Improving Federal Employee Morale

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I have adhered to the university policy regarding academic honesty in completing this

assignment

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Abstract

Employee morale is a topic that many researchers have spent an extensive amount of time trying to discover the causes in the workplace. Morale is defined as the relationship that a particular employee or group of employees have with their work and the organization they work for. There are many signs that low morale is present and employees are unmotivated. Some examples are increased absenteeism, bad-mouthing among employees in the workplace, high incidence of employee complaints and/or grievances, and an unusual number of transfer request. Federal government employees have been facing morale issues for a long time now and there is not one way with which mangers might fix this issue. Some examples of recent events that contribute to morale issues are the budget cuts, which have threatened jobs and programs, and how federal employees experienced the two-week government shutdown. Although these recent events have decreased morale, researchers will argue that this decline has been in existence for a while now and managers have a lot to do with it. Federal government managers lack effective means to motivate their employees. Since there are many ways to motivate employees it is important that managers are educated on the different ways so they will know what types of motivation are required in the organization as a whole and on individual bases. For the purpose of this study, I will focus on federal government employees and explore motivational factors that contribute to employee morale. The intent of this study is to provide federal managers tools and best practices to improve their employees' morale. In this quantitative study, a Post-positivist approach will be used to develop a better understanding of which motivational factors: recognition, work itself (intrinsic to the job) and pay, leadership, flexibility (extrinsic to the job) contribute to improved federal employee morale. A survey instrument was developed to investigate federal employees' perceptions of low morale, and the motivators (satisfiers and dissatisfiers), which might affect

their morale. After all data is collected it will be analyzed through the use of SPSS, employing

correlational analysis, regression analysis, and one sample t-test of data variables to explain

statistical relationships plus strengths of association. .

Keywords: extrinsic motivation, intrinsic motivation, employee morale

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Introduction

Employee morale is a topic that is discussed by management in all organizations because it affects the success of the overall organization. Based on Arunchand and Ramanathan (2013) measurement, high employee morale means that employee are happy and it reflects in the kind of work they produce; in contrast low employee morale results in less productivity amongst employees. Federal government employees have been facing morale issues for a long time now and there is not one way mangers might fix this issue. Many theorists had study morale and ways to motivate employee's to increase overall morale. In particular, Herzberg (1959) studied the motivation–hygiene factors of motivation, in which he concluded that some people are motivated by things that are intrinsic to the job and some people are opposite and are motivated by things that are extrinsic to the job. Based on this concept, I will focus on federal government employees and explore motivational factors that contribute to employee morale. The intent of this study is to provide federal managers tools and best practices to improve their employee's morale.

Statement of the Problem

Federal government employees have morale issues. However, the problem is that Federal government managers lack the effective means to motivate their employees. Since there are many ways to motivate employees it is important that managers are educated in the different ways so they will know what types of motivation is needed in the organization as a whole and on individual bases.

Purpose of the Study

The purpose of this research is to understand employee morale and to examine the combination of extrinsic and intrinsic factors that contribute to motivating employees. From a Federal program management perspective, identifying the factors that increase morale can assist

managers as they develop new processes to improve employee morale in the federal government. The study will conclude with providing federal managers tools and best practices to improve their employee's morale.

Significance of the Study

This research might provide federal government agencies, managers, and human resource specialist the tools they need to understand and increase employee morale. It will also provide a base for future researchers to work from that could further there research.

Theoretical Perspective

The constructs that my quantitative research is investigating is extrinsic and intrinsic motivation. Herzberg (1959) published study *The Motivation to Work* compared several factors that motivated people in his motivation–hygiene theory. Jack Fitz-enz (1977) replicated the Herzberg's study and Daniels (1988) replicated Fitz-enz study. According to Bazemore (1986) motivation–hygiene theory is ideally two factors that are operative in job situation (satisfiers and dissatisfiers). Ramlall (2012) noted that the satisfiers and dissatisfiers are more specific than Herzberg and others have indicated. According to Ramlall (2012) Herzberg's *motivators*, are related to the intrinsic job content, which includes achievement, recognition, nature of work itself, responsibility, advancements, and a feeling of personal growth. According to Ramlall (2012) dissatisfies or *hygiene factors* are extrinsic job factors, such as, pay, benefits, or working condition. The results from this study will compare some key satisfiers and dissatisfiers to evaluate what factors are important for employees in today economy.

Research Methods

In this study a Post-positivist approach will be used to develop a better understanding of what motivational factors: recognition, work itself (intrinsic to the job) and pay, leadership,

flexibility (extrinsic to the job) contribute to improved federal employee morale. A survey instrument was developed to investigate federal employees' perceptions of low morale in relation to the satisfiers and dissatisfiers, which might affect their morale.

Delimitations

This study will not address employee morale outside of the federal government, but will focus on federal government employees in the District of Columbia who in grades levels of GS7 through GS14. Additionally, this study will not make conclusions about employees below GS7 and above GS14.

Limitations of the Study

The scope of this research is limited due to time constraints of this semester. Therefore, the data collected may be impacted by the amount of time it takes to received sufficient number of survey responses from participants.

Summary

In this research, I will focus on employee morale and the motivational factors that contribute to improving morale. Ultimately, this study is intended to provide managers with tools that can help motivate their employees. This research will use a quantitative design with survey questions administered online and in person. The proceeding chapter will discuss the literature review.

Literature Review

Many companies experience difficulty in motivating employees, which in return impacts in their quality of work. There are many signs that low morale is present and employees are unmotivated. Some examples are increased absenteeism, bad-mouthing among employees in the workplace, high incidence of employee complaints and/or grievances, and an unusual number of transfer request (Schweitzer, 2001). Stowe (2008) states that "morale wins wars, solves crises, is an indispensable condition of a vigorous national life and equally essential to the maximum achievement of the individual" (p.147). Pope (1941) notes that employee morale in the workplace is a topic that initiates much discussion. Many scholars have noted numerous suggestions on how to improve employee morale. Hall (2009) list several ways organizations can improve employee morale which are

(1) Study up motivation,

(2) Hire up the right people from the start,

(3) Manage better and more clearly,

(4) Do not over communicate,

(5) Have a plan and stick to it,

(6) Take your own medicine,

(7) Loudly celebrate the small wins along the way (p.1).

According to Hall (2009) those 7 recommendations are ultimately the key to long-term success and thriving employees. Peterson (2008) also proposed several recommendations that will improve morale such as

(1) Building a great foundation (your mission) in your office,

(2) Know what your office is lacking,

(3) Discourage procrastinating,

(4) Recognize strengths and use them,

(5) Challenge yourself and your employees, and

(6) Create, maintain, and embrace a positive atmosphere (p.3).

There are many ways to improve morale; however, solutions vary among the types of organization because the type of morale problems is different.

Federal Government employees have been facing morale issues for a long time now and there is not one way with which mangers might fix this issue. According to Lavigna (2014) the past year alone has been difficult for federal government employees, which has caused major decline in employee morale. Some examples of recent events that Lavigna (2014) discuss are the budget cuts which have threatened jobs and programs, and how federal employees experienced the two-week government shutdown. Although these recent events have decreased morale, researchers will argue that this decline has been in existence for a while now and managers have a lot to do with it. According to Posner and Schmidt (1988) the work environment of federal government managers have deteriorated. Posner and Schmidt (1988) provide several examples of what has deteriorated in the work environment and they are,

(1) Organizational climate,

(2) Job recognition,

(3) Clarity of purpose,

(4) Feedback,

(5) Decision making,

(6) Coordination,

(7) Job design,

(8) Organization activities, and

(9) Influence (p.22).

All of these examples are essential in motivating and satisfying employees. These examples above and overall statistics of low morale that has been in the federal government can also be located in the Federal Employee Viewpoint Survey (FEVS), which is an assessment tool that

focuses on employees perceptions that drive satisfaction, commitment, and engagement (Cowart, 2014).

It is clear that the Federal government has morale issues. However, the problem is that some Federal government managers either lack information or do not use various ways to motivate their employees. Since there are many ways to motivate employees it is important that managers are educated on the different ways so they will know what types of motivation is needed in the organization as a whole and on individual bases. For the purpose of this study I will focus on federal government employees and explore motivational factors that contribute to employee morale. The intent of this study is to provide federal managers some tools to improve their employee's morale.

In following section, I will discuss the effect of employee morale in the workplace. Next, I will discuss the nature of employee morale in the federal government and recent manager practices. Then, I will discuss some factors that contribute to a lack of motivation in the workplace. Although there are many factors that might increase motivation, for the purpose of this study and the time constraints I will focus on eight: pay, reward, leadership, empowerment, the work itself, recognition, communication, and flexibility. I will provide a brief overview to equip the reader with some motivation theories that have been studied by notable psychologists. I will provide my findings on related research that studied employee morale, and ultimately I will justify my theoretical framework.

Employee Morale

Employee morale is a topic on which many researchers have spent an extensive amount of time trying to discover the causes in the workplace. According to Arunchand and Ramanathan (2013), morale is defined as the relationship that a particular employee or group of employees

have with their work and the organization they work for. This definition best fits this study. Morale has been measured in different ways. Morale is measured based on the workplace culture and its importance in the company. Based on this measurement, high employee morale means that employees' are happy and it reflects in the kind of work they produce; in contrast low employee morale results in less productivity amongst employees. However, Peterson (2008) measures morale in the workplace by departments; events such as layoffs, cancellation of overtime, or of benefits programs, low wages, and employee mistreatment all are factors of morale.

     Altman (2010) measures morale based on the role of leadership. In this study morale is measured based on motivational factors that are either intrinsic or extrinsic to the job. According to Daniels (1988), if external factors are the motivator then factors that are extrinsic are more important. In contrast, if internal factors are the motivators then factors that are intrinsic are more important. To clarify the meaning of motivation, Olusola (2011) defines it as a fundamental instrument for regulating the work behavior of employees. The motivation to work either intrinsic or extrinsic is critical in the lives of employees because it forms the essential reason for working in life. Lai (2011) and Rainey (2009) explain that intrinsic motivation is regulated by personal enjoyment, interest, or pleasure inherently stimulating or enjoyable. Deci and Ryan (2000) and Rainey, (2009) explain that extrinsic motivation refers to doing something because it has rewards such as pay, recognition, or praise. In this study motivation is the ability to cause an employee to act. In order to improve morale in the workplace motivational factors will need to be applied on individual bases.

Employee Morale in the Workplace

Employee morale is a topic that is discussed by management in all organizations because it affects the success of the overall organization. The higher the morale the greater the probability that employees are satisfied with the work assignments and the culture of the environment. Blake (1986) stated that organizations should be concerned with employee morale because it pays in dollars and cents. It reduces turnover. It makes labor trouble and strikes less likely. It cuts down absenteeism and tardiness; lifts production and it lowers the cost of accidents. Of course there are more, however it is apparent employee morale is important. Crawford's (2000) perspective on good morale is that it is being happy with yourself, your company, and perhaps those around you in your everyday work life. Crawford (2011) makes the point that if you are a manager and want to know if your employees are happy, guess what? Just ask them not their manager.

Federal Government Employee Morale

According to Browning (2002), the decline in federal employee morale has an impact on the federal government's ability to attract and attain highly skilled workers. Posner and Schmidt (1988) stated that the extent and seriousness of the morale problem among federal executives comes into focus when 800 senior government executives where surveyed and the results stated that: nearly 70% percent would tell bright, competent young people to seek employment outside of the federal government, two-thirds would seek employment elsewhere themselves, and 3 of 4 feel they organization will never fulfill their life's ambitions. Burns and Sullivan (2014) explained how important it is for employers in the Federal Government to be knowledgeable about morale and employee personality traits as it refers to motivating people differently to reduce turnover and increase efficiency. Burns and Sullivan (2014), also mention major differences between public and private industries. The difference is that public sector has

centralized constraints of personnel management that controls the salaries and career growth of employees that are regulated by the Office of Personnel Management (OPM). It is important that managers make an extra effort to make sure there are other ways employees are motivated as well as increasing the morale.

Additionally, the centralized constraints that employers of the federal government have to navigate through, employees also have had to endure a difficult year. Lavigna, (2014) states that both the media and elected officials criticized Federal employees even as they are downsized, bearing stagnant wages and reduce pay for the new hired staff due to increased contribution to the benefits program. Cowart (2014) discusses a recent experience with regard to how federal employees recently had to also endure office closures as well as sequestration. With all of these circumstances affecting the federal government it is apparently clear that employees do not feel motivated to do good work. In fact, Lavigna (2014) noted that the government ranks the lowest in both the Office of Personnel Management (OPM) and Federal Employee Viewpoint Survey (FEVS) in the *Partnership for Public Services Best Places to Work in the Federal Government*. The government has been the lowest since the 2003. Managers are aware of this problem and in the next section I will provide some literature on some management practices to fix this issue.

