

**The Work Values Impact on Employee
Motivation in Information Technology Industry
in Sri Lanka**

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I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Science.

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Declaration of originality

This is to certify that the work is entirely my own and not of any other person, unless explicitly acknowledged (including citation of published and unpublished sources). The work has not previously been submitted in any form to the Sri Lanka Institute of Information Technology or to any other institution for assessment for any other purpose.

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Abstract
**The Work Values Impact on Employee Motivation in
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Today one of the major concerns of a company is employee motivation. Any organization consists with diverse types of people and they may differ with generation, gender, culture, religion etc. So that those people's expectations are always differ as they come with above different facts. Basically each employee has their own work values. The work values are beliefs about desirable actions and goals related to one's working life. Some of known work values are Job security, Economic return, Prestige, intellectual stimulation, altruism, variety, Surroundings, Achievements, Flexible, Management, and Creativity etc. But all of those different minded people have to work together for achieve one single goal of the company. The motivation of the employees is one of major facts for company performance and the management should know how to keep their employees' motivation consistency.

This research has divided the work values into four main categories and theoretical framework was built on those categories against employee motivation. The identified categories are Comfort and Security, Professional growth, Personal growth, working environment.

According to the result of the research, the author has identified five most preferred work values of employee in IT industry. A most preferred work value was “Economic return”. This work value was selected as their most preferred work value from 375 people out of 383 people. Other work values were “Security - Career stability”, “Way of Life”, “Surroundings”, “Associates”. Beside that this research has revealed the employee motivation is impacted with “Comfort & Security”, “Professional Growth”, “Personal Growth” and “Working Environment”

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List of Abbreviations

Abbreviation	Description
A/L	Advance Level
IT	Information Technology
MBA	Master of Business Administration
MSC	Master of Science
PhD	Doctor of philosophy
SPSS	Statistical Package for the Social Sciences

Chapter 1

Introduction

1.1 Background and Motivation

Today, a company consists with different types of employees. They may represent different generation, culture, race, gender etc. But they have to work as one single entity to achieve the company objectives while achieving their individual's goals.

As a nature, any company establishes to earn more profit so that all the profit depends on company employees in most of the times. There may be other reasons which effect to the company profits. But one of the major parts is played by employee. Therefore employees' motivation directly affect to company performance. So employee motivation depends on various facts.

Often each and every person differs from others. They differ with attitudes, behaviors; talent, experiences as well as they have different work values. So the Author will try to find out different work values of IT employee in Sri Lanka and will rank those work values according to their importance. Basically employee work values are categorized into four main areas as Professional growth, Personal Growth, Comfort and Security and working environment.

This research focuses on how employee work values categories impact on Information Technology (IT) employee in Sri Lanka. Since 2003, Sri Lankan IT workforce is growing rapidly and there were 15586 IT employees in 2003. In 2008 estimated figure was 44,660 employees in the IT workforce (Rising Demand, 2007).

1.2 Research Problem and Justification

Identify the effective work values of employee in Information Technology industry in Sri Lanka and impact of work values on employee motivation. Sri Lankan IT industry is not very mature. But there was significant improvement in recent years. Sri Lanka IT industry basically consists with about 13 job categories. Those are Database Administration and Development, Digital Media and Animation, Business Analysis and Systems Integration, Systems and Network Administration, Programming and Software Engineering, Project and Program Management, Testing & Quality Assurance, Sales and Marketing, Technical Support, Technical Writing, Web Development, Management Information Systems/IT Management and Solutions & Technical Architect. In 2007, it was estimated to have 44560 employees and it was approximately a 20% increase from 2003 to 2007 (Rising Demand, 2007). The specialty of the IT industry is goes with fully team based processes more often. This team consists with different people as they represent different generation, culture, gender, religion etc. Because of this variation, the possibility of occurring conflict goes high. It directly impact to employee motivation.

One of them is in de-motivation state, whole team's work will go down and that is badly effect to company achievements. As well as expectations from the company may differ against each and every employee. The employee has their respected work values and the management should identify those work values and need to facilitate those values. This research mainly tries to analysis employee work values and relationship between employee motivations.

1.3 Objectives

Following objectives will be expected from the research:

Main objective is:

Identify work value categories, which impact on motivation of employees in IT industry in Sri Lanka.

Additionally the author will expect to follow following sub objectives too.

1. Identify the generational demography in Sri Lanka IT industry.
2. Identify most preferred work values in IT industry in Sri Lanka

1.4 Importance and Benefits of the Study

According to the Author's knowledge there is no any proper survey against employees work value in IT industry in Sri Lanka. This research will be helpful for understanding and analyze work values of employee in IT in Sri Lanka. The output of the research will be benefits for Management of IT companies. They can adjust their benefit schemes, environment, and company structures for employee motivation so that the company can gets added advantages though these outcomes..

1.5 Nature and Form of Results

The Author expected to gets following outcomes when the research is finished.

1. Generational demography in IT industry in Sri Lanka
2. Identify most preferred work values in IT industry in Sri Lanka

These identified work values will be benefit for management in IT industry for motivates their employees.

Chapter 2

Literature review

2.1 Introduction

This chapter briefly reviews researches which are done so far about work values of employees. Additionally this will dig into to how those work values are impact on employee motivation. This literature review consists with quantitative as well as qualitative research papers, renowned books, journal articles and whitepapers etc.

2.2 Work Values

The work values is a cultural norm that advocates being personally accountable and responsible for the work that one does and is based on a belief that work has intrinsic. The work values, as we know it today, is a secularized construct derived from Weber's (1904, 1905) Protestant work ethic (PWE)theory.

Work Values are “beliefs about desirable actions and goals related to one’s working life. They are not specific attitudes about one’s job, organization or career, but are more general criteria that we use to form our attitudes about these things” (Lyons, 2003).

Different generations have different work values that influence the workplace through their shaping of beliefs, values, goals, work attitudes, world views and attitudes toward leadership (Sessa, Kabacoff, Deal & Brown, 2007).

There are some similar work values which also exist among the generations while significant differences dominate. Mainly work values can be categorized into intrinsic work values and extrinsic work values (Schoor, 1997). But many researchers commonly classify into extrinsic, intrinsic, altruistic, social values, status related values and freedom related values (Lucy & Dianne, 2008).Among

those work value types, intrinsic, altruistic, social and prestige work values are significantly different among the generations apart from extrinsic values (Lyons, Linda & Chris, 2005). Further work values are categorized into comfort and security related values and which describes the comfort ability of the carrier and the job security, professional growth related values represent the work values which enhance the professional growth of employees, personal growth related values describe the personal value enhancement while doing the jobs. Final category is the environment related value category and which describes the environment related work values (Chen & Choi 2008). Karen & Charlotte disclosed the workers' values do change as they mature, but overall strongly suggested that work values are more influenced by generational experiences than by age and maturation (Karen & Charlotte, 2002).

