motivation

Once again, managers show a slightly more optimistic view of their reports' motivation than the employees do about themselves; 93% say their direct reports are *highly* or *fairly well motivated*, in contrast to only 71% of employees. The remaining 29% (approaching a third) of employees say that they are not that motivated or engaged (or won't say): as a proportion this is four times higher than the manager estimate of only 7%. Unsurprisingly, these differences are statistically significant and there is a moderate strength of association between more positive responses and being a manager and more negative responses and being an employee<sup>43</sup>.

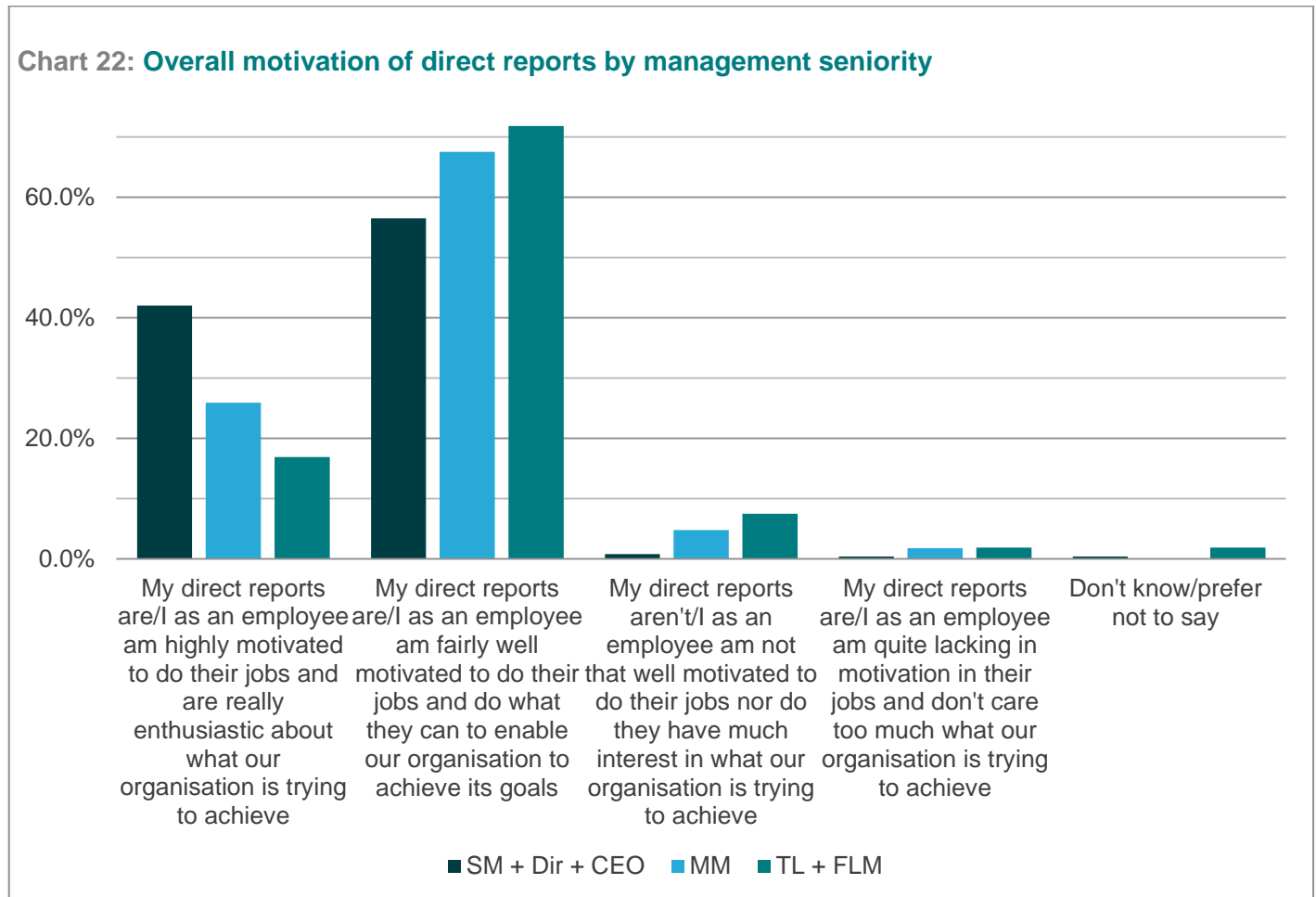
<sup>43</sup>  $\chi^2 (4, N=1834) = 150.675, p < .001$ . Cramer's V = .287.

Chart 21: **Employees' overall motivation, by managers and employees**



	Managers	Employees
<b>My direct reports are/I as an employee am highly motivated to do their jobs and are really enthusiastic about what our organisation is trying to achieve</b>	26.6%	16.2%
<b>My direct reports are/I as an employee am fairly well motivated to do their jobs and do what they can to enable our organisation to achieve its goals</b>	66.3%	54.7%
<b>My direct reports aren't/I as an employee am not that well motivated to do their jobs nor do they have much interest in what our organisation is trying to achieve</b>	4.8%	14.1%
<b>My direct reports are/I as an employee am quite lacking in motivation in their jobs and don't care too much what our organisation is trying to achieve</b>	1.3%	7.8%
<b>Mo Don't know/prefer not to say</b>	1.0%	7.2%
<b>Total (N)</b>	100.0% (816)	100.0% (1018)

While the overall strength of association is weak there are also significant differences by management level<sup>44</sup>. As Chart 22 below shows, optimism increases by level of seniority so that senior managers, directors and CEOs are nearly three times more likely, than team leaders and first line managers, to respond that their direct reports are highly motivated.



