Qualitative Research Proposal on Employee Motivation in a Company

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Abstract

Many companies cannot perform effectively and successfully without the determination as well as commitment of their employees to undertake the stipulated responsibilities as well as the main goals of the company. The employees are paid for their workforce in the companies in form of salaries and wages. Nevertheless, most companies have implemented other reward together with benefits schemes to motivate their employees to achieve the stipulated main goals with the company. Such reward as well as benefits schemes are focused on rewarding each and every member of the company workforce for accomplishing the expected objectives in the company and further plays a significant part in encouraging the workforce in the organization. Employee motivations can be a crucial, complex, and intriguing area of study and hence should be considered with importance it has on the overall performance of the organization. This research proposal will adopt a qualitative method of research to explore the important topic of employee motivation in the companies. It will explore how companies are motivating their employees and what should be done to improve employee motivation within a company. the proposal will also review the present research studies that have conducted on this topic as well as the reasons for adopting the qualitative approach for the research, its weaknesses, challenges together with potential bias in the research approach adopted.

Section 1

Introduction

Over the years, employees have been amongst the key assets in any company. This statement is usually attractive to the employees working in various companies. Nevertheless, the practical implementation of the specific statement has been a complex area of concern for many organizations. Considering the employees as a significant factor as well as treating them as crucial assets in the company, is a challenge for different companies, but it is a necessary aspect for the growth as well as success of any company[CITATION Arm12 \l 1033]. The 21st century has highlighted various dramatic changes in the international business environment across the world. the changes associated with the behaviors as well as demands of the consumers have forced most companies in different sectors of the economy to focus more satisfaction of their customers along with product enhancement together with development [CITATION Pul10 \l 1033]. In the recent past, most companies were focused only on their production process, with less attention on the satisfaction of the customers.

The concept of motivating employees is closely related with the satisfaction of the customers. When employees are not motivated and satisfied at their current place of work, then they will not be able to perform their work or serve the company's customers with complete honesty as well as determination[CITATION Arm12 \l 1033]. The satisfaction of the customers greatly depends on the consumer service staff; this is the main reason why the companies in the service sector are keener on their level of customer services through motivating their employees, because it has a direct impact on the level of the organization's customer satisfaction. According to Kirstein (2016), the curent business environement is competitive and the critical factor for the success as well as the growth of any company is to reduce the turnover

rate of its employees. Employee turnover usually increases proportionally as a result of increasee in dissatisfaction among the employees within the organization. Sometimes the economic as well as financial conditions wihin which the organization is operating in, the companies are forced to reduce their costs of operations and the employees are the first people in the company to experience challenges as a result of this changes.

In the current business environemnt there is a strong competition in acquiring the employees with the right skills as well as attributes attrinbutes needed for the employment position, especially in international companies where the need for competent and skilled employees is very intense[CITATION Kir16 \l 1033]. Nevertheless, while appealing and acquiring employees to the organization is the primary concern for most companies, offering substancial as well a fair reward and benefits to improve the motivation and loyalty of the employees in order to decrease the rate of employee turnover should be imperative. The performance of international organizations in the current competitive and demanding market greatly depends on the job motivation as well as satisfaction of their respective employees. This research study will focus on exploring what motivates the employees together with identifying the features and the significance of different adopted motivation and reward system in most organizations[CITATION AlZ12 \l 1033]. This research will further demonstrate how effective use of both monetary together with non-monetary incentives are able to increase the level of motovation of the employees within a company and ultimately raise their determination as well as commitment for the firm.