2.2.1 Altruism Values

Altruism work values provide benefits to people and society (Lyons, 2003). Altruistic rewards are such as helping others or contributing to society (Jean, Stacy, Brian & Charles, 2010).

2.2.1 Intrinsic Values

Rather than getting tangible benefits, intrinsic values are work that provides mental stimulation and they are psychologically rewarding to the employees (Lyons, 2003; Lyons, Linda & Chris, 2005). Intrinsic values reflect the work is interesting, pleasing, challenging and whether the worker can take responsibility for his labor (Schuur, 1997).

2.2.2 Extrinsic Values

Work that provides good level of tangible rewards (Lyons, 2003). Further these work values focus on the consequences or outcomes of work (the tangible rewards) external to the individual, such as income, advancement opportunities, salary, benefits and job security (Jean, Stacy, Brian & Charles, 2010; Lyons, Linda & Chris, 2005).

2.2.3 Prestige

Work that highly esteemed and recognized by others (Lyons, 2003; Lyons, Linda & Chris, 2005).

2.2.4 Leisure Values/ Freedom

Work that provides freedom in selection of tasks and the way in which they are completed (Lyons, 2003). Rewards which are related to leisure values are interpersonal relationships at work; and leisure (Jean, Stacy, Brian & Charles, 2010).

2.3 Work Values and Employee Motivation

Identifying the work values of employee will be help to organizations to structure the jobs, make proper working conditions, introduce compensation packages and human resource policies to (Jean, Stacy, Brian & Charles, 2010) attract talented employees

A recent analysis by Princeton economist Henry Farber shows “that the percentage of private-sector male workers who've been with the same employer for at least 10 years fell from 50% in 1973 to just 35% in 2006, and the proportion of those with 20-year tenures dropped from 35% to 20% over the same period”.

Chapter 3

Data and Methods

3.1 Introduction

This research will mainly focus on how work values categories impact on motivation of employee in IT industry in Sri Lanka. In additionally the Author will try to identify the generational demography in Sri Lanka IT industry, most effective work values of IT employee, employee satisfaction on current working company. To fulfill these objectives author followed the following methodology.

3.2 Research Methodology

This section explains the research approach and strategy that was applied in the study. Following displays the framework the Author used for throughout the research.

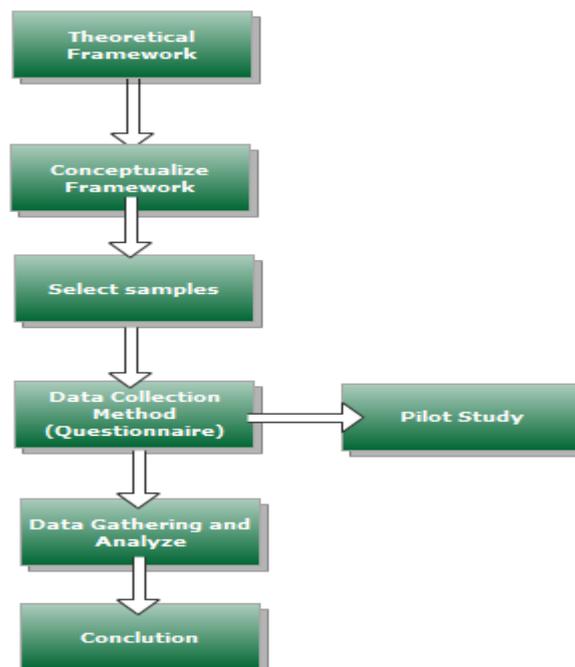


Figure 3.1: Research Methodology

A questionnaire was developed and used as a data collection technique. The questionnaire was divided into three sections. Section (1) consisted of five questions regarding the respondent's demographic background. Section (2) deals with questions about work values. These questions on various aspects of work values, work attitudes and work expectations drawn from previous studies in the literature. Finally Section (3) was related to the motivation on current working environment

3.3 Population, Sample Selection

The participants for this study came from IT industry in Sri Lanka. Then population was IT Employee in Sri Lanka which was rapidly growing in past decade. According to the survey, from 2002 to 2008, IT workforce in Sri Lanka has been increased from 15586 to 44660 (Rising Demand, 2007). Here the Author has used random sampling method for select the sample. For this research population is taken as 44660, hence confidence is taken as 95%. Sample size is approximately 380.

3.4 Theoretical Framework

Work values can be defined as generalized beliefs about the desirability of various aspects of work (e.g., pay, autonomy, working conditions), and work-related outcomes (e.g., accomplishment, fulfillment, prestige) (Dose, 1997; George & Jones, 1997; Ros, Schwartz & Surkiss, 1999).

3.5 Work Values

So many different work values have been identified in different literatures but most of them describe same work values in different ways. In summary they describe same work values in different Terminology. The Author has listed down selected work values in below:

1. Security - Career stability. mainly this is regarding to the working company stability
2. Economic return – Good Salary , Allowance, Bonus ,Medical scheme for live comfortable life
3. Way of Life – Work that permits one to live the kind of life he/she chooses and to be the type of person he/she wishes to be
4. Flexible: Flexible benefits such as flexible working hours
5. Management – work which permits one to plan and lay out work for others
6. Independence – Enables to work in his/her own way, as fast or slow as he/she wishes and take some own action up to some extends
7. Prestige - offer advancement, potential for leadership, and are often considered prestigious. Corresponding needs are Advancement, Authority, Recognition and Social Status (Physical appearance which reflects your success and achievement
8. Variety – Allow to think from out of box, Opportunity to do different types of tasks
9. Achievement - work which gives one the feeling of accomplishment in doing a job well
10. Intellectual stimulation – Opportunity to independent thinking
11. Altruism –Work which enables one to contribute to the welfare of others
12. Creativity –Work which permits one to invent new things, design new products, or develop new ideas.
13. Associates - Friendship/good connection with fellow workers
14. Surroundings – Environment is pleasant, not too hot or too cold, noisy, dirty etc
15. Religious Faith :Having a religious belief

work values which present in 5 sources									
Source	Make Decisions Power and Authority Influence People Justice	General Creativity Artistic Creativity	Change	Recognition	Profit	Independence	Location Commute	Working Environment	
Career Management Strategies	Management	Creativity	Variety	Prestige	Economic Return	Independence	Way Of Life	Working Environment	
Inventory-Donald Super	Authority	Creativity	Variety	Prestige	Money	Independence	Family Leisure Time	Working Indoors	
Work Values Inventory Blackline Master 27	Influence Power Status Leadership Management	Creative Leading Edge Research	Variety	Recognition	Earnings	Independence	Balance Location	Freedom	
Work Values Inventory-Donald Super Review	Coworkers	Creativity	Variety	Prestige	Income	Independence	Lifestyle	Working Environment	
work values which present in 4 sources									
Source	Intellectual Status	Security	Help Others	Friendships	Freedom	Religious Faith	Achievement		
Career Management	Intellectual Stimulation	Security	Altruism	Associates					
Inventory-Donald Super	Skills	Security	People Helping Others	Teamwork Relationships	Informality Passion	Religious			
Work Values Inventory Blackline Master 27			Support Helping	Teamwork	Flexible	Diversity	Achievement		
Work Values Inventory-Donald Super Review	Challenge	Security					Achievement		