Management Practices

Public administration managers have tried several practices to increase job satisfaction and improve employee morale. Kassekert and Yang, (2009) asserts several recent management reforms that were put into action to improve employee morale and job satisfaction. One reform was the Title V exemption. More agencies have exempted out of Title V requirements for different reasons. For example, DHS and DOD's most recent exemption removed the most merit protections and allowed for pay for performance systems. According to Kassekert and Yang,

(2009) this reform of Title V exemptions did not implement well because majority of civil service protections are legally recognized in title 5 of the US code. Lim, (1996), asserts that this reduces employee's sense of job security which is an important forerunner to job satisfaction.

Another reform that was tested was contracting out (Kassekert &Yang, 2009). Contracting out was intended to reduce cost, increase efficiency, improves quality, enhances responsiveness, and leads to higher level of citizen satisfaction (Savas, 2000). Business literature indicates that contracting out actually negatively impacted job satisfaction on remaining employees because it created job stress and perceived job insecurity (Kassert & Yang, 2009).

In contrast, a reform that was positively accepted was managing for results (MFR) (Kassert & Yang, 2009). MFR includes strategic planning, quality improvement, and applications for performance measurement systems Kassert and Yang, (2009). MFR was operationalize into two concepts (1) perceived performance orientation, which has a positive impact on job satisfaction (Barzelay, 1992; Gaebler & Osborne, 1992) and (2) perceived innovative culture which increased employee empowerment and participative management (Barzelay, 1992; Gaebler & Osborne, 1992). Overall trust in leadership is important for MFR to work properly (Kassert & Young, 2009).

Another HR practice that was tested by human resource management was the social exchange theory. According to Blau (1964) social exchanges are voluntary actions, which may be initiated by an organizations treatment of its employees, with expectation that such treatment will eventually be reciprocated in kind. Gould-Williams (2007) asserts that high exchange relationships lead to greater discretionary effort and worker motivation, but does not lead to increased levels of work related stress, reduced quality of life or a desire to leave organization.

Gould-Williams (2007) also assert that in contrast negative exchanges reduce workers motivation and quality of life as well as increasing stress and intention to quit.

The last management practice I will discuss is change management, which managers also try to implement, however it requires careful planning and communication for effective implementation (Long & Spurlock, 2008). Change management is only executed if there is pressure from top management because of need for new technology, the economy, or regulatory forces (Long & Spurlock, 2008). Although change is sometimes needed, most organization employees are resistant to change because of lack of trust, belief, fear of personal failure, belief that change is not feasible, and loss of status and power (Connor, 1995). It is important when managers are using change management techniques that they gain support from staff.

The management practices that have been implemented all are focused on the overall success of the organization and improving employee morale however, they do not focus on motivating the staff to improve morale which will improve organization success. In the next section, I will discuss some motivational factors that are shown to improve employee morale.

Factors of Motivation

So why is federal employee morale so low? In addition to the centralized decisions that all agencies had to experience there are also motivational factors that contribute to morale problems. Some key motivational factors that cause morale problems are pay, reward, leadership, empowerment, the work itself, recognition, communication, and flexibility. Although these factors cause problems they can also help with morale issues.

Pay and rewards. No one works for free so there's no getting around it. Pay is a factor that will always be important to employee because it is how they provide for themselves. Herzberg (1959) compared several factors that motivated people and pay was in the top five.

Fitz-enz (1977) replicated Herzberg's study and pay decreased to 8th place in importance. Finally, Daniels (1988) replicated Fitz-enz study and pay increased to 4th place in importance. Comparing both past studies with the economic state now, pay is even more important. Employees have been experiencing major budget cuts, cost of living is increasing, and in return there is little opportunity for career growth to obtain better pay (Lavigna, 2014). Although employees have experienced these problems, Manzor (2012) indicates that employees still desire reasonable salaries and employers desire workers to prove their prodctivity. This desire for pay is important for employers to understand because it will help to motivate the employees. Sara et al. (2004, as cited in Manzoor, 2012) report that money is the fundamental inducement and no other incentive or motivational technique comes even close to it with respect to influential value. Although money is important, it is difficult to assert that pay is the most important motivational technique since it is one of many.

Reward is another factor that contributes to low and high morale. Kalimullah (2010, as cited in Manzoor, 2012) suggested that rewards should be used to help with employees' sense of satisfaction which influences performance of the employee. Manzoor (2012) notes that management can use rewards to contribute to firm's effectiveness by influencing individual behavior. According to Reena (2009) some forms of rewards are pay, promotion, and bonuses. In contrast with financial rewards, DeVoe and Prencioe (2001) explain that managers should tailor rewards according to employee interest; by discovering these interest managers can offer rewards that complement personal and professional desires, such as (1) providing more flexible work schedule for someone interested in a balance or (2) advancement for someone who is interested in growth. The problem is that Federal employees are not rewarded beyond their regular pay and

are still expected to solve some of the nation's toughest problems. As a result it lowers the morale (Lavigna, 2014).

Leadership is a factor that affects employees but can also be a value added for employees as well. Nalie and Jacob (2014) explain that, employees experience complications with leadership because often the leadership style does not fit the individual. Nalie and Jacob (2014) state that, this type of problem that occurs frustrates and decreases an employee's motivation. A great example that Nalie and Jacob (2014) use is that of a leader who has a new employee whereby the need to use a "coaching style of guidance and supervision is more important than delegating responsibility to someone who is not as equipped can frustrate a new employee. Another example that affects employees is the expectation that leadership has. Katz (1998) states that leaders must clarify expectations and conditions as much as possible, then give people the freedom to function within those constraints. According to Baldoni (2005) leadership should be about getting things done the right way and in order to do these things leaders must build trust with employees so they can follow, but in order for any of this to occur leaders must motivate the employees. According to Naile and Jacob (2014) there are different types of leadership styles (transformational, situational, autocratic and transactional) and depending on the workplace one or more of styles can help to motivate employees.

Empowerment is an important factor but employees are not receiving it as often as they should. As Manzor (2012) stated, empowerment benefits organizations because employees have a sense of belonging and they have pride in the workforce. Manzoor (2012) also states that empowerment builds a win-win connection among organizations and employees; in result empowers employees to focus their job and work life with additional importance and this leads to constant progress in coordination and work procedures. Yazdani (2011) states that employees

work their best when they have a sense of belonging, enthusiasm, and delight, in empowered organizations.

The work itself is also an important factor in employee morale. Katz (1998) explains that employees actually enjoy the work assignments themselves when they are given insight on the overall big picture of why they are completing the task and they have the ability to put in use the skills and abilities they have acquired; this makes employees feel they are valuable members of the overall team. Crawford (2000) indicates it is important that employers provide feedback on the work employees do and give proper credit to those who do the work; employers who wait until performance review to provide positive or negative feedback will always run into low morale problems. Crawford (2000) also notes that it is important for employers to provide employees with the right tools so they can do a good job on the work and potentially lead to surpassing expectations. Katz (1998) describes the problem, which is that most employees begin to have motivational problems when the work itself has little significance and they are only using a limited amount of their skills to do the assignment. This makes employees feel that they are wasting their time.

Recognition. Lack of recognition has a negative effect on motivation and is a cause for low morale. DeVoe and Prencipe (2001) discuss how managers should regularly thank and acknowledge employees on the great work they do publicly and privately; by doing this, employees will feel appreciated and will be assured that the work they do is not going without notice. Recognition can increase morale without costing the organization a lot. DeVoe and Prencipe (2001) provide some examples of types of recognition, which include thank-you notes, verbal compliments, staff awards, noting accomplishments in internal publications, and inexpensive rewards such as movie tickets or gift certificates. Maurer (2001, as cited in

Manzoor, 2012) indicates that recognition is an essential factor in enhancing employee job satisfaction and work motivation. Although these examples of types of recognition are brilliant, organizations should check company polices to make sure they have the legal right to do so.

Communication is a factor that is extremely important. The ability to effectively communicate can decrease so many motivational issues within organizations. Employees are content and performance does not change due to poor communication. Katz (1998) for example, explains that providing feedback to employees on their overall performance before formal performance reviews can give employee a sense of how they are doing and where improvement is needed. Conrad (2014) provides two examples of poor communication in the workplace, which is, passing along wrong information and failing to communicate valuable and correct information. Conrad (2014) mentioned that despite the fact that we have acquired all these different avenues of communication either through texting, video, social media, and emailing, organizations still are not communicating effectively. Although communication is a problem, if done properly it can be a motivational factor that can increase employee morale. According to Lavigna (2014) organizations in the government must communicate throughout the entire cycle of planning, conducting, and especially, acting on employee surveys. Managers should communicate clearly what their roles, responsibilities, and expectations are. According to Conrad (2014) in a survey of highly successful managers across the nation, the ability to communicate effectively was identified as the most important skill a manager needs for success. Although the survey is true, I would argue that employees should also exercise these communication skills as well to ensure, on both sides, what is expected from the employee and the employer. If employees work on their communication as well employers they both will have a better understanding of how to assist and motivate the employee.

Flexibility is a factor that has not always been a concern in the workplace as it relates to employee morale. It is the last motivational factor of this section that I will incorporate in the current studies. The particular definition of flexibility is one that has been studied by Fitz-enz (1977) and Daniels (1988). Flexibility is particular important now because of the changing work needs of families in the government. More women are working than ever before and they are still the primary care giver. This forces changes in how government makes decisions to accommodate a more family oriented workforce (Deckman & Ezra, 1996). From 1960 to 1990 the number of women in the workplace who have young children has increased from 60% to 75 % (General Accounting Office, 1992, p. 10). Since the Federal Government is the largest employer in the United States, it often serves as a model for private and other public sector employees (Deckman & Ezra, 1996). Some flexibility options that are currently offered in the government and can be a source of improving employee morale are (1) flextime and (2) telework (Joice, and Noll, 2008; Deckman & Ezra, 1996). In brief for the readers' awareness, the definition of flextime is a system of flexible work hours, which consist of core, working hours, and a flexible band, which is determined by both the employee and the employer Rubin (1979). Under the process, telework an employee works a portion or day of the week outside of the conventional workplace and interacts with others by means of communication technologies (Bureau of National Affairs, 2012). Some of the benefits of telework are: (1) in the event of weather it enables employees to still work which prevents the government from wasting unused money (Newell, 2010), (2) telework enhances the ability to recruit and retain federal employees (Newell, 2010), and (3) it allows employees to utilize alternative offices when they need that work/life balance (Joice and Noll, 2010). Some benefits of flextime are: (1) the ability to adjust work schedules to give employees the ability to fulfill non-work responsibilities (Deckman & Ezra, 1996), and (2) for

employees to have more control over schedules (Deckman & Ezra, 1996). Although there are

benefits of allowing flexible work schedule, employees still are experiencing difficulty from

managers, which is a reason for low morale. Some managers' problems with being flexible are:

oversight, human resource management, workflow management, security, and ensuring

employees have the right tools to do the job (Newell, 2010). In today's growing economy, it is

important for managers to adapt to this new way of working and become more flexible if they

want to change morale. Employees now define themselves by the lifestyle that they have chosen

to lead and no longer according to the position; that said what motivates them must meet the

need (Chadwick & Johnson, 2009).

Although the factors listed above are some of the causes of low motivation, they are still

factors that area source of motivation when improving employee morale. To be able to improve

morale, managers and employees should understand motivation in its entirety and use different

methods based on the individual (extrinsic/intrinsic). According to Ramlall (2012) motivational

theorist differ on where the energy is derived and on the particular needs that a person is

attempting to fulfill. In the next section, I will cite briefly some theorists that have studied

motivation. I will also note that there are many more motivation theories but I will focus on four.

This next section will give the reader a better understanding of how motivation is applied to the

person. In conclusion of this section I will list other theories.

Motivation Theories

> **Maslow's hierarchy of needs.** Ramlall (2012) defines need theories as physiological or

psychological deficiencies that arouse behavior. These needs can be strong or weak and are

influenced by environmental factors. Human needs vary over time and place. Maslow's (1970)

most significant work was the development of the hierarchy of needs. Stephens (2000, as cited

by Ramlall, 2012) stated that Maslow believed that human beings aspire to become self-actualizing and viewed human potential as a vastly underestimated and unexplained territory. Maslow theorized that there are at least five sets of goals which can be referred to as basic needs; physiological, safety, love, esteem, and self- actualization. Maslow (1943, as cited in Ramlall, 2012) postulated that people are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires. This theory suggests that it is the manager's responsibility is to create an environment where employees can fully develop. According to Ramalall (2012) one particular advice that managers could implement was motivating employees by devising programs or practices aimed at satisfying emerging or unmet needs.