<sup>44</sup>  $\chi^2 (12, N=797) = 66.617, p < .001$ . Cramer's  $V = .167$ .

	SM + Dir + CEO	MM	TL + FLM
<b>My direct reports are/I as an employee am highly motivated to do their jobs and are really enthusiastic about what our organisation is trying to achieve</b>	42.0%	25.9%	16.9%
<b>My direct reports are/I as an employee am fairly well motivated to do their jobs and do what they can to enable our organisation to achieve its goals</b>	56.5%	67.5%	71.8%
<b>My direct reports aren't/I as an employee am not that well motivated to do their jobs nor do they have much interest in what our organisation is trying to achieve</b>	0.8%	4.8%	7.5%
<b>My direct reports are/I as an employee am quite lacking in motivation in their jobs and don't care too much what our organisation is trying to achieve</b>	0.4%	1.8%	1.9%
<b>Mo Don't know/prefer not to say</b>	0.4%	0.0%	1.9%
<b>Total (N)</b>	100.0% (255)	100.0% (166)	100.0% (453)

One reason for this apparent optimism is that middle managers and senior managers, directors and CEOs will tend to have direct reports who themselves are managers rather than employees. It may well be that those managers are more motivated and engaged with the organisation. So Chart 23 compares only that lowest tier of management with employees. There are no longer significant differences for the most positive option but while the strength of association is slightly weaker, there remain statistically significant differences for the other options<sup>45</sup>. Overall, team leaders and first line managers are statistically significantly more likely to respond positively and significantly less likely to respond negatively or to prefer not to give an opinion, compared to employees.

Again the methodological limitations of this study should be considered. It may be that ILM members and fellows are among the more conscientious managers. However, the differences between the two groups are so notable, including at the lowest management level, that we should entertain the possibility that these are valid differences and there is a disconnection between staff and management perceptions on motivation and staff engagement.

<sup>45</sup>  $\chi^2$  (4, N=1409) = 57.051,  $p < .001$ . Cramer's V = .201.

**Chart 23: Employees overall motivation by Team Leaders/ First Line Managers and employees**



	TL + FLM	Employees
<b>My direct reports are/I as an employee am highly motivated to do their jobs and are really enthusiastic about what our organisation is trying to achieve</b>	16.9%	16.2%
<b>My direct reports are/I as an employee am fairly well motivated to do their jobs and do what they can to enable our organisation to achieve its goals</b>	72.4%	54.7%
<b>My direct reports aren't/I as an employee am not that well motivated to do their jobs nor do they have much interest in what our organisation is trying to achieve</b>	7.2%	14.1%
<b>My direct reports are/I as an employee am quite lacking in motivation in their jobs and don't care too much what our organisation is trying to achieve</b>	1.8%	7.8%
<b>Mo Don't know/prefer not to say</b>	1.8%	7.2%
<b>Total (N)</b>	100.0% (391)	100.0% (1018)



## E4 Overall motivators

Employees were asked what they thought really motivated them and managers were asked what they thought really motivated their direct reports. Many responses reiterated the motivational factors listed earlier, including job enjoyment, money, working environment, colleagues and customers.

Amongst the comments given, some implied fear of poverty as well as desire for more money, this was summarised by one respondent who told us:

*Bluntly, money. That doesn't mean that I'm [sic] motivated by money. In my 53 years I've been flat broke (literally on the street) and I've [sic] been well - off ... trust me on this ... well off is better. Well off is a more comfortable less stressful life and far more life choices. End of. (male, manager, private sector)*

A few people mentioned positive feedback or recognition. Some employees raised this in more general terms like better communication and being listened too by their management. Others listed being able to work flexibly or enjoying a degree of autonomy or just better security of employment. A few, though not all, employees made comments which underlined their negative perceptions of their employers. One employee suggested, 'my employer could actually pay me the going rate and stop treating all of us as dispensable [sic] idiots' (female, employee, public sector). Some employees hinted that, despite having potential solutions to problems their organisations are facing, they are ignored by their managers. Often these issues are combined, rather than presented singularly. For example:

*Talk to us more about the company, plans and what issues there are. Thank us when we go beyond what is expected. Trust us to do our jobs and not nit pick the small things and ignore the big things. Understand that when we work hard it shouldn't just be taken for granted because we aren't paid beyond what we do, we are paid below it. (female, employee, private sector)*

Together, these comments indicate that some managers and organisations could do more to develop the softer leadership and management skills. Better communication and presence may go a long way to engender greater trust, respect and motivation; as one employee summarised:

*Talk directly to me when they want me to do them a favour like working an extra shift - don't sit 15 yards away in an office and relay the message through someone else. Acknowledge my existence [sic] other than when they want something from me. Actually manage instead of giving instructions that can't work and being unavailable [sic] when it all goes wrong. (female, employee, private sector)*

# Section F

## Discussion and conclusion

## Section introduction

Having introduced and presented the results, this section compares the relative importance of intrinsic versus extrinsic motivational factors and presents some employee archetypes and what most motivates them. It considers the common themes and then concludes with recommendations.

