"For generation Y, what is their preferred method of reward management for those working in Ireland?".

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<u>Abstract</u>

This paper by Hugh Connolly has looked at "For generation Y and is their preferred method of reward management, for those working in Ireland?". The study looked at this area, due to the ever-increasing importance reward management has taken in the working world. This is becoming ever more important due to generation Y taking over their workplace and their preference of a kaleidoscope career.

The paper analysed previous literature on the topic and then conducted its own research where they gathered the thoughts of one hundred millennials about reward management, the respondents were working in Ireland. The researcher also conducted seven semi– structured interviews. The interviewees are involved in the HR department of their organisation and they gave an insight of how rewards are utilised in their organisations. The results were illustrated via graphs and the interviews were broken into themes in the results section. They were critically evaluated and then compared against previous literature.

The paper found that majority of generation Y preferred to receive an increase in base salary with work/life balance and incentives following behind. The youngest sub group on generation Y placed great emphasis on promotion opportunities and general benefits, while the oldest sub group were more concerned with health benefits. Millennials wanted to be involved in deciding their targets and rewards, while female members gave preference to work/life balance. Organisations find rewards important in Ireland and use it for different reasons depending on their sector. The finding from this paper correlated strongly with most literature presented, but there were some discrepancies. The paper suggested using a hybrid approach of reward management which entails the organisations culture while also tailoring to the needs of employees. The paper is valuable to further studies of this area and organisations based in Ireland in dealing with millennials.

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1.0 Introduction

The chosen topic of research for this paper will be "For generation Y, what is their preferred method of reward management, for those working in Ireland". While also looking at sub- objectives such as,

1. Do preferential rewards change from people born in the early 80's to those born in the late 90's?
2. How involved do members of generation Y, want to be involved in setting their own targets and rewards?
3. Is there a difference between male and female members of generation Y and their attitude toward rewards in the workplace?
4. How is reward management perceived in organisations in Ireland?

For the purpose of this paper generation Y is defined as those born between 1980 and 1999 inclusive. The primary aim of this paper will be to help develop a better understanding of what millennials prefer from their workplace in terms of rewards.

According to research by 2030 there will be more jobs available than people as result reward management will be taking on greater impetus in order for organisation's to stand apart and attract and retain the right talent (CIPD, 2015).The area of reward management has become a very important tool used by organisations and it has progressed from just rewarding staff with a monetary reward Risher (2014), to now incorporating almost everything imaginable form monetary pay – tinker time (Antoni, 2012). This is backed up by CIPD (2015) who say it shows what you value as an organisation. A survey with 200,000 participants showed that recognition was the most important for them, with compensation coming as low as 8th behind work/life balance. According to CIPD (2012) having reward policies and structure's in place that align with both the company and employees needs will lead to better organisational performance and improve employee engagement. Generation Y are coming into the workplace at an enormous rate and will soon out number generation X, (Meister cited in Kilber, Barclay and Ohmer, 2014) states generation Y will be 50% of the workforce by 2020 and that will raise to 75% of the global workforce by 2025. As result it's is important to look at the traits of generation Y and what they might want from the workplace with Munkundan et al (2015) claiming they want to receive praise instantly for completing jobs. They are more likely to have a kaleidoscope

career (Yi, Ribbens, Fu and Cheng, 2015). Per Martin and Ottemann (2015), Millennials want to be involved in the decision-making process in their organisations. Due to millennials placing new demands on the workplace it is important that organisations reward management reflects that. CIPD (2015) recommends communicating reward programmes thoroughly with employees and making them aware of their different choices. They also recommend due to the kaleidoscope career of millennials it's important to offer them life style benefits and allow them to purchase extra holiday's as they will only be looking at the short –term future.

There has been numerous work done before reward management, generation Y and both reward management and generation Y. Research has been conducted worldwide from India to America and from numerous researcher such as Martin and Ottemann (2015), Aruna and Anitha 2015) and CIPD (2015). This large database of literature was of great importance to the researcher as it provided him with a contextual background of information on the topic at hand and it helped the researcher scope out questions that needed to be asked during the primary investigation stage of the paper. Due to large volume of work previously done on reward management and millennials, there is contrasting information available to researchers. Straight away there is a difference of opinion regarding the make-up of generation Y, a difference of why reward management is used in organisations. How often does organisations conduct a full evaluation of their rewards programme. While researchers have different opinions of millennials in the workplace with some calling them lazy and others claim they like to be challenged (Martin and Ottenmann, 2015). These gaps have enabled the researcher to be points of interest to investigate further during his own primary investigation stage.

This research paper will start off by looking at the literature of previous researchers to develop a better understanding of the topic at hand and to help develop the research questions to be answered later in the paper. The paper will then outline the research objectives and sub – objectives in the methodology section. Also, the methodology section will outline the research philosophy used and why the research was conducted through a mixed method approach. It will also explain as to why both an online survey and a semi – structured interview was used in gathering the primary data. It will

explain the participants who were involved in each section of the primary investigation. The researcher will then present the findings in the result's section, the objectives will be broken down and the results will be illustrated by various graphs for the main objective and the first three sub objectives. For the forth sub objective the responses the researcher obtained will be grouped together in themes. Once all the results have been published they will be compared against the literature previously looked at in the literature review section to see if there are any differences or similarities between them. In the final section of this paper the researcher will draw a conclusion on this paper and suggest recommendations for future studies and recommendations for implementing future reward management programmes in the workplace.

2.0 Literature Review

2.1 Introduction

The focus and aim of this part of the proposal is too develop an understanding of the previous work done on reward management and the effect it would have on the people who are defined as generation Y. While trying to gain knowledge from previous work, we will also be identifying the various gaps that are evident in some readings. The Literature review will begin with a look at generation Y, followed by reward management and then the literature review move on to looking at both factors together.

2.2 Generation Y

The literature that is presented has numerous contradictions in them especially when it comes to the definition of generation Y. Generation Y has many different definitions from various sources of material, (Kilber et al, 2014) define generation Y as any person who is born between the years 1980 – 2000. This is backed up by (Aruna and Anitha, 2015). However, (Tulgan, 2011) claims that people must be born between 1978 – 1990. While (Hill and Hyun- Huw, 2012) Claim people must be aged between 18 & 35 to fall in to the generation Y category.

2.3 Generation Y Traits & Attributes

Generation Y have been shaped by the world they were brought up in, that world has consisted of massive technological advancements, terrorism and reality television (Munkundan, Dhanya and Saraswathymama, 2013). Per (Aruna and Anitha, 2015) members of generation Y require instant praise & gratification for their work they believe this is down to their upbringing by their parents & the instant success from video games. The point that generation Y require instant gratification for completing tasks, is further reemphasised in numerous articles such as (Mukundan et al, 2013), (Kelly, Elizabeth, Bharat and Jitendra, 2016) and (Martin and Ottemann, 2015). Generation Y has been accredited with many different attributes from pervious literature undertaken, some of the attributes are flattering towards the generation, while others are not. They are classified as being self - centred, self-obsessed, lazy and un loyal (Messarra, Karkoulin and El Kusser, 2016) and (Martin and Ottemann, 2015).

However, they have been classified in a positive light as well they function well as part of a team, optimistic, goal orientated, tenacious in completion of those goals, realistic, confident in their ability, fun, very socialised, enjoy taking on tasks that challenge their skill sets and want to make a telling contribution to the community (Yi, Ribbens, Fu and Cheng, 2015), (Bejtkorsky, 2016), (Munkundan et al, 2013), (Martin and Ottemann, 2015) and (Kelly et al, 2016).

2.4 Generation Y & Communication & Technology

Generation Y are symbiotic with technology due to the fact they have grown up with it throughout their lives (Bucuta, 2015). As a result of growing up with technology generation Y prefer different methods of communication than previous generations according to (Martin and Ottemann, 2015) they prefer softer methods of communication, specifically they like to communicate through email, Voice call and video call (Bejtkovsky, 2016). They use this technology to help them to connect to people, generation Y see connectivity as a good trait to have regardless of whether this connectivity is held online or through face – face encounters (Bucuta, 2015). Due to be integrated with people on a worldwide scale this generation are not afraid to be blunt in their assessment of people's opinions, they are also very willing to accept new ideas from others and a more than willing to share their ideas with people (Bucuta, 2015). In fact, (Bucuta, 2015) states that their tendency to share ideas can overstep the mark by not being able to distinguish the difference between private and public information, Bucuta (2015) also claims that generation Y has a problem with punctuality and suffer from a power attention plan.

2.5 Generation Y in the work place

Millennials work as means to spend money (Bejtkovsky, 2016). They do not see any the job they hold as a definition of them as a person (Kelly et al, 2016). They aim to achieve a comfortable living scenario from their work. (Martin and Ottemann, 2015). Generation Y are not like previous generations where they will stay in a job for life, they like to keep their options open and have no problem finding work if they feel the undervalued (Universum, 2017). This sentiment is further echoed by (Aruna and Anitha, 2015) who believe that generation Y employees will leave if they feel their progression as stalled at an organisation. According to (Yi et al, 2015) Millennials are

more likely to make career changes than any other previous generation. As we have seen from before generation Y have been classified as un loyal and this is reflected on a professional level as well, with many of this generation expected to have what is called a kaleidoscope career.

Millennials are not bothered with the location of their employment or where they should get the task done as long as the task is achieved and they are not fan of the conformity and norms of the workplace and they like to challenge them (Martin and Ottemann, 2015). They also appreciate an open planned work area with an open-door system in place, where everybody is free to speak their mind without any ramification for doing so and they appreciate a flexible work schedule but they would not be considered workaholics (Martin and Ottemann, 2015). Millennials prefer to work as a collective group and the more diverse the project the better (Martin and Ottenmann, 2015). Generation Y are often classified as lazy workers however, this is not the case according to (Martin and Ottemann, 2015) they only put hundred percent effort in to a task if it's something that challenges their skill set, if their meaningful roles within the organisation and if they are roles that effect the community in a positive light where recognition is instant. This is further echoed by the works or (Yi et al, 2015) and (Kelly et al, 2016) who also claim that seek opportunities to fulfil their potential and they value the impact they can make on the community. This backed up by (Ferri – Reed, 2014) who claims that gen Y employees would pick to work for organisations that have a strong social value, then a strong market share.

Millennials also need to receive constant encouragement and recognition in their profession (Kelly et al, 2016). They need to be constantly revaluated at least once a month to help them stay focused on what is required to achieve short-term goals that have been established (Sreejith, 2015). This confirmed by (Ferri – Reed, 2014) who claims that generation Y do not work well on a need to know basis. The open-door policy that was talked about earlier is important for clear forms of communication for generation. It also can promote a more fun environment that incorporates a more transparent workplace which is also key for gen Y, as the want to understand what the organisation is doing and why they are doing it (Universum, 2017). This is further backed up by (Sreejith, 2015) when he says that generation Y want to be mentored

and coached in way that makes it clear in what areas they need to improve on, how they can improve on it and why it's important that they do so. The constant feedback that generation Y require Bejtkovsky (2016) and others have mentioned previously is important to millennials as they demand a lot of direction in the workplace, mentoring from supervisors and all they said they can be described as high maintenance in the work place (Martin and Ottemann, 2015). They like to be mentored in a way according to (Sreejith, 2015) that makes it clear what they need to improve on and it's important they improve on that aspect of their skillset. This generation enjoy undertaking tasks that help develop their skill set & they have no hesitance in par taking in training to learn to traits, as they see it as a way to make themselves more attractive too future employees, they want continuous training especially when it comes to keeping on top of new technological advancements (Martin and Ottemann, 2015).

2.6 Generation X

Generation X are the generation of workers who preceded generation Y into the workforce, the considered to be born during the period of 1961 – 1980 (Al – Asfour and Lettan, 2014). This is furthered backed up by (Smit, Stanez and Bussin, 2015) who also claim they were born during this period. According to (Al- Asfour and Lettan, 2014) they are deemed to be fair, competent in their roles and very straightforward in their approach to work and live, in terms of how they complete of their tasks and their communication with fellow workers and are thought to have huge admiration for people like Bill Gates and Ronald Regan. Generation X life's have been shaped by the energy crisis, organisations downsizing and the development of the personal computer (Munkundan et al, 2013). According to (Messarra et al, 2016) generation X are considered to have a strong work ethic with 80% claiming they would continue to work even if they were financially sound (Jukiewicz, 2000) and they are loyal to their employers. They are classified as cautious and conservative with their money and they enjoy structure and direction in their work place (Bejkovsky, 2016).