Equity theory. According to Bazemore (1986) outcomes from jobs such as pay, prestige, fringe benefits, and inputs to a job forms a ratio for each individual according to Adam's Equity Theory formulation. Bazemore (1986) also stated the individual compares the ratio to that of a reference source, co-worker, in order to determine the equitability of the situation. According to Islam and Ahmad, (2008) based on one's input, such as effort, experience, education, and competence; one can compare outcomes such as salary, levels, increases, recognition, and other factors. Ramlall (2012) states that when people perceive an imbalance in their outcome- input ratio relative to others tension is created. With that mindset individuals can perceive themselves to be in one of three conditions as a result, which are over reward inequity, under reward inequity, equity. Bazemore (1986) explains each condition. Over reward inequity exists when the individual perceives himself or herself as reaching more benefits for the job relative to inputs than the other person. Under reward inequity exists when the individual perceives himself/herself as receiving fewer outcomes versus inputs from the job than the reference source. Equity exists

when the outcome/input ratio of the reference source is perceived to be the same as the individual. According to Bazemore (1986) this theory suggests that managers need to provide outcomes that are perceived by the individual.

The motivator- hygiene theory. According to Ramlall (2012) Herzberg (1959) is one of the earliest researchers in the area of job redesign as it affects motivation. Ramlall (2012) stated that Herzberg did a thorough review of existing research on the subject and then carried out his now famous survey of 200 accountants and engineers from which he derived the initial framework for his theory of motivation. According to Bazemore (1986) motivation–hygiene theory is ideally two factors that are operative in job situation (satisfiers and dissatisfiers). Ramlall (2012) noted that the satisfiers and dissatisfiers are completely different. According to Ramlall (2012) job satisfaction, which Herzberg called "motivators," are related to a jobs intrinsic content, which includes achievement, recognition, nature of work itself, responsibility, advancements, and a feeling of personal growth. According to Ramlall (2012) some dissatifers or "hygiene factors" are pay, benefits, or working condition. The satisfiers and dissatisfier's are completely different and one does not depend on the other. I would agree that both satisfiers and dissatisfier's are two different types of factors and what satisfiers and dissatisfier's a person depends on what motivate you. Finally, Ramlall (2012), states that Herzberg six motivators must become an intrinsic part of people's work. Based on this theory, manger's should get to know employees personally so they will know what forms of motivation to use.

Goal–setting theory. Islam and Ahram (2008) expound upon the goal setting theory, where if people are provided with a goal followed by a reward then they will be motivated. Islam and Ahmad (2008) stated the goals should be specific and measurable, challenging but attainable, relevant to the organization and must be accomplished with specific period of time.

Based on this theory, I would suggest that managers communicate clear goals and expectation for employees as a group and on individual bases so employees have a clear understanding of the organization goals.

Review of Related Research

Manzoor (2012) conducted a qualitative study to identify the factors that effects employee motivation and examining the relationship between organization effectiveness and employee motivation. A model was designed based on the literature, linking factors of employee motivation with employee motivation and organizational effectiveness. Based on the literature gathered the factors where fair pay, incentives, special allowance, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of the needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions. In Manzoor's (2012) conceptual framework; employee motivation is the independent variable and was examined through two factors recognition and empowerment. Several of these factors are used in my literature review and only one of the factors will be used in my theoretical framework as an independent variable, which is recognition.

Daniels replicated the previous studies of workplace motivation by Herzberg (1959) and Fitz-enz (1977). The motivational factors in the study were: the work itself, opportunity for achievement, opportunity for advancement, pay and benefits, recognition, increased responsibility, technical supervision, interpersonal relations, job security, work conditions, and company policies. Daniels (1988) compared his survey and how the factors ranked compared to Jack Fitz-enz (1977) study to see if anything changed within the years.

Arunchand and Ramanathan's (2013) study was conducted to examine the impact of organizational culture on employee morale. Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. A quantitative study was conducted using a questionnaire that was adopted for study. The questionnaire included instruments for measuring the culture of the organization and morale of employees. The study found that the culture in the public sector is bureaucratic and the morale of employees was low.

Theoretical Framework

Most of the available literature focuses on the affects of employee morale on organizational success or organizational culture. Although some of the morale factors are the same in much of the literature, researchers have only tested one or two factors. Building on survey research that was done by Daniels (1988) and Fitz-enz (1977), this study aims to investigate what motivational factors are more important to federal government employees in regards to improving morale. Although the previous surveys have several factors listed, I will only focus on five including one that is additional to the previous survey. The five chosen factors are both intrinsic and extrinsic motivators and the goal is to find out how these five factors rank in importance compared to the previous two surveys; and it utilizes the same demographic and moderating variables: gender, age, job type, education, marital status, and number of independents. Within this framework morale is analyzed to determine which motivational factors can improve employee morale, which can ultimately give managers some insight on how to utilize the factors.

Dependent variable. *Employee morale* is defined as the relationship that a particular employee or group of employee have with their work and the organization they work for. High employee morale means that employees are happy, and that is reflected in the kind of work they

produce. By contrast, low employee morale results in less productivity and pessimism among employees (Arunchard & Ramanathan, 2013). In the present study, overall Employee morale is determined by responses to questions 7 through 11 in the study's questioner.

Independent variable (IV1).*Recognition* is the first of five independent variables that is a motivational factor of employee morale. Recognition means the Acknowledgment, cognizance, or confirmation of the particulars (amount, number, qualification, size, timing, validity, etc.) of an event, object, person, phenomenon, or right, before its acceptance, inclusion, or recording (Business-Dictionary, 2014). Recognition is a satisfier, which means it is intrinsic to the job (Herzberg, 1959; Daniels, 1988).

Independent variable (IV2).*The Work Itself* is the second of five independent variables that is a motivational factor of employee morale. Work itself means the smallest identifiable and essential piece of a job that serves as a unit of work, and as a means of differentiating between the various components of a project (Business-Dictionary, 2014). The work itself is a satisfier, which means it is intrinsic to the job (Herzberg, 1959; Daniels, 1988).

Independent variable (IV3).*Pay* is the third of five independent variables that is a motivational factor of employee morale. Pay means Salary or wage Business-Dictionary (2014).Pay is a dissatisfier, which means it is extrinsic to the job (Herzberg, 1959); Daniels, 1988).

Independent variable (IV4). *Leadership* is the fourth of five independent variables that is motivational factor of employee morale. Leadership means the activity of leading a group of people or an organization or the ability to do this. Leadership involves (1) establishing a clear vision, (2) sharing that vision with others so that they will follow willingly, (3) providing the information, knowledge and methods to realize that vision, and (4) coordinating and balancing

the conflicting interests of all members and stakeholders (Business-Dictionary, 2014). Leadership also known as "technical supervision" is a dissatisfier, which means it, is extrinsic to the job (Herzberg, 1959; Daniels, 1988).

Independent variable (IV5).*Flexibility* is the fifth of five independent variables that is a motivational factor of employee morale. Flexibility is not a part of the Herzberg (1959) Jack Fitz-enz (1977), or Daniels (1988) surveys; but added to this survey since this is a common management practice in the current economy. Flexibility was entered into law in 1985 because of the growing need to accommodate working families (Deckman & Ezra, 1996). Flexibility will be considered a dissatisfier because it relates to a situation in which a person does the work not the work the person is actually performing (Daniels, 1988). Dissatisfer factors describe employee's relationships to the context or environment in which one does the job (Daniels, 1988). Flexibility will be extrinsic to the job (Daniels, 1988; Fitz-enz, 1977; Herzberg, 1959).

Moderating variables. *Age, Gender, Education, Marital Status, and Number of dependents* are the moderating variables that will show a difference in what factors are more important for the different groups. These moderating variables are replicated from Fitz-enz (1977) and Daniels (1988) studies. The moderating variables will be measured through demographic questions which is included as part 1 of the survey. I anticipate that since more women are working in the federal government they will be more extrinsically motivated due to the necessity of meeting family needs as the primary care provider in greater frequency.

Recognition

The Work Itself

Pay

Leadership

Flexibility

Age, Gender, Education, Marital Status,
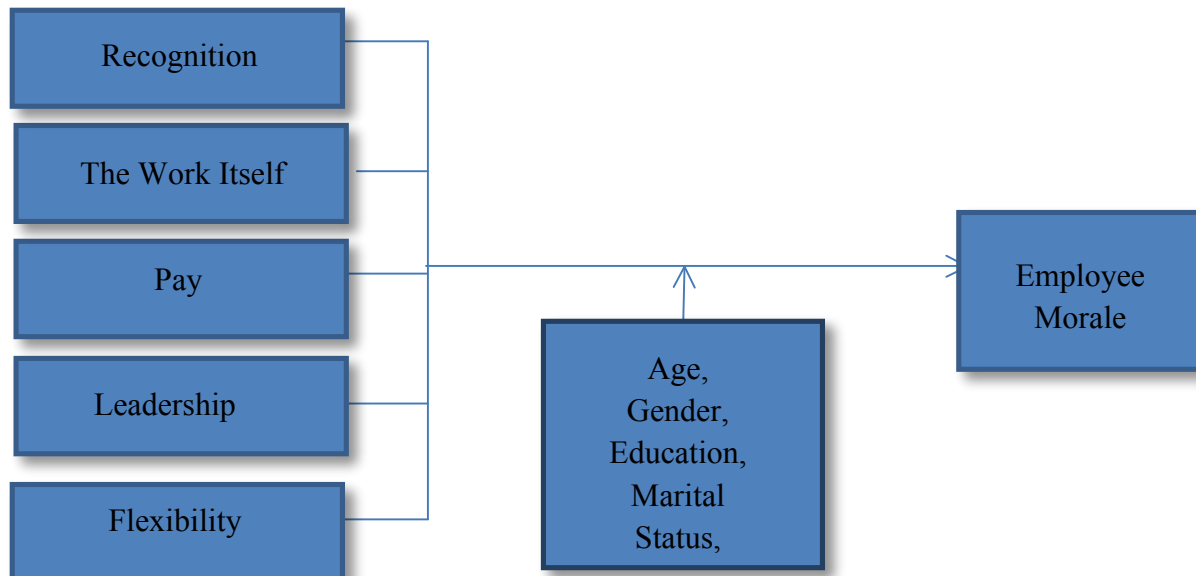
Employee Morale

Figure 1. Model of the theoretical framework of federal employee morale in the workplace.

Summary

The literature suggests employee morale has several motivational factors that can improve morale and also contribute to low morale if not sufficient or evident. Based on the Motivator- Hygiene Theory there is a difference between what the satisfiers and dissatisfiers are in the workplace. Based on the satisfiers, employees would benefit from intrinsic types of motivation and in contrast a dissatisfier will benefit with a more extrinsic type of motivation. The following section defines in what way the quantitative research is executed and the research hypotheses are stated.

Research Methods

In this study, a Post-positivist approach will be used to develop a better understanding of what motivational factors: recognition, work itself (intrinsic to the job) and pay, leadership, flexibility (extrinsic to the job) contribute to improved federal employee morale. A survey instrument was developed to investigate federal employee's perceptions of low morale, and the motivators (satisfiers and dissatisfiers), which might affect their morale.

Research Questions

Examining the factors of motivation of federal employees is important because employee morale is low in the government, which makes it difficult for managers to retain staff. According to Browning (2002), the decline in Federal employee morale has an impact on the federal government's ability to attract and attain highly skilled workers.

Research question one (RQ1): Do intrinsic motivational factors improve employee morale?

Null hypothesis one **(H01):** Intrinsic motivational factors do not improve employee morale.

Alternate hypothesis **(H1a):** the intrinsic motivational factor of work itself does improve employee morale.

Alternate hypothesis **(H1b):** the intrinsic motivational factor of recognition does improve employee morale.

Research question two (RQ2): Do extrinsic motivational factors of the job improve employee morale?

Null hypothesis one (H02): Extrinsic motivational factors do not improve employee morale.

Alternate hypothesis (H2a): Extrinsic motivational factor of pay does improve employee morale.

Alternate hypothesis (H2b): Extrinsic motivational factor of leadership does improve employee morale.

Alternate hypothesis (H2c): Extrinsic motivational factor of flexibility does improve employee morale.

Setting

The data for this study was collected through various channels. One channel was through Facebook, on which I created a research group page that was used to recruit federal employees to take the study survey. Potential survey participants were provided a brief overview of the purpose of the study along with instructions, a link to a consent form and the actual survey. Participants were also solicited through a Craigslist post that provided the page information. Finally, using a snowball sampling technique, overall, all participants were recommended by those who previously agreed to participate. The in person option was completed in the private room and participants had to sign the consent form before taking the survey. The target audiences were GS7- GS14 federal employees. Participants completed the survey on their personal time and were informed that the survey would take 25 to 30 minutes to complete.