### F1 Intrinsic versus extrinsic motivators

The different motivators we identified can be categorised as being either intrinsic or extrinsic, as the table below shows:

**Table 4: Motivational factors classified as intrinsic or extrinsic, in descending order of importance for employees.**

Intrinsic motivators	Extrinsic motivators
How much they enjoy doing the job they do	How much money they are paid, having a good pension and other benefits
How well they get on with the people they work with	Whether or not they get a bonus for performing well
How well I/manager treat(s) them and show(s) interest I their ideas and welfare, etc	Good career prospects - good chance of promotion
How much control they have over their own work and how they do it	Good access to training and development, gain qualifications, etc
Not having to work long or irregular hours (shifts, weekends, etc)	
Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)	

As Chart 16 illustrates, the order of importance is slightly different for managers, though the pattern is broadly similar. There are more intrinsic than extrinsic factors listed and for both managers and employees the intrinsic factors tend to be considered more important. So in motivating staff it matters more about getting each role right and the fit of the individual members to the team as a whole. Basic pay and benefits are very important for motivation

but beyond that the most important consideration is the nature of the job itself and the environment within which it is performed.

## F2 Identifying employee archetypes

From looking at responses split by gender, part-time/full-time and age, we have identified a number of employee archetypes or profiles:

- Career Climbers
- Sociable Workers
- Flexi-workers
- Financially Focussed

*Career climbers* are likely to be under 35 and hard workers. As the name suggests, they seek rapid career advancement and will prioritise training and development over pay. They will seek out experiences that will enhance their career prospects. This group prioritise career prospects over financial reward. Career climbers are motivated by access to training and development; this can take the form of structured training and on-the-job learning with challenging projects and tasks.

*Sociable workers* are motivated by the love of the job and getting on with the people they work with rather than by financial reward. They tend to be on below average salaries. They respect their manager and say that they work hard and enjoy their job. Motivating sociable workers is about promoting positive and supportive working relationships. They will benefit from coaching styles and regular feedback to engender the positive working environment they seek. Sociable workers also regular interaction with other employees so that they feel engaged with their fellow team members and the wider organisation.

*Flexi-workers* tend have been working for their employer slightly longer than average and to be slightly more highly qualified than average; they also are likely to get on well with their manager. As might be expected, flexi-workers are more likely to work part-time than other groups. They prioritise work life balance and so being able to work from home or with varied start and finish times is important. Flexi-workers are motivated not only by being able to work flexibly but also by have challenging and rewarding roles: they are both highly skilled and motivated. Employers may need to be more creative to enable them to work flexibly (for example term-time working or annualised hours) to get the best out of this group.

For *Financially Focussed* employees, getting a performance related bonus is the most important motivator. They are least likely to enjoy their jobs or to like their manager and organisation to the same extent as the other groups. Getting on with colleagues and job enjoyment is significantly less important than gaining financial reward. They are more likely to be male and working full-time. Obviously money is the key motivator for this group. They may be more suited to roles with more transactional relationships and where targets have to

be reached regardless. Such employees can be valuable to their employer, however, the risk associated with Goodhart's law<sup>46</sup> remains. So targets must be carefully crafted to minimise the possibility that Financially Focussed employees will game the system and cause undesired and unintended consequences. More emphasis on other intrinsic motivators could also improve the workplace experience for both employee and employer.

These archetypes are presented as static entities, but in practice an employee may move from one to another as their career and life circumstances change. So, for example, an employee may start off as a Career Climber, with the arrival of children they may either become a Flexi-worker or Financially Focussed. Once these children have grown up this employee may then become more of a Sociable Worker.

### F3 Appraisals aren't working

It is clear from the findings in section D that appraisals generally aren't working. The big variation between employees' and managers' knowledge as to whether or not their organisation has a formal appraisal or performance management system, suggests a lack of awareness that organisations have appraisals. This continued significant difference in perception between managers and employees as to the effectiveness of appraisals further shows that they are much less effective than many managers report.

Furthermore Chart 13 shows that employees generally think that appraisal results do little to get them access to training. Where appraisals lead to financial bonuses or rewards managers tend to have a fairly poor grasp as to the motivational effect on employees (Chart 15).

For many employees, if they are aware it, an appraisal is something that is done to them rather than a meaningful process during which employees engage with their managers. For appraisals to be more effective this needs situation must change and managers must make the link between performance, appraisal and outcomes more explicitly transparent to their direct reports.

### F4 Positive perceptions increase with seniority

Managers consistently hold more positive perceptions than employees. This ranges from perceptions of employee/manager relationships (chart 1) to perceptions of their jobs (Chart 6), access to training (Charts 7 and 8) and effect of appraisals (Chart 13).

This positivity gradient is evident not just between managers and employees but also within the different seniority levels of management. Senior and Board level managers are more

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<sup>46</sup> '[A]ny observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes' p. 4. Chrystal, K. Alec. Mizen, Paul D. 2001. 'Goodhart's Law. It's Origins, Meaning and Implications for Monetary Policy. Available at: [http://cyberlibris.typepad.com/blog/files/Goodharts\\_Law.pdf](http://cyberlibris.typepad.com/blog/files/Goodharts_Law.pdf)

positive than middle managers, who in turn are more positive than first line managers (see for example Charts 2, 5 and 19).

