EXPLORING THE LINK BETWEEN INTRINSIC MOTIVATION AND ORGANISATIONAL COMMITMENT WITHIN THE CONTEXT OF A SALES ORGANISATION

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Abstract

This research study, undertaken as part of a Human Resources Masters course, was conducted to explore the possible correlation between intrinsic motivation and organisational commitment within the context of a multinational sales organisation. The author explored a foundation for the study by examining and analysing the relevant literature pertaining to intrinsic motivation and the three components of organisational commitment; affective, continuance and normative commitment. Research questions were devised taking into consideration both the objectives of the study and the nature of the academic literature which was examined. A questionnaire was chosen as the methodological approach for data collection amongst the sample population within the host organisation. This questionnaire was distributed to 180 employees within 6 different geographical markets of the organisation. These were Ireland, UK, Belgium, France, Spain and the Netherlands. 103 completed questionnaires were received back. The findings revealed that there is, within the host organisation, a positive correlation between intrinsic motivation and affective commitment, that there is no correlation between intrinsic motivation and continuance commitment and that there is also a positive correlation between intrinsic motivation and normative commitment. These findings may be significant in developing HR practices for the future.

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Introduction

Given the developing nature of the working relationship between employer and employee, coupled with growing economic uncertainty, it is imperative that, for a sales-based organisation to be successful, keeping the talent that they have at their disposal is ranked amongst its primary business critical objectives (Festing & Schafer, 2014). The initial step to implementing an effective strategy for talent development & retention is to first understand the nature of an employee's desire to remain in employment with the organisation. Assessing the employee's organisational commitment will be an integral part of this process.

The potential dichotomy of extrinsic versus intrinsic motivation as a means to achieve sustainable employee retention is a balancing act that most HR professionals need to address when developing a retention strategy. Finding an area of equilibrium between both extrinsic and intrinsic motivation can yield optimal results for retention in the organisation (Locke & Schattke, 2018). It is suggested that those individuals who are predominantly intrinsically motivated, demonstrate a higher level of creativity, cognitive flexibility and willingness to use their own initiative, compared to those motivated predominantly by extrinsic or financial rewards (Deci & Ryan, 2000). This, it is explained, has a significant influence on a salesperson's engagement, job satisfaction and ultimately their intention to remain in the company. With respect to intentions to remain in the company, three components of organisational commitment that will be analysed will be affective commitment, continuance commitment and normative commitment. These represent an employee's desire to stay in the organisation for reasons of attachment and belongingness, for reasons of necessity and for reasons of indebtedness or loyalty to the organisation (Haque, et al., 2019). The purpose of this dissertation is to focus on intrinsic motivation and to explore its relationship with organisational commitment, within the context of a multi-national sales organisation. The organisation which will host the study is a large multi-national Danish company which sells clothing and accessories under various brands, for women's, men's, teenagers and children's markets. The organisation has a very

diverse global workforce, employing over 15,000 people and operating in over 30 countries around the world. The focus of this study will take a sample of those employees from the wholesale section of the region west market. This includes employees that sell B2B (business to business) in 6 countries including Ireland, the UK, Belgium, France, Spain and the Netherlands.

It is suggested that a quantitative online questionnaire will be the medium through which this primary research will be obtained. Information gathered will be collated and used to analyse, interpret and form a conclusion of the population based on results from the sample, in a process of inductive reasoning. This analysis, conducted using SPSS software, will allow for conclusions on whether there are correlations between intrinsic motivation and organisational commitment within the host organisation.

The sales function in any organisation has traditionally been seen as an intense target driven environment whose workforce are, by enlarge, motivated by a desire to fulfil extrinsic factors (pay, commission, bonuses, etc.). This is also the case in the host organisation. However, in a hyper competitive jobs market, employers need to differentiate themselves from their competitors to ensure they are able to keep their talent (Pandita & Ray, 2018). It is seemingly no longer sufficient for organisations to pay adequate wages and extrinsic rewards to sales personnel, the focus is now to ensure organisational commitment through enhanced intrinsic motivation structures (Huang, 2015). In the course of this research project, the objective will be to firstly focus on the literature to understand different theoretical perspectives concerning sales staff intrinsic motivation, then linking these motivational factors back to organisational commitment and ultimately offering suggestions for current and future investments in retention strategies for a sales workforce.