Population

The intended sample population was federal employees in the District of Columbia who are GS7- GS14 who had experienced at least one complete performance review cycle. Based on the population size of 142,456 (OPM, n.d.) the suggested minimum sample size is 384, which was calculated with a margin error of 5%, a confidence interval of 95%, and response rate of

50% (RAOsoft, Inc., 2004). A total of 70 participants responded to the survey. This effects the study's margin of error, which indicates an 11.71% margin of error (Checkmarket.com, 2014).

Ethical Consideration

This quantitative research involves work with human participants when conducting the survey. The researcher will ensure the rights of the participants by protecting their privacy. No references were made about participants individually rather statistical data was analyzed. All demographic information provided by participants was used solely to describe the sample. The researcher ensured that the personal identification of all participants is locked up in a safe that only the researcher has access to. Three years after the completion of the study, the researcher will destroy all documentation by shredder.

The researcher recognizes risks that are associated with research studies such as physical, psychological, social, economic, and legal; however the researcher predicts that minimal risk to all participants will be incurred the study. At any time during the survey participants could withdraw if they felt the survey questions were causing them any emotional problems. There were no benefits to the participants in completing this study other than assisting the researcher in completing requirements for a target educational degree as well as expanding knowledge related to this research topic. Before participants could take the survey, they were required to complete the informed consent form, which contained personal information such as name, signature, and phone or email. The consent form also communicated the purpose of the research, anticipated risks, and/or benefits of participation, confidentiality provisions for research records, the right to discontinue with out penalty, and the researchers contact information for any questions or concerns regarding the study. Without signing the consent form, the participants could not be a part of the study. This information was separate from the survey and only the researcher and

researcher supervisor will have access to the consent forms. Due to the nature of this research, the researcher will need to know personal demographic information about the participants to determine any outstanding findings about my participants.

Once approval comes back from the Institutional Review Board (IRB), the researcher will begin recruiting participants for the study. Approval from the IRB board is an acknowledgement that the researcher has assessed the "potential for risks to participants in a study, such as legal harm, social, economic, physical and psychological" (Creswell, 2014, p. 95).

Research Design

After agreeing to participate in the study, all participants will sign the consent form before taking the survey so that they privacy is protected and they understand the researcher cannot use the data for any other purposes. Potential participants will not be able to take part in the study without understanding informed consent and signing the consent form. The survey will be developed in Google forms, and the survey will be accessible by web page after participants give consent. Once participants sign the consent form in Google forms, which participants can select yes to continue, or no to not continue to the next page will be the survey. If they select no they will automatically be directed back to the consent form. Only participants who select yes will be able to access the survey. The survey will take 20 to 30minutes to complete. There also was an in-person option for participants. In this option, participants completed the survey in a private room signed the consent form before taking the survey. The researcher and/or the researcher assistants provided the survey and all instructions to the participants. Upon completion of the study, participants were thanked either in person or in email or both.

Tests and Measurement. After all data is collected it will be inputted into SPSS (version 21) and analytical tests will be done to determine correlations, significance, strengths, and associations.

Frequency will reveal the number of non-responses or missing values, outliers, extreme values, the central tendency, variability and shape of the distribution. Frequency columns will provide the percentage and number of response for the following demographic categories: racial, gender, age, marital status, and education of the participants (Szafran, 2012, pp. 86-87).

Pearson's correlation will be used to test the strength of the association between two variables. The data will show values from -1.0 to 1.0. Positive correlations range between 0-1, while negative range from -1.0 to 0, with zero showing no relationship, and +1.0. and -1.0 showing perfect relationships. If two variables are weak in association, the correlation will show a value of -1.0 to -.5. However, if two variables are strongly associated, the correlation table will show a value .5 to1.0 (Szafran, 2012, p. 218-221).

One-sample t- test. This test is a hypothesis testing which is used to determine the probability that the null hypothesis is true based on significance at alpha of 0.05 ($p<0.05$). This test gives an output of 95% confidence interval for the difference between the "value of the sample mean and the value of the mean predicted by the null hypothesis" (Szafran, 2012, p. 304).

Multiple regressions are a statistical test used to predict how the independent variables relate to the dependent variable and the strength of the correlation. Multiple regression indicates a strong positive correlation at values of 0.5 to 1.0 and a strong negative correlation between -1.0 and -0.5 (Szafran, 2012, p.242-250). (B), multiple correlation (R), coefficients of determination (R^2) and alienation (R^2-1) standardized coefficients (beta), net effects and multicolinearity, which explain how to understand the effect of the individual independent variables if more than

one have a significant relationship to the dependent variable. These don't have a specific measurement level, but indicate how much of the population can be explained by the model tested and how much cannot.

The preceding statistical tests are used to describe the relationship between the variables. The survey was created as a form in Google Docs, which is a useful tool to send surveys to participants. The online questionnaire also includes a hyperlink to the informed consent document that enables the researcher to post on Facebook, and craigslist. Printed surveys will be available as well for in person participants.

Survey Protocol

The survey was created through Google forms**.** The survey questions were developed based on Thatcher's (2006) and were adapted to collect data related to the research questions in this study. The survey consists of scaled responses, ranked questions, and multiple choices (select all that apply). The questionnaire includes, in this order, the instructions, demographics variables: *age, gender, education, GS level*. Next, moderating variables: *marital status, number of dependents,* then questions related to the *dependent variable* and *independent variables*. There are 40 questions in total inquiring the opinion of employee of the different motivational factors that contribute to employee morale. Examples of these questions consist of:

How often do you receive recognition?
  Very often
  Often
  Kind of often
  Not often
  Never
What forms of recognition do you receive? (Select all that apply)
  Thank you notes

      Verbal compliments

      Staff awards

      Noting accomplishments

      All of the above

      None

Does positive or negative feedback affect your morale?

      Yes

      No

      Don't know

Rank in order of importance. (1 being most important)

      The Work Itself

      Pay

      Leadership

      Communication

      Flexibility

      Recognition

      Opportunity for achievement

      Opportunity for advancement

      Increased responsibility

      Job security

      Work conditions

      Company polices

      Interpersonal relations

Summary

This chapter of the paper provides a review of the quantitative methods used in measuring the motivational factors that contribute to employee morale. The data was collected using a questionnaire that consisted of scale, multiple choices, and rank ordered questions. The following chapters provide an analysis of the data, the results, and the conclusion of the study.

Results

To analyze my data and determine my results of the study I used IBM SPSS Statistics software program (version 21). The survey data was exported from Google forms into an excel spreadsheet. Once exported, the data was coded by assigning numerical values to each question. The Likert scale questions where scaled from 1-5 with 1 being strongly disagreed and 5 being strongly agree. The Nominal yes or no, where labeled 1 for yes and 2 for no. Additionally in order to make the tables easy to read labels where created during the coding process which gave the questions a label (short name) for ease of interpreting the tables. There were four types of statistical analysis used to analyze the responses: frequency, Pearson's correlation, one sample t-test, and multiple regression.

Sample

The original sample size was intended to be distributed to 384 participants; with 125 responses. Of the 125 respondents, 79 participants completed the survey and 70 participants responded to all; questions in the survey questionnaire. In Table 1 Age, a majority of the (34.3%) where between the ages of 18-30; 30% were between the ages of 43-53; 24.3% were between the ages of 31-42; and Finally, 11.4% were between the ages of 53-67. In Table 2 Gender, a majority of the participants were female (54.3%) and male participants (45.7%). In Table 3 Education, the participants equally had a High School Diploma and a Bachelor's Degree (41.4%). Only 17.1% received a Master's Degree. In Table 4 GS level, a majority of the research participants were at the GS 9 level (24.3%). Second is GS 13 (22.9%) and third is GS 12 (15.7%). In table 5 Martial Status, most research participants where single (71.4%) with 28.6% married. Finally, In Table 6 Dependents, the same frequency accrued (27%) for participants who

had either 0 children or 2 children. However most of research participants had 1 child (33.8%).

There were 9.5% participants that with 3 children and 2.7% that with 4 or more children.

Table 1. *Age*

		Frequency	Percent	Valid Percent	Cumulative Percent
	18-30	24	30.4	34.3	34.3
	31-42	17	21.5	24.3	58.6
Valid	43-53	21	26.6	30.0	88.6
	53-67	8	10.1	11.4	100.0
	Total	70	88.6	100.0	
Missing	System	9	11.4		
	Total	79	100.0		

Table 2. *Gender*

		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	38	48.1	54.3	54.3
Valid	Male	32	40.5	45.7	100.0
	Total	70	88.6	100.0	
Missing	System	9	11.4		
	Total	79	100.0		

Table 3. *Education*

		Frequency	Percent	Valid Percent	Cumulative Percent
	High School Diploma	29	36.7	41.4	41.4
Valid	Bachelor's Degree	29	36.7	41.4	82.9
	Master's Degree	12	15.2	17.1	100.0
	Total	70	88.6	100.0	
Missing	System	9	11.4		
	Total	79	100.0		

Table 4. *GS Level*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GS 7	6	7.6	8.6	8.6
	GS 9	17	21.5	24.3	32.9
	GS 10	2	2.5	2.9	35.7
	GS 11	10	12.7	14.3	50.0
	GS 12	11	13.9	15.7	65.7
	GS 13	16	20.3	22.9	88.6
	GS 14	8	10.1	11.4	100.0
	Total	70	88.6	100.0	
Missing	System	9	11.4		
	Total	79	100.0		

Table 5. *Martial Status*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	50	63.3	71.4	71.4
	Married	20	25.3	28.6	100.0
	Total	70	88.6	100.0	
Missing	System	9	11.4		
	Total	79	100.0		

Table 6. *Dependents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Blank which is 0	20	25.3	27.0	27.0
	1 child	25	31.6	33.8	60.8
	2 children	20	25.3	27.0	87.8
	3 children	7	8.9	9.5	97.3
	4 or more children	2	2.5	2.7	100.0
	Total	74	93.7	100.0	
Missing	System	5	6.3		
	Total	79	100.0		

Data Analysis and Coding

  Pearson's Correlation. The purpose of Pearson's Correlation is to determine the strength of association is between each of the independent variables (Recognition, Work itself, Pay, Leadership, and Flexibility) and the dependent variable (Employee Morale). In Table 7 (Recognition) all but 10 of the study variables are significantly related to each other. Also, all the variables of recognition with the exemption of one (recognition affect your morale) are significant at least one time at the .01 to .05 level of significance.

  In Table 8 (The satisfaction with work itself) all but 15 of the study variables are significantly related to each other. Also, all the variables of satisfaction with work itself are significant more than once at the .01 to .05 level of significance. One major thing that stood out was that (variety on job) is only significant with (satisfaction with work itself affect morale). In Table 9 (Pay) all but 26 of the study variables are significantly related to each other. Also, all the variables of pay with the exemption of one (pay affect morale) are significant at least one time at the .01 to .05 level of significance.

  In Table 10 (Leadership) all but 11 of the study variables are significantly related to each other. Also, all the variables of leadership are significant more than once at the .01 to .05 level of significance. In Table 11 (Flexibility) all but 29 of the study variables are significantly related to each other. Also, all the flexibility variables with the exemption of two (work life balance affecting morale and the benefits of telework to the organization) are significant at least one time at the .01 to .05 level of significance.

