

# THE MAZARS EXTERNAL EMPLOYEE MOTIVATION SURVEY

2017   
ENTER



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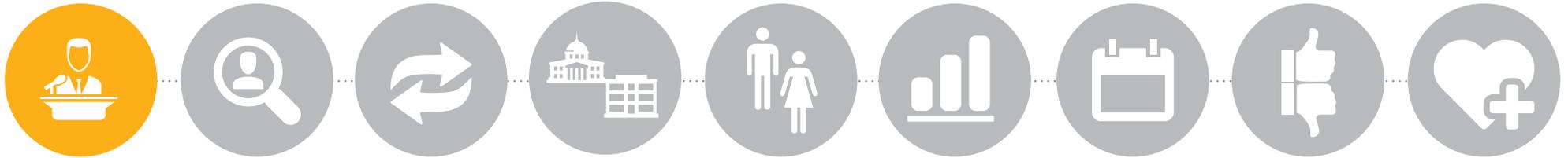


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CONTACTS



# WELCOME



## Welcome to the 2017 Mazars External Employee Motivation Survey.

### This is the fourth year we have undertaken a survey on employee motivation levels in the Irish marketplace.

Having a deeper understanding of what motivates employees is crucial to leaders and managers of all organisations as it is linked to customer satisfaction, organisational performance, the achievement of organisational goals and the level of attrition within businesses. This survey aims to provide further insights into what motivates and demotivates employees and to help organisations better understand their human resource.

In early 2016 it was widely reported that Irish employers across all sectors were expecting to grow their staffing levels, leading to an increase in staff motivation due to more opportunities being available and a more mobile workforce. In line with this, this year's motivation survey has shown an overall increase in motivation levels of 6%. This of course is good news for employees and means that employers need to continue to create working environments which provide challenging opportunities for their employees while at the same time meeting their expectations.

As the marketplace in Ireland continues to grow and develop creating an increasingly more mobile workforce is a necessity for organisations to attract and retain the best talent for organisations to continue to prosper. Some interesting findings related to what motivates different generations have emerged from our analysis from this year which we hope leaders and managers will find useful.

We hope you find this report a valuable tool.

We would like to thank the many people who have contributed to this survey for your time and insight.

If you would like to discuss any of this issues raised in this report, please get in touch.

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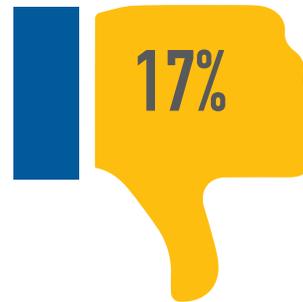
**Email: [dmcloughlin@mazars.ie](mailto:dmcloughlin@mazars.ie)**



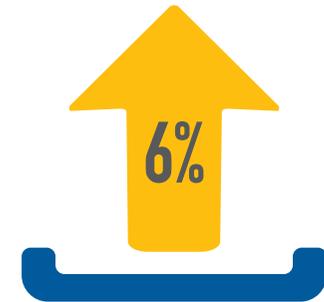
# 1. OVERVIEW



of respondents reported that they are either Motivated or Very Motivated in their work



of respondents reported that they are either Demotivated or Very Demotivated in their work



This represents an increase in motivation levels of 6% from last year's survey



## 2. MOTIVATION LEVELS IN COMPARISON TO THE PREVIOUS YEAR



OF EMPLOYEES CONSIDER THEMSELVES MORE MOTIVATED THAN THIS TIME LAST YEAR. THE MAIN REASONS CITED FOR THE INCREASE IN MOTIVATION LEVELS ARE DUE TO;



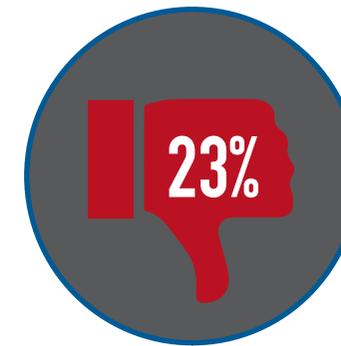
CHANGE IN ROLE



CHANGE IN SALARY



CHANGE IN JOB



OF EMPLOYEES CONSIDER THEMSELVES LESS MOTIVATED THAN THIS TIME LAST YEAR. THE MAIN REASONS CITED FOR THE DECREASE IN MOTIVATION LEVELS ARE;



CHANGE IN REPORTING  
STRUCTURE



CHANGE IN ROLE

There does however, seem to be little evidence of concern over the impact that Brexit is having on employee motivation levels as only 7% of survey respondents listed this as the reason for their decline in motivation.

There was no change in the level of motivation for over a third of the employees in the survey (38%).

# 3. EMPLOYEE MOTIVATION LEVELS BY INDUSTRY SECTOR



84% of respondents in the public sector / not-for-profit sector are either motivated or very motivated in their work, while 89% of respondents in the private sector are either motivated or very motivated in their work. This information shows a widening gap in motivation between the public sector (82%) and the private sector (80%) over the last two years. This may be a reflection of a public sector that is still responding to the recovering economy and what this means for them, and a private sector that has been able to respond more rapidly to their demand for talent.