2.7 Generation X in the workplace

In contrast to what (Messarra et al, 2016) said earlier, generation X are not loyal to their employers according to (Jukiewicz, 2000) with generation Xers more often to job than the generation that preceded them, this is a result of seeing their own parents being rewarded for loyalty by the company downsizing their organisation. In fact, job hopping is normal for generation x to gain advancement in their career (Bova and Kroth, 2001). Generation X have little time for the rules and regulations of the workplace especially when comes to punctuality and attendance, as they prefer structure in their life it's no surprise that want to work a fixed shift (Martin and Ottemann, 2015). Generation X although they are deemed to have a strong work ethic, they do not like to bring their work home with them and they work just as many hours as needed (Martin and Ottemann, 2015). Generation X prefer to work on their own in tasks due to their individualistic nature, they are capable to work in teams and they often put aside their own projects to assist other in the completion of theirs (Messarra et al, 2016). Generation X like to have direct face to face communication with people and demand honest and frank reviews of their performance, without this honesty they would have little or no respect for their superiors in work (Martin and Ottenmann, 2015). Like millennials, generation X like to receive continuous training according to (Bova and Kroth, 2001), this is further backed up by (Martin and Ottenmann, 2015) who claim participants of generation X want continuous training to help them gain promotion or to help them find a better job.

2.8 Generation Y & Generation X rewards

Generation X are deemed to be motivated more by extrinsic rewards rather than intrinsic rewards according to (Jukiewicz, 2000). The is backed up by (Bova and Kroth, 2001), they claim that money is the main motivator but that generation X also place high value on working schedule, interesting work culture and workplace amenities. (Al- Asfour and Lettan, 2014) states that the focus on gen X workers is their family and as a result the place work the place a huge emphasis on work/life balance. This appears in contrast to a study completed by (Smit et al, 2015) who lists out Generation X's Preferred method of reward management.

1. Performance management and recognition
2. Development and Career opportunities
3. Compensation
4. Benefits and Safety
5. Communication
6. Work/life balance
7. Life convenience

When it comes to reward management we can see from above that it places sixth according to (Smit et al, 2015), while (Al- Asfour and Lettan, 2014) claim it to be there main focus. However, (Jukiewicz, 2000) backs up (Al – Asfour and Lettan, 2014) who claims from a survey conducted by him that Generation X are more focused on family (41%) and leisure time (27%) rather than work. Again (Martin and Ottemann, 2015) list work/life balance along with contribution to retirement plans, career succession planning and further training and development.

As we have seen from the characteristics of generation Y earlier in this literature review, we can expect that they would appreciate rewards that involve work/life balance and flexible schedules. (Martin and Ottemann, 2015) claims that Millennials want to receive an increase in salary once their goals have been achieved. They also appreciate a lot of training to help them develop their skills, work/life balance opportunities, pension contributions and employee stock options (Martin and Ottemann,2015). They need to be constantly mentored to help make them feel valued

with constant access to all senior staff members and constant training to upgrade their technical skills (Sreejith,2015).

2.9 Reward Management

Reward management has been defined as a critical element of an organisation, that can cover anything from pay to verbal praise (Wright, 2014). While HRM Guide (2017) goes into from detail by claim it covers both the strategy and practical element of pay systems, while also incorporating the schemes involved in reward and payroll. It's simply defined to manage compensation handed out to employees that match the strategic goals of the organisation (White and Durker, 2009).

2.10 History of Reward Management

Reward management came in to prominence in the United Kingdom in the late eighties, early nineties (Smith, 1993). Smith (1993) describes reward management as the rise of a strategic model from within human resource management that consists of basic salary plus enticing rewards for employees to help improve the organisations performance. Reward management is used traditionally to improve motivation & performance amongst employees in an organisation, thus improving the performance of the organisation (Risher, 2014). (Smit, Stanz and Bussin, 2015) feel reward management is used to improve the retention rate of highly talented employees and to also bridge the knowledge gap of certain employees, to make the organisation stronger. Smith (1993) agrees with Smith et al (2015) in the extend that reward management had been primarily used in the U.K. to recruit and retain the best possible employees. However, he feels that this only a short – term use for reward management and instead it should be used in conjunction with long term strategic plan to help the organisation to plan and to have clarity in the direction they wish to take. Some sources state the main reason for reward management is to align the business goals with the policies organisation and not only that but to try and get employees to engage in achieving these goals voluntarily (Armstrong and Murlis, 2007). The above passage shows why a research topic on reward management in worthwhile as its key to getting the most out of employees by encouraging innovation and engagement through financial and non-financial incentives while also making sure the organisation remains competitive (Smith, 1993).

2.11 Reward Management Development

We are now going to look at the history and different types of reward management. Before reward management was put in place in the United Kingdom, blue collar workers would have received incentive based pay which would have amounted to roughly a 25 – 30% increase on their basic salary pay (Smith, 1993). There have always been different rewards depending on what sector you work, in the public sector in the U.K. rewards were considered quiet low. Traditionally, they would receive a 4% increase on their salary for consistently exceeding short term objectives throughout the year. When you compare this to a private company in the U.K during the same period we will see that for an excellent annual performance employees would receive an additional 11% on top of their annual salary (Smith, 1993). Smith (1993), also shows us how white collar workers were rewarded in the same period with exceptional performances receiving an extra 11% of top of their annual salary for exceptional performances in the workplace. In another study conducted by Armstrong, Brown and Reilly (2011) they looked at different industries and how they varied in their reward schemes, Accountancy, restaurant chains and international banks focused more on a total reward method, while in the public sector they use different pay brackets depending on the tasks of their employees. Technology companies were developing a new pay structure (Armstrong et al, 2011). We can see from further study that reward management as improved from just a basic increase on an annual salary, it has evolved from giving out additional pay as an internal motivator to achieve certain business goals (Antoni, 2012) although this is still a key factor per (Fisher, 2014). To now encompassing better flexible working time as a reward and even the opportunity as a progression through training and development (Brown, 2014). In essence this is total reward management (TRM), which includes both monetary and non- monetary benefits (Antoni, 2012). The most common form of reward sought by employees according to the (CIPD, 2015) are payment for bereavement leave (80%), followed by career development (73%) and pension scheme (71%). With nurture the creative nature present in workforces, some companies reward employees with "Tinker time" where they will allow employees time to work on their own time (Universum, 2017).

2.12 Modern day Rewards

When we look at the companies who are considered the best to work for today, we can see they have a lot of similar traits, there are a lot of technology companies who are place amongst the best to work such as Google, Facebook and LinkedIn, there a lot of companies from the financial sector who are placed there such as Baird, Acuity and Edward Jones (Fortune, 2017). Companies such as Baird and Google allow their staff paid time off to help with volunteering (Fortune, 2017), While LinkedIn offer to match charitable donation made by their employee (LinkedIn, 2017). Shopify offer health insurance and fitness benefits (Glassdoor, 2017), this is also mirrored by Facebook (Facebook, 2017) and LinkedIn (LinkedIn, 2017). Whereas Acuity and Genentech offer unlimited paid sick days, with Genentech offering fully paid sabbaticals to their staff (Fortune, 2017). While on the training and educational front Facebook and LinkedIn offer classes for their staff (Facebook,2017) and (LinkedIn, 2017). Shopify offer a mentorship program, one – one coaching and skill development class (Glassdoor, 2017). While companies who focus on financial services are known for reimbursing their staff for their educational studies (Fortune, 2017). Most companies offer on sight childcare facilities and paid paternity leave (Fortune, 2017). With a lot of companies allowing staff to work from home these days Shopify have allocated housecleaning benefits to their staff members (Glassdoor, 2017).

2.13 Evaluation of Reward Management

Reward management traditionally was under strict control from managers & they oversaw making the decisions. They had complete control of who got a salary increase & what they had to do to achieve it (Risher, 2014). When reward management came into practice in the U.K. it led to senior executives of companies giving themselves share options without even considering the performance of the organisation or their own individual performance, they would also ignore managers who helped improve the performance of the organisation (Smith, 1993). Armtrong et al, (2011) feels it's important for organisations to evaluate the reward strategy in place in their organisation however, from the survey Armstrong et al (2011) conducted they found that only 46% of the company's survey conducted a full evaluation, while 36% only evaluated certain aspects. In total 54% of participants were happy with the outcome

of their evaluation (Armstrong et al, 2011). It's vital for organisations to evaluate their reward management because it can provide a direct link between reward spend and it's benefit to the organisation and it will help organisations to understand the rewards better for their investment (Armstrong et al, 2011). Reasons for companies not par taking in a full evaluation of their reward management scheme are as follows 48% claim they don't have the resources or time, while 19% claim they do not possesses the data (Armstrong et al, 2011). 75% evaluated employee's attitudes, 72% market position, 62% employee turnover, assessment against reward strategy objectives and 41% of participants evaluated the financial costs, these criteria were the most important according to Armstrong et al (2011) survey. Before introducing reward management into an organisation, they need to first know what they want to achieve and how they hope to achieve it, they should benchmark themselves against competitors in their market and see how they achieve their success (Armstrong et al, 2011). Armstrong et al, (2011) believe that for organisations to be effective in their evaluation of reward management they to undertake both a qualitative approach and a qualitative approach, because all though the bottom line is vitally important understanding the culture you operate in will help you get there in the best possible way.

2.14 Transparency in Reward Management

The lack of transparency in decision making has been eradicated & this is key in order to achieve creditability between performance & reward (Risher, 2014). (Brown, 2014) disagrees that with Risher on this point he feels there is no transparency & he feels total reward management has been failing in recent years with only a select few getting actual rewards & the rest having their pay & benefits frozen or reduced. Brown is backed from a survey conducted by the (CIPD, 2015) in which only 41% of companies make their pay transparent as possible, as result they feel this will lead to a lack of trust amongst employees and a decrease in employee engagement. A lack of creditability can lead to reduced employee engagement & potentially high absenteeism amongst employees (Risher, 2014). This is backed up by (Brown, 2014) who claims communication with employees is key. In his 'Smart rewards' he feels companies should evaluate their own data & instead on just benchmarking against

competitors, they should also involve employees in the decision-making process of how to rewards are handed out so there is no ambiguity. This is further enhanced by (Fisher, 2014) who believes employee involvement is key from the start of the reward process. (CIPD, 2015) state another reason why total reward management has been failing is due to the lack of clear strategy in place, with only 49% of companies having a clear strategy in place. This passage shows how critical it is to be clear and to communicate everything with your employees in terms of what targets must be met and what rewards are given for each target. When it comes to monitoring reward management Risher, (2014) believes in using a 360° feedback model as this will give greater creditability between performance and reward, due to the feedback coming from several different sources. Most companies look at the performance of the employee (74%), their competencies (64%) and finally how are the organisation comparing to their competitors (61%), (CIPD, 2015). This information is important as it will enable the researcher a chance to compare this secondary information to the whatever primary findings he uncovers.

2.15 Reward Management Worldwide

Reward management takes on different meanings in different parts of the world as we can see from Chiang (2005) critical evaluation on Hofstede's thesis and how it is applied to international reward management, he compares different countries and how their culture values reward management. According to (Yi et al, 2015) culture is made up of shared motives, values and beliefs. We can see from ITM international, (2016) that Hofstede's comparison model as six components: Power distance, Individualism, Masculinity, Long term orientation, Indulgence and uncertainty avoidance. We can see that both the United Kingdom and Canadian workers preferred intrinsic type rewards over any financial rewards. Both cultures also preferred individual incentives in the workplace over organisational wide incentives (Chiang, 2005). Due their western culture both the United Kingdom and Canada have similar preferences in their reward management this is evident again in Chiang (2005) when we see that their rewards to be based on their skill and competencies over any potential security reward structure. On closer inspection on Chiang's (2005) work, we can see that the top three intrinsic rewards of people in the UK are; variety in their role, the sense of

accomplishment when they have completed a task and the nature of the work they do. The top three intrinsic rewards for Canadians are very similar, with job variety and sense of accomplishment placing first and second while third for Canadians when it comes to intrinsic rewards is the responsibility of the role they fulfil (Chiang, 2005). When we look through the lens that Hofstede as provided us we can see that different cultures have different perspectives on each of the six components.

2.16 Conclusion

We can see from the literature review there are a few discrepancies in the readings provided, from a definition of generation Y, to different characteristics of generation X in the workplace all the way through to the different way reward management is primarily used and how it should be measured. However, it can be seen from the readings that there are evident trends in place amongst generation Y and amongst aspects of reward management.

Gen Y have changed the landscape off the workplace in terms of workplace design. It's evident that they want to be involved in all aspects of the job, so they feel valued and so they feel like they're having a direct influence on the direction the company is taken. Gen Y is supplying the workforce today with a more dynamic employee that is not afraid to push the boundaries. Whereas in comparison with generation X, they seemed to be happy to work the bare minimum number of hours required and they type of work wasn't off any real relevance to them.

Reward management has evolved so much from just a basic reward package for completing a task, it now incorporates everything from a monetary bonus to "Tinker time". The rewards on offer in companies today are more wholesome, with performance bonuses in being on offer as well as paid time off to assist in volunteering. What has become more important is the way companies conduct their reward scheme. Employees practically demand to be involved in the structure of the reward scheme from the start. They want involvement in what must be done and how it should be done and what can be achieved in by completion of the task. Only then will the feel complete creditability between the task they complete and the reward they receive.