Apparently it may be considered that salaries and wages are the key factors for improving the motivation together with satisfaction of the employees in a company, but this is not applicable in all the cases and companies [CITATION Cha16 \l 1033]. Research conducted

over the years indicates that individuals are encouraged by distinct factors like rise in payment, extra vacations, promotion, and recognition. Motivation at the workplace can be referred to as the level of willingness of the employees to exert as well as maintain the productivity efforts towards achieving the goals as well as the objectives stipulated in the company. Motivation is the psychological process within; it is not an observable aspect; it can only be indirectly observed through either the results of the process of motivation or through the determinants of motivation. The effects of the psychological process within an individual will be reflected through the specific employee environment as well as situation[CITATION Pul10 \l 1033]. Hence, motivation is often considered as a transactional process that relies on the suitability between the employee together with the company in which he or she works, and the wider society they reside in. employees in an organization leave their employment position when they become less motivated and unhappy. Motivation and satisfaction cannot be forced or acquired; it can only be grown from within the employee. Getting individuals to work in the organization is a very tactful skill and motivating them to keep working for the company and to increase their productivity is very crucial for the human resource as well as the entire company. Comprehending the attitude of the employee is the primary way of increasing his or her level of motivation. Some employees are motivated by advancements in career, their position, work, pay rise as well as recognition.

Research Question

The research question for this research study is; “what should companies do other than financial incentives to increase employee motivation?”

It is critical to recognize that workers are different in every aspect and what drives an individual can be greatly distinct from the next individual. Putting this into consideration clearly demonstrates the way rewarding of employees does enhance motivation. According to Staren (2017), acknowledging that diffrences and uniqueness exist with regards to employee motivation necessitates that each and every organization should adopt different motivational strategies as well as methods. While extensive research studies have been conducted in the aspect of rewarding system for employees, benefits schemes, performance associated pay and bonuses together with correlating contributors like the retention of employees, this study aims at investigating how rewarding of employees, both monetary as well as non-monetary affects the degree of motivation of the workers at the place of work. considering the significant role that encouragement plays in the performance as well as ehancing factors like productivity together with efficiency of the employees in a company[CITATION Gun11 \l 1033]. This research study is crucial in looking at what types of rewarding systems, and how each and every one acts out in employee motivation, especially in international organizations.

Without the involvement of human capital at the place of work, the normal functionality of the company will come into question when productivity as well as efficiency are comnsidered. As a result of this, motivation can be considered a primary area of managing human resource. The degree of motivation of the employees within a company plays a significant role in the company from the executives to the entry workers as well as the ones within [CITATION Kir16 \l 1033]. Recognizing motivation as the main component of the human behavior is a

complicated aspect. Most managers and supervisors in different companies have not been able to progress in their endeavor to comprehend what they need to implement in order to motivate their respective employees with the help of the research studies conducted over the past three decades. The existing research on the topic of employee motivation demonstrates that most managers and companies have overtime preffered adopting incentives and rewards based on monetary payment as a way of motivating their respective workforce.

Nevetheles, in the recent years, the companies are focusing more on lowering the costs of operation, hence the strategy of providing financial rewards as a way of encouraging the employees can be jeopardised. And because of that, this research study will be important in finding out the alternative ways or measures such as non-monetary incentives and rewards and how they compare in enhancing employee motivation, which will ultimately affect the overall performance of the entire organization.

The primary objective of this research study is to apply all the existing literatures that were been conduceted with regards to the topic of motivating employees together with data gathered using a suitable qualitative methodology approach to explore what different companies should do to enhance employee motivation. The existing literature review demonstrates that many theories have been established in an attempt to comprehend motivation as well as how different sets of employees can be effectivley motivated. Nevertheless, for this research to be effective and reliable it will be important to greatly consider the views of the employees themselves on what should be done by their respective companies to motivate them. This study aims at demonstrating that while the significance of the factors for motivation are different basing on diffrence set of employees, specific determinant factors for motivation are usually regarded. The knowledge on employee motivation is vast and rich, but is broadly fragmented.

This study will facilitate the identifying as well as the understanding of of the various human resource approaches adopted by companies to improve employee motivation and where improvements are needed.