Source	work values which present in 2 sources									
Career Management Inventory-Donald Super	Aesthetics Help Societ Aesthetic		Knowledge	Stability	Excitement	Adventure	Community	Honesty		
Work Values Inventory Blackline Master 27		Education	Stability	Excitement		Working Outside Community Impact		Honesty Trust		
Work Values Inventory Blackline Master 27						Adventure				
Work Values Inventory-Donald Super Review										

Table 3.1: Work value mapping .

The author has selected most important fifteen work values. If consider a work value, which should be present at least 3 sources.

3.6 Conceptual Model

Comfort and security, professional growth, personal growth and environment are the most important affected areas for employee motivation (Chen & Choi 2008). Conceptual framework was designed based on those important affected areas for employee motivation.

Below diagram shows the conceptual framework which is designed for this research.

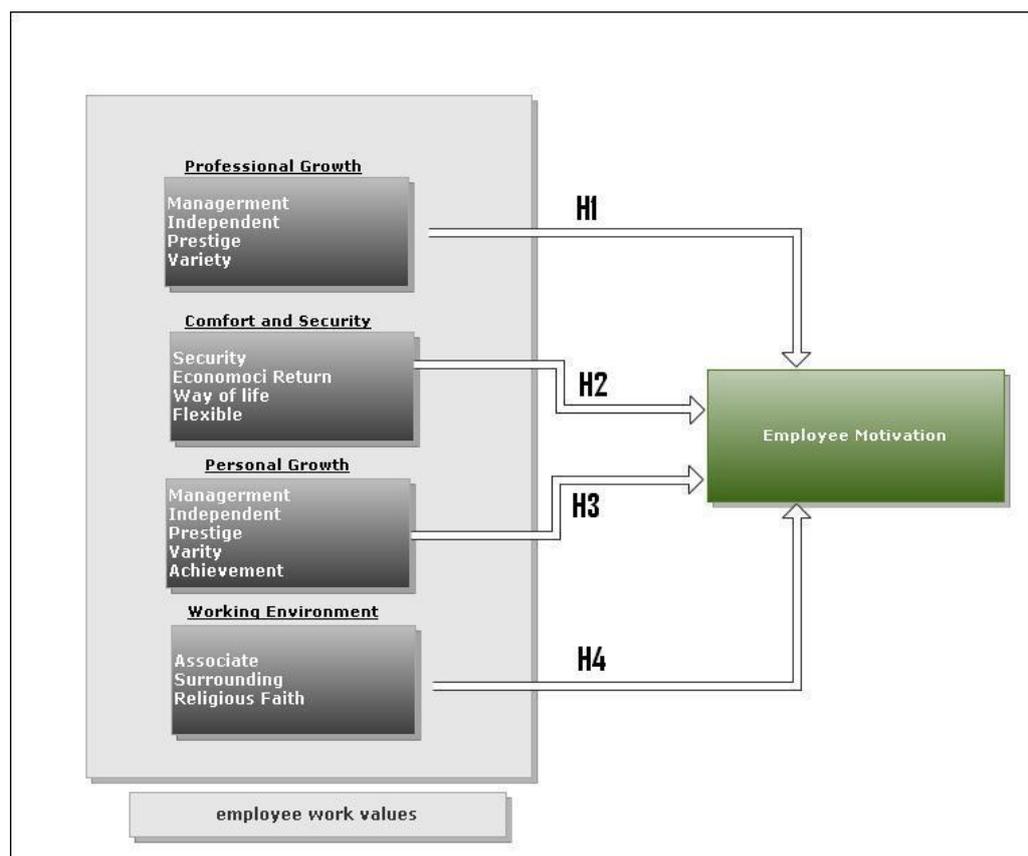


Figure 3.2: Conceptual Model

“Employee work values” and the “Motivation” are the two concepts introduced by the author.

3.7 Research Hypothesis

The hypotheses are derived from the developed conceptual framework. The hypotheses were tested on the data collected according to the identified hypotheses.

Hypothesis 1: Comfort and security for the employee motivation.

H0: Comfort and security has not impact on employee motivation in IT industry in Sri Lanka.

H1: Comfort and security has an impact on employee motivation in IT industry in Sri Lanka.

Hypothesis 2: Professional growth for the employee motivation.

H0: Professional growth has not impact on employee motivation in IT industry in Sri Lanka.

H1: Professional growth has an impact on employee motivation in IT industry in Sri Lanka.

Hypothesis 3: Personal growth for the employee motivation.

H0: Personal growth has not impact on employee motivation in IT industry in Sri Lanka.

H1: Personal growth impact on employee motivation in IT industry in Sri Lanka.

Hypothesis 4: Working environment for the employee motivation.

H0: Working environment has not impact on employee motivation in IT industry in Sri Lanka.

H1: Working environment has an impact on employee motivation in IT industry in Sri Lanka.

Employee work value concept contains four independent variables, Comfort and security, Professional growth, Personal growth and Working environment. Comfort and security has four aspects security, economic return, way of life and flexibility. The professional growth variable contains management, independent, prestige, verity and achievements. Personal growth variable contains intellectual stimulation, altruism creativity. Finally the working environment consists with associate, surrounding and Religious Faith. Author's second concept is motivation and it represent employee motivation variable.

Comfort and Security

Describes how far the work environment is comfortable to the employees.