We can see from above that culture has an important to role on what people from different part of the world believe to be important to them in terms of rewards, whether it is intrinsic or extrinsic, individual or group reward and whether they receive smaller rewards more frequently or bigger reward have completing a long-term objective.

3.0 Methodology

3.1 Introduction

The main objective of this research paper is to investigate how reward management is perceived amongst generation Y in Ireland. The literature looked at in the previous chapter has shown us that reward management has develop far beyond just the basic reward package and it can now include various rewards such as charitable donations, Cleaners sent to employee's home. From the literature, it is also evident that the workforce is being overtaken by millennials and they are not afraid to push the boundaries of the traditional workplace. This chapter aims to provide the reader with a clear understanding of the decision-making process used to establish the methodology chosen for this research project. As previously stated the main objectives for this research include.

3.2 Objectives

Primary Objective:

'For Generation Y, what is their preferred method of reward management for those working in Ireland'

Sub objectives:

1. Do preferential rewards change from people born in the early 80's to those born in the late 90's?
2. How involved do members of generation Y, want to be involved in setting their own targets and rewards?
3. Is there a difference between male and female members of generation Y and their attitude toward rewards in the workplace?
4. How is reward management perceived in organisations in Ireland?

3.3 Research and Design

As part of the research design process the researcher needed to determine the method of data collection. As the research is looking at how generation Y perceive reward management in Ireland and how organisations in Ireland perceive reward management the researcher applied a mixed method approach. The mixed approach allows the researcher to get a statistical background through a quantitative approach and explore the attitudes and perceptions of people through a qualitative approach. The primary quantitative research tool used was an online survey, while the primary quantitative research tool used were in depth interviews. According to Creswell (2009) a mixed method approach is the combination of both qualitative and quantitative approaches and it is often used where one of those approaches on their own is not sufficient in completing a study.

3.4 Research Philosophy

To start the project, the researcher had to determine the type of research paradigms to use. Per Roberts – Holmes (2006) paradigms are described as frameworks on how research should be concluded. Research can consist of several different paradigms such as positivism, constructivism, interpretivism, feminism and functionalism too name a few (Quinlan, 2011). Feminism is associate with equality between males and females on all matters (Quinlan, 2011). While Quinlan (2011) claims, functionalism is concerned with the manner of which structure in society, serve that society's needs. Positivism is more associated with a quantitative approach, while interpretivist is linked to a qualitative approach (Roberts – Holmes, 2006). As the research is looking at both statistics and people's perceptions the researcher decide to use both positivism and interpretivism paradigms in this study. An interpretivist approach does not allow for results to be generalised and it seeks to learn and understand from different people's perspectives (Roberts – Holmes, 2006). Positivism is used according to Roberts – Holmes (2006), To generalise findings from a large sample size and it's is based around logic. A mixed method approach will enable the researcher to get broad feedback from a large sample size of generation Y and their attitude and preference to reward management. While, at the same time it will allow the researcher to get an in-depth understanding from different organisations on how important reward

management is them. The research will then look to compare answers given from both methods of research used to see how they correlate.

As stated earlier a mixed method approach will be used for this research specifically both in depth interviews (qualitative) and an online survey will be conducted (quantitative) this is considered a multi method design. The interviews were used to get an in depth understanding of how organisations in Ireland utilise reward management. While the online survey was conducted to get broad feedback from members of generation Y and what is their preferred method of reward management and how does it alter between male and female and Is there a change between the older members to the younger members of generation Y. The participants for the interview are illustrated in table 1.0. The participants for the survey must be born between 1980 – 1999 and they must be working in Ireland at the time they complete the survey.

Interview	Organisation	Location	Position
Interview 1	Commercial	Longford	HR Manager
Interview 2	Job Marketing	Dublin	HR Manager
Interview 3	Insurance	Dublin	HR Manager
Interview 4	Telecommunication	Dublin	HR Manager
Interview 5	Hospitality	Dublin	HR Manager
Interview 6	Technology	Dublin	HR Administrator
Interview 7	Recruitment	Dublin	HR Business Partner

Table 1.0 Demographic information of interviewees

3.5 Secondary Research

As part of the secondary research for this project the researcher conducted a literature review. The literature review enabled the researcher to develop a strong grasp of the research conducted in this area. According to Cooper and Schindler (2014) secondary research is the researcher interpretation of others primary data. The literature resources can be broken into three different categories and they are primary, secondary and tertiary. The researcher applied both secondary and primary research in this instant. The researcher reviewed all available literature in question. From reviewing all this literature, the researcher developed a strong understanding of what is already known of this specific topic. Primary data is the most authoritative due to the fact is hasn't been filtered by a second party, examples of primary data would be letters, government data and speeches (Cooper and Schindler, 2014). Secondary data is classified by Cooper and Schindler, 2014) as interpretations of other people's primary data and examples consist of textbooks and newspaper articles. To conduct the literature, review the researcher exploited several databases through the National College of Ireland summon website and used several books from the National College of Ireland library. The main themes that were studied were reward management, Generation Y and generation's in the workplace.

3.6 Primary Research

The researcher applied a mixed method approach for their primary research by using In-depth interviews (Qualitative) and an online survey (Quantitative) to gather all relevant data to complete this research.

3.7 Mixed Method Approach

Too undertake the research, the researcher decided to use a mixed method approach to collecting primary data. This is due to the nature of the investigation, a mixed approach would be able to collect data from a large sample size, whilst also being able to develop a deeper understanding of the topic at hand.

This method of research is also known as triangulation, according to Cooper and Schindler (2014) triangulation is the combination of both qualitative and quantitative methods and using both methods to cross check against each other. In this method of

research, qualitative research can follow the quantitative research or vice a versa and the can be done simultaneously (Cooper and Schindler, 2014). For this study both qualitative and quantitative research will be completed simultaneously. Both parts of this research will be integrated to help solve the same aspect of the study (Brannen, 1992). Quantitative research is typically associated with enumerative induction and it aims to infer a characteristic about a large sample size (Brannen, 1992 p.5). This is further backed up by Cooper and Schindler (2014), who show that quantitative research is best used to explain or describe the characteristics of a large sample size. Research tools used for quantitative research are surveys and questionnaires. The researcher conducted an online survey for people of generation Y and their preference of reward management in Ireland.

Qualitative research aims to develop an in-depth understanding of a study through garnishing information from individuals or organisations (Cooper and Schindler, 2014) and according to Brannen (1992) it is associated with analytic induction, which means it's focused on a narrower scope of study. Qualitative research is associated with a smaller sample size but it garnishes a deeper understanding from their sample size. There isn't a clear distinction between facts and judgement through qualitative research and in requires high involvement from the researcher themselves (Cooper and Schindler, 2014). Typical tools used for qualitative research are focus groups, interviews etc. For this study, the researcher conducted interviews as part of their qualitative research.

3.8 Online Survey

A survey is used as part of a quantitative approach to research, it's used to gather basic understanding or to help describe certain characteristics of a large sample size. The researcher conducted one survey online, participants of the survey were members of generation Y and the topic they were being surveyed on circulated around reward management. The participants had to be based in Ireland and at the time of participating they had to hold employment.

Surveys allow the researcher broad understanding of what a large sample size thinks of certain topics (Cooper and Schindler, 2014). Surveys are used to collect new data

due to none being available during the secondary research (Wrench, Thomas – Maddox, Richmond and McCroskey, 2008). Robert – Holmes (2006) claims surveys provide researchers with a breadth of evidence but they lack a depth of knowledge. During a survey, each participant is asked the same question and they have selection of answers available to them for closed questions (Roberts – Holmes, 2006). The researcher applied a communication approach to his survey, per Cooper and Schindler (2014), a communication approach is where the researcher is enquiring about the participant's opinions and attitude to the topic. As this survey was conducted online it is classified as self - administered survey (Cooper and Schindler, 2014). A self-administered survey has a bigger reach to participants and it allows participants time to think about their responses. However, there is no explanation available to participants and participants could lose interest if the survey is long and complex (Cooper and Schindler, 2014).

The researcher chose to use a survey, from observing in it past literature (CIPD, 2015). The survey was conducted through Google forms, and members of generation Y were asked to participate through social media platforms and via email. Participants were asked thirteen questions in total, with three of those questions open ended and the rest were closed questions. The survey ran for over three weeks and one hundred responses were collected.

3.9 Interview

Interviews are used as part of a qualitative approach to research. They are used to gather in-depth knowledge and understanding of the topic at hand. The researcher conducted interviews with professionals in reward management. The researcher conducted seven interviews in total spread across different types of organisations.

Interviews can be conducted in a group format or on an individual basis and they can range from being structured, semi – structured and unstructured (Cooper and Schindler, 2014). While interviews can also be conducted in several ways as well such as face to face, telephone and via e-mail. According to Cooper and Schindler (2014) in depth interviews should take between twenty minutes and two hours to conduct and all information about the interview should be made available before hand and the

respondents are not required for their personal experience but for their knowledge and expertise on the topic (Copper and Schindler, 2014).

The researcher chose to conduct semi structured interviews with all participants with six structured questions taking place in all interviews and the rest were asked based on information received and the interviewer's knowledge of the topic. The interviews were recorded on a mobile phone application and later transcribed. Before the interview each participant was emailed and told the nature of the study of taking place an outline of some questions that would be taking place during the interview. Before the interview commenced each participant was given a consent form to read over and sign. The interviews all took place in an environment chosen by the interviewee to make them most comfortable.

Conducting interviews face to face allows the interviewer to read the body language of the interviewee and semi structured interviews can allow the interview to probe areas of interest to the topic of study. However, it must be said conducting face to face interviews are very time consuming and place great strain on the interviewer (Cooper and Schindler, 2014).

3.10 Ethical Considerations

The goal of ethics is to ensure that nobody suffers adverse consequences from participating in the research (Cooper and Schindler, 2014). Examples of unethical practice would be to manipulate the results received and breaking the confidentiality of the consent (Cooper and Schindler, 2014). To make sure that all ethical procedures are being followed participants must be made fully aware of why the research is taking place, how the part of the research they are involved in benefits the study. Interviewees will be asked to fill out a consent form allowing them to be recorded and what information can and cannot be shared. In the survey, each member will be present with a passage of writing which states the reason for the survey and how they can stop at any time. The researcher had to be careful not to include any leading questions in both the survey and interview process. The information will be stored on the researcher's PC and on a google drive with the researcher being the only person who has access to

the data collect. All primary data will be destroyed six months after the submission data of this paper.

3.11 Limitations

During the primary research the researcher discovered a few limitations to the research. However, it should be noted that this did not prevent the research being completed.

The secondary research conducted by the researcher which was the literature review. This information provided the researcher with an understanding of reward management and how it has developed recently and of generation Y and how they operate in the work place. However, it must be said although the researcher developed a strong understanding from this literature there could have been more reading done if it wasn't' for time constraints and the researcher also noted a shortage on material based around reward management in Ireland. From the literature that the researcher accessed it was noted that there are plenty of contracting research out there for the same topics

The primary research conducted by the researcher had some limitations as well. The online survey was shared via email and social media and as result a lot of the participants would be in the researchers network and as a result the results could be skewed due the similar culture of the participants. Also has the survey was online it was hard to police the participants who took part in the survey. The researcher had hoped to conduct a more interviews with professionals from all types different organisations unfortunately this was not obtainable due to time considerations and confidentiality concerns of potential participants. The researcher would clarify the nature of questions asked a lot better as some of the questions asked in the interview process overlapped each other also failed to ask directly about generation Y is effecting all of interviewees workplace.

4.0 Results

4.1 Introduction

In this section, the researcher will now look at results received from the primary investigation undertaken by the researcher. As discussed in the methodology section of this paper, the reason for undertaking this research was to discover for generation Y what is the preferred method of reward management for those working in Ireland.

The findings are split into objectives and sub-objectives, with the primary objective being for generation Y what is their preferred method of reward management, for those working in Ireland. While the sub objectives consist of the following:

1. Do preferential rewards change from people born in the early 80's to those born in the late 90's?
2. How involved do members of generation Y, want to be involved in setting their own targets and rewards?
3. Is there a difference between male and female members of generation Y and their attitude toward reward management in the workplace?
4. How is reward management perceived in organisations in Ireland?

In order, to try and find the answers to these objectives the researcher used a mixed method approach for this primary investigation. The quantitative aspect involved conducting an online survey which was only accessible to members of generation Y who work in Ireland. The result's garnished from this online survey will be represented by graphs. The qualitative tool used in this primary investigation was the interview process. Once the data from the qualitative approach was collected it was analysed and organised into themes. This assisted the researcher in being able to help cross check the methods against each other to see if they are consistent.