Literature Review

Purpose

The literature review will focus primarily on reviewing the academic literature pertinent to the topics of intrinsic motivation and organisational commitment, both as a general overview and within the context of a sales organisation. Establishing this foundation of knowledge will be of critical importance in conducting this research as it will allow the researcher to broaden his understanding of current and previous academic thought. This will, in-turn, allow the researcher to form research objectives and a methodology that has a basis and rationale backed up by the literary community. With extensive analysis of the literature pertaining to both employee intrinsic motivation and organisational commitment, one can see that there are areas of general consensus amongst researchers and also areas of disagreement with regards to the understanding and application of relevant theoretical frameworks. This was particularly relevant when analyzing the potential correlation between intrinsic motivation and organisational commitment. Moreover, there seems to be a lack of conclusive research to be found on the above correlation with respect to the employee population of a sales organisation/environment. The purpose of this research dissertation therefore is to ultimately add to the literature by analysing closely this topic relative to sales personnel.

Employee Intrinsic Motivation

The role of motivation

Employee motivation as a broad concept has been a continual source of discussion for decades. The importance of understanding employee motivation and its impact on both the individual and the collective employee population within an organisation cannot be understated (Lee & Rasche, 2016). From developing recruitment strategies, professional development, talent retention and optimizing employee performance, understanding and utilizing employee motivation will always have a place in the advancement of Human Resources as a discipline.

Employee motivation has two distinguishable underpinnings; those who are motivated by doing the task itself or the feelings which evoke from the activity (intrinsic motivation) and those who are motivated by the reward gained as a result of said activity, mediated outside the individual (extrinsic motivation) (Deci, 1972). Factors associated with extrinsic motivation have traditionally been used as a primary motivator for years, particularly within the context of a sales organisation. This is evident in the various packages of remuneration, which have been almost exclusively drawn up with sales-people in mind, for example commission. It has traditionally been assumed that there has been a definite and direct correlation between extrinsic rewards and a sales person's willingness to exert effort in the pursuit of financial gain and, in the process, increase job commitment (Ingram, et al., 1989). While this may still ring true, the changing nature of the economic and social environment has resulted in a fundamental shift in how organisations are looking to motivate and retain their sales talent (Buciuniene & Skudiene, 2009). (Buciuniene & Skudiene, 2009) suggest it is no longer sufficient to rely solely on extrinsic rewards to ensure adequate levels of organisational commitment within sales organisations. Instead, it is thought that employers need to focus on engineering working environments where employees take satisfaction from completing the tasks associated with their work (Huang, 2015). The establishment of a holistic approach to promoting and developing intrinsic motivation is an important aspect in increasing overall employee organizational commitment.

Although understanding extrinsic motivation provides a valuable insight into employee motivation, the aim of this research topic is to examine the relationship of organisational commitment relating to intrinsic motivation only. Therefore, the research will focus on some of the pertinent models and theories of motivation specifically related to this area. While there are numerous varied theoretical perspectives one can analyze when examining intrinsic employee motivation, it is suggested that the frameworks of Self-determination theory, Herzberg's two

factor theory and The Job Characteristics model cannot be overlooked (Thomas, 2009). AMP model and Vroom's expectancy theory will also be reviewed.

Theories of Motivation

Self-Determination theory

Self-determination theory (Hull, 1943) analyses the nature of the psychological needs of individuals and looks at how these needs can be satisfied. Hull suggests that the intrinsic motivational needs of employees are innate within individuals rather than acquired. This was in direct conflict with the earlier work of the personality theorist (Murray, 1938) who argued that needs are a learned facet of human experience. The perspectives of both authors are interesting in that they pose the initial question to which all subsequent offerings follow – *where does motivation come from?* Building on Hull's theory, (Deci & Ryan, 2000) categorise the innate needs of intrinsic motivation into three headings;

1) Autonomy: The level of control and freedom employees have to determine how best to integrate their own work to achieve their objectives.
2) Competence: Refers to a need to feel effective and therefore empowered within their work life.
3) Relatedness: Refers to the level of connectedness to a purpose/sense of community which is required for an employee to maximize their potential in the workplace.