- Security - Stability of the company
- Economic Return - Satisfaction about the salary, Allowance, Medical schemes.
- Way Of Life - The way employee expected to be in his/her life, which conflicts with the job.
- Flexible: Flexible benefits such as flexible working hours

Professional Growth

Mainly focus on career development

- Management – Opportunity to improve/develop management skills.
- Independent – working with their own decision .
- Prestige – Recognition and respect for an employee in the working environment.
- Variety – getting chance to do different tasks
- Achievement –work which gives one the feeling of accomplishment in doing a job well

Personal Growth

This will focus on Personal development

- Intellectual Stimulation - Work which provides opportunity for independent thinking.
- Altruism – Preference to welfare activities.
- Creativity – Out of box thinking

Working Environment

- This will focus work values related to the working environment
- Associate – Relationship with the fellowship employees
- Surrounding– Pleasant ability comfort ability of the working environment.
- Religious Faith

3.8 Measurements and Measures

Table 3.2 describes the questions which are aimed to test each hypothesis. Most of the questions measuring the conceptual framework are designed as a Likert scale item.

Concept	Hypothesis Used	Variables	Indicators	Scale and Measure	Quest: No.
Employee Work Values Motivation	H1	Comfort and	Security	5 Point	7
			Economic	5 Point	8
			Way of Life	5 Point	9
			Flexible	5 Point	10
	H2	Professional	Management	5 Point	11
			Independent	5 Point	12

		Prestige	5 Point	13
Hypothesis	Variables	Indicators	Scale	Quest:
		Variety	5 Point	14
		Achievement	5 Point	15
H3	Personal	Intellectual	5 Point	16
		Altruism	5 Point	17
		Creativity	5 Point	18
H4	Working	Associate	5 Point	19
		Surrounding	5 Point	20
		Religious	5 Point	21
			5 Point	22,23

Table 3.2:Work Values mapping for Likert Scale

3.9 Preliminary Data Collection

The preliminary data gathering was happened using pilot interviews and after that finalizes the final questionnaire. At the beginning the questionnaire was given to few selected target users and according to their feedback questionnaire was prepared and published online (Google spreadsheet, 2009) and the link was distributed among the target group. The primary data collection revealed some important outflows of the questions as mentioned below.

3.10 Method of Data Collection

The principal data collection method was done by through questionnaire and it was distributed via online Google spreadsheet feature.

This research was focused on IT people in Sri Lanka so that this online distribution method was more success. Additionally the Author used following method for distribute questionnaire among target audience.

- Use LinkedIn web site public messages
- Via email

3.11 Data Analysis

The author has used three main data analysis techniques during this research.

1. Reliability check
2. Descriptive analysis
3. Statistical Analysis

Chapter 4

Data Analysis and Results

4.1 Introduction

This chapter describes data analysis processes. Here the Author has mentioned the method used for data analysis. In the first part, data reliability scenario will be described and then coding mechanism and finally describe data analysis outcomes in details. The Author has used SPSS software for data analysis process and in additional Microsoft office Excel 2007 was used.

4.2 Reliability and Validity of the Data Set

4.2.1 Reliability Testing for Indicators

The Audience of the research was employee in the Information Technology company in Sri Lanka and the data collection was done through online questionnaire .The sample size was 380 as the population is 44660 IT employees. There were 383 responses were successfully, even though the author received 430 responses. The reliability of the data is significant fact in research and it was measured using reliability analysis tool called SPSS software.

Further Cronbach's coefficient alpha is used to test the reliability. In general, Cronbach's alpha should be more than 0.7 for reliable data sets.

4.2.2 Reliability Testing for Variables

Here Author will check whether collected data are good enough to use for data analysis process. To data reliability check, "cronbach alpha" value will be calculated against all four work value categories. The "cronbach alpha" value should be greater than 0.7 for reliable data set.

4.2.2.1 Comfort & Security

The “Comfort and Security” work category consists with Security - Career Stability, Economic return, Way of Life, Flexible work values. The value of cronbach alpha calculated for comfort and security variable and the value is 0.706. The datasets with alpha value below 0.706 are considered as valid in a reliability analysis.

Reliability Statistics	
Cronbach's Alpha	N of Item
0.706304905	4

Table 4.1 : Reliability Statistics: Comfort and Security :

Comfort and Security measured by control measured by four dimensions and Table 4.2 shows each cronbach alpha when each dimension is deleted.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Security - Career Stability	14.64406716	0.517092833	0.67046586	0.568628682
Economic return	14.63913305	0.5135309	0.634334975	0.579172168
Way of Life	14.67278779	0.513204339	0.511644989	0.633210713
Flexible	14.79605682	0.439989598	0.331905775	0.81778157

Table 4.2: Item-Total Statistics – Comfort & Security

4.2.2.2 Professional Growth

The “Professional Growth” work category consists with Management, Independence, Prestige, Variety, Achievement work values. The value of cronbach alpha calculated for comfort and security variable and the value is 0.789. The datasets with alpha value below 0.789 are considered as valid in a reliability analysis.

Reliability Statistics	
Cronbach's Alpha	N of Item
0.789796414	5

Table 4.3: Reliability Statistics: Professional Growth

“Professional Growth “measured by control measured by five dimensions and Table 4.4 shows each cronbach alpha when each dimension is deleted.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Management	17.72618231	2.234887196	0.76645214	0.676928538
Independence	17.70945862	2.300386222	0.827001345	0.661167124
Prestige	17.81294964	2.371462485	0.652680963	0.720633147
Variety	17.69949318	2.401026577	0.848732416	0.663654051
Achievement	17.4435565	3.900361837	-0.108652733	0.916504265

Table 4.4: Item-Total Statistics – Professional Growth

4.2.2.3 Personal Growth

The “Personal Growth” work category consists with Intellectual stimulation, Altruism, Prestige, Creativity work values. The value of cronbach alpha calculated for comfort and security variable and the value is 0.706. The datasets with alpha value below 0.706 are considered as valid in a reliability analysis.

Reliability Statistics	
Cronbach's Alpha	N of Item
0.706241033	3

Table 4.5 : Reliability Statistics: Professional Growth

“Personal Growth” measured by control measured by three dimensions and Table 4.6 shows each **cronbach** alpha when each dimension is deleted.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Intellectual stimulation	8.687331536	0.945217455	0.466356788	0.68550289
Altruism	9.02425876	0.856166679	0.630570526	0.484692749
Creativity	8.886792453	0.900662927	0.483862927	0.667259815

Table 4.6: Item-Total Statistics – Personal Growth

4.2.2.4 Working Environment

The “Working Environment” work category consists with Associates, Surroundings, and Religious Faithwork values. The value of cronbach alpha calculated for comfort and security variable and the value is 0.851. The datasets with alpha value below 0.851 are considered as valid in a reliability analysis.