The questions for both the online survey and the interviews were drawn from interesting facts that came from the literature review section of this paper, with some basic demographic question also being utilized in the online survey. The online questions focus on rewards and how happy generation Y are with the rewards available to them and what rewards are of most importance to them while the interview

questions focused mainly on how important rewards are to organisations in Ireland and why do they use them. Is there clear transparency in their reward offers and do employees have a say in the rewards on offer to them. Both the online survey and the interviews were conducted simultaneously and allowed the researcher to develop a thematic approach. A thematic approach is used to group respondents answers together to formulate and present them easier for the reader and researcher (Riessman, C. K., 2005).

The respondents for the online surveys consisted of members from generation Y who currently work in Ireland. These respondents would have come from the same age group but their profession, gender and geographical location could all be different. As discussed in the methodology chapter the interviews were a semi – structure based. According to Bell (2010), the main benefit of conducting interviews is that the researcher can adapt to interviewees response and can probe and dissect more information from them. The researcher conducted interviews with staff members of different organisations who had in depth knowledge of the companies reward structure. The researcher studied the different transcripts from the interviews and identified the main themes. The interview and the survey were used to develop both a broad and in depth understanding of the topic at hand. While, also being used to cross reference the information received from both types of research.

4.2 Findings and analysis of primary research

As previously outlined in the introduction of this chapter all the research findings are presented together. The findings are broken into the objectives and sub objectives as list in the methodology section. The transcripts that are presented in the appendix section of this paper.

4.2.1 For generation Y what is there preferred method of reward management, for those working in Ireland?

From the online survey, we can see the breakdown of what preferential rewards members from generation Y want.

Generation Y Reward Preferences

- Incentive (17%)
- Work/Life Balance (21%)
- Recognition (4%)
- Increase in Salary (35%)
- Health Benefits (7%)
- General Benefits (4%)
- Education/Training (5%)
- Promotion opportunities (7%)
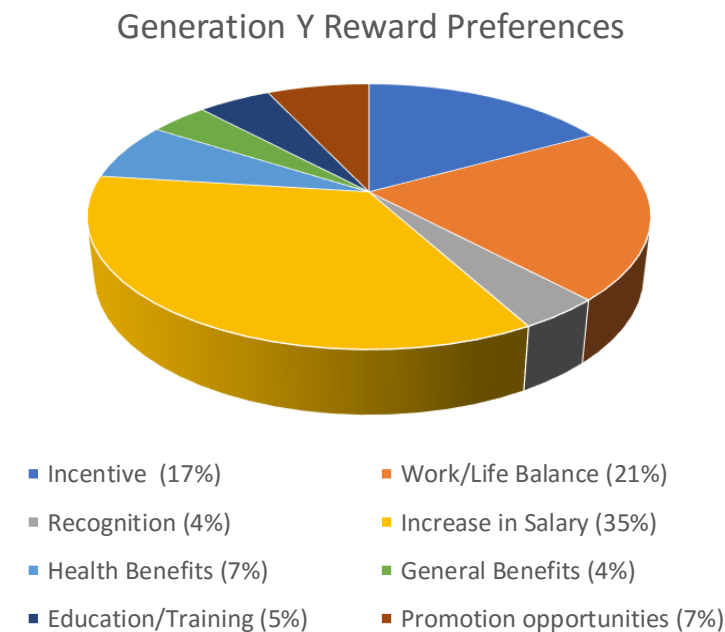
Graph 1.0 Generation Y Reward Preferences

From the graph above we can see that out of the one hundred respondents who completed the online survey 35% of them would prefer to be rewarded with an increase in salary from their workplace if possible, while 21% would prefer to achieve a better work life balance, many respondents specifically mentioned flexitime opportunities or working a compressed a week or having additional annual leave in place. While 17% of respondents would like to be incentivised in achieving rewards,

and they would like incentives to be clear. They were the three main rewards respondents choose. Other selections are Health benefits (7%), Promotion Opportunities (7%), Education/Training Opportunities (5%), Recognition (4%) and general benefits (4%).

4.2.2 Do preferential rewards change from people born in the early 80's to those born in the late 90's

From the objective above we view the preferential rewards of the sample group as a group. However, for this sub topic here the sample group are going to be split in are going to be split into four categories as follows; those born between 1980 – 1984, those born between 1985 – 1989, those born between 1990-1994 and finally those born between 1995 – 1999. As we can see from the graph below most the respondents came from those born between 1990 – 1994, while the least came from those born between 1995 – 1999.

Respondents from each age group.
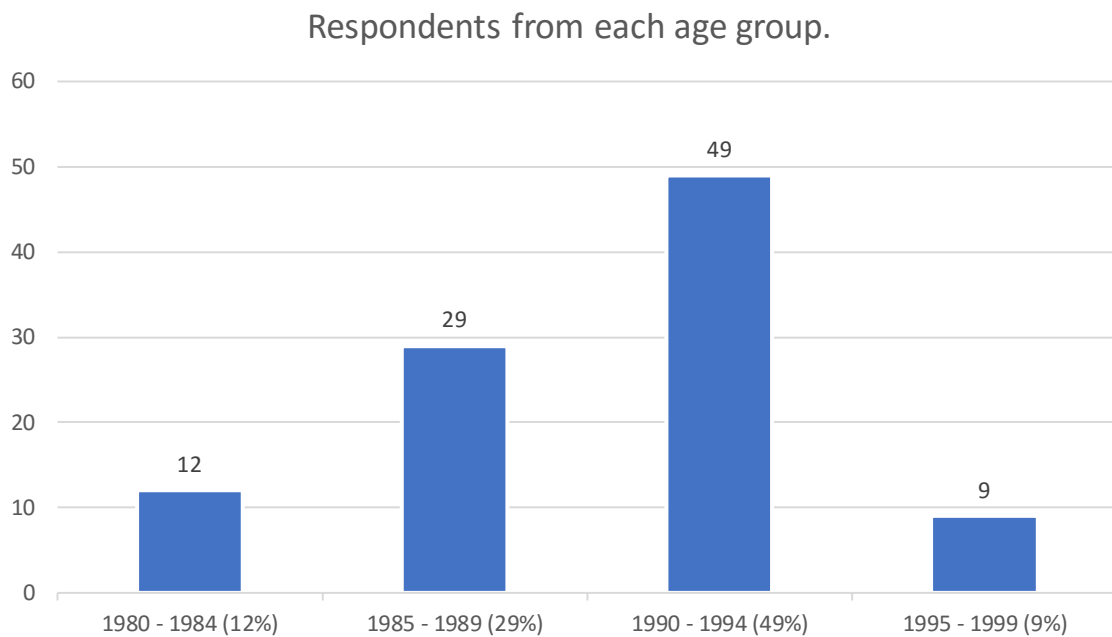
Graph 2.0 Respondents from each age group

The first results this paper will show for this topic are from those respondents who were born in between 1980 – 1984, their results are displayed in the pie chart below.

Reward Preferences amongst members of generation Y (Born 1980-1984 Inc.)

- ■ Work/Life Balance (23%)
- ■ Increase in Salary (46%)
- ■ Health Benefits (15%)
- ■ Education/Training (8%)
- ■ Promotion Opportunities(8%)
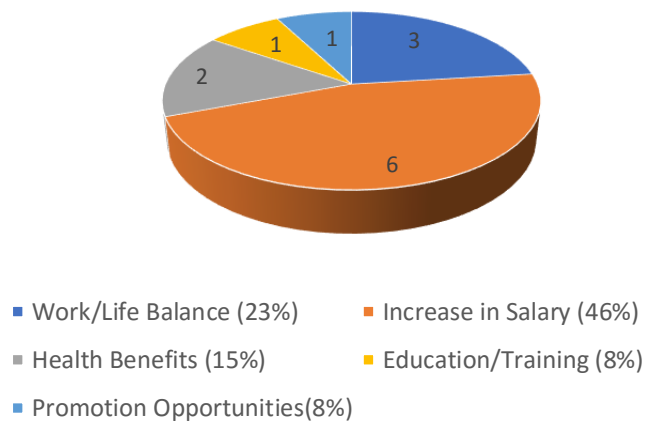
Graph 3.0 Reward Preferences amongst members of generation Y (Born 1980 – 1984 Inc.)

As we can see from the Chart above nearly half of the respondents from this age group would prefer to receive an increase in base salary (46%) as reward where possible, while the respondents from their sector place little importance on promotion opportunities and education/ training opportunities (8%).

Next this results section will look those respondents who were born between 1985 – 1989, what they would prefer to receive as a reward from their employers. The results are displayed via pie chart below.

Reward Preferences amongst members of generation Y (Born 1985 - 1989 Inc.)

- ■ Incentives(24%)
- ■ Work/Life Balance (24%)
- ■ Recognition (3%)
- ■ Increase in Salary (28%)
- ■ Health Benefits (10%)
- ■ Education/Training (3%)
- ■ Promotion Opportunities (7%)

Graph 4.0 Reward Preferences amongst members of generation Y (Born 1985 – 1989 Inc.)

As is evident from the graph above we can see that respondents from this age group have a preference to receive an increase in base salary (28%). However, this is closely followed by their want to receive incentives or completing tasks and to achieve a better work/life balance for themselves with both soring (24%). While the achieving recognition from their peers or managers and education/training opportunities scored lowly with (3%).

Next this results section will look those respondents who were born between 1990 – 1994, what they would prefer to receive as a reward from their employers. The results are displayed via pie chart below.

Reward Preferences amongst members of generation Y
(Born 1990-1994 Inc.)

- Incentives (18%)
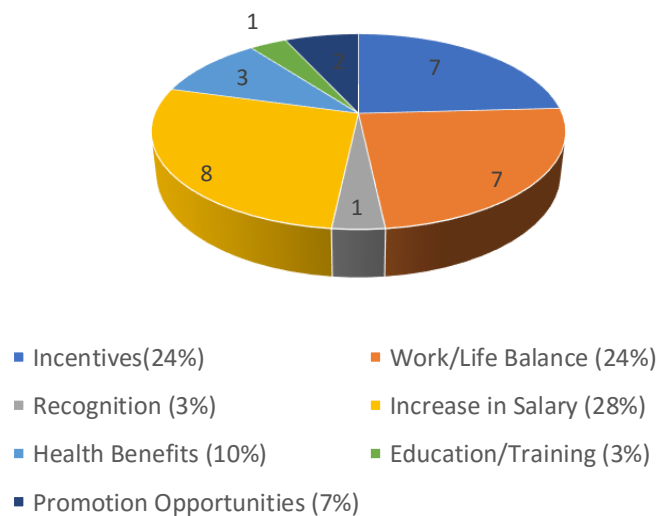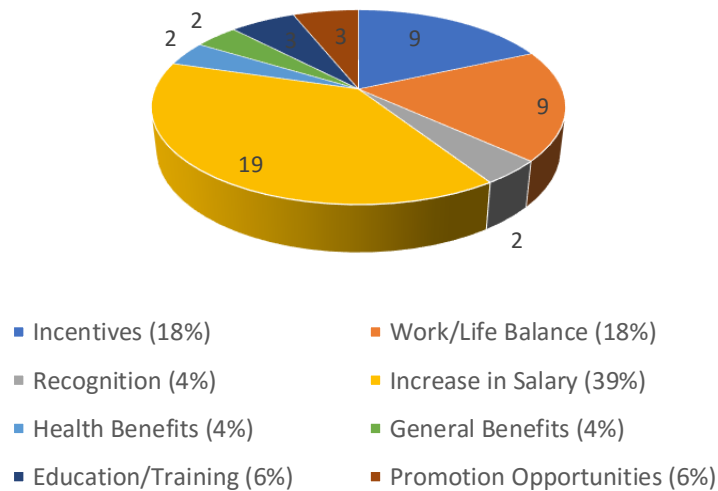- Work/Life Balance (18%)
- Recognition (4%)
- Increase in Salary (39%)
- Health Benefits (4%)
- General Benefits (4%)
- Education/Training (6%)
- Promotion Opportunities (6%)

Graph 5.0 Reward Preferences amongst members of generation Y (Born 1990 -1994 Inc.)

This group made up the largest number of respondents (49%). It is evident from the graph above that respondents from this age would prefer to receive an increase in base salary as reward (39%), while both incentive opportunities and work/life balance opportunities are the next highest with both scoring (18%). This group of generation Y have suggested the most different types rewards, compared to other groups.

Next this results section will look those respondents who were born between 1995 – 1999, what they would prefer to receive as a reward from their employers. The result are displayed via pie chart below.