Whilst we have seen some general increase in mobility within the public sector it is still 'early days' regarding this and there could still be some understandable hesitation concerning expansion and growth, pay increases, promotions and recruitment.

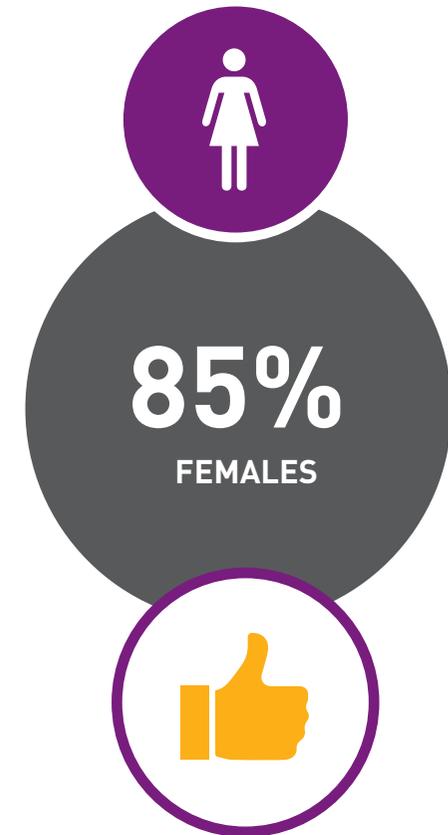
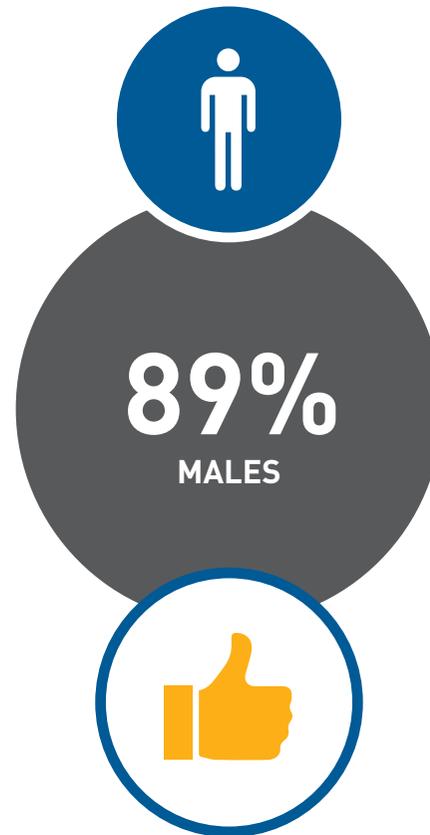


# 4. EMPLOYEE MOTIVATION LEVELS BY GENDER

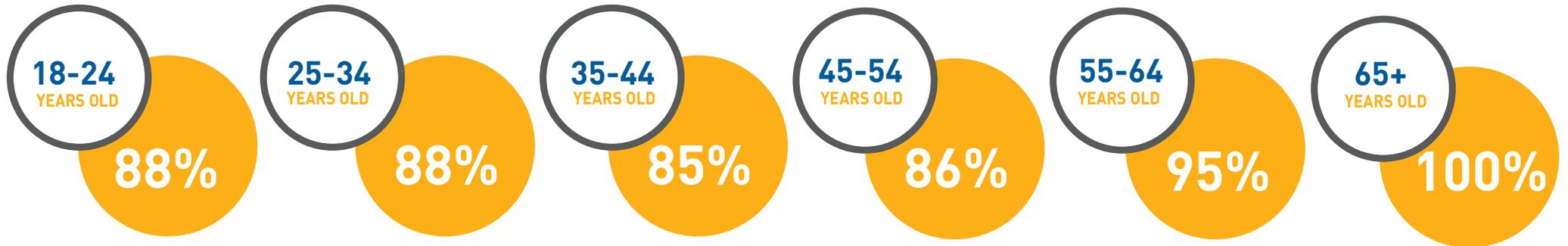


89% of males stated that they are either very motivated or motivated, which is an increase from 80% last year. There has been an increase of 4% in motivation in the females who responded which is up from 81% to 85% on last year.

The motivation levels between the two groups remain extremely close.



# 5. EMPLOYEE MOTIVATION LEVELS BY AGE



# 5. EMPLOYEE MOTIVATION LEVELS BY AGE



**Motivation levels have generally increased from last year across all age groups. This increase can be linked to the continued growth within the Irish job market and the recovering economy.**



ACHIEVEMENT OF BUSINESS GOALS



PERSONAL SATISFACTION



WORK LIFE BALANCE

## Motivation for 18 to 24 Year Olds

The greatest increase and change in motivation levels in comparison to the prior year is seen in the age group 18-24. 88% of survey respondents in this age group are either very motivated or motivated, an increase of 21% on last year's results. With 59% of survey respondents in this age group feeling more motivated than last year (25% more than the average). The reasons for this increase in motivation are cited as; change in role, change in salary and change in job. While the top reasons for staying in their current role are training/development opportunities nice people to work with and financial benefits.