Reliability Statistics	
Cronbach's Alpha	N of Item
0.85111648	3

Table 4.7 : Reliability Statistics: Working Environment

“Working Environment” measured by control measured by three dimensions and Table 4.8 shows each cronbach alpha when each dimension is delete

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Associates	8.588068182	0.835526742	0.778576061	0.740785229
Surroundings	8.571022727	0.815454222	0.793436453	0.725829024
Religious Faith	9.284090909	1.315073815	0.681717215	0.865903496

Table 4.8: Item-Total Statistics – Working Environment

According to the reliability testing, all four work values categories have passed Reliability test as cronbach alpha for all work value categories are over 0.7. Then these data are good enough for further analysis.

4.3 Rules of Coding

After data collection, rules of coding were used to analysis data set. The relevant questions were created based on likert scale were coded to meaningful quantitative values. Following rules of coding were used for defined questions.

Work Value Category	Question	Parameter	Mark
Comfort and Security	Security - I prefer to have more secure job		
	Economic return – Good Salary , Allowance, Bonus ,Medical scheme for live comfortable life	Very Important	5
	Way of Life (Work–life balance) – Balance work life what I wish, the way I defined the work in my mind is same with the actual job.	Important	4
		Moderately	3
	Of Little Important	2	
	Unimportant	1	
Professional Growth	Management – Authority, Leadership, Responsibility, plan and organize work of others		
	Independence – Enables to work in his/her own way, as fast or slow as he/she wishes and take some own action up to some extends		
	Prestige - offer advancement, potential for leadership, and are often considered prestigious. Corresponding needs are Advancement, Authority, Recognition and Social Status	Very Important	5
		Important	4
		Moderately	3
	Important	2	
	Of Little Important	1	
	Unimportant		
	Variety – Allow to think from out of box, Opportunity to do different types of tasks		
	Achievement- work which gives one the feeling of accomplishment in doing a job well		

Work Value Category	Question	Parameter	Mark
Personal Growth	Intellectual stimulation – Opportunity to independent thinking	Very Important	5
	Altruism – Help others / Contribute welfare of others.	Important	4
	Creativity –Create new ideas, programs and design	Moderately Important	3
Working Environment	Associates - Friendship/good connection with fellow workers	Of Little Important	2
	Surroundings – Environment is pleasant, not too hot or too cold, noisy, dirty, etc..	Unimportant	1
	Religious Faith		

Table 4.9:Rules of Coding

4.4 Data Distribution

4.4.1 Gender

According to the successfully response from in the data collection, majority response came from Male. It was 280 and it is 73.10 % percentage of overall success response. Number of Female responses is 103 and it represented 28.03% of total valid responses.

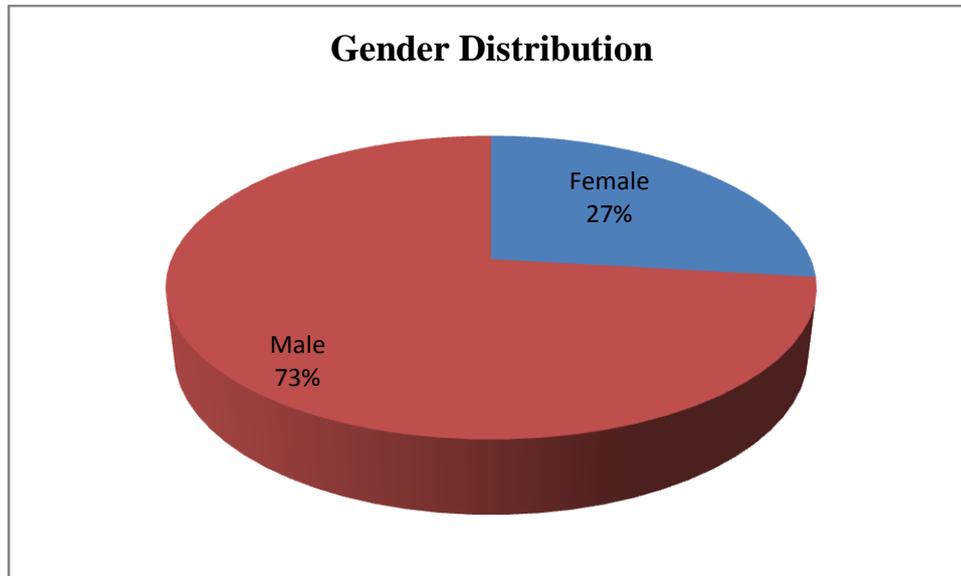


Figure 4.1: Gender Distribution

4.4.2 Birth Year Distribution

Following table show how Birth year of respondents who are participated to the research.

Year	Frequency	Percentage
1970	3	0.78329
1972	3	0.78329
1974	4	1.044386
1975	2	0.522193
1976	10	2.610966
1978	8	2.088773
1979	14	3.655352
1980	95	24.80418
1981	84	21.93211
1982	26	6.788512
1983	18	4.699739
1984	20	5.221932
1985	30	7.832898
1986	19	4.960836
1987	19	4.960836
1988	25	6.527415
1989	1	0.261097
1990	2	0.522193

Table 4.10: Birth Year Distribution

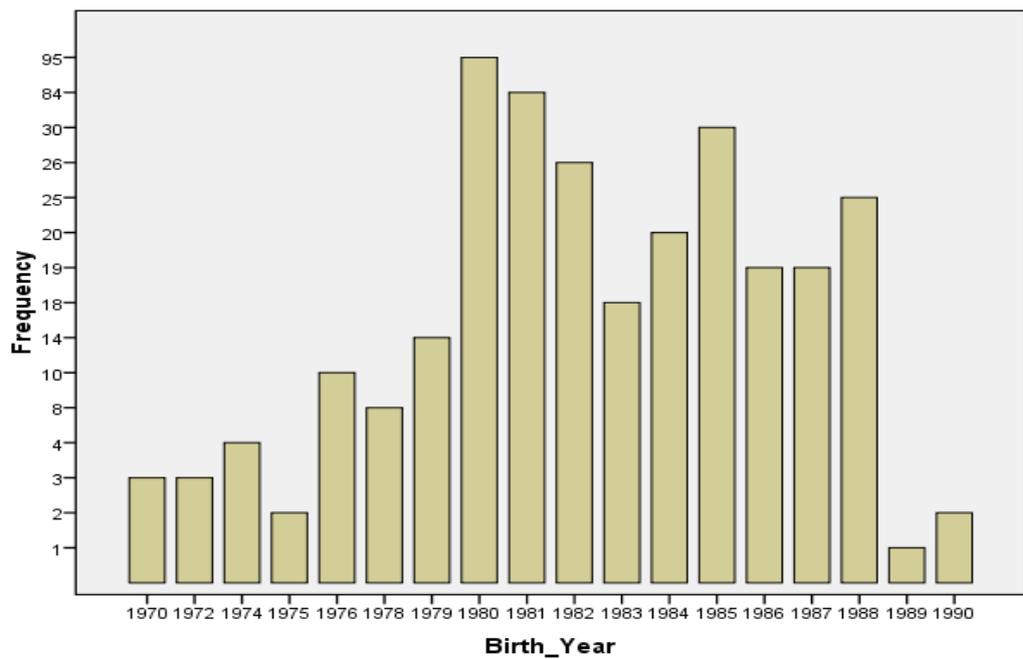


Figure 4.2: Birth Year Distribution

According to the above diagram, birth year of respondents were between from 1970 to 1990. Among those respondents , majority of them consist with people who born in 1980. There is significant impact from the people who born between from 1980 to 1988.