In the current competitive international business environment, companies are usually under great external forces to maintain their employees[CITATION Dec13 \l 1033]. Competent, experienced, as well as reliable workforce is a key valuable asset for the company. it is clear that greatly encouraged workforce will highly likely result in improved performance. Nevertheless, better performance cannot be attributed to employee motivation only, but also abilities such as time, skills, suppliers, and equipment. Some companies are known to encounter greater employee turnover despite providing better salaries as well as wages. This demonstrates that financial incentives is not the only mean of motivating employees within a company[CITATION Sel13 \l 1033]. More so, different individuals are driven by unique reasons. It is significant for the superviors as well as the top management to recognize what motivates each and every set of employees, and not categorize all of them in a single set. Companies are considered to be strong as their laborforce. Human capital should be managed with adequate care, because they are unique and requires special attention as well as management. Hence, thisand other research studies are valuable in assisting companies to identify and optimize on the the means to which the employees can be motivated while preventing workforce turnover together with below average performances.

Section 2

Literature Review

Employees are rewarded for producing the expected performance at the place of work that ultimately result in the completion of roles and responsibilities and produce profits for an organization. To undertake their responsibilities, employees should be properly motivated to conduct the tasks assigned to each and every one of them to the level expected according to their abilities. To completely conduct this research study, it is important to review the existing literature with respect to the theories and concepts that focused on employee motivation, reward systems, performance appraisal as well as benefits.

Motivation

According to Shields (2007), motivation can be defined as the wellspring of effort and task behavior, and is reffered to as the strength of an individual's willingness to undertake allocated job responsibilities. In the current workplace, motivation allows organizations to gain significant competitive edge, enhances productivity, increase in profits as well as the overall market value and share. There have been numerous theories established by scholars regarding the subject of employee motivation within companies. Heraty and Morely (2017), explains the aspect of motivation from a psychological perspective, according to the two of them, the functions together with direction comes from the level of motivation, which affects the behavior. Motivation plays a significant role in each ande every company as it may be applied as a pointer that demonstrates the degree at which workforce and the entire comapany is performing. All the leaders in different companies encounter challenges at the place of work like lack of employee

commitment and morale, reduced degree of productivity as well as quality of the outputs from the workforce and the increased rate of employee turnover.

Motivation is a primary ingredient in the productivity together with performance of every employee. Even with clear job objectives and goals, appropriate skills together with a supportive and conducive working environment, employes will not be able to succesfully get their allocated tasks done without effective motivation to achieve those stipulated goals and objectives[CITATION Mos17 \l 1033]. Mosley (2017) explains that employees who are well motivated tend to be more enthuastic to put in a degree of hardwork, for a particular duration, toward a set objetive and goals. With the growing uncertainity in the global economy, combined with the focus on satisfaction of the customers as well as company relationships, there is a growing focus on the employee encouragement. Literature from social aspect of science, particularly within oragnizational performance has recognized the the critical significant of rewards as well as benefits as a way of engaging the workers in the company. a poorly motivated workforce will prove to be expensive to the company with regards to reduced productivity together with performance, increased rated of employee turnover, increased operational costs, and negative impacts on the morale of the others. Organizations should ascertain that their employees are properly motivated and productive. Due to that, they should improve the performance of their employees through improved selection, benefits, rewards together with training. Of all the above, reward systems and benefits play a critical part in motivating the workers to perform exemplary.

Riggio (2014) argues that motivation is a key subject in any discussion regarding job behavior because it is recognized to have a direct connection to better performance of work; it is believed that an employee who is motivated is a more productive employee. Not all the

employees are motivated by the same rewards or incentives and hence, companies should strive to establish motivational strategies according to the workforce within their organization. Motivation as well as theories explains that payment must be solely depended on individual employee productivity [CITATION Geo14 \l 1033]. Nevertheless, having a motivated workforce does not directly result in greater levels of performance and productivity, the organizational dynamic is more complicated than that. Herzberg came up with a theory on employee motivations that outlined the important part of satisfaction of work in detrmining the motivations factors of the employees. Herzberg proposed that the determinant factors of work satisfaction are not entirely different from those of employee motivation. He highlighted the factors that resulted work satisfatcion as motivators, such as responsibility, achievement together with recognition; while the determinant factors resulting in dissatisfaction as hygiene determinats, such as salary, wages, working enviroment together with organization policies.