For leaders and managers who are from a different age group/generation and who's workforce comprises employees of this particular age group, commonly referred to as 'millennials' there are some considerations which may be of use. Firstly, remember that millennials have grown up in a culture of immediacy, surrounded by stimuli. They are eager for their next experiences and they thrive in short-term goals with visible results. They are keen to progress and like to identify development opportunities, opportunities for them to develop existing and new skills. As a manager of millennials, it is therefore important to ensure, that you facilitate where possible changing their assignments and/or placing them on different projects or temporary positions.

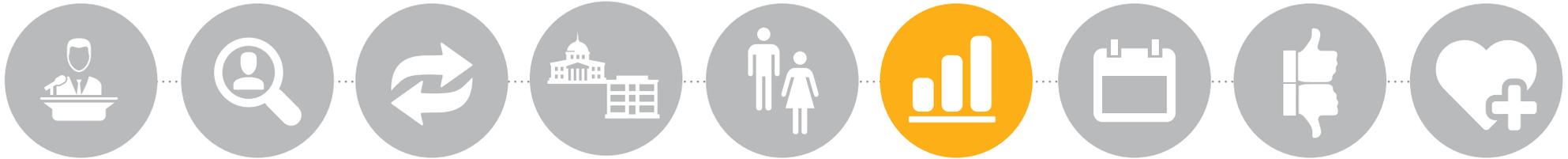
They are a mobile generation and will therefore welcome mobility within their workplace.

Creating opportunities for them to meet others and network in a professional but relaxed atmosphere will also help to engage them and in turn maintain their motivation. They may not immediately want direct reports or specific job titles but they are ambitious and do want to feel that they are making a difference, connecting them and communicating with them about how they contribute to the bigger picture will also support this. As their direct line manager ensure that you are engaging with them on a regular basis about their career development and progress, it's all about the communication for this age group.

Analysis of the survey results shows that a higher percentage (almost double) of survey respondents in this age group selected training and development opportunities as a reason for staying in their current role in comparison to those who selected financial benefits.



# 5. EMPLOYEE MOTIVATION LEVELS BY AGE



## Motivation for 25 to 34 Year Olds

In the age group 25-34, 27% feel more motivated than last Year and 8% feel less motivated than last year. The main reasons cited are changes in role and changes in reporting structures. The top reasons respondents in the age group 25-34 for staying in their present role are financial benefits and promotion prospects.

## Motivation for 35 to 44 Year Olds

In the age group 35-44, 39% feel less motivated than last year, the highest across all age groups. The main reasons cited are changes in role and changes in reporting structures. The top 3 reasons respondents in the age group 35-44 for staying in their present role are nice people to work with, challenging / interesting work and role autonomy.

## Motivation for 45 to 54 Year Olds

In the age group 45-54, 14% feel more motivated than last year. The main reasons cited are changes in role, salary and changes in reporting structures. The top reasons respondents in the age group 45-54 for staying in their present role are work life balance and personal satisfaction.

## Motivation for 55-64 Year Olds

Motivation for 55-64 year olds is significantly different from younger employee groups. Employees in the 55-64 year old age group was also the most motivated group with 95% of survey respondents stating they are either very motivated or motivated. The main factors cited by this group were; the achievement of business goals, personal satisfaction and work life balance

This is an indication of an age group that is potentially well established in their career and is seeking more holistic ways to bring fulfilment and balance to their working life. An important note for those leaders and managers with employees who fall into this category and wish to maintain levels of motivation within their workforce.



# 5. EMPLOYEE MOTIVATION LEVELS BY AGE



## Training & Development

Training and development opportunities featured as a key motivating factor for all age groups, however, significantly increased with age peaking at 67% and between the ages of 55-64. The challenge for organisations concerning training and development opportunities for these age groups will be to ensure that training and development makes sense and is offered and delivered in an appropriate way.



## Challenging and Interesting Work

Challenging and interesting work and role autonomy were indicated as important factors for people to stay with organisations, these increase in importance with age. The reason for this becoming more important for older workers could be career maturity and changing personal priorities as the workforce ages. It could be said that people who are approaching retirement are less likely to want to move job and / or make career changes.