Table 7. *Correlation of Predictors (Dependent Variables) with Recognition (Independent Variables/Set 1)*

		Do you like the government	Recommend	Morale at work	Morale in Organization	Satisfied with your organization	Forms of Recognition	Recognition affect morale	often recognition is received
Do you like the government	Pearson Correlation	1	.443**	-.441**	-.313**	.401**	.022	.129	-.214
	Sig. (2-tailed)		.000	.000	.009	.001	.854	.288	.075
	N	70	70	68	69	70	70	70	70
Recommend	Pearson Correlation	.443**	1	-.660**	-.627**	.707**	.317**	.083	-.412**
	Sig. (2-tailed)	.000		.000	.000	.000	.007	.493	.000
	N	70	70	68	69	70	70	70	70
Morale at work	Pearson Correlation	-.441**	-.660**	1	.743**	-.740**	-.347**	-.026	.503**
	Sig. (2-tailed)	.000	.000		.000	.000	.004	.831	.000
	N	68	68	68	67	68	68	68	68
Morale in Organization	Pearson Correlation	-.313**	-.627**	.743**	1	-.730**	-.227	-.020	.609**
	Sig. (2-tailed)	.009	.000	.000		.000	.060	.872	.000

	N	69	69	67	69	69	69	69	69
Satisfied with your organization	Pearson Correlation	.401**	.707**	-.740**	-.730**	1	.291*	.004	-.613**
	Sig. (2-tailed)	.001	.000	.000	.000		.014	.973	.000
	N	70	70	68	69	70	70	70	70
Forms of Recognition	Pearson Correlation	.022	.317**	-.347**	-.227	.291*	1	-.186	-.445**
	Sig. (2-tailed)	.854	.007	.004	.060	.014		.123	.000
	N	70	70	68	69	70	70	70	70
Recognition affect morale	Pearson Correlation	.129	.083	-.026	-.020	.004	-.186	1	.080
	Sig. (2-tailed)	.288	.493	.831	.872	.973	.123		.511
	N	70	70	68	69	70	70	70	70
often recognition is received	Pearson Correlation	-.214	-.412**	.503**	.609**	-.613**	-.445**	.080	1
	Sig. (2-tailed)	.075	.000	.000	.000	.000	.000	.511	
	N	70	70	68	69	70	70	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 8: *Correlation of Predictors (Dependent Variables) with the Work Itself (Independent Variables/Set 2)*

		Do you like the government	Recomend	Morale at work	Morale in Organization	Satisfied with your organization	variety in job	align	significant is your job	feedback	tools to complete work	work itself affect morale
Do you like the government	Pearson Correlation	1	.443**	-.441**	-.313**	.401*	.024	.335**	-.308*	-.286*	.334**	-.082
	Sig. (2-tailed)		.000	.000	.009	.001	.846	.005	.011	.017	.005	.499
	N	70	70	68	69	70	67	70	68	69	70	70
Recomend	Pearson Correlation	.443**	1	-.660**	-.627**	.707*	.022	.500**	-.552**	-.525**	.256*	-.096
	Sig. (2-tailed)	.000		.000	.000	.000	.860	.000	.000	.000	.032	.428
	N	70	70	68	69	70	67	70	68	69	70	70
Morale at work	Pearson Correlation	-.441*	-.660**	1	.743**	-.740*	-.060	-.514**	.546**	.639**	-.429**	.281*
	Sig. (2-tailed)	.000	.000		.000	.000	.638	.000	.000	.000	.000	.020
	N	68	68	68	67	68	65	68	66	67	68	68
Morale in Organization	Pearson Correlation	-.313*	-.627**	.743**	1	-.730*	-.038	-.401**	.581**	.623**	-.421**	.327**
	Sig. (2-tailed)	.009	.000	.000		.000	.763	.001	.000	.000	.000	.006
	N	69	69	67	69	69	67	69	67	68	69	69
Satisfied with your organization	Pearson Corr	.401*	.707**	-.740**	-.730**	1	.065	.550**	-.536**	-.615**	.423**	-.235

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
elation											
Sig. (2-tailed)	.001	.000	.000	.000		.602	.000	.000	.000	.000	.051
N	70	70	68	69	70	67	70	68	69	70	70
variety in job — Pearson Correlation	.024	.022	-.060	-.038	.065	1	-.004	.042	-.064	-.211	.257*
Sig. (2-tailed)	.846	.860	.638	.763	.602		.976	.739	.608	.087	.036
N	67	67	65	67	67	67	67	65	66	67	67
align — Pearson Correlation	.335**	.500**	-.514**	.401**	.550**	-.004	1	.498**	-.364**	.220	-.203
Sig. (2-tailed)	.005	.000	.000	.001	.000	.976		.000	.002	.067	.092
N	70	70	68	69	70	67	70	68	69	70	70
significant is your job — Pearson Correlation	-.308*	-.552**	.546**	.581**	-.536*	.042	-.498**	1	.531**	-.317**	.269*
Sig. (2-tailed)	.011	.000	.000	.000	.000	.739	.000		.000	.008	.027
N	68	68	66	67	68	65	68	68	67	68	68
feedback — Pearson Correlation	-.286*	-.525**	.639**	.623**	-.615*	-.064	-.364**	.531**	1	-.364**	.149
Sig. (2-tailed)	.017	.000	.000	.000	.000	.608	.002	.000		.002	.223
N	69	69	67	68	69	66	69	67	69	69	69
tools to complete work — Pearson Correlation	.334**	.256*	-.429**	-.421**	.423*	-.211	.220	.317**	-.364**	1	-.327**

	Sig. (2-tailed)	.005	.032	.000	.000	.000	.087	.067	.008	.002		.006
	N	70	70	68	69	70	67	70	68	69	70	70
work itself affect morale	Pearson Correlation	-.082	-.096	.281*	.327**	-.235	.257*	-.203	.269*	.149	-.327**	1
	Sig. (2-tailed)	.499	.428	.020	.006	.051	.036	.092	.027	.223	.006	
	N	70	70	68	69	70	67	70	68	69	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 9. *Correlation of Predictors (Dependent Variables) with Pay (Independent Variables/Set 3)*

		Do you like the government	Recommend	Morale at work	Morale in Organization	Satisfied with your organization	pay equal to work	raises	make enough money	additional income	financial rewards	pay affect morale
Do you like the government	Pearson Correlation	1	.443**	-.441**	-.313**	.401**	.282*	.109	.315**	-.022	-.132	-.036
	Sig. (2-tailed)		.000	.000	.009	.001	.018	.368	.009	.855	.278	.766
	N	70	70	68	69	70	70	70	68	69	70	70
Recommend	Pearson Correlation	.443**	1	-.660**	-.627**	.707**	.278*	.248*	-.413**	.282*	.012	.025
	Sig. (2-tailed)	.000		.000	.000	.000	.020	.038	.000	.019	.919	.837
	N	70	70	68	69	70	70	70	68	69	70	70
Morale at work	Pearson Correlation	-.441**	-.660**	1	.743**	-.740**	-.328**	-.284*	.485**	-.186	.300*	.073
	Sig. (2-tailed)	.000	.000		.000	.000	.006	.019	.000	.132	.013	.554
	N	68	68	68	67	68	68	68	67	67	68	68

Morale in Organization	Pearson Correlation	-.313**	-.627**	.743**	1	-.730**	-.247*	.134	.275*	-.151	-.029	.057
	Sig. (2-tailed)	.009	.000	.000		.000	.041	.272	.025	.220	.813	.640
	N	69	69	67	69	69	69	69	67	68	69	69
Satisfied with your organization	Pearson Correlation	.401**	.707**	-.740**	-.730**	1	.131	.366**	-.272*	.156	-.107	-.029
	Sig. (2-tailed)	.001	.000	.000	.000		.278	.002	.025	.201	.376	.814
	N	70	70	68	69	70	70	70	68	69	70	70
pay equal to work	Pearson Correlation	.282*	.278*	-.328**	-.247*	.131	1	.268*	-.548**	.184	-.294*	-.167
	Sig. (2-tailed)	.018	.020	.006	.041	.278		.025	.000	.130	.014	.168
	N	70	70	68	69	70	70	70	68	69	70	70
raises	Pearson Correlation	.109	.248*	-.284*	-.134	.366**	.268*	1	-.184	.236	-.200	.022
	Sig. (2-tailed)	.368	.038	.019	.272	.002	.025		.132	.051	.096	.859
	N	70	70	68	69	70	70	70	68	69	70	70
make enough money	Pearson Correlation	-.315**	-.413**	.485**	.275*	-.272*	-.548**	.184	1	-.105	.405**	.020
	Sig. (2-tailed)	.009	.000	.000	.025	.025	.000	.132		.398	.001	.873
	N	68	68	67	67	68	68	68	68	67	68	68
additional income	Pearson Correlation	-.022	.282*	###	-.151	.156	.184	.236	-.105	1	-.034	-.022
	Sig. (2-tailed)	.855	.019	.132	.220	.201	.130	.051	.398		.782	.859
	N	69	69	67	68	69	69	69	67	69	69	69
financial rewards	Pearson Correlation	-.132	.012	.300*	-.029	-.107	-.294*	-.200	.405**	-.034	1	.153
	Sig. (2-tailed)	.278	.919	.013	.813	.376	.014	.096	.001	.782		.205

	tailed)										
	N	70	70	68	69	70	70	70	68	69	70	70
pay affect morale	Pearson Correlation	-.036	.025	.073	.057	-.029	-.167	.022	.020	-.022	.153	1
	Sig. (2-tailed)	.766	.837	.554	.640	.814	.168	.859	.873	.859	.205	
	N	70	70	68	69	70	70	70	68	69	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 10. *Correlation of Predictors (Dependent Variables) with Leadership (Independent Variables/Set 4)*

		Do you like the government	Recommend	Morale at work	Morale in Organization	Satisfied with your organization	Leadership	Leadership	Leadership	Leadership	Leadership	Leadership Morale
Do you like the government	Pearson Correlation	1	.443**	-.441**	-.313**	.401**	-.254*	-.201	-.251*	-.004	-.263*	.189
	Sig. (2-tailed)		.000	.000	.009	.001	.038	.109	.039	.972	.030	.118
	N	70	70	68	69	70	67	65	68	70	68	70
Recommend	Pearson Correlation	.443**	1	-.660**	-.627**	.707**	-.511**	-.349**	-.361**	.376**	-.459**	.060
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.004	.003	.001	.000	.621
	N	70	70	68	69	70	67	65	68	70	68	70
Morale at work	Pearson Correlation	-.441**	-.660**	1	.743**	-.740**	.726**	.611**	.617**	-.360**	.605**	.147
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.003	.000	.231
	N	68	68	68	67	68	65	63	66	68	66	68
Morale in Organization	Pearson Correlation	-.313**	-.627**	.743**	1	-.730**	.717**	.647**	.648**	-.544**	.538**	.241*

	Sig. (2-tailed)	.009	.000	.000		.000	.000	.000	.000	.000	.000	.046
	N	69	69	67	69	69	66	64	67	69	67	69
Satisfied with your organization	Pearson Correlation	.401**	.707**	-.740**	-.730**	1	-.652**	-.567**	-.567**	.416**	-.612**	-.069
	Sig. (2-tailed)	.001	.000	.000	.000		.000	.000	.000	.000	.000	.572
	N	70	70	68	69	70	67	65	68	70	68	70
Leadership	Pearson Correlation	-.254*	-.511**	.726**	.717**	-.652**	1	.833**	.802**	-.457**	.736**	.112
	Sig. (2-tailed)	.038	.000	.000	.000	.000		.000	.000	.000	.000	.369
	N	67	67	65	66	67	67	63	66	67	65	67
Leadership	Pearson Correlation	-.201	-.349**	.611**	.647**	-.567**	.833**	1	.929**	-.537**	.781**	.129
	Sig. (2-tailed)	.109	.004	.000	.000	.000	.000		.000	.000	.000	.305
	N	65	65	63	64	65	63	65	64	65	63	65
Leadership	Pearson Correlation	-.251*	-.361**	.617**	.648**	-.567**	.802**	.929**	1	-.530**	.757**	.192
	Sig. (2-tailed)	.039	.003	.000	.000	.000	.000	.000		.000	.000	.117
	N	68	68	66	67	68	66	64	68	68	66	68
Leadership	Pearson Correlation	-.004	.376**	-.360**	-.544**	.416**	-.457**	-.537**	-.530**	1	-.388**	-.245*
	Sig. (2-tailed)	.972	.001	.003	.000	.000	.000	.000	.000		.001	.041
	N	70	70	68	69	70	67	65	68	70	68	70
Leadership	Pearson Correlation	-.263*	-.459**	.605**	.538**	-.612**	.736**	.781**	.757**	-.388**	1	.035
	Sig. (2-tailed)	.030	.000	.000	.000	.000	.000	.000	.000	.001		.774
	N	68	68	66	67	68	65	63	66	68	68	68

Leadership Morale	Pearson Correlation	.189	.060	.147	.241*	-.069	.112	.129	.192	-.245*	.035	1
	Sig. (2-tailed)	.118	.621	.231	.046	.572	.369	.305	.117	.041	.774	
	N	70	70	68	69	70	67	65	68	70	68	70

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 11: Correlation of Predictors (Dependent Variables) with Flexibility (Independent Variables/Set 5)