Motivators are the factors that enables the employees to be highy motivated and satisfied by their work as well as anything related with their job. The presence of motivators leads to work motivation as well as satisfaction, but their absence leads only to neutrality[CITATION Geo14 \l 1033]. Motivators consist of intrinsic determinants like the possibility of getting promotion, job recognition, responsibility together wit accomplishments. The employee motivating factors are meant only to enhance satisfaction at the workplace. on ther other hand, the hygienic reasons are associated with the situation in which the individuals undertake their tasks such as interpersonal relationships, bad working environment, supervisory issues, unfavorble policies within the organization as well as low salary. The presence of such factors leads to disastifications at the workplace, but the absence results in work motivation and satisfaction.

These factors are considered as dissatifiers, because they operate solely to reduce work satisfaction or establish work disatisfaction.

The Role of Motivation at the place of work

Armstrong (2012) explained that there was a period in the past where the workers were primarily considered as only input with respect to production of products as well as services. The current changes with regards to this view and attitude on employees are from conducted studies, mainly the Hawthorne researches, formulated from the year 1924 by Elton May. Due to the changes, greater levels of attention and focus from both scholars as well as company leaders in organizations, have shifted to the subject of employee motivation. There are various factors that remain important, for the reasoning for employee motivation representing a relevant interest for the leaders within companies. They include; it is not possible to company leaders to ignore the trepidation with behaviral needs of a company. this consist of the necessite to entice particular as well as skilled employees to involve them in order to ensure that the high productivity levels are maintained[CITATION Gun11 \l 1033]. For a company to become succesful as per this perspective, it should acknowledge the challenges of motivational of facilitaing the making of the decision to get involved as well as the decision to perform at the job. The second reasoning for the popularity of the subject of employee motivation is the idea sorrounding motivation together with its persuasive nature. Motivation as a complex issue, affects many aspects as well as sectors and any other research on any of the aspect should entail and be accorded sufficient attention to such determinant factors of motivation as well as how they come together to establish negative and positive results of the workers.

Gunnigle (2011) further states that as a result of several diverse outside factors like unions and lobby teams, leaders should seek to find new measures to maintain and enhance the

degree of efficiency as well as effectiveness within their company. motivating as well as involving the workers towards such factors is important for any company leader. Another factor for the unwavering focus on motivation is associated with the advances in technology. When technology advances, its significance to the company and the entire industry becomes clear and relevance. And the workers should be determined to adapt and learn how to effectively apply the various technologies for the achievement of the company objectives. Companies should also ensure that long-term strategies and plans are established to address the human resource of the company together with similar degree of relevance with company employees as the aspect of physical as well as financial capital to ascertain the phenomenon of motivating employee is a primary focus.

Measuring Motivtion

Nevertheless, motivation as a subject is a challenging area to precisely measure. Furnham (2012) explains that the challenges with regards to measuring the topic of motivation. Furnham argues that asking indivdiuals is where the primary challenge lies because the people themselves are not willing to talk about their motives precisely together with the needs that the society requires in terms of providing expected answers instead of the ones based on the truth. Motivation is considered a complex phenomen and most employees are not able to explain what determinants are motivating or demotivating.

Nevertheless, Turner (2014) argues that while he recognizes that factors concerned with motivation like goals together with interest, and the resulting impact of the accomplishment factors are alll not tangible and are ussually invisible, this tends be a problem in the case of measuring motivation, there are processes and phases to evaluating employee motivation. Turner (2014) further explained that employee motivation can be measured through several ways

including self-report as well as rating scales filled by the employees. Such systems and steps for measurement of employee motivation are frequently developed to integrate specific subscales that are in alignment with the subject of the study. Deci (2013) indicates that behavioral indicator can be adopted as a way of determining the degree of motivation between the workers within the company. behavioral indicator measurements is composed meta-evaluations applied in decision emphasis, which is the measure of the period taken on the task when the conditions of reward have been adjusted.