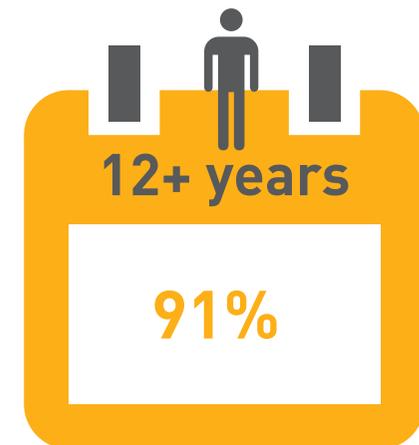
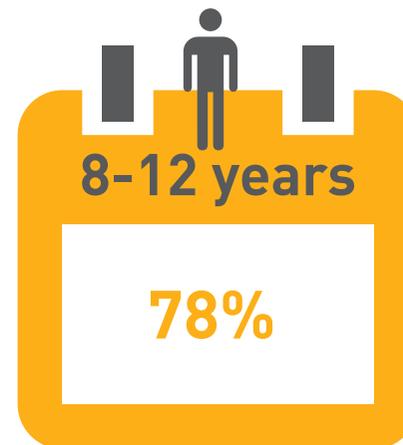
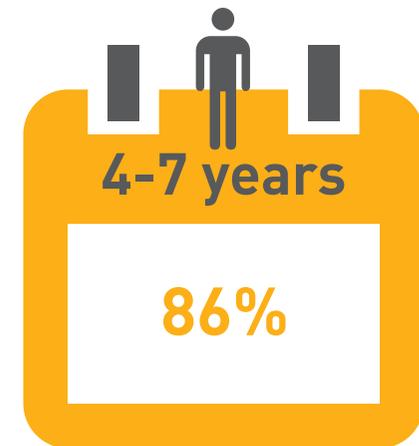
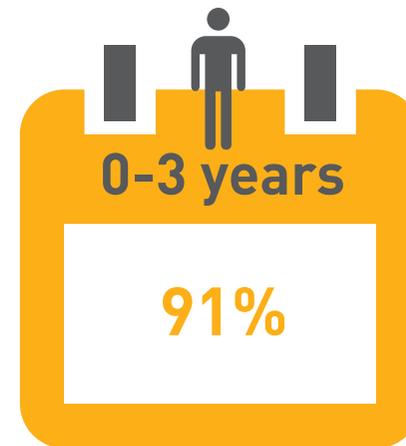


# 6. MOTIVATION AND LENGTH OF TIME WITHIN AN ORGANISATION



The length of service or time in an organisation has a bigger impact on employees than in previous years' surveys. Motivation is highest for those who recently started with their employer and steadily declines to the lowest point between 8-12 years' service and increases to the same level seen at the start of employee engagement from 12+ years of service. If we use this information along with the information we have gathered about 18 to 24 year olds we can see that they are also likely to be amongst the most motivated of the workforce.

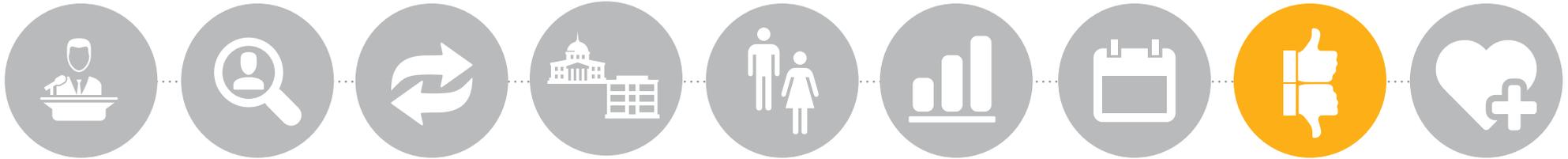
Ensuring organisations have the right mix of opportunities and benefits for their workforce will be a challenge for any organisation, however, these do not always have to be at great expense.



# 7. MOTIVATORS AND DEMOTIVATORS



# 7. MOTIVATORS AND DEMOTIVATORS



## Financial Benefits

Financial benefits were also seen as important as a motivating factor for all survey respondents. With 77% of the survey respondents under the age of 34 selecting financial benefits as a motivating factor in their current role compared to 35% of survey respondents over the age of 34. Financial benefits decline as a motivating factor with age and is consistent with those who are nearing retirement age than those who are more towards the beginning of their career, it's 'peak' importance is amongst the 18-24 age bracket. The importance of financial benefits remains for all ages however, may be more focussed on pensions, savings and life policies rather than the broader financial benefits.



## Praise & Recognition

Praise and recognition can be easy to do and relatively inexpensive however this can often be overlooked. If done well it can have far reaching benefits for both organisations and managers including; increased motivation, increased productivity and higher levels of engagement, leading to lower rates of attrition. If not done well it can have little or no effect, demotivate and be perceived as 'patronising' by employees. Most people have a desire to be included, respected and recognised for their contributions at work. There are many ways in which organisations and managers can give praise and recognition.



## 5 EXAMPLES OF PRAISE AND RECOGNITION SCHEMES:

1. Consider achievements holistically and recognise them e.g. fitness, charity work, continued professional and personal development
2. Recognise the other talents your employees may have e.g. music, drama, writing
3. Acknowledge and value instances of employees helping others e.g. informal coaching and mentoring activities
4. Showcase employee success stories
5. Senior leaders and leadership team spending time with employees e.g. Town-hall style organisational update sessions, which include celebrating successes, floor walking and meet and greets from senior leadership team

**It is important to remember that these methods need to be appropriate, timely and in keeping with the organisations culture or 'way we do things'. A scheme that works well for one organisation may not necessarily be appropriate for all.**