		Do you like the government	Recommend	Morale at work	Morale in Organization	Satisfied with your organization	work life balance	work life balance	telework	telework	work life balance Morale
Do you like the government	Pearson Correlation	1	.443**	.441**	-.313**	.401**	.037	-.044	-.018	-.206	-.023
	Sig. (2-tailed)		.000	.000	.009	.001	.765	.723	.886	.088	.851
	N	70	70	68	69	70	69	67	69	70	70
Recommend	Pearson Correlation	.443**	1	-.660**	-.627**	.707**	-.021	-.170	-.121	.077	-.023
	Sig. (2-tailed)	.000		.000	.000	.000	.863	.169	.321	.529	.852
	N	70	70	68	69	70	69	67	69	70	70
Morale at work	Pearson Correlation	-.441**	-.660**	1	.743**	-.740**	-.080	.298*	.286*	.129	.148
	Sig. (2-tailed)	.000	.000		.000	.000	.518	.016	.019	.294	.228
	N	68	68	68	67	68	67	65	67	68	68
Morale in Organization	Pearson Correlation	-.313**	-.627**	.743**	1	-.730**	-.124	.251*	.153	.102	.057
	Sig. (2-tailed)	.009	.000	.000		.000	.312	.042	.214	.403	.640
	N	69	69	67	69	69	68	66	68	69	69
Satisfied with your organization	Pearson Correlation	.401**	.707**	-.740**	-.730**	1	.113	-.260*	-.086	-.065	.026
	Sig. (2-tailed)	.001	.000	.000	.000		.354	.034	.483	.595	.831

	N	70	70	68	69	70	69	67	69	70	70
work life balance	Pearson Correlation	.037	-.021	-.080	-.124	.113	1	.441*$_{*}$	.199	-.153	-.182
	Sig. (2-tailed)	.765	.863	.518	.312	.354		.000	.104	.210	.134
	N	69	69	67	68	69	69	66	68	69	69
work life balance	Pearson Correlation	-.044	-.170	.298$_{*}$	.251*	-.260*	.441*$_{*}$	1	.665**	-.002	.070
	Sig. (2-tailed)	.723	.169	.016	.042	.034	.000		.000	.989	.576
	N	67	67	65	66	67	66	67	67	67	67
telework	Pearson Correlation	-.018	-.121	.286$_{*}$	.153	-.086	.199	.665*$_{*}$	1	.115	.225
	Sig. (2-tailed)	.886	.321	.019	.214	.483	.104	.000		.347	.063
	N	69	69	67	68	69	68	67	69	69	69
telework	Pearson Correlation	-.206	.077	.129	.102	-.065	-.153	-.002	.115	1	.062
	Sig. (2-tailed)	.088	.529	.294	.403	.595	.210	.989	.347		.612
	N	70	70	68	69	70	69	67	69	70	70
work life balance Morale	Pearson Correlation	-.023	-.023	.148	.057	.026	-.182	.070	.225	.062	1
	Sig. (2-tailed)	.851	.852	.228	.640	.831	.134	.576	.063	.612	
	N	70	70	68	69	70	69	67	69	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

One Sample T-test. One sample t-tests were used to test hypothesis of the research questions. The results for RQ1 are shown in table 12 and 13. Table 12 indicates the one sample statistics and table 13 indicates the one-sample test for the intrinsic factors that influence employee morale which are recognition and the satisfaction with work itself. As shown in Table 13, results of hypothesis test for the intrinsic factors influencing employee morale were statistically significant. The results of hypothesis test for recognition which influence employee morale was statistically significant for labels Forms of Recognition (15.155, 69, .000), Recognition affect morale (23.527, 69, .000), and Often recognition is received (19.377, 69,

.000). The results of the hypothesis test for satisfaction with work itself, which influenced employee morale was statistically significant for labels Variety on job (20.223, 66, .000), Align (24.920, 69, .000), Your job is significant (22.458, 67, .000), Feedback (21.074, 68, .000), Tools to complete work (25.328, 69, .000), and Satisfaction with work itself (23.849, 69, .000).

Table 12 *One-sample statistics for intrinsic factors that influence employee morale.*

	N	Mean	Std. Deviation	Std. Error Mean
Do you like the government	70	2.71	.965	.115
Recommend	70	2.59	1.210	.145
Morale at work	68	3.250	1.1766	.1427
Morale in Organization	69	2.826	.9994	.1203
Satisfied with your organization	70	2.91	1.060	.127
Forms of Recognition	70	4.17	2.303	.275
Recognition affect morale	70	1.36	.483	.058
often recognition is received	70	2.486	1.0733	.1283
variety in job	67	1.91	.773	.094
Align	70	1.20	.403	.048
significant is your job	68	3.221	1.1825	.1434
Feedback	69	2.841	1.1197	.1348
tools to complete work	70	1.19	.392	.047
work itself affect morale	70	1.41	.496	.059

Table 13. *One sample statistics for intrinsic factors that influence employee morale.*

	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Do you like the government	23.527	69	.000	2.714	2.48	2.94
Recommend	17.882	69	.000	2.586	2.30	2.87
Morale at work	22.778	67	.000	3.2500	2.965	3.535
Morale in Organization	23.490	68	.000	2.8261	2.586	3.066
Satisfied with your organization	23.009	69	.000	2.914	2.66	3.17
Forms of Recognition	15.155	69	.000	4.171	3.62	4.72
Recognition affect morale	23.527	69	.000	1.357	1.24	1.47

often recognition is received	19.377	69	.000	2.4857	2.230	2.742
variety in job	20.223	66	.000	1.910	1.72	2.10
Align	24.920	69	.000	1.200	1.10	1.30
significant is your job	22.458	67	.000	3.2206	2.934	3.507
Feedback	21.074	68	.000	2.8406	2.572	3.110
tools to complete work	25.328	69	.000	1.186	1.09	1.28
work itself affect morale	23.849	69	.000	1.414	1.30	1.53

The results of RQ2 are shown in table 14 and 15. Table 14 indicates the one sample statistics and table 15 indicates the one-sample test for the extrinsic factors that influence employee morale which are pay, leadership, and flexibility. As shown in Table 15, results of hypothesis test for extrinsic factors influencing employee morale were statistically significant. The results of hypothesis test for pay which influence employee morale was statistically significant for labels, Pay equal to work (24.485, 69, .000), Raises (34.038, d69, .000), Make enough money (22.390, 67, .000), Additional income (22.179, 68, .000), Financial rewards (23.893, 69, .000), and Pay affect morale (9.415, 69, .000). The results of hypothesis test for leadership which influence employee morale was statistically significant for labels Leadership 1 (21.085, 66, .000), Leadership 2 (22.028, 64, .000), Leadership 3 (20.073, 67, .000), Leadership 4 (25.727, 69, .000) Leadership 5 (18.392, 67, .000), and Leadership morale (23.641, 69, .000). The results of hypothesis test for flexibility which influence employee morale was statically significant for labels Work life balance 1 36.184, 68, .000) Work life balance 2 (26.206, 66, .000) Telework (29.515, 68, .000), Telework 2 (19.440, 69, .000) and Work life balance morale (23.517, 69, .000).

Table 14. *One sample statistics for extrinsic factors that influence employee morale.*

	N	Mean	Std. Deviation	Std. Error Mean
Do you like the government	70	2.71	.965	.115
Recommend	70	2.59	1.210	.145

Morale at work	68	3.250	1.1766	.1427
Morale in Organization	69	2.826	.9994	.1203
Satisfied with your organization	70	2.91	1.060	.127
pay equal to work	70	1.47	.503	.060
Raises	70	1.76	.432	.052
make enough money	68	2.897	1.0670	.1294
additional income	69	3.406	1.2755	.1536
financial rewards	70	1.26	.440	.053
pay affect morale	70	1.40	1.244	.149
Leadership	67	2.955	1.1472	.1402
Leadership	65	2.923	1.1767	.1460
Leadership	68	2.721	1.1176	.1355
Leadership	70	1.54	.502	.060
Leadership	68	2.721	1.2198	.1479
Leadership Morale	70	1.29	.455	.054
work life balance	69	4.217	.9682	.1166
work life balance	67	3.388	1.0582	.1293
Telework	69	3.739	1.0523	.1267
Telework	70	5.60	2.410	.288
work life balance Morale	70	1.31	.468	.056

Table 15. *One sample statistics for extrinsic factors that influence employee morale.*

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Do you like the government	23.527	69	.000	2.714	2.48	2.94
Recommend	17.882	69	.000	2.586	2.30	2.87
Morale at work	22.778	67	.000	3.2500	2.965	3.535
Morale in Organization	23.490	68	.000	2.8261	2.586	3.066
Satisfied with your organization	23.009	69	.000	2.914	2.66	3.17
pay equal to work	24.485	69	.000	1.471	1.35	1.59
Raises	34.038	69	.000	1.757	1.65	1.86
make enough money	22.390	67	.000	2.8971	2.639	3.155
additional income	22.179	68	.000	3.4058	3.099	3.712
financial rewards	23.893	69	.000	1.257	1.15	1.36
pay affect morale	9.415	69	.000	1.400	1.10	1.70
Leadership	21.085	66	.000	2.9552	2.675	3.235
Leadership	20.028	64	.000	2.9231	2.632	3.215
Leadership	20.073	67	.000	2.7206	2.450	2.991
Leadership	25.727	69	.000	1.543	1.42	1.66
Leadership	18.392	67	.000	2.7206	2.425	3.016
Leadership Morale	23.641	69	.000	1.286	1.18	1.39
work life balance	36.184	68	.000	4.2174	3.985	4.450
work life balance	26.206	66	.000	3.3881	3.130	3.646
Telework	29.515	68	.000	3.7391	3.486	3.992
Telework	19.440	69	.000	5.600	5.03	6.17
work life balance Morale	23.517	69	.000	1.314	1.20	1.43

Multiple Regressions. *Goal 1*. I am interested in determining the degree of linear dependence of overall employee morale on the two independent variables described as recognition and the satisfaction with the work itself. This means I am trying to predict whether any of the dependent variables below are correlated with (or predict) any of the intrinsic independent variables in this analysis. The dependent variable overall morale is defined in the study survey as "Do you like the Federal Government", "Satisfaction with your organization", "Morale in Organization", and Employee Recommendation of the Federal Government". As defined early in my paper the two independent variables (recognition and satisfaction with the work itself) have been describe in the literature as intrinsic factors that influence employee morale. Recognition is defined by the survey as a) forms of recognition received b) frequency of recognition received c) whether recognition affects individual morale. The satisfaction with the work itself, as an intrinsic independent variable is defined by the study survey as a) perceived variety in the job b) perceived alignment of work with organization mission and goals c) employee's perception of the significance/ importance of their job to affecting positive results in the organization, d) how often is feedback on the work your work provided, e) provision of tools necessary to complete work, and f) does the work itself affect your morale.

The following table provides the result of multiple regressions for the prediction of overall employee morale by these two intrinsic variables. In the tables below R Square represents the proportion of the variance in predicting overall morale that is explained by the set of intrinsic variables.

Intrinsic factors as predictors (Do you like government).

Table 16. R1*Model Summary: Intrinsic Factors that influence employee morale (Do you like government)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442[a]	.196	.062	.895

Table 17. R1 *ANOVA: Intrinsic Factors that influence employee morale (Do you like government)*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.522	9	1.169	1.460	.187[b]
Residual	43.228	54	.801		
Total	53.750	63			

Table 18. R1 *Coefficients: Intrinsic Factors that influence employee morale (Do you like government)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.945	1.260		1.543	.129
	Forms of Recognition	-.080	.064	-.199	-1.260	.213
	often recognition is received	.093	.161	.109	.578	.566
	Recognition affect morale	.308	.287	.160	1.074	.288
	variety in job	.043	.160	.036	.272	.787
	Align	.323	.353	.133	.915	.364
	significant is your job	-.074	.133	-.091	-.555	.581
	Feedback	-.213	.163	-.257	-1.304	.198
	tools to complete work	.592	.368	.235	1.610	.113
	work itself affect morale	.087	.256	.047	.341	.734

The results in the Table 16 model summary indicate that the R square which is 19.6% of the overall variance in predicting employee morale (Do you like the government) by the intrinsic variable is actually a weak significant. In fact as shown in table 18 none of the intrinsic variables (recognition and satisfaction with work itself) influences the dependent variable (Do you like the

government) because the significance is higher than .05. What this means is that people can like government but still not have morale.

Intrinsic factors as predictors (Employee Recommendation of the Federal Government)

Table 19. R2 *Model Summary: Intrinsic Factors that influence employee morale (Employee Recommendation of the Federal Government)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642[a]	.412	.314	.989

Table 20. R2 *ANOVA: Intrinsic Factors that influence employee morale (Employee Recommendation of the Federal Government)*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.073	9	4.119	4.208	.000[b]
	Residual	52.864	54	.979		
	Total	89.938	63			

Table 21. R2 *Coefficients: Intrinsic Factors that influence employee morale (Employee Recommendation of the Federal Government)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.196	1.393		2.294	.026
	Forms of Recognition	-.030	.070	-.058	-.432	.667
	often recognition is received	.141	.178	.128	.791	.432
	Recognition affect morale	-.068	.317	-.027	-.214	.831
	variety in job	-.035	.177	-.023	-.200	.842
	align	.896	.390	.285	2.297	.026
	significant is your job	-.322	.147	-.309	-2.192	.033
	feedback	-.423	.181	-.394	-2.340	.023
	tools to complete work	.041	.407	.013	.101	.920
	work itself affect morale	.308	.283	.129	1.087	.282

The results in the Table 19 model summary indicate that the R square which is 41.2% of the overall variance in predicting employee morale (Employee Recommendation of the Federal Government)) by the intrinsic variable is actually significant. In fact as shown in table 21 three predictors/ intrinsic variables were significant (below .05) and contribute to the model: Align (.026), Significant is your job (.033), and Feedback (.023).