The Process of Employee Motivation

A motivation approach process or model consists of four main steps or components, they include; developing goals, needs, taking actions as well as achieving objectives[CITATION Arm12 \l 1033]. Motivation is often brought around by the recognition of needs that have not been satisfied. These needs produce wants , which may be elaborated as the expectations to accomplish something. To overcome or conquer such specific needs, the goals are established and adhered to. When the goals are achieved then the needs are considered to be met and the same method will be carried out again. Nevertheless, the similar method is not going to be implemented should the objective tends to be not achieved. According to Gunnigle (2011), there are two kinds of motivation and they are extrinsic as well as intrinsic employee motivation. According to Armstrong (2012), intrinsic employee motivation is viewed as conducting various tasks for the work satisfaction that is derived from carrying out such responsibilities as well as the task undertaken, rather than the incentives or benefits to be provided for doing the task. On the other hand, extrinsic employee motivation is established from the relationship between conducting the specified task with the main focus of achieving the desired result.

The process of employee motivation:

Needs- Establishing the goals – Taking the necessary actions- attainment of the goals

Employee Motivation Theories

In order to identify what companies should do to ehance their employee motivation levels it is critical to consider the relevant theories associated with the subject of motivation. The most common concept across the organizational environment is that financial together with non-monetary incentives affect employee motivation to carryn out their respective tasks and establish the relation between satisfaction at the workplace together with performance. Diffrences should be made among the various theories on employee motivation an this can be achieved through classifying these theories by their distinctions, the most common diffrence is between process together with content. According to Griffin (2015), theories based on needs represents the perspective of content as they are largely focused on exploring what are the different reasons that motivates the behavior of the workers in the company. While theories that are associated with process focuses more on the way inspired oriented work habits occurs and the way employees meet their demands. Process theories are:

1. Vroom's theory together with,
2. equity theory,

while the other theories associated with content include:

1. McCelland's Accomplishment as well as,
2. Maslow's needs theories.

Maslow's Hierarchy Theory

According to Maslow (2010), in his theory of hierarchical needs, employees are not only motovated by acquiring money. Pulasinghage (2010) states that the Maslow's theory approach

recognizes 5 degrees of employee satisfaction. In each and every level, there exist needs which employees wish to satisfy. This theory shows that it is not only monetary value that drives the employees. They include:

1. Self-actualisation; addressing problems and individual growth
2. Self-esteem needs; respect from others and self-respect
3. Sense of belonging; affection from family, work teams
4. Safety and security needs
5. Physiological needs such as shelter, air, and water

Maslow explained that beginning from the bottom of the five level, all the steps should be satisfied before the significance of the following needs can be considered as important. For instance, after physiological needs like air as well as food are achieved through meeting security needs automatically becomes the primary factor of satisfaction. While numerous scholars apply this theory, Trigg (2015) argues that there is problem with the theory because all of the influence is on the individual development of the employee applying the approach. Futher, he observes that social realtionships are not significant in some levels of the hierarchy, for instance, level of self-actualisation.

MacCelland's Theory of Achievement

This theory demonstrates three distinct forms of employee motivational needs. They are the need for power, affiliation together with achievement. The motivational needs for accomplishments motivates a person as they work towards achieving difficult goals as well as the generall progression in an individual's job, the desire to gain response on the progress is consistent with the motivation by accomplishment. The power needs are is motivated by the authority; it duplicates the person's needs to manage and influence. The affiliation needs

motivates the person to their desires for social interactions as well as connections. The affiliations drives the desire for the employee to be viewed at a higher esteem by the others[CITATION Pul10 \l 1033]. The basic concept of the accomplishment approach is that if any of the above listed conditions is available in the employee, it will have the ability to motivate the behavior as well as satisfy the mentioned needs. Shields (2007) critizes the achievememt approach by offering the following explanations; according to Shields, the instruments applied by McCelland in his research study had unreliable predictive validity. More so, the believe of the theory that acquired need are important is also an avenue for criticism as most scholars argue that these needs cannot be permanently assimilated.