# 7. MOTIVATORS AND DEMOTIVATORS



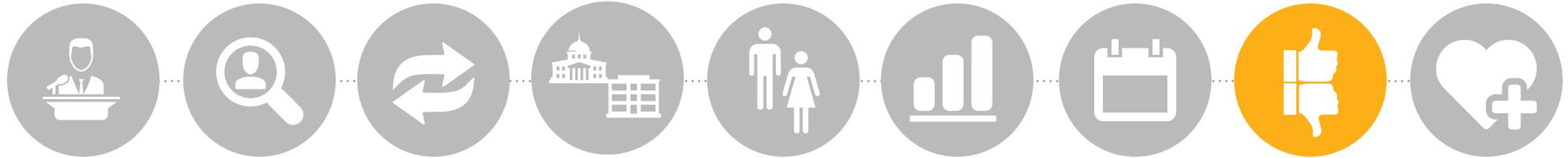
## Achievement of Business Goals

The achievement of business goals as a motivator steadily increases with length of service, peaking with 67% of survey respondents in the age group 55-64 listing this as a motivator. This is indicative of more senior employees being immersed in the overall goals of the business through their more strategic roles, whilst those who are more junior tend not to be as involved. It is however, interesting to note that millennials due to their increased use and familiarity with communications, media, and digital technologies can often be well placed to support organisations make better decisions and understand the wider world. The importance of organisation and culture/people is responsive to length of service, peaking at 48% for those with their employer 4-7 years and declining by 10% for those with their employer 8-12 years and a further 10% for those with their employer 12+ years.

“**67%** of the respondents listed achievement of business goals as a key motivating factor”



# 7. MOTIVATORS AND DEMOTIVATORS



## Work Life Balance

Work life balance is most important for survey respondents between the ages of 18-24 but remains a top 3 motivator for all age groups. Flexible working remains one of the most pertinent aspects of work life balance and is a motivating factor for all age groups. Most organisations offer flexible working arrangements nowadays but have differing ways of doing this, informally or formally.

Some examples of flexible working are;



### HOMEWORKING

Allowing employees to regularly carry out all or part of their duties from home rather than the employer's premises.



### FLEXITIME

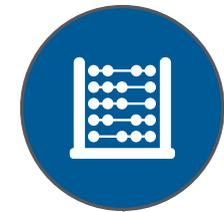
Employees can choose within certain limits when to begin and end work, they are however, still required to work 'core' business hours.



### COMPRESSED HOURS

An employee works their usual full time hours in fewer days by working longer blocks.

Work-life balance ranked as the highest motivation factor for employees overall. 56% of employees believe this is a key motivating factor for them. It was also ranked in the top 3 for both men and women. Finding the right balance between work and life outside work can be challenging and difficult. A balance between these two elements can enable employees to feel as if they are paying attention to all the important aspects of their lives which in turn can reduce the signs and symptoms of stress. Employers can play a pivotal role in supporting their employees to pursue more balance to their lives. Some common areas can be, flexible working, company sponsored events, CSR activities and other initiatives all designed to support employees to find a balance that suits them. Flexible working is one of the most pertinent aspects of work-life balance and a major motivator for all age groups. Most organisations offer flexible working arrangements either formal or informal.

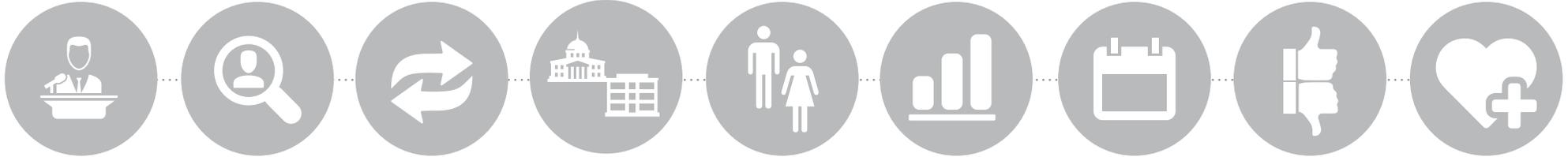


## 5 OPTIONS THAT ORGANISATIONS CAN USE TO ENCOURAGE WORK-LIFE BALANCE:

1. Consider facilitating staff access to fitness for example providing a gym on the premises or providing membership to a gym near to the work premises
2. Organise company outings and / or attendance at conferences and seminars
3. Offer community engagement opportunities days where employees spend work time giving back to the community
4. Allow flexibility in working schedules. Consider staggered start and finish times. There are many other flexible working options that organisations can offer
5. Organise and engage in team building exercises, either on site or away day type exercises for example bringing teams together to solve problems



# 7. MOTIVATORS AND DEMOTIVATORS



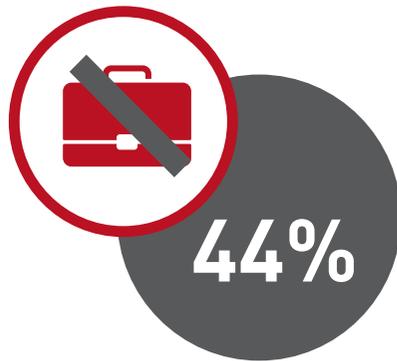
## Personal Satisfaction

55% of the respondents believed that personal satisfaction was a key motivating factor for them. Personal satisfaction may be defined in this context as the overall feeling of satisfaction that a person has with their current role. Some examples of the characteristics of satisfaction at work are; the benefits available, general working conditions, relationships with other workers, ability to use academic qualifications in the workplace. Personal satisfaction was rated the highest among respondents in the age groups 35-44 and 45-54. This may be due to having an established career by this age and the associated expectations which go with that.