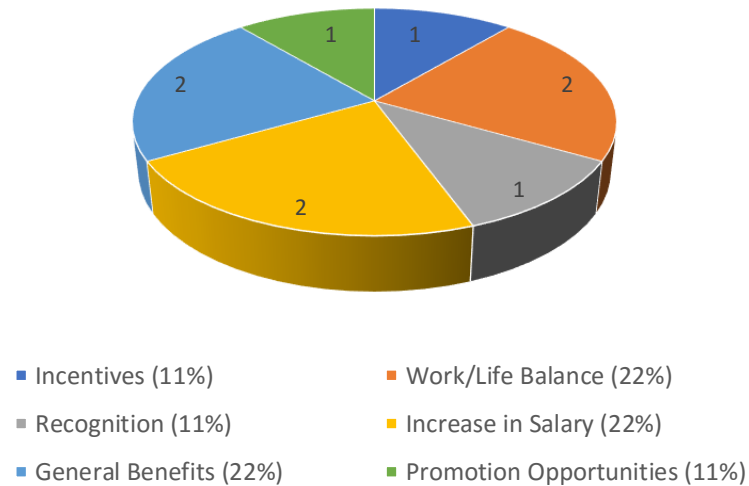Reward Preferences amongst members of generation Y (Born 1995-1999 Inc.)

- Incentives (11%)
- Work/Life Balance (22%)
- Recognition (11%)
- Increase in Salary (22%)
- General Benefits (22%)
- Promotion Opportunities (11%)

Graph 6.0 Reward Preferences amongst members of generation Y (Born 1995 – 1999 Inc.)

This group had the lowest number of respondents out of the sample surveyed (9%). The results in this section were very close with an increase in base in salary and work/life balance and general benefits all receiving (22%) of the preference votes, while the other three types of rewards that were nominated for this group were incentives, recognition and promotion opportunities which scored (11%). Graph 7.0 illustrates how different rewards are preferred across the different age groups. The marks above each column represent the percentage of each group who chose that reward.

Difference in preference of rewards across age groups

Legend:
- ■ 1980 - 1984 (% of age group Respondents)
- ■ 1985 - 1989 (% of age group Respondents)
- ■ 1990 - 1994 (% of age group Respondents)
- ■ 1995 - 1999 (% of age group Respondents)
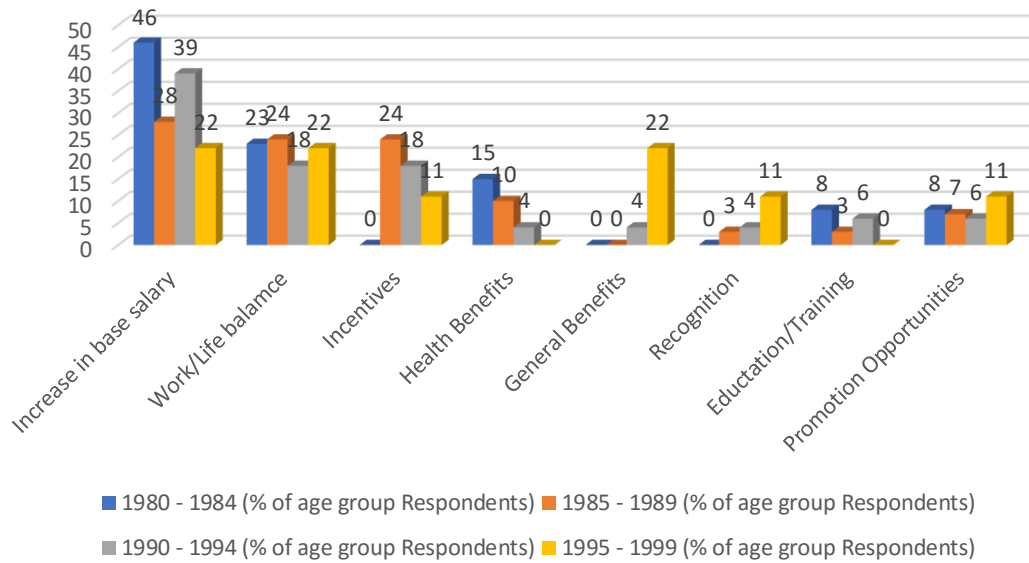
Graph 7.0 Difference in preference of rewards across age groups.

4.2.3 How involved do members of generation Y, want to be involved in setting their own targets and rewards?

From the graph below the researcher illustrates how much respondents from his online survey would like to be involved in setting their desired rewards and targets. We result are displayed by graph below.

How involved do generation Y memebers want to be in setting their own targets and rewards
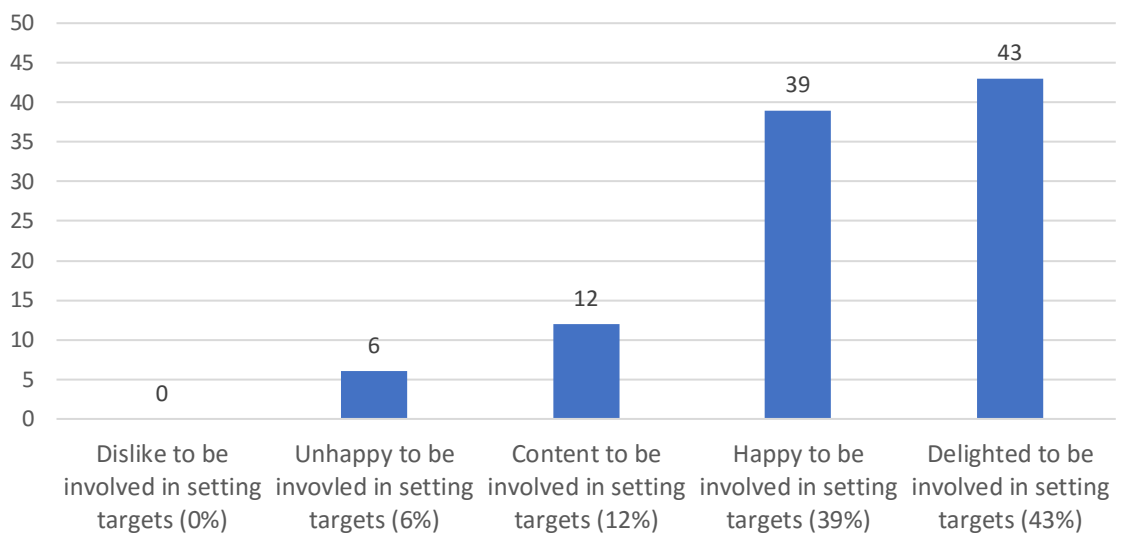
Graph 8.0 How involved do generation Y members want to be in setting their own targets and rewards

As illustrated from graph 8.0 the majority members of generation would only be delighted to be involved in setting their targets and rewards available to them (43%). If you compare this to the fact on the other end of the spectrum (0%) of respondents surveyed said they would dislike being involved in setting their desired targets and rewards. The graph below highlights how it might differ across different spectrums age in millennials.
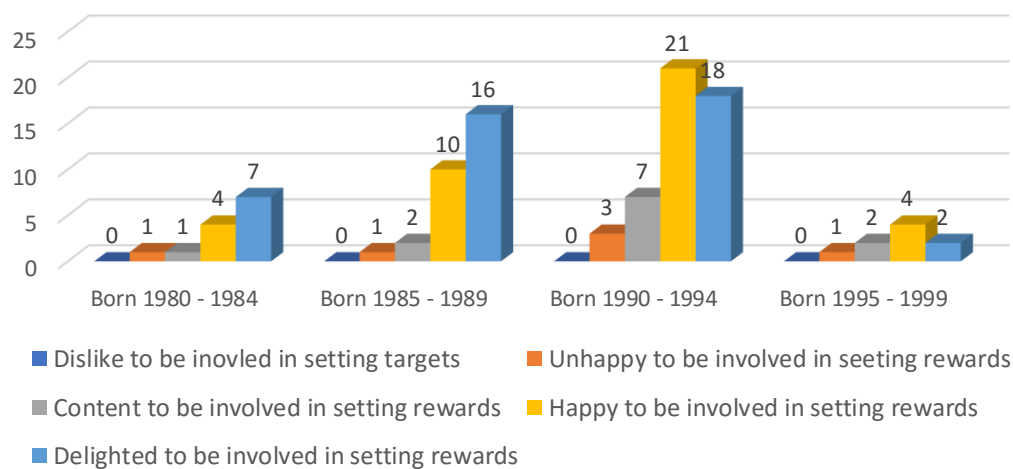
How involved do generation Y members want to be in setting their own targets and rewards, a look across different age groups.

Graph 9.0 How involved do generation Y members want to be in setting their own targets and rewards, a look across different age groups.

As we can see from graph 9.0 there isn't a lot of difference between those who were born in the early part of generation Y, to those who were born in the later part. The only viable difference that can be seen is that millennials born in the early part of the generation seem to be more enthusiastic at the prospect of setting their rewards with (54%) and (55%) of those groups would be delighted to be involved in setting, while from the later section of the generation they top scoring section was that they would be happy to be involved (43%) and (44%).

4.2.4 Is there a difference between male and female members of generation Y and their attitude toward rewards in the workplace?

The respondents to the survey were fairly dominated by males (64%) compared to (36%) response from females. However, we can see from the graphs below that there are some clear differences in preferences and involvement between genders.

Reward Preferences amongst males from Generation Y
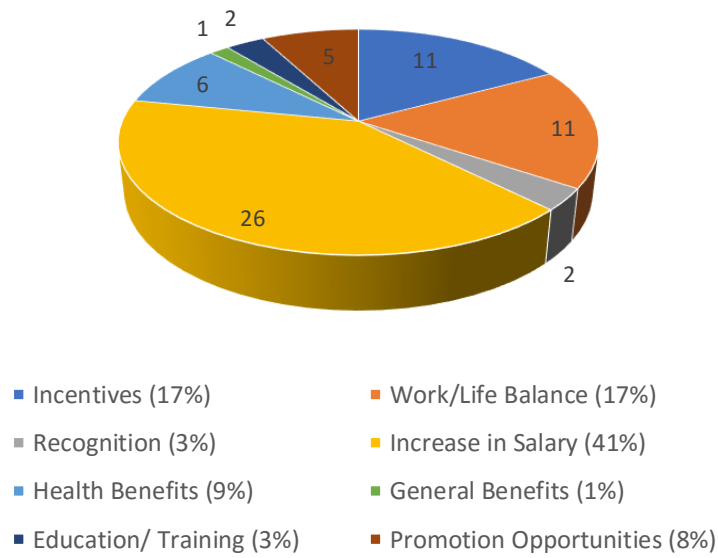
Legend:
- Incentives (17%)
- Work/Life Balance (17%)
- Recognition (3%)
- Increase in Salary (41%)
- Health Benefits (9%)
- General Benefits (1%)
- Education/ Training (3%)
- Promotion Opportunities (8%)

Graph 10.0 Reward Preferences amongst males from generation Y.

Reward Preferences amongst females from generation Y

Legend:
- Incentives (16%)
- Work/Life Balance (28%)
- Recognition (6%)
- Increase in Salary (25%)
- Health Benefits (3%)
- General Benefits (8%)
- Education/Training (8%)
- Promotion Opportunities (6%)
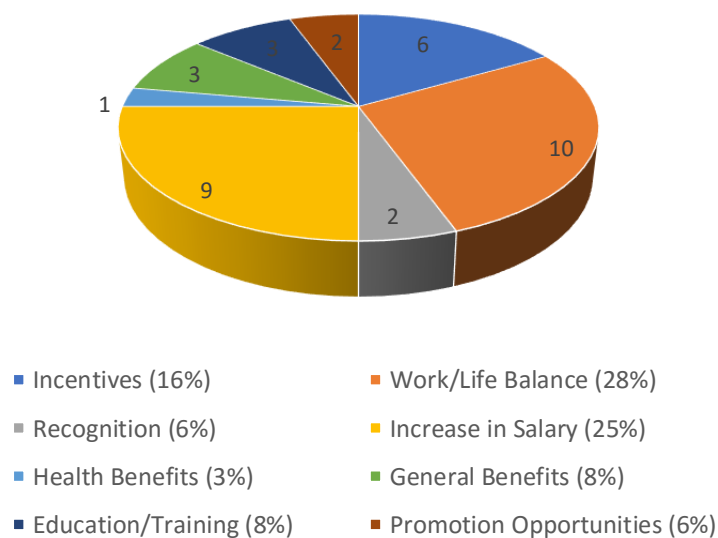
Graph 11.0 Reward Preferences amongst females from generation Y.

As we can see from graph 10.0 and 11.0 there is a difference between the male and female respondents in terms of what their preference in rewards would. When it comes to males we can see that they would prefer an increase in base salary (41%), while female respondents would prefer to be rewarded with a better/work balance (28%). However, (25%) of the female respondents had place an increase in base salary as their preference making it the second highest amongst female respondents. Whereas (17%) of males selected incentives and Work/life balance ranking them joint second amongst males. While health benefits (3%) was the least preferential choice of rewards amongst females, with General benefits (1%) scoring the lowest amongst male participants.

When we look at their preference for being involved in setting their targets and rewards we can another difference from the graph below.