This pattern we have observed in other ILM research, including into managers' perceptions and experience of ethics and values<sup>47</sup>. This apparent correlation between increasing positivity and increasing seniority requires further research to gain a better understanding. However, it highlights the importance of regular and open dialogue between managers and their reports, so that managers are more attuned to their reports' perceptions and concerns at work. Taking into account this pattern and the relative failure of appraisals highlights the importance of clear communication; what may be obvious to managers may not be to their direct reports.

## F5 Conclusion

This research has found that, for the majority of staff, financial incentives are relatively ineffective performance motivators. Instead focussing on the quality of basic terms and conditions and workplace environment, as well as developing management relationships, is likely to be more effective.

Of the extrinsic motivators, base salary, benefits and pension is the most important. So employers may wish to consider using some of the money and other resources currently used on financial bonuses to improve the basic terms and conditions of their employees. The non-financial recognition and rewards given could also be considered; if well designed, these could motivate better performance and at less cost than traditional bonus payments. The efficiency of bonus payments themselves could be increased by making the link between employee performance, appraisal and performance-related bonus clearer to individual employees. For bonus systems to become truly effective, each employee needs to understand what to do (or do differently) and how that contributes to the organisation's success. They also need to see and understand how the appraisal system reflects this and its relationship with the reward given.

Our findings suggest that more could be made, of the intrinsic motivators, by many organisations; not least developing the interpersonal skills of their managers. This will increase the degree to which employees feel they are valued by their manager and their organisation. The results show that managers cannot over do the basics of good management, including engaging in effective feedback and coaching their direct reports.

Generally, more thought could be given to the design of individual roles, in order to maximise the intrinsic enjoyment for each employee. This may also include job enrichment and development, opportunities for frequent interaction with colleagues and autonomy or discretion over how tasks are completed. Part-time workers are shown as an asset to their employers in this research, being motivated, engaged and well qualified. Wherever possible, their priorities for flexible working should be accommodated and the default assumption that a post is full-time with a fixed location and hours should be challenged.

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<sup>47</sup> ILM. 2013. Added Values: The importance of ethical leadership. Available at: <https://www.i-l-m.com/Why-ILM/Research-reports/Added-Values>

Overall, this research shows that only relatively simple changes are necessary in order to increase employee motivation. In themselves none of them are especially complicated. However, some will require a degree change in organisational culture and, in some cases, behavior change by managers; so effective implementation may be more of a challenge and something to be viewed as a medium to long term vision, rather than short term intervention.

# Annex A

## Manager and employee survey questions



## Annex A1 Manager survey

Are you a manager? Do you have line management or supervisory responsibility for one or more people?

- Yes
- No

Which of the following categories best describes your employment status?

- *Employed, working 30 hours or more per week*
- *Employed, working fewer than 30 hours per week*
- *Self-employed*
- *Not currently in employment*

Are you?

- *Male*
- *Female*

Which age group do you fit into?

- *Under 25*
- *25-29*
- *30-34*
- *35-39*
- *40-44*
- *45-49*
- *50-54*
- *55-59*
- *60-64*
- *65 or over*
- *Prefer not to say*

Which of the salary bands do you fall into? (Please choose, taking account of any bonus or commission that you might receive.)

- *Under £10,000*
- *At least £10,000 but under £15,000*
- *At least £15,000 but under £20,000*
- *At least £20,000 but under £25,000*
- *At least £25,000 but under £30,000*
- *At least £30,000 but under £40,000*
- *At least £40,000 but under £50,000*
- *At least £50,000 but under 75,000*
- *At least £75,000 but under £100,000*
- *£100,000 or more*
- *Prefer not to say*

Please read through the following set of statements and decide how well you agree or disagree with them. (*Strongly disagree, Disagree Neutral Agree, Strongly agree, Don't know/can't say*)

- *I get on really well with my direct reports, at a personal level*
- *I really respect the abilities of the people I manage*
- *I give my direct reports the coaching and support that they need to help do their jobs well*
- *I regularly give my direct reports feedback on their performance*
- *My direct reports know exactly what they are expected to do and how I assess their performance*

Please read through the following set of statements and decide how well you agree or disagree with them (*Strongly disagree, Disagree, Neutral, Agree, Strongly agree, Don't know/can't say*). I believe my direct reports:

- *Work as hard as possible to do the best job they can*
- *Only work because they need the money to live, no other reason*
- *Get enormous satisfaction from doing their jobs well*
- *Are paid a pretty good salary and need to show they are worth the money*
- *Find their jobs really stressful*
- *Really enjoy working for our organisation*
- *Get on well with their fellow team members (the people they work with most closely)*
- *Understand how their performance contributes to achieving the team's and/or department's goals*
- *Are treated well and encouraged to put forward ideas*
- *Have the best and most up to date equipment, tools, etc to be able to do their jobs well*

Have your direct reports had adequate training to do their current jobs? Which of the following best describes the situation? (Select one option)

- *Most were fully trained before starting to do their jobs, and didn't need further training*
- *Most had had some training before starting their jobs, and have had further training since starting*
- *Most had had little or no training before starting but have had training since then*
- *Most had had little or no training before starting and have had only a little since then*
- *Most have had no real training to do their jobs, either before starting or since then*
- *Don't know/can't say*