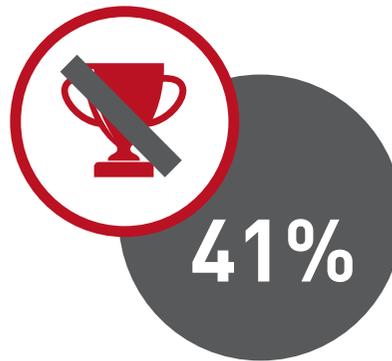
“**55%** of the respondents believed that personal satisfaction was a key motivating factor for them”



# 7. MOTIVATORS AND DEMOTIVATORS



UNCHALLENGING  
WORK



LACK OF PRAISE  
AND RECOGNITION



DEMOTIVATING  
MANAGEMENT STYLE

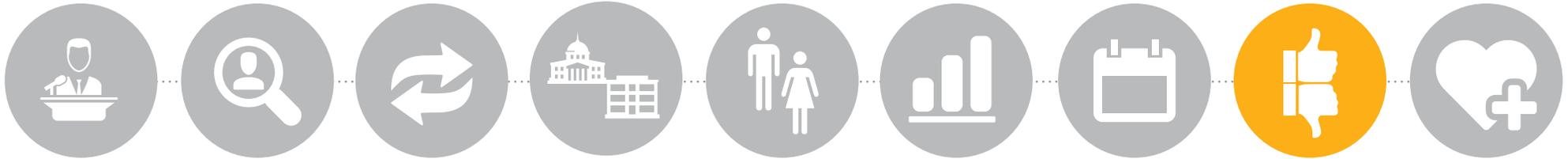


## Unchallenging Work

Unchallenging work was a de-motivator for all age groups. Whilst this is a common de-motivator there is a balance to be struck here with what is required and essential work to be done and opportunities for organisations to think flexibly about work allocation. Some tips on how to combat this; 1) remind staff why this is important to the organisation 2) remind those doing the tasks that completing them can be rewarding 3) if appropriate split the task into manageable sized pieces and organise this work with more interesting work 4) work with someone else, where appropriate allocate two people to the task, it will get done quicker and mean that no one person has the feeling of being 'stuck' with the task.