How involved do generation Y members want to be in setting their own targets and rewards, a look across male & female participants
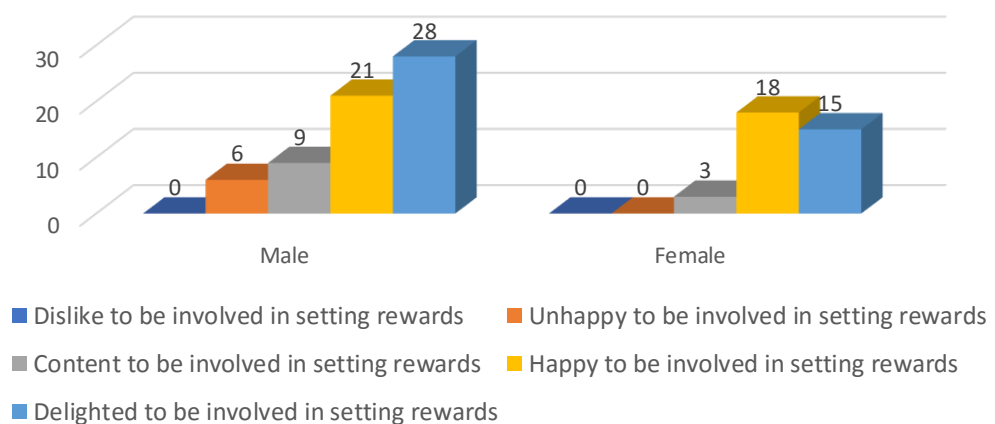
Graph 12.0 How involved do generation Y members want to be in setting their own targets and rewards, a look across male & female participants.

Evident from the graph 12.0 is that (9%) of the male participants said they would be unhappy if they were asked to be involved in setting their targets and rewards in the workplace, when this is compare to female participants we can see (0%) chose this option and in fact only (3%) of female participants selected to just being content with setting their targets and rewards again male participants scored higher here with (9%). There is very little difference between the two genders when it comes to being

delighted to be involved in setting their rewards and targets with males (43%) scoring just one percentile higher than females (42%).

4.2.5 How is reward management perceived in organisations in Ireland?

This paper is now going to try and analysis how reward management is perceived in organisations in Ireland. The results will be displayed by the viewpoints of different people from different types of organisations. The people who have been interviewed have in depth knowledge of the reward structure in place at their organisations. For confidentiality reasons, no companies' names will be mentioned and the interviewees will be referred to as interview 1,2,3 etc. or the type of organisation they are. From the interviews conducted we can see that from five of the seven organisations deem reward management to be in important to their organisation. Interview one who comes from a commercial organisation say's *"Being competitive or being seen as an employer of choice is not important right now"* this was due to the current economic conditions. Interview five agrees saying that rewards are not as important in the hospitality section ever since the recession hit Ireland and doesn't believe they will ever scale those heights again.

Rewards are utilised for several different reasons across the people who have been interviewed. Most those interviewed highlight the importance rewards can have on employee engagement with all seven of the people interviewed mentioning it. Interview one, three and six both mention that rewards are used to improve the performance of employees and as a result that of the organisations. The job marketing organisation from interview two utilise their rewards to attract the right staff, *"so things like full health care, full maternity leave, the little things that employees can access from day 1 means a huge amount to people and enables us almost to become an employer of choice,"* unlimited paid time off as vital to that. The recruitment organisation use rewards to try and combat the high turnover rate in that sector. The hospitality try to use their reward structure to help highlight the performances of their employees by posting high scorers on a notice board. the telecommunications organisation claim one of their *"biggest benefits would be flexibility so we have employees who can work from home at least once a week"*.

On top of the basic salary that these organisations offer, they all vary on different extra rewards that are available to their staff. The commercial organisation offer holiday days and sick days. They also offer staff non-monetary rewards as well such as recognition on a notice board in the staff room and if they were to continue to produce good performance that could result in a promotion or an increase in base salary. Similarly, with the company from the hospitality sector they don't offer monetary bonuses they offer tax free prizes such a free lunch or a trip away for employees who gathered the most WOW chips. The recruitment company offer their recruiters uncapped commission incentive and a percentage bonus for meeting their key objectives. Other functions in the organisations receives just their monthly bonuses and health cover, pension contributions and rewards for longevity. Insurance company offer sales incentives to their sales department and quarterly bonuses to other departments, they longer you stay with the organisation the better fringe benefits you receive like extra day annual leave. Telecommunication company also offer sales incentives to their sales department and other functions receive quarterly bonuses, the offer healthcare, pension contributions, disability cover, life assurance, funding towards third level education, top up maternity leave and you can also nominate your peers for rewards on a quarterly basis. The Job marketing company offer their employees a full healthcare package, unlimited paid time off, quarterly bonuses for all functions bar sales, stock options which can be exercised after three years', maternity and paternity leave, staff can be nominated by peers and would receive a one for all voucher. The technology company offer on-site wellness programmes, gym, restaurants, they offer stock options annual leave of twenty-five days, sales receive monthly bonuses and commission while other functions receive their bonuses quarterly and staff can be nominated for spot prizes by peers or managers.

All the interviewees feel there is clear transparency when comes to employees needing to know what to do in order to achieve the rewards on offer, many of them have proof of this through employee survey feedback. Others have meetings at least monthly, more often for their sales department while the commercial organisation have it stipulated in the contracts. However, the job marketing company felt that can be some ambiguity amongst rewards where the result isn't instant to the employee stating that *"when you get more into our Client services team (CS) they are a bit more subjective,*

the rewards aren't as instant, so they are bit more subjective when you get into those different functions". All the organisations benchmark their reward programme annually with interview 2 and 6 both using a company based in America called Radford to conduct their benchmarking, the commercial organisation *"don't necessarily benchmark ourselves against our competitors"* they use an accountancy firm who fulfil the same job for others commercial shops across the country and claim they *"are very lucky to have them as they are just a minefield of information"*. While the recruitment company do not benchmark that often as they feel they are the best in that sector. However, the companies themselves would conduct their own internal review of their rewards with interview one stating they would review their rewards annually or when a new manager joins the organisation this is like the rest of the organisations, they also conduct their reviews annually. However, they would conduct bi-annual employee survey's or in the instance of the insurance company who state, *"We do it annually, but for practice we would look at it quarterly."*

Most of the organisations the researcher looked at, conducted their reward programme on an individual basis rather than a team basis, the technology company used a team basis programme while the telecommunication company are moving in that direction *"so this year we are in a position where we can use team based targets"* but they have found it difficult and state they might move *"to team and individual, so the team as to hit their targets and then the individual as to also hit for them to get paid personally."* All the other organisations issued their rewards on an individual basis unless the person's reward was based on the performance of a team they were managing. Organisations vary how much they consult employees on their targets and rewards and it also varies between different functions within an organisation. Sales and recruiters are consulted more often mainly monthly because they receive commission and are very numbers driven. Interview two informed the researcher that other functions there are consulted monthly about the quarterly bonus and annually about other factors such as salary. A similar scenario occurs in the technology organisation were employees are consulted weekly and then a bigger review is held monthly. In the commercial company the manager is consulted every two months about their targets and their performance. Telecommunications company consulted employees annually while the hospitality sector would consult them on a bi-annual basis. Across all the

organisations, employees are not involved setting their desired rewards available to them at the workplace. However, all the organisations note that they are happy for their employees to make suggestions or raise queries and they would consider the possibility of implementing them.

4.3 Conclusion:

As we can see from this result section there are some interesting results on show. From the respondents of the survey we can see that across all respondents an increase in base salary would be the preferred reward for them followed by a better work/life balance and an incentive based reward package. This remains constant across all the sub section of generation Y apart from the elder sub group (1980 – 1984) and the younger sub group (1995-1999). The youngest sub group choosing general benefits ahead of it while none of the older sub group selected it placing health benefits in its top three of preferred rewards. Similarly, there is little difference between male and female respondents with the top three consisting off increase in base salary, a better work/life balance and incentive based rewards. However, female respondents placed work/life balance first in their preference of reward while, male respondents placed an increase in base salary first.

Respondents of the survey would be very happy to be involved in setting their rewards and targets in the place of the work, with 82% claiming at the very least they would be happy to be involved in setting their rewards and targets and with no respondent would be unhappy in selecting. This did not change across the different sub groups of the respondents and the only change between genders of note was that 9% of male respondents would be unhappy at being involved in setting their rewards and targets while none of the female respondents selected that option.

Organisations in Ireland are taking reward management very seriously in today's world with five of the respondents claiming it was very important to their organisation and the other say it's not their priority due to the difficult economy now. The organisations used their rewards mainly for employee engagement but also to attract and retain the right talent to the company. There was a wide variety of rewards on offer across the organisations with basic rewards on offer such as holiday pay up to

stock options in the company and on site wellness centres. All the organisations benchmarked their reward programmes annually with three companies outsourcing that role, similarly a review of their rewards was conducted annually. Furthermore, they always welcomed feedback from employees throughout the year. Most of the organisation issued rewards on an individual basis rather than on a team basis, only the technology organisation issued them on a team basis now. Sales department are consulted far more frequently across the organisations, with other functions being consulted generally from monthly to bi-annually. Organisations do not allow their employees to be involved in setting their desired rewards, they will listen to their feedback but any change would take a while to be implemented.

5.0 Discussion

5.1 Introduction:

In this section, the paper will look at the results from the primary investigation undertaken from the researcher and will then compare it against the literature that has already been stated in the literature review section of this research. Here the paper will discuss the similarities and the differences between the findings from the primary investigation and the secondary research undertaken for this paper. It will also discuss any new insights that might arise from the primary investigation undertaken. This section will be structured by going through the key points of literature that correlate or contradict findings from the results section. At first this section will look the literature that focused on the rewards generation Y want and it will then look at why reward management is used in the work place and then move on to how important transparency is in rewards.

5.2 Evaluation of Research

From the results achieved in this research it should be noted that for preference of rewards, respondents offered their own opinions and these were then grouped into themes and displayed in the results section. From the different sub group amongst millennials it's interesting that the oldest sub group placed a higher emphasis on health benefits than any other sub group this could be due their age. They also had the least variety of preferences again this could be due to their lack of knowledge based on more modern rewards. In contrast although the youngest sub group had the least number of respondents (9%), there was minimal difference between their preferences. The preference amongst males and females was very similar, however the females were the only sub group to place work/ life balance as their number one preference. Furthermore, female respondents were more enthusiastic about being involved in setting their desired rewards and targets compared to their male counterparts.

There was a major difference of rewards available due to the sector and locations organisations were based in. this was due to the different rates these sector or locations

are recovering due to economically. Interview one says *"the rest of stores are still struggling around the country, Dublin is almost in its own kind of bubble"*, while interview five believe they are not as competitive due to *"the change in the financial climate since the last reward package was designed."*.

5.3 Preferred rewards

As we can see from the literature review section that there were numerous theories from different authors about what generation Y prefer to receive as a reward from their workplace. From graph 1.0 we can see that respondents to the survey selected eight different options as their preferred rewards received from, from the table illustrated below we can see how they differ from Smit et al (2015) ratings for what generation X prefer as their rewards.

Generation Y Reward Preferences (Graph 1.0)	Generation X reward preferences (Smit et al, 2015)
1. Increase in Salary	1. Performance Management and Recognition
2. Work/Life Balance	2. Development and career opportunities
3. Incentive	3. Compensation
4. Health Benefits	4. Benefits and Safety
5. Promotion Opportunities	5. Communication
6. Education/Training	6. Work/Life Balance
7. Recognition	7. Life Convenience
8. General Benefits	

Table 2.0 A comparison between graph 1.0 and smit et al, 2015.

Table 2.0 clearly illustrates the difference in reward preferences between generation Y and generation X. Increase in salary ranking first or generation Y and third for generation X and work/Life balance second amongst generation Y and sixth amongst generation X. As we see from table 2.0 there are several differences between generation Y and generation X in their reward preferences. It's evident from graph 7.0 there isn't a great difference between the sub groups of generation Y there are a few trends developing with younger members more concerned with incentive based rewards and they feel recognition is an important reward to them, this supports the

research of numerous previous studies such as (Munkundan et al, 2011) and (Kelly et al, 2016). While the older members of generation Y place a greater impetus on health benefits.

When we look closer at the generation Y and their preference in rewards obtained from the workplace we can see that they correlate with findings from the literature review. Martin and Ottenmann (2015) claimed that millennials preferred to a receive an increase in base salary as reward for their work effort and this was shown from graph one with an increase in base salary ranking first in graph 1.0. From the interviews conducted its evident that the commercial organisation was the only company to mention about an increase in base salary as reward for constant good performance instead of a one-off bonus. However, Martin and Ottenmann (2015) did mention that stock options in the organisation were also important for generation Y workers, although no participant in the survey mentioned this, two separate organisations (Job marketing and Technology) mentioned it as method of reward they offer to their employees. It is illustrated in graph 1.0 that promotion opportunities ranked joint fourth with health benefits in a preference of reward, this is in contradiction to Aruna and Anitha (2015) who claimed that progression is important to millennials and they would leave their workplace if they were not afforded those opportunities. From a survey conducted by the CIPD (2015) the illustrated that payment for bereavement leave (80%) and career development (73%) are amongst the top rewards sought after by employees in the workforce. However, graph 1.0 shows that paid for bereavement leave doesn't feature for the respondents while career development was a preference to only 7% of respondents.