Table 22. R3 *Model Summary: Intrinsic Factors that influence employee morale (Morale in Organization)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771[a]	.595	.527	.6955

Table 23. R3 *ANOVA: Intrinsic Factors that influence employee morale (Morale in Organization)*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.315	9	4.257	8.801	.000[b]
Residual	26.122	54	.484		
Total	64.438	63			

Table 24. R3 *Coefficients: Intrinsic Factors that influence employee morale (Morale in Organization)*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.046	.980		1.068	.290
Forms of Recognition	.088	.049	.200	1.778	.081
often recognition is received	.217	.125	.232	1.731	.089
Recognition affect morale	-.119	.223	-.056	-.533	.596
variety in job	-.140	.124	-.107	-1.127	.265
align	-.250	.274	-.094	-.913	.365
significant is your job	.170	.103	.193	1.648	.105
feedback	.319	.127	.351	2.509	.015
tools to complete work	-.434	.286	-.157	-1.519	.135
work itself affect morale	.450	.199	.223	2.264	.028

The results in the Table 22 model summary indicate that the R square which is 59.5% of the overall variance in predicting employee morale (Morale in Organization) by the intrinsic variable is actually significant. In fact as shown in table 24 two predictors/ intrinsic variables were significant (below .05) and contribute to the model: Feedback (.015) and Work itself affect morale (.028)/. What this means is that feedback and satisfaction with work itself influence high morale in the organization.

Table 25. *R4 Model Summary: Intrinsic Factors that influence employee morale (Satisfied with your organization)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746[a]	.556	.482	.731

Table 26. *R4 ANOVA: Intrinsic Factors that influence employee morale (Satisfied with your organization)*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.154	9	4.017	7.520	.000[b]
Residual	28.846	54	.534		
Total	65.000	63			

Table 27. *R4 Coefficients: Intrinsic Factors that influence employee morale (Satisfied with your organization)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.173	1.029		3.083	.003
	Forms of Recognition	-.069	.052	-.156	-1.330	.189
	often recognition is received	-.259	.132	-.277	-1.970	.054
	Recognition affect morale	.067	.234	.032	.286	.776
	variety in job	.123	.131	.093	.938	.352
	align	.832	.288	.312	2.888	.006
	significant is your job	-.030	.108	-.034	-.277	.783
	feedback	-.289	.133	-.317	-2.167	.035
	tools to complete work	.383	.300	.138	1.275	.208
	work itself affect morale	-.126	.209	-.062	-.601	.550

The results in the Table 25 model summary indicate that 56% of the variance can be explained by the intrinsic variables which also entails that some of the variables are significant. In fact as shown in table 27three predictors/ intrinsic variables were significant (below .05) and contribute to the model: Often recognition is received (.054), Align (.006), and Feedback (.035). What this means is that feedback, recognition received, and work alignment to goals and mission has high influence satisfaction with Organization (employee morale).

Goal 2.   I am interested in determining the degree of linear dependence of overall employee morale on the three independent variables described as pay, leadership, and flexibility. This means I am trying to predict whether any of the extrinsic variables below are correlated with (or predict) any of the intrinsic independent variables in this analysis. The dependent variable overall morale is defined in the study survey as "Do you like the Federal Government", "Satisfaction with your organization", "Morale in Organization", and Employee Recommendation of the Federal Government". As defined early in my paper the three independent variables (pay, leadership, and flexibility) have been describe in the literature as extrinsic factors that influence employee morale. Pay is defined by the survey as a) pay equal to the level of work performed b) raises c) additional income needed, d) financial rewards, and e) pay affect morale. Leadership as an extrinsic independent variable is defined by the study survey as a) satisfaction with respect received from leadership b) quality of supervision received at work C) support and guidance received from leadership d) if leadership style is appropriate for organization, e) satisfaction with relationship with leadership, and f) leadership affect morale. Flexibility as an extrinsic independent variable is defined by the study survey as a) importance of work life balance b)support received from organization on work life balance, c)leadership

satisfaction with quality of work when working outside of office, d) telework benefiting organization and e) if work life balance affect morale.

The following table provides the result of multiple regressions for the prediction of overall employee morale by these three extrinsic variables. In the tables below R Square represents the proportion of the variance in predicting overall morale that is explained by the set of extrinsic variables.

Table 28. *R5 Model Summary: Extrinsic Factors that influence employee morale (Do you like the government)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560[a]	.314	-.010	1.001

Table 29. *R5 ANOVA: Extrinsic Factors that influence employee morale (Do you like the government)*

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	16.517	17	.972	.970	.509[b]
1	Residual	36.076	36	1.002		
	Total	52.593	53			

Table 30. *R5 Coefficients: Extrinsic Factors that influence employee morale (Do you like the government)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.280	1.966		1.160	.254
	pay equal to work	.408	.370	.206	1.105	.276
	raises	-.144	.374	-.065	-.385	.703
	make enough money	-.392	.254	-.407	-1.545	.131
	additional income	-.128	.121	-.166	-1.054	.299
	financial rewards	.418	.472	.193	.885	.382
	pay affect morale	-.715	.529	-.331	-1.352	.185
	Leadership	-.193	.296	-.223	-.653	.518
	Leadership	-.068	.393	-.081	-.173	.864
	Leadership	.228	.437	.269	.523	.604
	Leadership	-.234	.402	-.118	-.582	.564
	Leadership	-.101	.211	-.128	-.480	.634
	Leadership Morale	.480	.375	.229	1.279	.209
	work life balance	.233	.284	.234	.821	.417
	work life balance	-.059	.292	-.064	-.203	.840
	telework	.357	.285	.367	1.256	.217
	telework	-.102	.069	-.263	-1.486	.146
	work life balance Morale	.495	.548	.225	.904	.372

The results in the Table 28 model summary indicate that 31% of the variance can be explained by the extrinsic variables. There is no significant between the extrinsic variables and employee morale (do you like the government). In fact as shown in table 30 all of variables significance is higher than .05. What this means is that people can like the government overall but also not have high morale.

Table 31. *R6 Model Summary: Extrinsic Factors that influence employee morale (Employee Recommendation of the Federal Government)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809[a]	.654	.491	.884

Table 32. *R6 ANOVA: Extrinsic Factors that influence employee morale (Employee Recommendation of the Federal Government)*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	53.188	17	3.129	4.002	.000[b]
Residual	28.145	36	.782		
Total	81.333	53			

Table 33. *R6 Coefficients: Extrinsic Factors that influence employee morale (Employee Recommendation of the Federal Government)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-.119	1.737		-.069	.946
	pay equal to work	.215	.326	.087	.658	.515
	raises	-.246	.330	-.090	-.744	.462
	make enough money	-.575	.224	-.479	-2.566	.015
	additional income	.203	.107	.212	1.893	.066
	financial rewards	.547	.417	.204	1.311	.198
	pay affect morale	-.151	.467	-.056	-.324	.748
	Leadership	-.635	.261	-.591	-2.431	.020
1	Leadership	.188	.347	.181	.542	.591
	Leadership	.459	.386	.434	1.191	.241
	Leadership	.881	.355	.359	2.483	.018
	Leadership	-.315	.186	-.320	-1.693	.099
	Leadership Morale	.154	.332	.059	.464	.646
	work life balance	.423	.251	.342	1.688	.100
	work life balance	-.212	.258	-.184	-.823	.416
	telework	.240	.251	.198	.955	.346
	telework	.016	.061	.032	.257	.799
	work life balance Morale	.554	.484	.202	1.144	.260

The results in the Table 31 model summary indicate that 65% of the variance can be explained by the extrinsic variables. There is a high significant between the extrinsic variables and employee morale (Employee Recommendation of the Federal Government). In fact as shown in table 32the labels of high significance are make enough money (0.15), Satisfaction with

respect receive from leadership (.02), and supervisor leadership style (0.18). Based on these three variables someone with high morale in these areas will recommend the Federal Government as a place to work.

Table 34. *R7Model Summary: Extrinsic Factors that influence employee morale (Morale in Organization)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869[a]	.756	.637	.6237

Table 35. *R7 ANOVA: Extrinsic Factors that influence employee morale (Morale in Organization)*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.081	17	2.475	6.363	.000[b]
Residual	13.617	35	.389		
Total	55.698	52			

Table 36. *R7 Coefficients: Extrinsic Factors that influence employee morale (Morale in Organization)*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.747	1.226		3.057	.004
	pay equal to work	-.507	.230	-.245	-2.202	.034
	raises	.450	.233	.198	1.928	.062
	make enough money	.297	.159	.287	1.868	.070
	additional income	-.186	.079	-.228	-2.370	.023
	financial rewards	-.658	.295	-.295	-2.232	.032
	pay affect morale	.205	.330	.092	.622	.538
	Leadership	.468	.185	.510	2.525	.016
	Leadership	.357	.245	.406	1.459	.153
	Leadership	-.302	.275	-.338	-1.098	.280
	Leadership	-.405	.253	-.197	-1.601	.118
	Leadership	.007	.131	.008	.051	.959
	Leadership Morale	.420	.234	.194	1.793	.082
	work life balance	-.364	.181	-.355	-2.008	.052
	work life balance	.192	.184	.191	1.040	.305
	telework	-.224	.179	-.207	-1.256	.217
	telework	.015	.044	.037	.337	.738
	work life balance Morale	-.417	.343	-.183	-1.216	.232

The results in the Table 33 model summary indicate that 76% of the variance can be explained by the extrinsic variables. There is a high significant between the extrinsic variables

and employee morale (Morale in Organization). In fact as shown in table 35 the five labels of high significance are: pay equal to work (.034), additional income (.023), financial rewards (.032), satisfaction with respect received from leadership (.016), and work life balance (0.52). Although these relationships have a high significance of .05 and lower, three of the variables are negatively influence. This means that pay equal to work, financial rewards, and work life balance contributes to overall low morale as it relate to the dependent variable (morale in the organization). Managers should work on these three areas in particular if they plan to improve employee morale.

Summary

In this chapter I explained how the responses were analyzed in the IBM SPSS Statistics software. Descriptive and inferential statistics were used to describe the frequency tables, person's correlation, one sample t-test, and multiple regressions. The data overall revealed significance correlation between the intrinsic and extrinsic independent variables and dependent variables. The next section will discuss the research results and draw conclusions about the research questions.

Discussion

In this section the research questions will be addressed by using the one-sample t-test to accept the hypothesis and reject the null or the other way around. Next, I will discuss conclusions developed from the results. Last, the recommendations for further research will be addressed.

Research Questions

Research question one (RQ1): Do intrinsic motivational factors improve employee morale?

Null hypothesis one (H01): Intrinsic motivational factors do not improve employee morale.

Alternate hypothesis (H1a): the intrinsic motivational factor of work itself does improve employee morale.

Based on the One Sample t-test I can reject the null hypothesis and accept my hypothesis that the satisfaction with work itself does improve employee morale. The data proves that all six work itself variables are significant such as: variety in job (20.223, 66, .000), Align (24.920, 69, .000), significant is your job (22.458, 67, .000), Feedback (21.074, 68, .000), Tools to complete work (25.328, 69, .000), and satisfaction with work itself (23.849, 69, .000).

Alternate hypothesis (H1b): the intrinsic motivational factor of recognition does improve employee morale.

Based on the One Sample t-test I can reject the null hypothesis and accept my hypothesis that recognition does improve employee morale. The data proves that all three variables are significant such as: forms of recognition (15.155, 69, .000), recognition affect morale (23.527, 69, .000), and how often recognition is received (19.377, 69, .000).

Research question two(RQ2): Do extrinsic motivational factors of the job improve employee morale?

Null hypothesis one (H02): Extrinsic motivational factors do not improve employee morale.

Alternate hypothesis (H2a): Extrinsic motivational factor of pay does improve employee morale.

Based on the One Sample t-test I can reject the null hypothesis and accept my hypothesis that pay does improve employee morale. The data proves that all six variables are significant such as: Pay equal to work (24.485, 69, .000), Raises (34.038, 69, .000), Make enough money (22.390, 67, .000), Additional income (22.179, 68, .000), Financial rewards (23.893, 69, .000), and Pay affect morale (9.415, 69, .000).

