

# Preliminary study interviews transcription summary

## Demographical data:

#	Role	nationality	Age	Company	Duration
<b>Intrev.1</b>	Proj manager	Saudi Arabian	39	Elm sa	15 mins
<b>Intrev.2</b>	Proj manager	Jordanian	45	Ministry of Education	18 mins
<b>Intrev.3</b>	Proj manager	Indian	44	Ministry of commerce	20 mins
<b>Intrev.4</b>	Developer	Jordanian	36	Elm sa	22 mins
<b>Intrev.5</b>	Developer	Indian	32	Ministry of commerce	20 mins
<b>Intrev.6</b>	Developer	Jordanian	32	Techno Wave Saudi Arabia	22 mins
<b>Intrev.7</b>	Analyst	Jordanian	52	Elm sa	20 mins
<b>Intrev.8</b>	Coordinator	Saudi Arabian	28	Ministry of Education	18 mins

## Summary of the recorded interview

**Question 1# What motivates you (and your staff, if he is a project manager)?**

**Answers #**

Intervie wee	answers	comments
Interv.1	<p><b><u>Respondent:</u></b> Many things, money is not important, training, respect, promotions, <u>everyone has something different</u> motivate him. For me, I thing training, and promotions.</p> <p><b><u>Interviewer:</u></b> What about money?</p> <p><b><u>Respondent:</u></b> not that much important to me personally.</p>	
Interv.2	<p><b><u>Respondent:</u></b> <u>Job security first</u>, respects from the high authority, money is also important but not on the top.</p> <p><b><u>Interviewer:</u></b> Do you feel that you are in a risk in terms of your job?</p> <p><b><u>Respondent:</u></b> Yes I do as long as <u>my contract</u> will expire by the end of the project. I am not Saudi employee.</p> <p><b><u>Interviewer:</u></b> What if your contract will be terminated in few months,</p>	Contracting and commitment issues. Citizenship. Financial support

	<p>what would you do?</p> <p><b><u>Respondent:</u></b> I will be <u>busy by finding another company or project.</u></p> <p><b><u>Interviewer:</u></b> What about money?</p> <p><b><u>Respondent:</u></b> yes of course it is on the top every where</p>	
Interv.3	<p><b><u>Respondent:</u></b> Good plans of projects, payment on time, high salary of course for the best staff only. <u>Working in teams</u> as a project.</p> <p><b><u>Interviewer:</u></b> What do you mean by good plan?</p> <p><b><u>Respondent :</u></b>I mean <u>clear tasks and user requirements</u>, I hate reworking on the same pages.</p> <p><b><u>Interviewer: what makes the requirements unclear?</u></b></p> <p><b><u>Respondent:</u></b> there are many reason, but the bureaucratic process and the organisation hierarchy causes a delay in project requirements.</p> <p><b><u>Interviewer</u></b> Is that because you work for a governmental project?</p> <p><b><u>Respondent :</u></b> Could be yes</p>	<p>Tasks clarity issues.</p> <p>Organisational structure</p>
Interv.4	<p><b><u>Respondent:</u></b> Ongoing training, respect from project manager, valuing the work, working times flexibility, working alone.</p> <p><b><u>Interviewer:</u></b> why do ask for respect?</p> <p><b><u>Respondent:</u></b> because some of them don't respect your personality and if I objected that would lead to my <u>contract termination</u>.</p> <p><b><u>Interviewer:</u></b> What if he didn't respect you?</p> <p><b><u>Respondent:</u></b> I will move to another project asap.</p> <p><b><u>Interviewer:</u></b> What about money?</p> <p><b><u>Respondent:</u></b> yes of course it is important, but job security is more important to me.</p>	<p>Contracting issues</p> <p>Commitment issues</p>
Interv.5	<p><b><u>Respondent:</u></b> High salary, job security, contract auto renewal, clear goals.</p> <p><b><u>Interviewer</u></b> What if your manager refused to give high salary, but more recognition?</p> <p><b><u>Respondent</u></b> I will definitely move to another company</p> <p><b><u>Interviewer</u></b> Why?</p> <p><b><u>Respondent</u></b> I am a skilled developer and DBA, and can sign another contract very fast.</p>	<p>Financial issues,</p> <p>Contracting issues</p> <p>Task clarity</p> <p>Contracting issues.</p>
Interv.6	<p><b><u>Respondent:</u></b> Involvement in making the decision, respect, sharing the benefits, good communication.</p> <p><b><u>Interviewer:</u></b> What do you mean by benefits?</p>	<p>Equity issues.</p> <p>Roles issues.</p>