Which of these best describes your employer's attitude to training? (Select one option)

- *My employer encourages everyone to be trained and has a clear process for deciding what training we need and how we get it*
- *Training is available if anyone needs it, but they have to be prepared to ask*

- *It is possible to get training, if someone really needs it and if I ask strongly enough, but it's a bit hit and miss*
- *Training happens occasionally, but it is not very clear how it's decided who should get it*
- *The organisation doesn't do any training; it's up to individuals to get their own*
- *Don't know/prefer not to say*

Approximately how many days training have you had from your employer in the 12 months? (Include any time spent being trained or coached in the workplace, as well as any time spent away from the job.)

- *[Number]*
- *Don't know/can't say*

Do you regularly talk to your direct reports about how well they do their jobs, and give them feedback on their performance, both good and bad (outside a formal appraisal system)? (Select the option which most closely matches your behaviour.)

- *I am always giving feedback to individuals on their performance, congratulating people if they do things well and helping them work out how to improve*
- *From time to time I will tell people if they have done something well or badly, and may help them to do it better*
- *Occasionally I will tell people if they have done something well or badly I will tell someone if they aren't performing well and that they need to improve*
- *I rarely get the opportunity to give people any feedback at all about how they are doing, good or bad*
- *Don't know/prefer not to say*

Does your organisation have a system for formal appraisal or performance management? This means you will meet your direct reports at fixed times and formally assess their performance in their jobs. (Select one option)

- *Yes, we have an appraisal or performance management system*
- *No, we don't have an appraisal or performance management system*
- *Don't know/prefer not to say*

You said that your organisation has a formal appraisal or performance management system. Thinking about it, which of the following best describes it? (Select one option)

- *I discuss their performance with each of my direct reports and usually manage to reach agreement on how well they are doing*
- *I discuss their performance with each of my direct reports, and tell them how I rate them*
- *I tell each of my direct reports how I think they are performing and what rating they will get*
- *We have to complete it, but neither they nor I think it's really relevant*
- *Don't know/prefer not to say*

Thinking about your organisation's appraisal/performance management system, do any of the following depend on the outcomes? (Check any that apply)

- *Promotion*
- *Bonuses or other financial rewards*
- *The sort of tasks/projects people are given*

Does your organisation have any other way of evaluating your direct reports' performance? (Select one option)

- *Yes (Please describe briefly how it does it)*
- *No*
- *Don't know/Prefer not to say*

Thinking about the various methods that you use to appraise, performance manage or otherwise provide feedback to people on their performance, what effect generally does it have on the people you manage? (Select one option)

- *People respond positively, improve their performance and it opens up opportunities for any training they might need*
- *On the whole, people respond positively, will often show improvement and are sometimes able to get access to any training they might need*
- *It has little effect on people, one way or the other, although it may mean that sometimes they can get access to training and may show some improvement*
- *I'm not sure that it has any real positive effect, rarely means that people get access to any training even if it has been identified as being needed, and can cause resentment and negative reactions at having their performance judged*
- *It causes a lot of resentment, never leads to any training to address needs that are identified and has no positive impact on performance*
- *Don't know/prefer not to say*

Does your employer pay any of the following to its employees? (Please read through the list carefully and select any that apply – you can select as many as are relevant.)

- *Commission – a payment directly linked to sales or income that someone generates*
- *Performance related bonus – a payment related directly to how well people are judged to perform in their jobs (eg achieving objectives or being assessed for performance)*
- *Performance related increments – progression up a salary scale based on an assessment of performance*
- *Business-related bonus – a payment linked to how well the organisation performs against specific targets*
- *Profit-share – a payment that is directly related to the profitability of the organisation, providing people with a share in those profits*
- *Performance related share incentive scheme – the award of shares in the organisation based on performance against targets, etc*
- *Organisation share incentive scheme – the award of shares in the organisation, based on its overall performance against targets, profitability, etc*
- *Other reward scheme – please describe*
- *None of the above*

Thinking about the bonus or financial benefit your organisation offers employees, how big an impact does this have on the effort that your direct reports put into their jobs, to try to ensure that they get it? (Select one option)

- *It is very important; they are constantly aware of it and always try to put in that extra effort that is needed to ensure they get it*
- *It is pretty important but not dominant in their thinking; from time to time I remind them to put in some extra effort to improve their chances*
- *It is quite important but they don't really think about it unless I remind them, when they might try to put in some extra effort to improve their chances*
- *It isn't that important to them; they generally work as hard as they can anyway, and so it is difficult to see what they could do extra to improve their chances*
- *It is not at all important, and they never seem to think about it.*
- *They generally work as hard as they can anyway, so it has no impact at all on what they do*

Thinking about the bonus or financial benefit your organisation offers employees, how big an impact does this have on the effort that you put into your job, to try to ensure that you get it? (Select one option)

- *It is very important; I am constantly aware of it and always try to put in that extra effort that is needed to ensure I get it*
- *It is pretty important but not dominant in my thinking; from time to time I am reminded them to put in some extra effort to improve my chances*
- *It is quite important but I don't really think about it unless I am remind about it, when I might try to put in some extra effort to improve my chances*
- *It isn't that important to me; I generally work as hard as I can anyway, and so it is difficult to see what I could do extra to improve my chances*
- *It is not at all important, and I never think about it*
- *I generally work as hard as I can anyway, so it has no impact at all on what I do*

