

**IB DP Psychology**  
**Higher level**  
**Paper 3 – resource booklet**

The sources in this examination have been collated to assess the claim that motivators play a significant role in leading to greater employee satisfaction and performance in the workplace.

**Source 2**

A study investigated whether the type of workplace motivator is related to employee satisfaction and task performance. 240 employees across three organisations (80 per group) were grouped by their employer's primary motivator:

- Financial incentives: e.g. bonuses, commission
- Recognition-based: e.g. employee of the month, verbal praise from managers
- Autonomy-based: e.g. flexible working, choice over projects

Employee satisfaction was measured on a self-report scale (0–50) and task performance on supervisor ratings (1–10). **Table 1** shows the mean scores and standard deviations for each motivator type.

**Table 1: Mean employee satisfaction and task performance scores by motivator type**

Motivator type	Mean satisfaction score	SD (satisfaction)	Mean performance score	SD (performance)
Financial incentives	28.4	6.2	6.1	1.8
Recognition-based	33.7	5.1	6.9	1.5
Autonomy-based	37.2	4.3	7.4	1.2

### Source 3

A researcher conducted unstructured interviews with employees to explore their experiences of workplace motivation. 18 participants from a range of industries, including healthcare, education, and retail, took part in the study.

Thematic analysis identified the following themes:

- Several employees expressed feeling more satisfied when their work felt purposeful and made a meaningful contribution
- Many reported that regular praise and recognition from managers made them feel valued and willing to put in extra effort, even when financial rewards were modest
- Some noted that financial incentives such as bonuses were motivating in the short term but created pressure rather than sustaining long-term engagement
- Others felt that micromanagement lowered their satisfaction and undermined their sense of competence, even when other rewards were available

## Source 4

A study investigated whether the relationship between workplace motivators and employee satisfaction differs across job roles. 200 employees at a large retail company, working in either managerial or non-managerial positions, took part. Participants completed the Workplace Motivation Inventory (classifying their most valued motivators) and a standardised Employee Satisfaction Questionnaire (0–50).

**Table 2** shows the mean satisfaction scores and standard deviations by job role and motivator type.

**Table 2: Mean employee satisfaction scores by job role and motivator type**

Motivator type	Managerial (mean)	Managerial (SD)	Non-managerial (mean)	Non-managerial (SD)
Financial incentives	30.1	5.8	33.6	5.4
Recognition	36.4	4.2	31.5	5.7
Autonomy	39.8	3.6	27.1	6.8

## Source 5

A quantitative study investigated the relationship between intrinsic motivation and employee performance. 150 employees across five organisations completed an Intrinsic Motivation Inventory and were categorised into one of five levels (very low to very high). Performance was measured using annual review scores on a standardised scale (1–10).

**Figure 2** shows the mean performance review score for each level of intrinsic motivation.