	<b>Respondent:</b> I mean the extra financial incentives that goes to the project managers , Although I am who <u>did the work actually</u>	
Interv.7	<b>Respondent:</b> Clear tasks and deadlines, money, long contract, involvement in decisions.	Task clarity Financial issues, Contracting issues
Interv.8	<b>Respondent:</b> Money, job promotions and training	Financial issues,

**Question 2# Do you think that people can be motivated differently? If YES please say why?**

Response	Answer	comments
Interv.1	<p><b>Respondent:</b> Yes of course, Saudi people are motivated differently as they are looking for more promotions and recognition, but other nationalities always looking for higher salaries and job security.</p> <p><b>Interviewer:</b> Why Saudi people particularly?</p> <p><b>Respondent:</b> Because they work for the government mostly, and feel their jobs are secured.</p>	<p>Citizenship issues.</p> <p>Contracting issues.</p>
Interv.2	<p><b>Respondent:</b> Yes, based on the productivity they get higher promotions and salaries.</p> <p><b>Interviewer:</b> What if they cannot produce at the same level?</p> <p><b>Respondent:</b> Yes, that could happen at the elderly people as they are quite slower than the young people, however, they more stable at the work, and we can rely on them in the long projects. Therefore, we motivate them as well.</p>	<p>Roles issues.</p> <p>Age issues</p>
Interv.3	<p><b>Respondent:</b> Yes of course, some of them can be motivated easily and some is difficult to get him motivated</p> <p><b>Interviewer:</b> Why?</p> <p><b>Respondent:</b> For many reasons, some of them have difficult circumstances in his life, always introverted (fuzzy), some of them just need a day or two off, and then he will be highly motivated.</p> <p><b>Interviewer: <u>How about their roles and jobs, are they motivated equally?</u></b></p> <p><b>Respondent:</b> Yes to some extent, that could happen if the reward system</p>	<p>Personal needs and consideration issues.</p> <p>Roles and job types</p>

	is not clear or hasn't been set properly.	
Interv.4	<p><b>Respondent:</b> At some point Yes, as I have seen many motivated people without obvious reason. Although they weren't the highest salary in the workplace.</p> <p><b>Interviewer:</b> What do you think makes them different?</p> <p><b>Respondent:</b> I think they are more confident in terms of their technical ability, they have good relationship with the high authority, and they have some power in the work to get what they want in terms of the vacations and training.</p>	Power conflict issues. Equity issues.
Interv.5	<p><b>Respondent:</b> Yes sure they are different, each type of people require different motivators, for example, help desk staff require some recognition to be in the same level of technical staff.</p> <p>And non-citizen people require more assurance terms of their visa validity and contract renewals.</p>	Role issues. Citizenship issues.
Interv.6	<p><b>Respondent:</b> I think there are no differences between people; the differences are in the way of giving these incentives. People are the same, but the leaders treat them differently. I need to do more with people and create good relationship with them to be known to the organisation's leaders, to be motivated properly.</p>	Organisation al hierarchy issues, Equity issues.
Interv.7	<p><b>Respondent:</b> Yes of course there are some differences. I can see older people in this organisation take more than others,</p>	Age issues.
Interv.8	<p><b>Respondent:</b> Yes of course, I can see that non-citizen people are receiving more incentives than us, although we work at the same level of productivity. I am a citizen and should be treated better.</p>	Citizenship issues, commitment issues.