Below is a list of things which people have identified as important in making them want to work hard at their jobs. Please select the three items that you believe are most important in making your direct reports want to work as hard as they can. (Select one option)

- *How much money they are paid, having a good pension and other benefits*
- *Whether or not they get a bonus for performing well*
- *How well they get on with the people they work with*
- *How well I treat them and show interest in their ideas and welfare, etc*
- *How much they enjoy doing the job they do*
- *How much control they have over their own work and how they do it*
- *Not having to work long or irregular hours (shifts, weekends, etc)*
- *Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)*
- *Good career prospects – good chance of promotion*
- *Good access to training and development, gain qualifications, etc*

Overall, which of the following best describes your own attitude to money and to work? (Select one option)

- *Money is the root to all happiness, and I work to earn as much as I can so that I enjoy my life*
- *It's good to have money, and I work hard to earn enough to enjoy my life*
- *Money is useful, but not the only thing in life, and doesn't guarantee happiness*
- *I don't really care much about money, I just want to be happy in what I do*
- *Money is the root of all evil, and the people who chase it get no real pleasure from their work or their lives*
- *Don't know/prefer not to say*

Overall, which of the following best describes your direct reports' motivation to do their jobs and work to achieve goals?

- *My direct reports are highly motivated to do their jobs and are really enthusiastic about what our organisation is trying to achieve*
- *My direct reports are fairly well motivated to do their jobs and do what they can to enable our organisation to achieve its goals*
- *My direct reports aren't that well motivated to do their jobs nor do they have much interest in what our organisation is trying to achieve*
- *My direct reports are quite lacking in motivation in their jobs and don't care too much what our organisation is trying to achieve or whether or not they can help it do so*
- *Don't know/prefer not to say*

What do you think really motivates your direct reports to work as well as they can?

[open text]

Is there anything else that you or your organisation could do that you feel would make your direct reports feel better motivated?

[open text]

Which of these industries best describes the kind of organisation you work for?

- *Financial services, banking and insurance*
- *Health and social care*
- *Education*
- *Central or local government (incl. Police and Fire Services)*
- *Retail, wholesale, distribution, travel & transport*
- *Leisure, catering and hospitality*
- *Professional services and consultancy*
- *Engineering and manufacturing*
- *Utilities (water, gas, electricity), post and telecoms*
- *Media, publishing, PR and marketing*
- *Military*
- *Other (Please specify)*
- *Not sure/prefer not to say*

Which of these sectors do you work in?

- *Public sector (an organisation owned or controlled by Central or Local Government)*
- *Private sector (a business organisation owned by private individuals, other businesses or financial organisations)*
- *Third sector (not for profit organisations like charities, social enterprises and mutual organisations owned by employees or customers)*
- *Not sure/prefer not to say*

Approximately how long have you worked for this organisation?

- *Less than 1 year*
- *At least 1 year but no more than 2 years*
- *At least 2 years but no more than 3 years*
- *At least 3 years but no more than 5 years*
- *At least 5 years but no more than 10 years*
- *At least 10 years but no more than 20 years*
- *Over 20 years*
- *Not sure/prefer not to say*

What level of management best describes your role?

- *Team leader* - I am a member of the team I lead, but am not regarded as part of the management team
- *First line manager* – I directly supervise at least one person
- *Middle manager* - I have other managers reporting to me
- *Senior manager* - I head up a function or division
- *Director*
- *Chief Executive*
- *Prefer not to say*

(Questions on participation in PR activities and prize draw)

## Annex A2 Employee survey

Are you a manager? Do you have line management or supervisory responsibility for one or more people?

- *Yes*
- *No*

Which of the following categories best describes your employment status?

- *Employed, working 30 hours or more per week*
- *Employed, working fewer than 30 hours per week*
- *Self-employed*
- *Not currently in employment*

Are you?

- *Male*



- *Female*

Which age group do you fit into?

- *Under 25*
- *25-29*
- *30-34*
- *35-39*
- *40-44*
- *45-49*
- *50-54*
- *55-59*
- *60-64*
- *65 or over*
- *Prefer not to say*

Which of the salary bands do you fall into? (Please choose, taking account of any bonus or commission that you might receive.)

- *Under £10,000*
- *At least £10,000 but under £15,000*
- *At least £15,000 but under £20,000*
- *At least £20,000 but under £25,000*
- *At least £25,000 but under £30,000*
- *At least £30,000 but under £40,000*
- *At least £40,000 but under £50,000*
- *At least £50,000 but under 75,000*
- *At least £75,000 but under £100,000*
- *£100,000 or more*
- *Prefer not to say*

Please read through the following set of statements and decide how well you agree or disagree with them. (*Strongly disagree, Disagree Neutral Agree, Strongly agree, Don't know/can't say*)

- I get on really well with my line manager, at a personal level
- I really respect my line manager's ability as a manager
- I get the coaching and support that I need from my manager to do my job well
- My line manager regularly gives me feedback on my performance
- I know exactly what I am expected to do and how my line manager assesses my performance