4.4.3 Working Experience

One of the critical facts of the IT industry is working experience of the people. Following diagram shows how people experience has been distributed. Number of person who has working experience below 2 years is 41 while there are 10 people who have more than 10 year experience. Majority of people have working experience between 2 to 10 years.

Working Experience	Frequency
Below < 2 years	41
Between 2 years and 5 Years	146
Between 5 years to 10 years	186
More than 10 years	10
Total	383

Table 4.11: Working Experience of participants

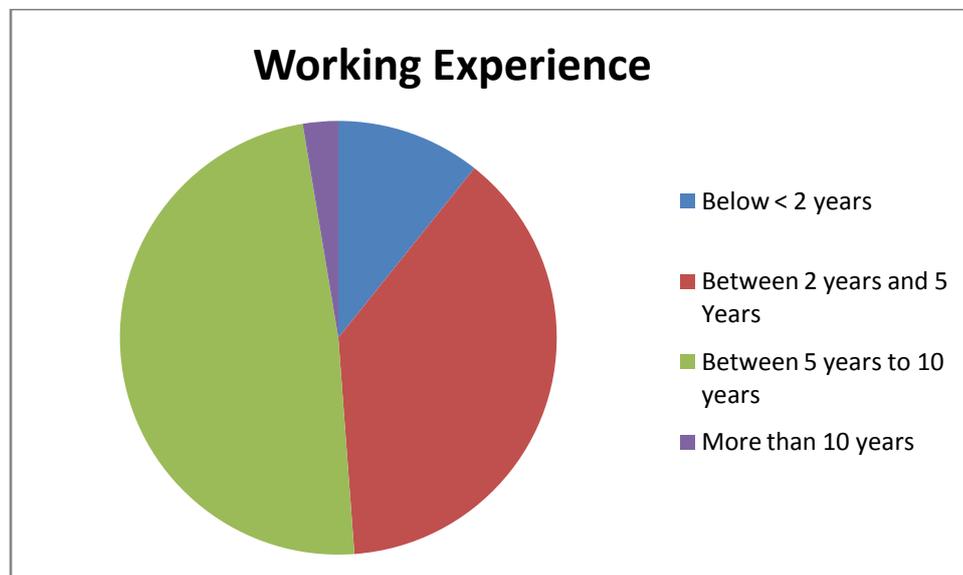


Figure 4.3: Working Experience Distribution

4.5 Sub Objective 1: Identify the generational demography in Sri Lanka IT industry.

One of the objective of the research was that identify the generational demography in Sri Lanka IT industry. Current work force consists with of four generations which are according to the Silent Generation, Baby Boomers, Generation X and Generation Y (Nicky, Roland & Evelien, 2008), (Jean, Stacy, Brian & Charles, 2010).

According to the responses there were no responses from Silent Generation (born Before the WWII) and the Baby Boomer Generation (born WWII – 1964). Almost hundred percent of participants represented Generation X and Generation Y.

Birth Year	No of Participants	Percentage (%)
Silent Generation	0	0
Baby Boomers	0	0
Generation X (1965 – 1980)	223	58.22454
Generation Y (1981 – 2000)	160	41.77546
Total	383	100

Table 4.12: Generation-wise employees

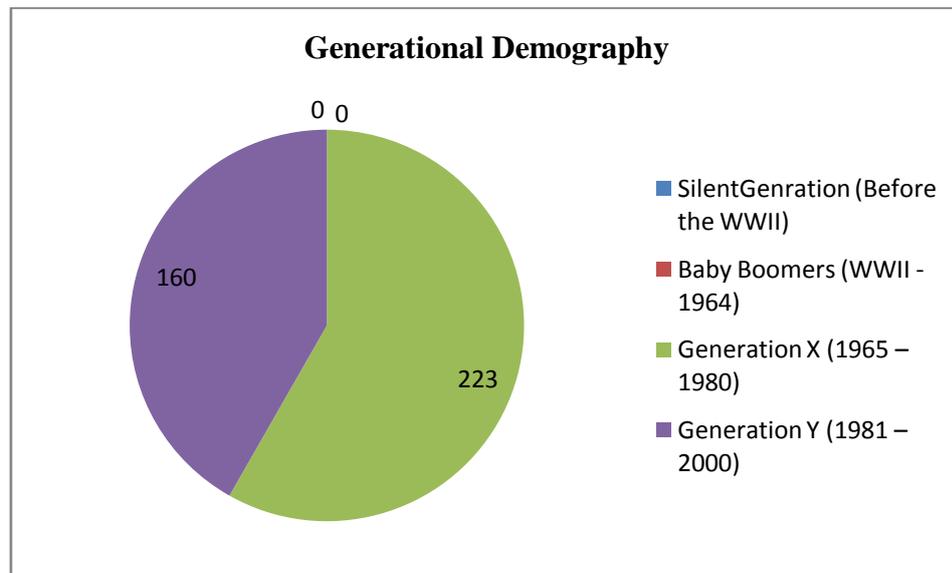


Figure 4.4: Participants representation of different generations

4.6 Sub Objective 2: Identify most preferred work values in IT industry in Sri Lanka

One of another objective of the research was that identify most preferred work values in IT industry in Sri Lanka. Below table show most proffered work values of IT employee.