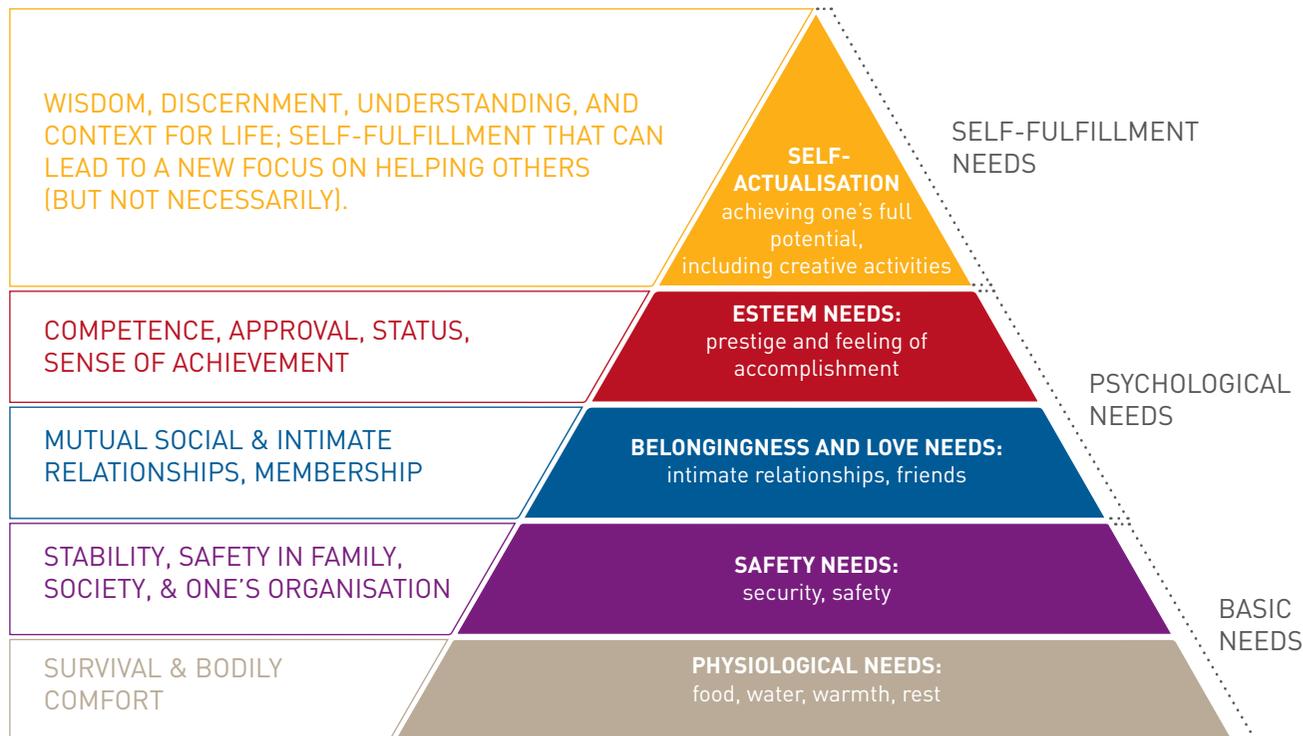


# 7. MOTIVATORS AND DEMOTIVATORS



Below shows Maslow's Hierarchy of Needs, this diagram is a five-tier model of human needs and demonstrates the pattern that all human motivation generally moves through. This model can be useful when considering motivation in general but particularly useful when considering the motivation of employees. Through reminding ourselves of 'Esteem needs', i.e. that essentially all humans 'need' to feel a sense of achievement, mastery, independence, status, self-respect and respect from others. We can start to understand why employee motivation is so important. Using this model can help to remind us that all people have these 'needs' and that employers and managers can, through effective management practices, praise and recognition schemes ensure their employees are motivated and their 'needs' in context to the work place are being met.

**Diagram 1: Maslow's Hierarchy of Needs:**



# 7. MOTIVATORS AND DEMOTIVATORS



## Lack of Praise and Recognition

One of the greatest demotivators for all respondents was; lack of praise and recognition. Whilst praise and recognition can be relatively easy to implement and may not require a huge budget it can often be overlooked. Some of the key signs of a demotivated workforce are; 1) demotivated employees will be demotivating other employees also 2) loss of productivity 3) inability or unwillingness to concentrate and focus, being distracted and disruptive 4) absenteeism - being away from work for reasons that the employee would normally have not been away for 5) employees not willing or wanting to improve. This may manifest itself in a lack of enthusiasm or attendance at training and development opportunities and may also be accompanied by vocalising their reluctance to attend. It is therefore extremely important to businesses globally to ensure they consider their approaches to praise and recognition.

## Demotivating Management Style

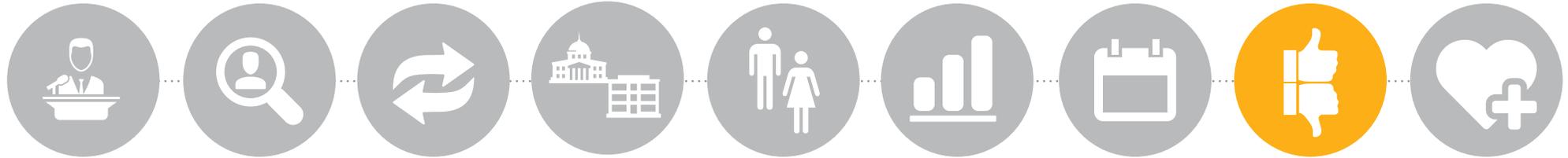
Demotivating management style can also be a potential to demotivate all age groups. This is however widely reported as a major demotivating factor for 18-24 year olds who find hierarchical management styles extremely demotivating. Not dealing with the unsatisfactory performance of others which for the purposes of this report include demotivating management style is also cited as one of the highest demotivators amongst those who are 25, it is however, a major demotivating factor for all age groups over 24.

## Management styles play a key role in all areas of motivation within the workplace

The management style of your manager can hugely influence your working experience and is the main reason that employees leave their working environment "employees don't leave their company they leave their manager". As management styles, can be so important in shaping how people connect to their organisation and can even result in organisations losing talented employees below is a quick reminder of the main types of management style. It is important to note that not all styles are appropriate for all organisations and there are circumstances that managers will be required to use a style that does not necessarily match their natural management style. The main point is that management styles are there to be used as and when they are appropriate. Using the same style all the time can result in demotivating factors.



# 7. MOTIVATORS AND DEMOTIVATORS



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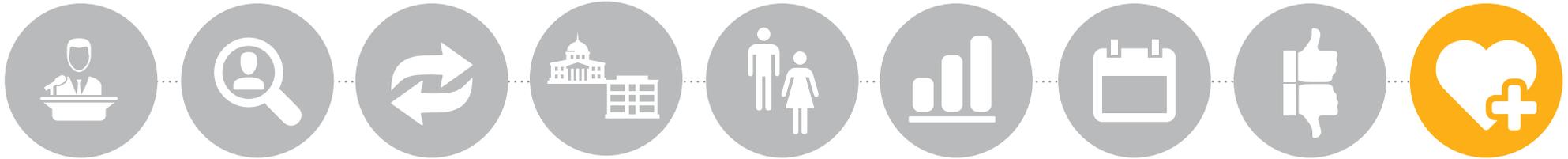


Management Style	Demotivating Factors	Motivating Factors
<b>Autocratic</b>	Decisions within the organisation reflect those of the managers and leaders, little or no innovation or creativity will be demonstrated by the workforce	Can give the external appearance of confidence and strength which may be useful for some organisations and some managers/leaders
<b>Consultative</b>	Communication is very much downward and the management and leaders make all the decisions	The organisation operates an ‘open-door’ policy and does communicate with the workforce
<b>Persuasive</b>	Most of the time spent with employees is to persuade them of the decisions that have already been made	Management do spend more time with their employees therefore communication is increased
<b>Democratic</b>	Due to it’s consultative nature it can take time to reach and make decisions, become apologetic and seem unclear	Management does involve employees in the decision-making process and can be useful for scoping and implementing complex change
<b>Chaotic</b>	This management style is best suited to research and innovation development	Gives employee full control and decision making to develop and come up with their own ideas and strategies
<b>Laissez-faire</b>	Managers can appear too far removed from operational matters to be effective	Employees are ‘allowed’ to make decisions and have autonomy within their roles

**Table 1: Management Styles & Motivating Factors**



# 8. EMPLOYEE WELL-BEING



Employee well-being is based on principles, ideas, methods and theories for the reduction of stress and improving of employee wellbeing in the workplace, for employers and employees. These ideas, methods and theories can include; advancement, managerial and physical workplace considerations, as well as individual physical and psychological health.