Please read through the following set of statements and decide how well you agree or disagree with them (*Strongly disagree, Disagree, Neutral, Agree, Strongly agree, Don't know/can't say*):

- I work as hard as possible to do the best job I can
- I only work because I need the money to live, no other reason
- I get enormous satisfaction from doing my job well
- I'm paid a pretty good salary and need to show I'm worth the money



- I find my job really stressful
- I really enjoy working for my current employer
- I get on well with my fellow team members (the people I work with most closely)
- I understand how my performance contributes to achieving my team's and/or my department's goals
- My employer treats me well, encourages me to put forward my ideas and cares for my welfare
- I have the best and most up to date equipment, tools, etc to be able to do the job well

Have you had adequate training to do your current job? Which of the following best describes the situation? (Select one option)

- *I had completed a full-time education and/or training programme before I started doing this job, and didn't need further training*
- *I was fully trained by my previous employer before I started doing this job, and didn't need further training*
- *I was trained before I started and I have had further training since starting*
- *I had had little or no training before I started but have had training since then*
- *I had had little or no training before I started and have had only a little since then*
- *I have had no real training to do this job, either before I started or since then*
- *Don't know/can't say*

Which of these best describes your employer's attitude to training? (Select one option)

- *My employer encourages us to be trained and has a clear process for deciding what training we need and how we get it*
- *I have always felt that training is available if anyone needs it, but they have to be prepared to ask*
- *It is possible to get training, if you really need it and you or your manager asks strongly enough, but it's a bit hit and miss*
- *Training happens occasionally, but it is not very clear what anyone needs to do to get it*
- *The organisation doesn't do any training; it's up to individuals to get their own*
- *Don't know/prefer not to say*

Approximately how many days training have you had from your employer in the 12 months? (Include any time spent being trained or coached in the workplace, as well as any time spent away from the job.)

- [Number]
- Don't know/can't say

Does your manager regularly talk to you and your fellow team members or the other people he/she manages about how well you do your jobs, and give feedback on your performance, both good and bad (outside a formal appraisal system)? (Select the option which most closely matches your behaviour.)

- *My manager is always giving us feedback on our performance, congratulating people if they do things well and helping them work out how to improve if they get anything wrong*
- *Sometimes my manager will tell us if we have done something well or badly, and may help us to do it better*
- *Very occasionally my manager tells us if we have done something well or badly, but most of the time we have very little feedback*
- *We only know how we are doing if we aren't performing well, because my manager will then start telling people that they need to improve*
- *We never get any feedback at all about how we are doing, good or bad*
- *Don't know/prefer not to say*

Does your organisation have a system for formal appraisal or performance management? This means you will meet your manager at fixed times and your performance in your job is formally assessed. (Select one option)

- *Yes, we have an appraisal or performance management system*
- *No, we don't have an appraisal or performance management system*
- *Don't know/prefer not to say*

You said that your organisation has a formal appraisal or performance management system. Thinking about it, which of the following best describes it? (Select one option)

- *My manager and I discuss my performance and usually manage to reach agreement on how well I am doing*
- *My manager and I discuss my performance, and my manager then tells me he/she rates it*
- *My manager tells me how he/she thinks I am performing and what rating I will get*
- *We have to complete it, but neither they nor I thinks it's really relevant*
- *Don't know/prefer not to say*

Thinking about your organisation's appraisal/performance management system, do any of the following depend on the outcomes? (Check any that apply)

- *Promotion*
- *Bonuses or other financial rewards*
- *The sort of tasks you perform*

Does your organisation have any other way of evaluating your performance? (Select one option)

- *Yes (Please describe briefly how it does it)*
- *No*
- *Don't know/Prefer not to say*

Thinking about the various forms of appraisal, performance manage or similar systems in your job, how do you feel about the way that your performance is measured and assessed? (Select one option)

- *I really benefit from it, it opens opportunities for any training that I might need, and it helps me to my job better and get more from it*
- *I get some benefit from it, as it sometimes opens opportunities for training and can help me to do my job better*
- *I don't really feel either way about it, occasionally it may mean that I get some training but it does little to help me in my job*
- *I don't feel that it helps me very much, rarely leads to me getting any training I might need and gives my manager a chance to put pressure on me*
- *I dislike it intensely, it never leads to any training I might need and does nothing to help me in my job, but just makes my job more pressured and stressful*
- *Don't know/prefer not to say*

Does your employer pay any of the following? (Please read through the list carefully and select any that apply – you can select as many as are relevant.)

- *Commission – a payment directly linked to sales or income that you generate*
- *Performance related bonus – a payment related directly to how well you are judged to perform in your job (eg achieving objectives or being assessed for performance)*
- *Performance related increments – progression up a salary scale based on an assessment of your performance*
- *Business-related bonus – a payment linked to how well the organisation your work for performs against specific targets*
- *Profit-share – a payment that is directly related to the profitability of the organisation, providing you with a share in those profits*
- *Personal/team performance-related share incentive scheme – the award of shares in the organisation based on your personal performance or your team's performance against targets, etc*
- *Organisation share incentive scheme – the award of shares in the organisation, based on its overall performance against targets, profitability, etc*
- *Other reward scheme – please describe*
- *None of the above*

Thinking about the bonus or financial benefit you might get, how big an impact does this have on the effort that you put into their job, to try to ensure that you get it? (Select one option)