Work Value	Frequency
Security - Career stability	360
Economic return	375
Way of Life	353
Flexible	276
Management	310
Independence	145
Prestige	223
Variety	187
Achievement -	274
Intellectual stimulation	299
Altruism	120
Creativity	278
Associates	311
Surroundings	336
Religious Faith	180

Table : 4.13 Most Preferred work values Distribution

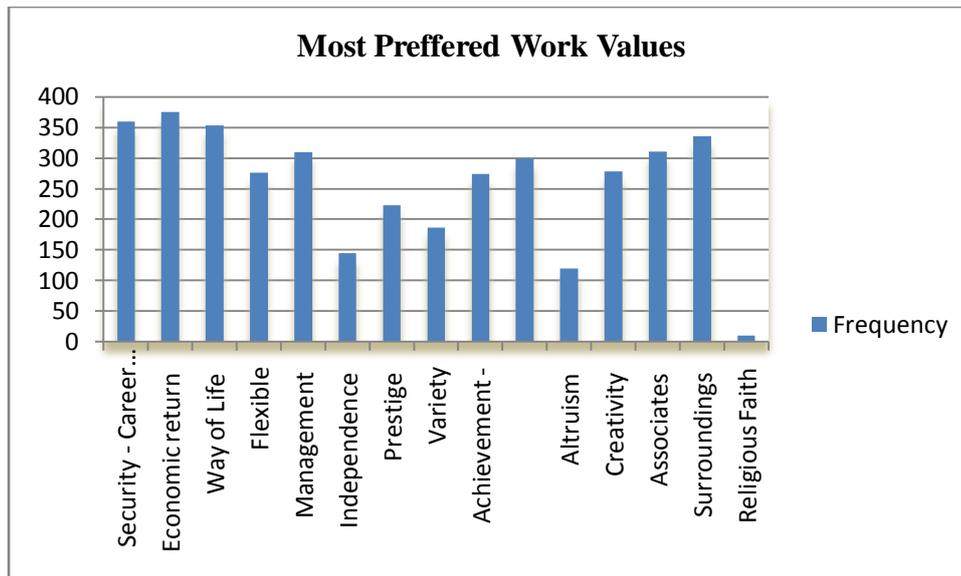


Figure 4.5 Most Preferred work values Distribution

According to the above Figure 4.6 , most preferred work values is “Economic return” and it was 375 responses while “Security - Career stability” came as the second most preferred work value. Then “Way of Life “, “Surroundings “and “Associates” are other most preferred work values among 383 responses.

4.7 Main Objective: Identify work value categories, which impact on motivation of employees

One of the main objective of the research was that identify work value categories, which impact on motivation of employees in IT industry in Sri Lanka.

Identified work values categories were

- Comfort and Security
- Professional Growth
- Personal Growth
- Working Environment

Hypothesis 1: Comfort and security for the employee motivation

H0: Comfort and security not impact on employee motivation in IT industry

H1: Comfort and security has an impact on employee motivation in IT industry

Correlations			
		Motivation	Comfort and Security
Motivation	Pearson Correlation	1	.773**
	Sig. (2-tailed)		.000
	N	383	383
Comfort and Security	Pearson Correlation	.773**	1
	Sig. (2-tailed)	.000	
	N	383	383

Table 4.14: Correlation of Hypothesis 1

Above Table 4.14 shows the relationship between “Motivation” and “Comfort and Security” variables. The correlation coefficient value for above two variables is 0.773 at 95% confidence interval between “Motivation” against “Comfort and Security” variables. So that H_0 is rejected and H_1 is accepted. There is a positive relationship between particular two variables and that Comfort and Security has a positive effect on employee motivation in Sri Lankan IT industry

Hypothesis 2: Professional growth for the employee motivation

H0: Professional growth has not impact on employee motivation in IT industry

H1: Professional growth has an impact on employee motivation in IT industry

Correlations			
		Motivation	Professional Growth
Motivation	Pearson Correlation	1	.711**
	Sig. (2-tailed)		.000
	N	383	383
Professional Growth	Pearson Correlation	.711**	1
	Sig. (2-tailed)	.000	
	N	383	383
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.15: Correlation of Hypothesis 2

Above Table 4.15 shows the relationship between “Motivation” and “Professional Growth” variables. The correlation coefficient value for above two variables is 0.711 at 99% confidence interval between “Motivations” against “Professional Growth” Security variables. So that H0 is rejected and H1 is accepted. There is a positive relationship between particular two variables and that “Professional Growth” has a positive effect on employee motivation in Sri Lankan IT industry

Hypothesis 3: Personal Growth for the employee motivation

H0: Personal Growth has not impact on employee motivation in IT industry

H1: Personal Growth has an impact on employee motivation in IT industry

Correlations			
		Motivat ion	Personal Growth
Motivation	Pearson Correlation	1	.871**
	Sig. (2-tailed)		.000
	N	383	383
Personal Growth	Pearson Correlation	.871**	1
	Sig. (2-tailed)	.000	
	N	383	383
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.16: Correlation of Hypothesis 3

Above Table 4.16 shows the relationship between “Motivation” and “Personal Growth” variables. The correlation coefficient value for above two variables is 0.271 at 99% confidence interval between “Motivations” against “Professional Growth” Security variables. So that H0 is rejected and H1 is accepted. There is a positive relationship between particular two variables and that “Personal Growth” has a positive effect on employee motivation in Sri Lankan IT industry

Hypothesis 4: Working Environment for the employee motivation

H0: Working Environment has not impact on employee motivation in IT industry

H1: Working Environment has an impact on employee motivation in IT industry

Correlations			
		Motivat ion	Work Environme nt
Motivation	Pearson Correlation	1	.501 **
	Sig. (2-tailed)		.000
	N	383	383
Working Environment	Pearson Correlation	.501**	1
	Sig. (2-tailed)	.000	
	N	383	383
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.17: Correlation of Hypothesis 4

Above Table 4.17 shows the relationship between “Motivation” and “Working Environment” variables. The correlation coefficient value for above two variables is 0.001 at 99% confidence interval between “Motivations” against “Professional Growth” Security variables. So that H0 is rejected and H1 is accepted. There is a positive relationship between particular two variables and that “Working Environment” has a positive effect on employee motivation in Sri Lankan IT industry.

Chapter 5

Conclusion

5.1 Introduction

This chapter mainly describes summary of the research finding and recommendation for benefit parties.

The main objective of the research was the work values impact on employee motivation on Information industry in Sri Lanka. Beside that main objective, there were two sub objectives. Those are:

1. Identify the generational demography in Sri Lanka IT industry.
2. Identify most preferred work values in IT industry in Sri Lanka

Main Objective: The work values have an impact on employee motivation on Information industry in Sri Lanka.

Summary of the particular Hypothesis are display in below table.

Hypothesis	Accept
Comfort and security has an impact on employee motivation in IT industry	H1
Professional growth has an impact on employee motivation in IT industry	H1
Personal growth has an impact on employee motivation in IT industry	H1
Working environment has an impact on employee motivation in IT industry	H1

Table 4.18: Hypothesis Summery

According to the outcomes of the research from the hypothesis testing, it can be concluded that Comfort and Security is positively impact employee motivation in Sri Lankan IT industry. When Comfort and Security increases, employee motivation also increases.