5.4 Why reward management is used in the workplace

Reward management has so many different definitions with Wright (2004) saying it can cover anything from pay to verbal praise, while HRM Guide (2017) claims it covers the strategy and practical element of pay systems. From the interviews conducted as part of the primary investigation there are many reason why organisation use reward management in their company. According to Risher (2014) organisations use reward management as a method to improve the performance of their staff and as a result they would improve the performance of the organisation. Three interviewees

(Commercial, Insurance and technology) specifically mentioned this is the main reason as to why reward management is used in their organisation. Per Interview three *"we don't pay overtime, but we offer 10% of annual salary in bonus and if people work overtime they are more likely to receive the full 10%"*. Three of the other organisations (Job marketing, telecommunications and hospitality) eluded to the importance of it. Interview 2 stating they use the employee stock options as a way to improve employee engagement as it *"ties people in to the company as if the company performs well their stocks will rise."* The recruitment company solely using reward management to retain the right quality of staff, and *"the uncapped commission bonus we have available to them is very important, as is our monthly key objectives."* to retaining staff. This is in agreeance with Smit et al (2015) who says that attracting and retaining the right staff is the primary function of reward management. The hospitality and job marketing company mention that as one of the functions for their reward programmes in place, with the job marketing company explicatively mentioning it due the high competitiveness in their market *"having those benefits right from the start is of critical importance."* It's evident then from both the literature viewed and from the researcher's primary investigation that reward management can be used for numerous different reasons by organisations, with no specific right or wrong reason to do so.

5.5 Effective reward management

Transparency is of the utmost importance to reward management per Brown (2014), who also states it is important to include employees in the decision-making process. As illustrated in graph 8.0 respondent to the survey would be only be happy to be involved in such a decision-making process with 82% would at least be happy to be involved in it. From the interviews conducted we can see that all the organisations deem their reward programme to be quite transparent with some having it stipulated in the contract and others through conducting performance review meetings bi-annually, they are confident with how they communicate their rewards. Sreejith (2015), claims millennials want to be consulted so they are aware of they must do to achieve their targets and rewards. From the graph 13.0 we can see how involved participants from the survey are in setting their rewards and targets.

How involved are generation Y in setting their deisred targets and rewards
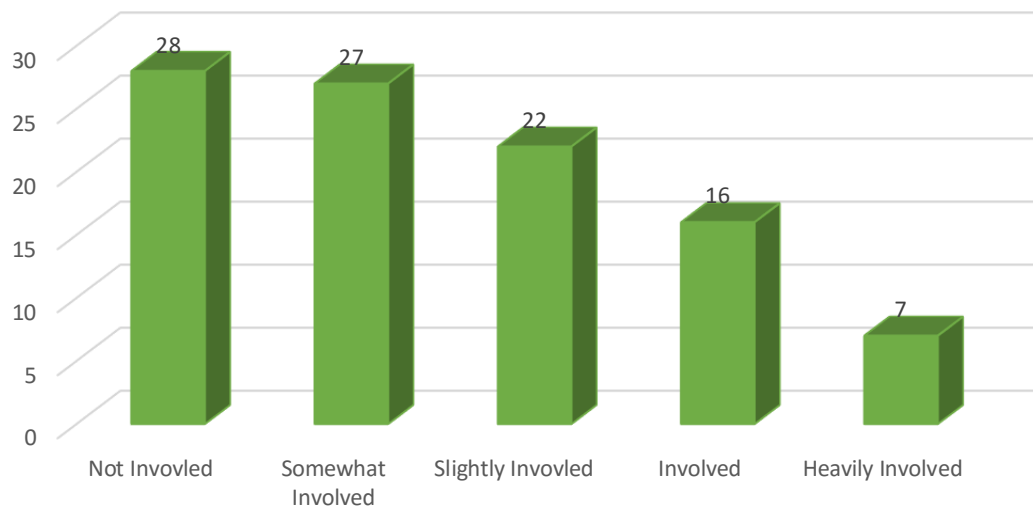
Graph 13.0 How involved are generation Y in setting their desired targets and rewards

As illustrated from graph 13.0 although members of generation want to be involved in setting their targets and rewards, most them are not involved by their organisation. This was also mirrored through the interview process of the primary investigation, where all seven participants stated that employees are not involved in setting their desired targets and rewards. According to Ferri – Read (2014) this does not sit well millennials as they do not perform well on a need to know basis. However, many of the organisations did give employees a chance to offer their opinions but they would be slow to the implement the change requested. Martin and Ottenmann, (2015) is another source who agrees with the idea that employees want to be involved in the decision-making process which correlates with results from graph 8.0.

According to Armstrong et al (2011) it is very important for organisations to constantly evaluate their rewards programme. From the interviews undertaken it's evident that all the organisations do evaluate the rewards they have on offer for their employees. All the organisations review their rewards annually however, employees can express concerns through different platforms such as employee survey and they can raise a general grievance with their manager. The organisations interviewed appreciated employee feedback on this matter and if something needed to be changed they would consider changing it. The organisations don't just conduct internal reviews into their reward structure they also benchmark against rival competitors annually with

some company's out sourcing that job to different organisations who have greater experience in that area. According to the insurance company is important to evaluate the market constantly to react quickly to the changes in it. Risher (2014) recommends using a 360° feedback model to monitor reward programmes effectively, so as well as using benchmarking and internal review it is important to gather the feedback of the employees. From the interviews conducted we can see that organisations do consult their employees regarding their targets and rewards. The sales department are always consulted more frequently at least monthly, while the other functions in the organisations are consulted less often typically quarterly.

5.6 Conclusion

From the passage above, it's shown that the primary investigation supports the findings from studies that were undertaken in other countries, whilst the literature covered had no direct findings in relation to Ireland. However, here have been many similarities between previous work undertaken and the primary investigation conducted by the researcher. An Increase in base salary was the main preference of reward for majority of respondents and Martin and Ottenmann (2015) had previously stated that would be the case, they also stated the want for stock options as a reward for millennials and although this wasn't raised in the survey, two organisations do use as a tool to reward their staff. Similarly, Smit el al, (2015) and Risher (2014) were both right in their reasons for believing why organisations reward management has three organisations utilise reward management for retention purposes, while all bar one of the organisations specifically mentioned or eluded to using it to improve the performance of the organisation. Again, evidence is there to support the literature and the primary investigation with Brown (2014) stating the importance of transparency, with each organisation very confident about the transparency of their reward programme. However, Feeri – Read (2014) claims that millennials do not do well on a need to know basis and want to be involved in decision making and this backed up by graph 7.0, but we can see from graph 13.0 and from the transcripts of the interviews that millennials are not involved in the decision-making process.

6.0 Conclusion and Recommendations

6.1Conclusion

This paper 'For generation Y, what is their preferred method of reward management for those working in Ireland?' has advanced this area of reward management by looking at reward management specifically in relation to the Republic of Ireland. It has done this by gathering the views and perspectives of different organisation across Ireland on why they use a reward programme and how they run it. The study has also furthered the topic on reward management by focusing explicitly on the desires of generation Y from the workplace. An important piece of research due to the fact they will make up 50% of the workforce by 2020 and that will raise to 75% of the global workforce by 2025 (Meister cited in Kilber et al, 2014). By splitting generation Y into sub age groups this paper can give an insight in to the preference of rewards that next generation Y might look for from a workplace.

The researcher was struck by the amount of different rewards that were available in different organisations. The large number of amenities such as the on-site wellness centre in the technology organisation or the unlimited paid time off that was available in the job marketing companies. The reasons why organisations use reward management either for retention purposes or to improve the organisations performance and how that differed across the organisations and how they utilise different rewards depending their aims. How the ability to offer a wider scale of rewards was different across the organisations depending on what sector they were in and what location geographically they were in. It was striking to find that not one participant mentioned a donation to a charity or paid time off to assist in charity work as a preferential reward despite numerous literature such as Ferri – Read (2014). claiming charity work and the corporate social responsibility of an organisation were important to millennials.

Although this research paper has come up with some interesting insights into the area of reward management, it would be remiss of the researcher not to suggest recommendations for further research. For future researchers of this topic when they conduct interviews they should make sure to ask the interviewees about generation Y

in their workplace and have they noticed any change in the demands they place on the workplace. A broader group of different organisations and from different areas across Ireland would lead to a comprehensive overall study of how reward management is conducted. Gathering information from generation X along with generation Y, during primary investigations would enable the researcher to get better understanding of the demands different generations place on their workplace and how they feel reward programmes should be run.

The online survey was one of the primary tools used for this research and it was a very cost and time effective to conduct primary investigation. It enabled participants of the survey to give thought to their answers and gave access to many participants. However, online surveys are difficult primary tool to police the legality of the respondents in the survey and if participants felt confused by any of the questions asked the researcher was unable to assist them by clarifying the question for them, along with nobody there to clarify the questions there was also no way for the researcher to make sure all answers were given honestly and the full respect they deserve. The researcher conducted all interviews face to face and in a location, that suited the interviewee. The interviews were semi-structured and were recorded via audio tape. Although this was a time-consuming process for the researcher it enabled him to not any significant changes in body language. With the interviews being semi structured it would be important for future researchers to note that they enable the researcher to find out extra information they might not have thought about and to dig deeper, but it can also lead to the interviewee pushing their own agenda upon the researcher.

6.2 Recommendations

From the results, it's clear that moving into the future organisations must continue develop a wide range of rewards available to their employees in order to keep them motivated. From the results section, it is shown that an increase in salary is the preferred method reward for millennials. However, there was a wide range on rewards selected by the participants and organisations need to be aware that all employees have different motivations. It's evident from graph 8.0 that members of generation Y want to be involved in deciding their rewards from the workplace. To encourage employee

involvement in the reward management organisations should consult their employees on a constant basis about how they feel about their targets and the rewards they have on offer. Constant communication will lead to employees feeling more involved in decision making and will lead to better transparency with reward management.

The researcher would recommend implementing a hybrid of total and strategic reward package to organisations. The rewards packages can be in keeping with the organisations culture, but employees can have the option to choose different types of rewards based on their desires, to increase employee engagement and retention rates. Any reward programme needs to align with the aims and other HR policies already in place, whilst also remaining appealing to current and future employees (CIPD, 2012). Obviously, this places a huge undertaking of the organisations resources with a lot time of time and effort required to collect and gather the data. The data can be collected from employee surveys which are already used in the majority of companies throughout the country. Organisations could form themes from the data collected and use them to formulate a rewards structure for people who fall into the different themes i.e. health benefits, charitable donations, work/life balance etc. Place value on each on each item across the different bands, with a quarterly bonus equalling fifteen percent of an annual salary, in relation to work like balance it could correspond to meaning a certain amount of extra annual leave earned or a compressed working week. Employees would be allowed to change their preference of reward on annual basis and rewards would have no effect on the targets required to meet them.

Clearly, the cost of implementing such a comprehensive reward package would vary depending on the size of the organisation. As the programme is a hybrid of total and strategic programme it will be difficult to implement and a lot of patience will be required at the developing stages. All work can feasibly be conducted by the organisation. With total rewards, generally being considered a cheaper alternative to strategic reward packages this potential programme would financially cost lower than a traditional strategic model, while it has the potential to be more expensive than a total reward package due to employees picking the traditional financial package available to them.

Overall, implementing such a comprehensive reward structure would take at least a year, of course this timescale would vary on the size of the organisation. The company would have to inform their employees of their intention to change their reward structure and outline how they will do so. A survey would be sent out to employees for them to fill out stating what their preference for rewards be, this would take at least two months to complete with one month dedicated to the design of the survey. The completed surveys would have filed and placed into themes to categorise it correctly. This process would take up to three months to complete again time depending on the size of the workforce. This whole processed might have to be outsourced to a larger HR company again this would depend on the size of the organisations workforce. Rewards would have to be organised for the different bands of rewards again you are looking at two-month process for this stage of the redevelopment. This will take the whole process up to roughly the seven-month stage. After this the organisation could apply the new reward programme on a trial period for the last quarter of the year. Obviously, there will be teething problems with any new system in a company and this will have to be considered by the company. To combat these potential teething problems a 360° feedback model would have to use to see if the reward programme was successful on fronts and what changes would have to be made for the reward programme to be at its most effective. Overall on a time frame it should take at least a year to get this effective reward management programme installed in the organisation. Employee's would can change their preferences once a year when a typical review of employee's performance would take place.