Equity Theory

This theory was developed by Stacey Adams on the primary principle that all the employees expect to be treated with fairness. It is based on the word equity, defined as being fairly treated when compared to the others, with inequity reffereing to unfair treatment when compared to the others. The way an employee views whether they are being treated fairly or unfairly is considered depending on the input together with the output of the person. Input is reffered to what the employee brings to the place of work, like skills, expertise together with knowledge. Output can be defined as what the employee receives as a consequnce of their respective input[CITATION AlZ12 \l 1033]. Employees tend to compare their inputs at the work with the ration of outcomes. When employees peceives unfair treatment, they tend to act in order to correct the unfairness.

According to Grant and Shin (2016), states that one of the areas of criticism of the equity approach is associated with the way the leadership together with the workforce deals with difficulties that emerge from comparisons that are not similar. When the payment dispersion is

higher, exemplary performers make self-comparison view high equity, but the average as well as low performing employees make social comparison to perceive reduced equity. While the theories associated with the process of employee motivation focuses on the behaviors that are motivated, the content theories attempts to explore the factors for motivational behaviors.

Vroom's Theory of Expectancy

This theory was develped in the year 1960 by Victor Kroom, this emphasized on the work carried out by Lewin together with Tolman on the subject of employee motivation. Vroom argued that individuals will only select the patterns of work that will lead to the achievement of specific results in which they value[CITATION Fur12 \l 1033]. There exist three key factors that employees can consider when deciding the degree of effort to channel into their job activities:

1. Valence; the degree to which the desired result is attactive or unattractive.
2. Instrumentality; the view that a particular degree of performance can lead to acquiring the stipulated rewards or incentives.
3. Expectancy; the level in which the employee believes that a particular degree of perfomance that is satisfactory, will that degree of hardwork be sufficient to achieve the primary objective.

For any worker within a company to be effectively encouraged, all the 3 principle conditions should be available. Nevertheless, the Vroom's theory like most other theories has never gone without criticism, the theory was criticised for its ignorance in specifying the nature as well as the sources of diffrences in the beliefs together with the judgment of the employees. The theory was further criticised for failing to elaborate the concept resulting in the employees adjusting their beliefs as well as values over a specified period of time.

Section 3

Qualitative Research Methodology

The primary issue of concern before starting a research study is that of whether to use quantitative or qualititative research methodology. The two research methodologies are different, quantitative approach is based on the positivist method where the social subject under study is deemed to occur objectively. It is adopted in explaining the reason for changes in societal facts, mainly through quantitative assesments together with objective measurement[CITATION Fir14 \l 1033]. Quantitative research is quite time and resource consuming. This research study will adopt the qualitative research approach because it is greatly objective and the researcher is not in a position to influence the research through his or her personal values. Qualitative approach focuses on exploring new perspective to a specific known phenomenon, to ask diffrents questions, and hence asses the subject from another perspective.

The research approach is appropriate because the primary aim of this research study is to explore other ways to enhance the levels of motivation of the employees apart from the commonly known financial reward systems. Through qualitative interviewing methods implemented in the research study, the questions regarding the subject of employee motivation will be asked to different set of employees themselves, who were chosen based on their ability to provide an insight on the research quetsion[CITATION Sau12 \l 1033]. This qualitative research approach will provide a new perspective to the topic of employee motivation because from the existing literature it is clear that the subject has been widely covered in numerous research studies. Hence, the qualitative approach will be appropriate in achieving the aim of the research study that is exploring and finding answers to the study question presnted. From the

research design as well as the overall objectives of the research project, a qualitative approach was chosen to be implemented in the study. The qualitative strategy is more focused on the words of the participants, and not the quantification of the provided answers in the gathering as well as evaluation of the collected data[CITATION Bry11 \l 1033]. More so, the research methodology places more focus on the inductive method to the connection established between research together with the theory, and hence, the focus is on developing theories from the study.