Sub Objective 1: Identify the generational demography in Sri Lanka IT industry

According to the research finding, the IT industry in Sri Lanka mainly consists with Generation X and Generation Y. The Generation X play major role in this sector and it is 58.224 % from total IT work force while Generation Y represent 42.775 % of total IT work force.

Sub Objective 2: Identify the most preferred work values of each generation in Sri Lankan IT industry.

This review and analysis offers most preferred work values of employee in IT industry. This research mainly focus on IT employee in Sri Lanka and data collection was done through online Questionnaire. The total responses for the research were 410 and about 27 responses were rejected due to some of reasons. ex: incomplete data.

In the questionnaire, the respondent was asked to select 5 most preferred work values out of 15 defined work values. According to the research result, majority of respondents selected “Economic return” is most preferred work values. It is 375 out of 383 records. As a percentage, it is 97.911 %. Second most preferred work value is “Security - Career stability” and it was 360 responses. The target audience has choose ‘Way of Life “ work value as third preferred choice and “Surroundings” and “Associates” came after that respectively.

5.2 Recommendations

This research was presented to IT industry in Sri Lanka and tried to find out several objectives which related to employee work values and motivation. Stakeholders of the research were IT employee, Management people and HR department people.

This research has revealed direct connection with employee motivation and selected work values. As Management of a company, they can study these work values and can create better company structures, working environment, benefits schemes, salary scale for keep their employee always motivate. This will be definite return on investment for the company. Furthermore HR people can use these outputs for their occasions such as recruitment, personal development functions.

As an IT employee in the industry, he/she can understand the importance of work values (such as Associate, Surroundings) is to minimize verbal conflicts, work activity related conflicts and personal behavioral conflicts in the work environment.

5.3 Limitations

This research study was done within limited time schedule there for the Author had to limited to only 15 work values for research study.

And also initial objectives of the research was changed as author need to restrict the scope due to time limit.

The questionnaire was filled online and there wasn't any method to clarify uncertainties between the respondent and the researcher. Therefore it may not reveal clearly what employees felt about certain factors.

5.4 Future Directions

This study was focused on IT industry in Sri Lanka. Based on the outcomes of the research, following future studies can be progressed.

This research was conducted to identify the work values in IT industry and their impact on motivation. The outcomes of this research can be used to extend that how work values differ with each generation so that IT company get better outcomes as any IT company consist with different generations.

Furthermore this research was conducted on every IT employees in Sri Lanka without considering the sector (ex: government and private). With the feedback, it seems that person who from a government IT is totally differs with the person who works in a private IT company. Therefore this research can be extend to cover each sector and can get better results on employee work values on motivation factors and it will be invaluable facts for both government and private company.

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Appendices

Appendix 1: Questionnaire

The following questions were made based on significant work values in existing work force. The main objective is identifying the work related values and it's impact on employee motivation in IT industry in Sri Lanka. According to your current experience, hope your fully support to complete this research.

SECTION ONE

Demographic distribution of the employees

* Required

1. Gender *

- Male
- Female

2. Your Birth Year *

3. Your highest educational qualification

- A/L
- Graduate
- Post Graduate (MSc, MBA,etc)
- PhD

4. Work in IT Company

- IT Company
- Non IT Company

6. Working experience?

- a. Below < 2 years

- b. Between 2 years and 5 Years
- c. Between 5 years to 10 years
- d. More than 10 years

SECTION TWO

Comfort and Security

7. Security - I prefer to have more secure job

	Very Important	Important	Moderately Important	Of Little Importance	Unimportant
.	<input type="radio"/>				

8. Economic return – Good Salary , Allowance, Bonus ,Medical scheme for live comfortable life

	Very Important	Important	Moderately Important	Of Little Importance	Unimportant
.	<input type="radio"/>				

9. Way of Life (Work–life balance) – Balance work life what I wish, the way I defined the work in my mind is same with the actual job.

	Very Important	Important	Moderately Important	Of Little Importance	Unimportant
.	<input type="radio"/>				

10. Flexible: Flexible benefits such as flexible working hours

	Very Important	Important	Moderately Important	Of Little Importance	Unimportant
.	<input type="radio"/>				

Professional Growth

11. Management – Authority, Leadership, Responsibility, plan and organize work of others

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

12. Independence – Enables to work in his/her own way, as fast or slow as he/she wishes and take some own action upto some extends

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

13. Prestige - offer advancement, potential for leadership, and are often considered prestigious. Corresponding needs are Advancement, Authority, Recognition and Social Status (Physical appearance which reflects your success and achievement.)

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

14. Variety – Allow to think from out of box, Opportunity to do different types of tasks.

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

15. Achievement -work which gives one the feeling of accomplishment in doing a job well

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

Personal Growth

16. Intellectual stimulation – Opportunity to independent thinking

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

17. Altruism – Help others / Contribute welfare of others.

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

18. Creativity –Create new ideas, programs and design

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

Working Environment

19. Associates - Friendship/good connection with fellow workers

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

20. Surroundings – Environment is pleasant, not too hot or too cold, noisy, dirty, etc..

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
<input type="radio"/>				

21. Religious Faith -Having a religious belief

	Very Important	Important	Moderately Important	Of Little Importance	Unimportant
.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION 3

Current Environment

22. Are you looking for another company to join in recently? *

- Yes
- No

23. Overall Are you satisfy with current working company? *

- Yes
- No

24. Select FIVE MOST PREFERABLE work values

- Security - Career stability
- Economic return – Good Salary , Allowance, Bonus ,Medical scheme for live comfortable life
- Way of Life (Work–life balance) – Balance work life what I wish, the way I defined the work in my mind is same with the actual job
- Flexible: Flexible benefits such as flexible working hours
- Management – Authority, Leadership,Responsibility, plan and organize work of others
- Independence – Enables to work in his/her own way, as fast or slow as he/she wishes and take some own action upto some extends
- Prestige - offer advancement, potential for leadership, and are often considered prestigious. Corresponding needs are Advancement, Authority, Recognition and Social Status (Physical appearance which reflects your success and achievement.
- Variety – Allow to think from out of box, Opportunity to do different types of tasks.
- Achievement - work which gives one the feeling of accomplishment in doing a job well
- Intellectual stimulation – Opportunity to independent thinking

- Altruism – Help others / Contribute welfare of others.
- Creativity – Create new ideas, programs and design
- Associates - Friendship/good connection with fellow workers
- Surroundings – Environment is pleasant, not too hot or too cold, noisy, dirty, etc.
- Religious Faith