### **Question 3# What makes you de-motivated?**

#### **Answers #**

Response	Answer	comments
Interv.1	Working for small projects or routine duties.	Operation and projects

		issues
Interv.2	Unclear requirements, lack of financial support,	Task clarity
Interv.3	Operational work and routine, poor communication.	Daily work type
Interv.4	Lack of recognition, noise in workplace. Working for mismanaged projects, unclear job	Daily work type. Task clarity
Interv.5	<p><b><u>Respondent</u></b> Stress, family problems, delay in requirements , conflict with others in work</p> <p><b><u>Interviewer</u></b> Why conflict?</p> <p><b><u>Respondent</u></b> Some people are causing technical problems and delay in project handover, which at the end puts some blaming on me as a developer.</p> <p><b><u>Interviewer</u></b> What do you need to solve this problem?</p> <p><b><u>Respondent</u></b> I need to jump them all and speak directly to the user to get the right requirements.</p>	Personal needs. Organisational heirarchy
Interv.6	<p><b><u>Respondent</u></b> Lack of financial support, poor coordination and also the delay in project implementation.</p> <p><b><u>Interviewer</u></b> Why there is a delay?</p> <p><b><u>Respondent</u></b> Long procedures and processes to get the project approved and the requirements validated</p>	Financial support
Interv.7	The work itself , sometimes I work for an interesting project , but other times I do some disappointing operational work and routine.	Operation and projects issues
Interv.8	<p><b><u>Respondent</u></b> Inequity in workplace, Not being involved in the project</p> <p><b><u>Interviewer</u></b> Why?</p> <p><b><u>Respondent</u></b> Because my job is not a technical</p>	Equity issues

**Question 4# To what extent do think these factors are important in motivating people in software engineering environments? Rate as the following:**

(3 Important - 2 Natural -1 Not Important - 0 I don't know)

	Motivators list	Interviewee no.							
		1	2	3	4	5	6	7	8
1	Rewards and incentives	3	3	3	3	3	3	3	3
2	Development needs to be addressed	2	3	3	3	3	3	2	3
3	Variety of work	3	2	2	3	3	3	3	2
4	Career path	3	3	3	3	3	3	3	3
5	Empowerment/responsibility	2	2	2	1	1	2	2	3
6	Good management	3	3	2	3	3	3	2	3
7	Sense of belonging/supportive relationships	1	2	2	2	1	3	2	3
8	Work/life balance	1	0	0	3	3	2	3	1
9	Working in a successful company	2	3	2	3	3	3	3	3
10	Employee participation/involvement/working with others	3	2	2	3	3	3	3	3
11	Feedback	2	3	2	2	3	3	3	2
12	Recognition	3	3	3	3	3	3	3	3
13	Equity	2	3	3	3	3	3	3	3
14	Trust/respect	3	3	3	3	3	3	3	3
15	Technically challenging work	3	2	3	2	3	3	2	0
16	Job security/stable environment	3	3	3	3	3	3	3	3
17	Identify with the task	3	3	3	3	3	3	3	3
18	Autonomy	3	2	2	3	3	3	2	2
19	Appropriate working conditions/ environment/ good equipment/tools/physical space/ quiet	3	3	3	3	3	3	3	3
20	Making a contribution/task significance	3	3	3	3	2	3	2	1
21	Sufficient resources	2	3	3	3	3	3	3	2
22	Team quality	3	3	3	2	3	3	2	3
23	Creativity/innovation	2	2	3	3	2	2	2	1
24	Fun	1	2	2	2	3	2	1	1
25	Professionalism	3	2	3	2	3	3	2	0
26	Having an ideology	0	0	1	1	0	2	1	1
27	Non-financial benefits	2	3	2	2	2	2	2	3
28	Penalty policies	1	1	1	1	1	1	1	0
29	Good relationship with users/customers	3	3	3	2	2	2	3	3