- *It is very important; I am constantly aware of it and always try to put in that extra effort that is needed to ensure I get it*
- *It is pretty important but not dominant in my thinking; from time to time I am reminded to put in some extra effort to improve my chances*
- *It is quite important but I don't really think about it unless I am reminded, when I might try to put in some extra effort to improve my chances*
- *It isn't that important to me; I generally work as hard as I can anyway, and so it is difficult to see what I could do extra to improve my chances*
- *It is not at all important, and I never think about it. I generally work as hard as I can anyway, so it has no impact at all on what I do*

Below is a list of things which people have identified as important in making them want to work hard at their jobs. Please select the three items that you believe are most important in making you want to work as hard as you can. (Select the three items that are most important for you in making you want to work as hard as you can)

- *How much money I am paid, having a good pension and other benefits*
- *Whether or not I get a bonus for performing well*
- *How well I get on with the people they work with*
- *How well my manager treats and shows interest in my ideas and welfare, etc*
- *How much I enjoy doing the job I do*
- *How much control I have over my own work and how I do it*
- *Not having to work long or irregular hours (shifts, weekends, etc)*
- *Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)*
- *Good career prospects – good chance of promotion*
- *Good access to training and development, gain qualifications, etc*

Overall, which of the following best describes your own attitude to money and to work?  
(Select one option)

- *Money is the root to all happiness, and I work to earn as much as I can so that I enjoy my life*
- *It's good to have money, and I work hard to earn enough to enjoy my life*
- *Money is useful, but not the only thing in life, and doesn't guarantee happiness*
- *I don't really care much about money, I just want to be happy in what I do*
- *Money is the root of all evil, and the people who chase it get no real pleasure from their work or their lives*

Overall, how well motivated are you to do your job and help your employer to achieve its goals?

- *I am highly motivated to do my job and feel really really enthusiastic about what my employer is trying to achieve*
- *I am fairly well motivated to do my job and do what I can to enable my employer to achieve its goals*
- *I don't feel that well motivated to do my job nor do I have much interest in what my employer is trying to achieve*
- *I am quite lacking in motivation in my job and don't care too much what my employer is trying to achieve or whether or not I can help it do so*
- *Don't know/prefer not to say*

What do you think really motivates you to work as well as you can?

[open text]

Is there anything else that your manager or employer could do that you feel would make you feel better motivated?

[open text]

Which of the salary bands do you fall into? (Please choose, taking account of any bonus or commission that you might receive.)

- *Under £10,000*
- *At least £10,000 but under £15,000*
- *At least £15,000 but under £20,000*
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- *At least £40,000 but under £50,000*
- *At least £50,000 but under 75,000*
- *At least £75,000 but under £100,000*
- *£100,000 or more*
- *Prefer not to say*

Which of these industries best describes the kind of organisation you work for?

- *Financial services, banking and insurance*
- *Health and social care*
- *Education*
- *Central or local government (incl. Police and Fire Services)*
- *Retail, wholesale, distribution, travel & transport*
- *Leisure, catering and hospitality*
- *Professional services and consultancy*
- *Engineering and manufacturing*
- *Utilities (water, gas, electricity), post and telecoms*
- *Media, publishing, PR and marketing*
- *Military*
- *Other (Please specify)*
- *Not sure/prefer not to say*

Which of these sectors do you work in?

- *Public sector (an organisation owned or controlled by Central or Local Government)*
- *Private sector (a business organisation owned by private individuals, other businesses or financial organisations)*
- *Third sector (not for profit organisations like charities, social enterprises and mutual organisations owned by employees or customers)*
- *Not sure/prefer not to say*

Approximately how long have you worked for this organisation?

- *Less than 1 year*
- *At least 1 year but no more than 2 years*
- *At least 2 years but no more than 3 years*
- *At least 3 years but no more than 5 years*
- *At least 5 years but no more than 10 years*
- *At least 10 years but no more than 20 years*
- *Over 20 years*

- *Not sure/prefer not to say*

What is the highest level of qualification you have achieved in your lifetime?

- *I don't have any qualifications*
- *I have passes in fewer than 4 subjects at GCSE, 'O' level/CSE, Scottish Intermediate Grade 1 or an NVQ Level, 1 or similar*
- *I have passes in 4 or more 4 subjects at GCSE, 'O' level/CSE, Scottish Intermediate Grade 2, a BTEC First Certificate or Diploma, or a GNVQ, NVQ or SVQ at Level 2, or similar*
- *I have passes in one or more subjects at 'A' level, Scottish Highers or Advanced Highers, a BTEC National Certificate or Diploma, or a GNVQ, NVQ or SVQ at level 3, or similar*
- *I have Bachelor's degree (BA, BSc, BEd, BEng, etc), Foundation Degree, HNC or HND, NVQ or SVQ at Level 4, Professional or vocational qualification at Level 4, 5 or 6, or similar, Membership of a professional body by examination*
- *A have a Master's degree (MA, MSc, MEng, MEd), Doctorate, Professional qualification at Level 7 (often Chartered or Fellowship status), or similar*
- *Prefer not to say*
- *Not sure (Please write in a qualification and we may be able to select from the list above) (Please specify)*

(Questions on participation in PR activities and prize draw)