Alternate hypothesis (H2b): Extrinsic motivational factor of leadership will improve employee morale.

Based on the One Sample t-test I can reject the null hypothesis and accept my hypothesis that leadership does improve employee morale. The data proves that all six variables are significant such as: Leadership 1 (21.085, 66, .000), Leadership 2 (22.028, 64, .000), Leadership 3 (20.073, 67, .000), Leadership 4 (25.727, 69, .000) Leadership 5 (18.392, 67, .000), and Leadership morale (23.641, 69, .000).

Alternate hypothesis (H2c): Extrinsic motivational factor of flexibility will improve employee morale.

Based on the One Sample t-test I can reject the null hypothesis and accept my hypothesis that flexibility does improve employee morale. The data proves that all five variables are significant such as: Work life balance 1 (36.184, 68, .000) Work life balance 2 (26.206, 66, .000)

Telework (29.515, 68, .000), Telework 2 (19.440, 69, s.000) and Work life balance morale (23.517, 69, .000).

Conclusions

The results indicate that intrinsic and extrinsic motivational factors equally are significant as it relates to improving employee morale. However the intrinsic motivational factors are more significant than the extrinsic factors, within each multiple regression table the same intrinsic factors showed a high significance for each dependent variable. This was also true when Herzberg (1959) did his study years ago. What this tells us is that people really care about things that are intrinsic to the job. This study overall concludes in the multiple regression section that Alignment of work with organization mission and goals (.026), the significance the work is to the organization (.033), receiving feedback on the work performed (.023), often recognition is received (.040), and the satisfaction with work itself affecting morale (.036) are all the top significant intrinsic factors. So if Federal employees work aligns with the mission and goals and they are receiving feedback and recognition on work performed than they are more incline to have better employee morale and they are more inclined to recommend the Government as place to work. As for the extrinsic factors, the overall significant factors were pay equal to work (.034), additional income (.023), financial rewards (.032), satisfaction with respect received from leadership (.016), and work life balance (0.52) are all the top significant extrinsic factors. The results prove that the hypothesis is true and the null can be rejected because as the data represents both extrinsic and intrinsic factors influence employee morale.

Based on the results and data from the literature review what motivated people in past years still motivate them today. However, the data does prove that a federal employee can like

the government and even recommend the government as a place to work but still not have high employee morale. Future research is needed to examine this phenomenon.

Recommendations and Implications

The intent of this study was to provide managers in the Federal government the tools needed to improve employee morale. Based on the results in the research study managers should use both extrinsic and intrinsic motivational factors to help improve the morale in their organization. The use of the motivational factors depends on the person so managers should get to know their employees on an individual base so they can have a better understanding on what is important a particular employee. Leadership style and leadership respect to employees was actually two of the extrinsic factors that were significant to federal employees, which indicates that leadership does influence employee morale both positively and negatively.

Future studies should investigate why federal employees can like the government as a good place to work yet have low employee morale. The survey questions should state the motivational factors but the questions should aim to answer why these factors are not improving employee morale. Also, researchers should aim to survey the intended population to receive the most accurate results. As stated in the results section the intended population for this study was 384 however only 70 participants where able to complete the survey in full due to time constraints of the class.

Future studies might also want to consider targeting leadership and managers in GS-15 roles to learn their perspective of the cause of employee morale. Although this study was a quantitative study, I would suggest a qualitative study to be done as well in the future to learn a different perspective of employee morale in an interview setting. By using the interview method

the researcher might be able to hear some of the major causes of employee morale and also the influencing factors of motivating employees.

Future researcher should consider implementing another step in the recruitment process to gain participants fasters but effectively. Bias is something that should be considered when recruiting participants so the researcher should not introduce any bias in the study so keep results accurate. However, another step in the recruitment process is needed so research participants are fully aware of the time constraints of the semester.

Summary

The purpose of the study is to understand employee morale and to examine the combination of extrinsic and intrinsic factors that contribute to motivating employees. From a Federal Program Management perspective, identifying the factors that increase morale can assist managers as they develop new processes to improve employee morale in the Federal Government. If managers are not aware of the causes that influence low employee morale then they will not be able to improve it. The factors that will improve employee morale are both intrinsic (recognition, satisfaction with work itself) and extrinsic (pay, leadership, flexibility) to the job. The most notable contributions to the intrinsic factors are: the alignment the work has with the organization mission and goals, receiving feedback on the work done, satisfaction with the work itself and receiving recognition on the work completed. The most notable contributions to the extrinsic factors are: pay equal to the level work performed, additional income, financial rewards, satisfaction with respect received from leadership and work life balance.

Managers should use this information in this study to help improve employee morale in their organization. It is important that managers understand both factors are significantly important and can improve employee morale. The use of the factors depends on the area where

low employee morale is present. If recognition or feedback is not currently being used then managers should consider incorporating it to ultimately improve morale. The federal government will continue to experience with morale issues if there are no solutions. The motivational factors in this study were important when Fredrick Herzberg completed his 1959 study employee morale and they are still significant today in this economy.

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Appendices

Appendix A: Recruitment Materials

Dear Survey Participants,

My name is Raquita Jeter and I am a student at Trinity Washington University in the MSA Program. I am writing to invite you to participate in my capstone research study about improving Federal Government morale. This study will analyze different motivational factors that can increase employee morale in the Federal Government. I am the primary researcher of this study with direction from my supervisor of Dr. Kelley Wood in the Trinity Washington University School of Professional Studies Department. You were selected as a possible participant because you are 18 and over and had at least one year performance review completed.

If you agree to participate in this study, you will be asked to sign a consent form as well as complete the survey questions. The consent form must be signed before proceeding to the survey. The survey will take approximately twenty to thirty minutes to complete. If you change your mind about participating, you can withdraw at any time during the study. Your participation is completely voluntary. If you complete this survey your privacy will remain protected your privacy will be protected. Any information obtained in connection with this study will remain confidential and secured in a safe that only the researcher can get to. After three years all research information will be destroyed by a using a shredder.

If you have any questions about this study, you may contact me at jeterr@students.trinitydc.edu and I will respond back to you at my earliest convenience. A copy of this document will be given to you to keep. I would greatly appreciate if you participate in my research study.

Thank you in advance,

Raquita Jeter

Appendix B: Informed Consent Document

Informed Consent Form

<u>Improving Federal Employee Morale</u>

I would like to invite you to participate in a research study examining Federal Government employee morale, which will add to the knowledge related to employee motivation in the Federal workplace. My name is Raquita Jeter and the data collected in this interview will help fulfill the requirements for a Master of Science in Administration in Federal Program Management at Trinity Washington University. I am under the supervision of my faculty advisor Dr. Kelley Wood.

Participation Requirements: To (describe what the participant will be expected to do, i.e. to be interviewed, to complete the survey, etcetera) complete a survey. There is no planned use of deception involved in this study.

Your Privacy: Your participation in this study and your responses will be kept confidential. Any reference to you will be by pseudonym, including any direct quotes from your responses. This document and any notes or recordings that might personally identify you as a participant in this study will be kept in a locked place that only the researcher will have access to. Only the researcher and the research supervisor might know who has participated in this study. Three years after the completion of this research study all personally identifying information will be destroyed.

Risks to you: There are five acknowledged risks generally associated with participation in research studies such as this one: Physical, psychological, social, economic, and legal. The researcher foresees minimal risk for those who choose to participate in this study. There are no foreseen physical risks associated with this study; other risks might include the following:

You might experience anxiety, discomfort, or negative emotions as a result of responding to the questions asked of them in this research study. If you experience a negative reaction, you may choose to skip the question, to withdraw from the study, or you may contact my faculty advisor or the SPS Institutional Review Board, especially if your discomfort continues after the study. See the contact information on the page below.

You might experience social, economic, or legal implications if you share your responses or your participation in this study with others. If you choose to participate in this study, you are encouraged to keep your participation in this study and your responses confidential. The researcher will maintain your confidentiality throughout the study, and will destroy the records of your participation three years after the study is complete.

Benefits to You: There are not foreseen direct benefits to you regarding participation in this study beyond the general knowledge that you are assisting in furthering the knowledge related to this research topic, and assisting the researcher in completing the degree requirements. There is no compensation associated with participation in this study.

Informed Consent Form continued:

Improving Federal Employee Morale

Signing this document acknowledges you understand your rights as a participant in this study, which the researcher has explained to you prior to signing this document.

I acknowledge that the researcher has explained my rights, the requirements of this study, and the potential risks involved in participating in this study. I understand there is no compensation for, or direct benefit of participating in this study. By signing below and providing my contact information I am indicating that I consent to participate in this study, that I am at least 18 years of age, and I am eligible to participate in this study.

You may withdraw from this study at any time by notifying me by email. If you have any concerns regarding your participation in this research study you may contact my faculty advisor, Dr. Kelley Wood, or the SPS-BGS Institutional Review Board (IRB), which oversees the ethical practice of research involving human participants conducted by students of the Trinity Washington University School of Professional Studies. You may ask for a copy of this document for your own records.

Signed Name: _____ Date: _____

Printed Name: _____

Phone Number, Email Address, or Postal Address: _____

_____

Thank you for your participation,

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Appendix C: Survey Questionnaire

1. Circle your age range*

o   18-30

o   31-42

o   43-53

o   53-67

o   older

2. Select your Gender

3. What was your highest level of education completed?

4. Select your GS level

5. What is your marital status?

a.   Single

b.   Married

6 How many dependents do you have?

7. Overall, How satisfied are you working for the Federal Government?

8. To what extent do you agree with the following statement: I would recommend the Federal Government as a good place to work?

9. How would you rate your morale at work?

      1   2   3   4   5

      very low   very high

10. How would you rate your organization morale?

      1   2   3   4   5

      very low   very high

11. How satisfied are you working for your organization?

12 What I like best about working in my organization is...Insert you response below in the space provided

13. Things my organization should do to make it a better place to work are... Insert your response below in the space provided?

14. What forms of recognition have you received in the last year?

o   Thank you notes

o   Verbal Compliments

o   Staff Awards

o   Noting Accomplishments

o   Gift cards

o   Cash awards

o   None of the above

15. Does receiving positive or negative recognition affect your morale?

16. How often do you receive recognition?

      1   2   3   4   5

      extremely rare   very often

17. How much variety is there in your job? That is, to what extent does the job require you to do different things at work using a variety of skills and abilities?

18. Does the work you do align with the organization mission and goals?

19. How significant or important is your job? That is, are the results of your work likely to affect the lives or wellbeing of others?

      1   2   3   4   5

      not significant at all   extremely significant

20. How often are you provided with feedback about the work you completed?

      1   2   3   4   5

      not often at all   extremely often

21. Are you provided the tools necessary to complete your work?

22 Does the work itself affect your morale?

23. Do you think your pay is equal to the level of work you perform?

24. I get regular raises in my organization

25. I make a considerable amount of money on my job

      1   2   3   4   5

      Totally false   Extremely true

26. I need additional income to make ends meet

      1   2   3   4   5

      Totally false   Extremely true

27. Financial rewards are most important to me?

28. Does pay affect your morale?

29. To what extent are you satisfied with the degree of respect and fair treatment you receive from leadership?

      1   2   3   4   5

      Extremely dissatisfied   Extremely satisfied

30. What is your satisfaction with the quality of supervision you receive at work?

1   2   3   4   5

Extremely dissatisfied   Extremely satisfied

31. How satisfied are you with the amount of support and guidance you receive from leadership?

1   2   3   4   5

Extremely dissatisfied   Extremely satisfied

32. Is your supervisor's leadership style appropriate for your organization?

33. How satisfied are you with the relationship you and your supervisor have?

1   2   3   4   5

Extremely dissatisfied   Extremely satisfied

34. Does positive or negative leadership affect your morale?

35. How important is work life balance for you?

1   2   3   4   5

Extremely unimportant   Extremely important

36. How satisfied are you with the support you receive from your organization on work life balance?

1   2   3   4   5

Extremely dissatisfied   Extremely satisfied

37. How satisfied do you think your supervisor is with your work product when working outside of the office?

1   2   3   4   5

Totally dissatisfied   Extremely satisfied

38. How can telework benefit or not benefit your organization? Provide response in the space below

39. Does work life balance affect your morale?

40. Rank in order of importance by inserting a number in each circle. 1 being most important and 10 being least important

The work itself   Opportunity for Achievement   Opportunity for Advancement

Pay   Recognition   Increased Responsibility   Leadership   Interpersonal Relations

Job Security   Work Conditions   Company Policies   Flexibility