Qualitative research approach will focus on the experience as well as opinions of the employees who are the participants in this research study instead of quantifying the gathered data and information. Thtough adopting the qualitative approach, it will be possible to review the other aspects and measures of increasing the level of motivation of different set of employees within the company. the sample population selected for this research study will be employees whoa are currently employed in a variety of companies. The age of the participants will vary from the 20s to 60s. the age of the employees who wil be participants will not be considered as the dominant factor when selecting the employees to participate in the study, although it is desired that the employee should have some level of experience as a worker in the same company or another organization. The profesions of the sample participants will largely variy in order to accommodate various job desciptions and professions in the study.

The sampling approach that will be implemented in choosing the employees who will be invloved in the study was a combination of both purposive as well as convenience sampling. Purposive sampling approach can be defined as a form of sampling that is not based on probability. The sample will be strategically selected in a manner that is of importance from the perspective of the researcher and the objectives to be achieved through the research study[CITATION Bry11 \l 1033]. And because the primary objective of the study is unique

and it is to explore other ways of enhancing employee motivation apart from the finacial reward and benefits systems. More so, convenience sampling is an approach where the partcipants to be selected to take part in a research study are chosen based on their accesibility as well as availability.

The collection of data for the research will be gathered by form of interviews. Interviewing was selected as the primary method of gathering data because the key objective of the study is not to identify the connection between employee motivation and the level of performance as well as productuvity, instead the purpose was to explore other ways or measures that can increase the level of employee motivation in different companies. Furthermore, interviewing was the only way to find reliable answers to the research question stipulated.

Through conducting interviews, it will be easier to reach the deeper and vast data on the subject of the research study, which it would not be possible to access through other techniques of collecting data. The data will be gathered on the consent and conditions of the participants, this will improve the chances of attracting the employees to take part in the study as wella as acquiring authentic and reliable answers.The data analysis approach that will be adopted in the research study will be the qualitative thematic assesment[CITATION Gue12 \l 1033]. This approach moves the focus from counting the words or experiences and transforms the focus to identifying as well as explaining the underlying explicit together with implicit ideas and measures in the gathered data.

Conclusion

In conclusion, due to the nature of the qualitative research approach, this study is likely to have the following weaknesses:

1. The research might be time consuming; the amount of data gathered during qualitative research is overwhelming, analysing and reviewing the data may prove to be time consuming. Furthermore, the gathered data is subjective because what a particular employee may feel is important to him or her might be pointless to the other one.
2. The quality of the data to be gathered through this research approach will be highly subjective; gathering personal opinions and viewpoints as well as involving different decisions may result in detailed information that the researcher may feel is not important.
3. Data gathered through qualitative research will prove to be a challenge in assesing as well as demonstrating; this is because personal employee viewpoints will be the basis of the answers collected and hence, it will be more challenging to demonstrate the rigidity of the data collected.

Furthermore , the potential bias in the research study because of adopting qualitative research will include; the influence of the researcher on the gathered data. The quality of the gathered data will highly depend on observation as well as the skills of the researcher. The

research findings may be based on the viewpoints of the researcher, the opinions and perspective of the reseacher will affect the outcome of the research study. There are several challenegs that may be encountered in the qualitative research approach and they include; the qualitative approach will provide an opportunity for questions that are relevant to employee motivation only, encouraging different aspects of employees could provide more insights to the research question. The method of sampling will also pose a challenge because the interviewer will have to meet with the participant before they are able to carry out the interview. Considering that the researcher will have to meet with the interviewee before may affect the authenticity of their povided viewpoints.

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