7.0 Reflective Learning Log

The process of conducting this study was a challenging one. The difficulty of balancing this study with work and other commitments was far more difficult than imagined. Studying over the summer months was a new experience and difficult to comprehend at first when friends and family members were planning activities. The large area of the study topic was quite difficult and a lot of research had to be conducted in order to develop a better understanding of reward management and the characteristics of generation Y.

Understanding the importance of managing time was an important lesson from this study and undertaking a mixed method approach for the primary investigation was quite strenuous on the researcher. From having to get participants for both the online survey and interviews, to then having to organise the logistics of the interview's and then having to form their results into themes. Organising and presenting graphs from the online survey proved to be far more difficult due to not being able to edit the graphs from google sheets on Microsoft excel.

The author had heard of all these various rewards available to employees in today's world but as quite naive in thinking they were isolated to just America. However, from conducting the interviews of numerous different types of organisations it became quite apparent that all those rewards are available in Ireland at certain organisation. The difference of rewards available due to the sector or location of organisations was quite startling as was the importance of transparency. Overall, the result of completing this paper was very beneficial and educational and I am hopeful it will stand to me in my future endeavours in the world of HRM.

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Interview consent form

Research Project Title: For generation Y, what is their preferred method of reward management for those working in Ireland?'

Research Investigator: Hugh Connolly

I _____ (Your Name) agree to participate in an interview carried out by Hugh Connolly, a student at the National College of Ireland, to aid with the research of 'For generation Y, what is their preferred method of reward management for those working in Ireland?'

I have read the information related to the research project and understand the aims of the project.

I am aware of the questions to be discussed in the interview.

I am fully aware that I will remain anonymous throughout data reported and that I have the right to leave the interview at any point.

I am fully aware that data collected will be stored securely, safely and in accordance with Data Protection Act (1998).

I am fully aware that the recordings will be destroyed after a period of 6 months from the date in which the research is submitted (August 2017).

I am fully aware that I am not obliged to answer any question, but that I do so at my own free will.

I agree to have the interview recorded (voices only), so it can be transcribed after the interview is held.

_____

Name in Print

_____   _____

Participants Signature   Date

_____   _____

Researchers Signature   Date

Interview 2 Job Marketing company

Q1. What are the main reward packages available to employees in your organisation?

The basic packages we offer for everyone here are as follows, Full basic health care, paternity leave for 4 weeks and maternity leave, quarterly bonus of 15% of your annual salary and there are free snacks and drinks on offer also. Long term incentives plan is another package that is available to everyone, they got stock options in the organisation, which start at different levels, junior level is might start at €1,000 and had manager level it might be €5,000 etc. that is invested for three years and after that three years the employee can choose to cash out or keep on allowing those stocks to mature if they wish. It ties people in to the company because if the company performs well their stocks will rise. However, one of the biggest struggles for the benefits team, who are separate from the HR team here, is that staff don't seem to be all that aware of how it works. As a result, the benefits team are having to constantly explain it to members of staff.

Q2. How important are competitive reward packages to your organisation?

Hugely. Because we are fishing out of a very small pond. Our main competitors have their benefits package and we obviously try to have the edge over them on we can offer to potential new staff and our existing staff. The market as swung heavily back in favour of the employees, it's gone back to the Celtic tiger days, so things like full health care, full maternity leave, the little things that employees can access from day 1 means a huge amount to people and enables us almost to become an employer of choice. However, it is a constant challenge which is good, as it leads the benefits team to be constantly looking at they can do better.

Q3. What are the main purposes for using rewards packages in your organisation? i.e. retention purposes, employee engagement etc.

The quarterly bonuses are a good way with tying in people performance, the fact that the review is so often is very good as it enables the staff to see how they are doing and what they need to improve on reach those bonus figures. It motivates people to be more involved in their work, getting feedback quarterly if not weekly from their

managers. It's a good way of checking "how am I doing". Maternity leave and a full health packages allows us to attract the right and helps us keep hold of the right talent. We are growing rapidly the rough head count for this office is 700 by the end of the year that figure will rise to 1,000. So, from those figures we can see that we are attracting more talent while also retaining it. It means a lot to employees that the organisation allows them to go off with full pay for paternity and leave and then to come back.

Q4. Are the employees fully aware of what they must to do to achieve the rewards on offer?

It depends on the department you ask. Obviously, sales are very transparent they are very clear from day one, these are your metrics this what you are going to be measured against, this what you are going to get for commission, so the sales department is usually fine. Probably when you get more into our Client services team (CS) they are a bit more subjective, the rewards aren't as instant, so they are bit more subjective when you get into those different functions. The policy has had to be cleared up a few times, it is supposed to be up to a maximum of 15% however, some of our functions do go over it. If they see on employee as done an excellent job he might get a 17 or 20% bonus, 15% is supposed to be limit, but this is someone who is amazing at what they do, so each function is allocated a specific amount for their bonuses so not everyone can get 15%. If some gets 15% then you are going to have to take a bit off someone else's bonus. It's sort swings and roundabouts stuff.

Would that be all stipulated in their contract when they join?

No, we have purposefully not placed in contracts due to the rate at which the company is growing and because we have been reorganising over the years. If you put exactly what is going to be in the bonuses packages, then as the company progresses you will have to get everyone to sign them each time you revaluate them. Some people might refuse to sign and then we have different people on different terms and conditions and it then becomes a nightmare for HR. It's in the contract that you are entitled to a quarterly bonus but it is subject to change. So recently there was a reorganisation in sales and after the reorganisation, it showed that the directors could heavily benefit because of this reorg. We had to sit down with the directors and state that we are

changing X, they argued that it is in my contract but it wasn't. It allows the company to be that bit more flexible.

Q5. How often would your organisation benchmark reward packages against that of their competitors?

So, our benefits/ comp team, is based in New York, they do a comp review every year and they use a company called Radford which our competitors all use and 300 companies in Ireland take part in it. So that data is then fed in and we look at salary increases and what benefits and rewards we should be looking at. It's usually an annual exercise.

Is that done just over in America?

Yea, so the big thing for a business directors here is that pushing that it's great that it's a global thing, but we need to look at it more locally in relation to Ireland. We, try to do everything level across the globe for all of it employees, but this can be difficult when countries have different labour laws in place. As a result, we have to be very careful with some of the benefits in certain cultures, generally it is consistent.

Q6. How often would you review the reward packages available to your staff? Why?

It is usually an annual exercise, so usually the healthcare package is analyst towards the end of year so if we need to tweak it or improve it and reduce the cost of it. It's a pretty good package we get from Irish Life, depending on feedback from the employee survey, which is usually held twice a year, if there is a negative feedback around that healthcare package we would revaluate it, but so far, we have had not to do that. It's something we must do due to the increasing workforce here, so obviously cost and budgeting come in to play.

Q7. Are there additional based reward packages available in your organisation? If so what are they?

So, yea there is the 15% bonus of salary which possible for staff members to achieve if they reach their key performance index measures. So, there are other functions from teams like finance & customer services, the directors can put people forward for special awards, usually those one for all vouchers that are tax free for both the

employer and the employee and they usually amount to €500. So that is mainly used by the finance, customer service and talent attraction team.

Q8. Are rewards issued in your organisation team based or individually based?

It's a little bit from column A and column B to be honest. So yeah, our individual teams are set targets and as a result if everybody it's their target ergo the team will meet their targets. So, it depends on the function, so CS are on growth phase they are growing and they are putting in a lot more process and procedures, so individually people will have tasks to do, to help accommodate that change, so as a team they will improve the process.

Would there be a reward for the best Team of the quarter?

No. in sales if they want to drum up sales, they may do a cash bonus for someone tops sales, it doesn't not happen every quarter and it is usually happens on an individual basis.

Q9. How often are employees consulted regarding their rewards and the targets they must meet to achieve these rewards?

Targets normally quarterly. We do a salary review once a year, we usually start the process in HR in November / December so results are normally given to employees in February/ March time. Because salaries are increasing dramatically, we are doing a review for high potential people that we want to retain, let's say that are risk of leaving we might adjust their salary throughout rather than waiting till February. The employees are not consulted on it, the senior director would just reflect on it and come to us with the decision. We don't really engage with employees directly about the salary or benefits as such, we would look at the employee survey that is conducted twice a year. There has been are request for wellness programmes to be put in place due to the high-pressure environment. We have guest speakers in such as Bressie this year talking about it and employees seemed to appreciate that.

Q10. Are employees involved in setting their desired rewards available to them?

No, they wouldn't, I completely forgot about that we have unlimited paid time off here. I haven't done any analysis here but the research I have done most employees

would usually take between 20 and 25 days off and they would not really abuse the system by taking a huge amount of time like 40 days. It's a bit more restrict in sales as they have targets they need to hit, but once the hit them they can take paid time off.

Q11. Are the rewards tailored between the different Teams or individuals in the workplace?

The only difference is that sales have a commission bonus and that is because they are generating revenue for the organisation. No other function as that. Teams often complain that sales get this commission bonus, they are entitled to apply for a sales position if they want but nobody does.

Survey Questions

Q1. When were you born?

- 1980 – 1984
- 1985 – 1989
- 1990 – 1994
- 1995 – 1999

Q2. Currently what profession (if any) are you working in?

- Accountancy / Banking / Finance
- Business / Consulting / Management
- Charity / Voluntary work
- Creative Art / Design
- Energy / Utilities
- Engineering / Manufacturing
- Environment / Agriculture
- Healthcare
- Hospitality / Events Management
- Information / Technology
- Law
- Law enforcement / Security
- Leisure / Sport / Tourism
- Marketing / Advertising / PR
- Media / Social media
- Property / Construction
- Public Services / Administration
- Recruitment / HR
- Retail
- Sales
- Science / Pharmaceuticals
- Social Care
- Education
- Transport / Logistics

Q3. What gender do you self-identify with?

- Male

- Female

- Other (Please State)

Q4. On a scale of 1 -5(With 1 = dreadful and 5 = excellent) How would rate the reward management scheme in your workplace?

- Excellent

- Good

- Content

- Poor

- Very Poor

Q5. On a scale of 1-5 (1 = completely unrealistic and 5 = extremely realistic) How realistic are the targets set by the organisation?

- Extremely realistic

- Very realistic

- Somewhat realistic

- Not so realistic

- unrealistic

Q6. On a scale of 1 – 5 (1 = Hate to be involved and 5 = delighted to be involved) How much would you like to be involved in setting your own rewards and targets?

- Delighted to be involved

- Like to be involved

- Neutral

- Dislike to be involved

- Hate to be involved

Q7. On a scale of 1-5 (1 = not involved and 5 = heavily involved) How involved are you in setting your own rewards and targets?

- Heavily involved

- Involved

- Somewhat involved

- Slightly involved

- Not involved

Q8. On a scale of 1-5 (1 = non-creditable and 5 = Highly creditable How would you rate the creditability between performance and rewards in your place of work?

- Highly creditable
- Creditable
- Satisfactory
- Not so creditable
- Non -creditable

Q9. What type of rewards are available in your workplace?

- Compensation
- Annual Leave
- Health Insurance
- Dental Insurance
- Free classes to improve skills
- Compressed working week
- Paid time off for Volunteering
- Free meals
- Discounted gym membership
- Educational reimbursement
- Other (Please specify).

Q10. What do you feel can be done to improve reward management, where you work? (200 words)

Q11. How important would each of the following rewards be to you? (1= extremely unimportant, 5= extremely important)

- Performance management and recognition
- Development and career opportunities
- Compensation
- Benefits and safety
- Work/life balance

- Life convenience

Q12. What would be your preference of reward received from your organisation?

Survey Brief

As part of my postgraduate degree at the National College of Ireland, I am carrying a research study that aims to investigate, For generation Y (Born between 1980 – 1999) what is their preferred method of reward management? You are invited to take to take part in this study as it aims to replicate results which will aid in knowledge of maintaining or improve reward management scheme's in the Irish workplace. The study will be supervised by Rachel Doherty, who is a current member of staff in the National College of Ireland.

You will be asked to answer several questions, which will assess how you feel towards the benefits and the realistic nature of targets in your workplace. How involved are in setting your targets and how involved would like to be in setting the targets in your workplace. workplace flexibility and working conditions in your organisations. Do you think there is a viable credibility between your targets and the potential rewards available? Initially you will be asked to fill out a few demographic questions regarding your age and gender and What type of organisation you work for. Overall, the survey should take about 5 - 10 minutes to complete.

Please be aware that all responses are kept anonymous and that you have the right to withdraw from answering the rest of the questionnaire. Should you have any pressing queries at all please don't hesitate to contact me or my supervisor at Rachel.doherty@ncirl.ie Should you wish to access your results, please be aware that the results will be provided from August 2017 if you would contact me on the email address below.

Thank you for your time and co-operation

Hugh Connolly

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