When asked if their organisation has an Employee Assistance Programme 33% said that their employer does indeed have such a programme, whilst 38% said that their organisation also have regular discussions and initiatives on topics relating to employee well-being.

When asked about recognising the signs and symptoms of stress and mental ill health in colleagues, 71% of respondents said that they would recognise the symptoms of stress or mental ill-health in an employee or colleague. This number increases to 92% in those who have received training on these matters. Over half of all respondents (60%) said that they have provided support to a work colleague experiencing stress or mental ill-health, this number also increases to 75% for those who have received training.

When asked about structures within workplaces to support employee well-being, 35% of survey respondents are aware of structures in their workplace to support employees with stress or mental ill-health. Whilst 11% said that their employer had provided them with training to support and manage an employee or colleague suffering with stress or mental ill-health. Of those who had received training 36% responded that this training was last provide less than year ago and 55% responded that this training had been provided 2-3 years ago. 62% think that their organisation takes measures to support and encourage a healthy workplace and 66% would recommend their workplace to someone else. This number increases to 81% for those who think their organisation takes measure to support and encourage a healthy work life balance.

If organisational culture can be described as a system of shared assumptions, values and beliefs which have a strong influence over those people who work within the same organisation, this result shows that there is a shared or common ability to support those who may be suffering with mental ill health. Training and development increases the ability of the workforce to support others in this area, it is therefore important for organisations to consider implementing or more regularly offering training to their employees on these matters.



**72%**

of survey respondents said their organisation had undertaken training and development relating to employee well-being in the last 12 months



**65%**

of survey respondents said their organisation had introduced employee well-being initiatives

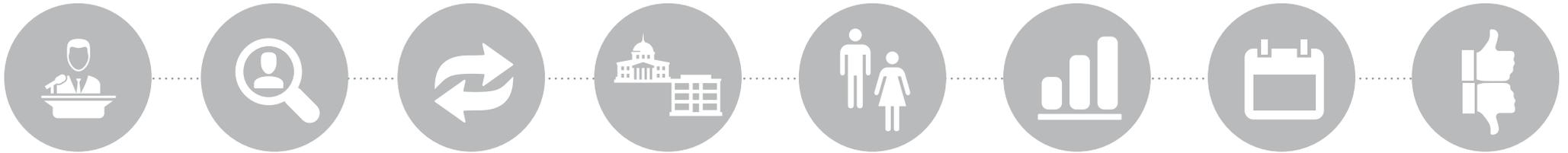


**60%**

of survey respondents said that their organisation had introduced subsidised social events



# 9. ABOUT MAZARS HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT CONSULTING PRACTICE



## MAZARS CAN HELP WITH THE FOLLOWING SERVICES

### HR Audit & Compliance

The complex field of employment law presents an array of challenges for employers. Mazars offer HR auditing and compliance services to clients in order to ensure that their employment practices, policies and procedures comply with current employment legislation and best practice. We make use of our proprietary HR Audit Tool to undertake a comprehensive review of the current approach to HR within the organisation, identifying priority areas for improvement in order to minimise exposure to risks from non-compliance.

Our services include:

- HR Audit (Legislation & Best Practice)
- Employee Handbook Development
- Drafting Contracts of Employment
- Development of HR Policies & Procedures
- HR Due Diligence

### Organisation Change & Transition

Organisational change can be a complex process presenting a number of challenges to employers if not managed effectively. Mazars support clients in aligning their strategic change initiatives to the operational changes that occur at all levels, building HR capabilities to support the transition while minimising disruption to the organisation.

Our services include:

- Leading & Supporting Change Projects
- Cultural Alignment
- Organisation Design
- Downsizing / Redundancy
- Business Process Re-engineering

### Building & Developing Capability

Organisations are increasingly recognising the value to be gained from building and developing the capabilities of their workforce. Mazars work closely with clients to develop tailored programmes to leverage the internal capabilities of the organisation to maximise employee potential and achieve sustainable organisational performance.

Our services include:

- Recruitment & Selection
- Leadership & Management Development
- Employee Engagement & Retention
- Competency Framework Development
- Performance Management
- Talent Management

### HR / Organisation Development Operational Support

Mazars offer a range of additional HR and Organisation Development Operational Support services, depending on our clients' individual needs.

Other support services provided include:

- HR Secondment / Outsourcing
- HR Employment Legislation Advice
- HR Investigations
- Development of HR Metrics / Scorecards



# CONTACTS

For further information contact

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