Ensuring these needs are satisfied, Deci & Ryan argue, is the optimal environment in which intrinsic motivation can be nurtured. The mastery-motivational climate, described in the three components above, is much better suited to enhance the prospect of promoting intrinsic motivational factors such as collaboration, teamwork and self-improvement (Standage, et al., 2003). This is in contrast to the contrasting competitive, ability-based performance environment which would have been evident in traditional sales environments, where it would have been

argued that these components which promote intrinsic motivation are of minimal relevance to influencing overall sales motivation (Ingram, et al., 1989)

Herzberg two-factor theory

Herzberg two-factor theory (Herzberg, et al., 1959) is a model that examines the premise of both internal and external factors that influence motivation. The theory distinguishes between hygiene factors (also known as de-motivational factors) and satisfiers (known as motivational factors) of a job. Hygiene factors, which would be characterised as extrinsic motivators, are not an express motivational tool themselves, moreover their absence in a job is seen as demotivating factor for the employee (Robbins, 2009). Some hygiene factors include working conditions, interpersonal relationships with peers and job security. Satisfiers on the other hand were viewed by Herzberg as elements of the task which would promote motivation in its purest state. Such elements associated with 'satisfiers' within a job included social connections with peers, job security, working conditions and salary & benefits. However academics have critiqued this model as both being too simplistic in its analysis of motivation (Vroom, 1964) and the methodology chosen by Herzberg as having too great an influence on the responses of the participants (Dartey-Baah, 2010). This led Herzberg to re-evaluate his original theory and focus more attention on exploring the dynamics of 'satisfiers'. Herzberg concluded that longevity of one's motivation has it's foundations in satisfaction born of a sense of achievement, recognition, responsibility and personal growth, or in other words intrinsic motivation (Bassett-Jones & Lloyd, 2005). This Herzberg surmised is the cornerstone of a sustainable model of employee motivation strategy.

Job Characteristics Model

Building on the work of Herzberg, the Job characteristics model is a theory of motivation which states that job design and the nature of the way work is structured has a profound effect on employee motivation, engagement and

performance (Hackman & Oldham, 1975). Within this model the five core characteristics of job design are described. These include task identity, skill variety, task significance, autonomy and feedback. These characteristics lead to three distinct psychological states which (Hackman & Oldham, 1975) argue are critical for employees to experience intrinsic motivation within the task. The psychological states consist of a feeling of meaningfulness associated with work, a feeling of responsibility for the outcomes of the work and knowledge of actual results (Thomas, 2009). Within the context of sales personnel, it is thought that primarily, two job characteristics, autonomy and positive re-enforcement in the form of feedback are the main contributor to an employee's desire to remain in the organisation (Buciuniene & Skudiene, 2009). This is echoed (Balbuena Aguenza & Paud Mat Som, 2012) who highlight the importance of the jobs characteristics model in significantly impacting an employee's decision to remain with a particular organisation. The trend across various different theoretical frameworks is that sales professionals generally engage positively in being afforded, by management, the autonomy to approach problems in their working environment with a creative and innovative mind-set (Bodla & Naeem, 2014). With this autonomy however, comes a greater expectation from management that there may not be the same need to provide direct feedback to employees in comparison to those that don't have the same level of autonomy (Anderson & Onyemah, 2006). This however, runs slightly contrary to other areas of academic thought that conclude the provision of timely and effective feedback mechanism is a necessity for the development of an effective retention strategy for sales professionals (Sange & Srivasatava, 2012). While the job characteristics model suggests that achieving all five core characteristics is an optimum solution (including autonomy and feedback), there is evidence to suggest disagreement in perspectives in the literature, like the example above, which core characteristics should be weighted as more important than others from the point of view of managers versus employee. It is likely that a balance between both perspectives is where the optimum solution lies. Thomas highlights a limitation of the jobs characteristics

model in that the framework focuses on task outcomes as a factor in intrinsic motivation and ignores activity-related rewards.

AMP Model

A more recent model to explain employee intrinsic motivation is Pink's AMP Model (Pink, 2009). Pink argues against the effectiveness of traditional extrinsic motivation, suggests that higher pay and monetary bonuses will only be an effective way of motivating staff where the characteristics of the task are routine, non-complicated and repetitive in nature. Interestingly (Pink, 2009) insists that should the task involve creativity, critical thinking and a higher cognitive ability, an increase in extrinsic monetary rewards resulted in a decrease in performance among this cohort of employees. Therefore, a different approach is required. (Pink, 2009) concludes that for those employees whose job characteristics is such that problem solving and creativity are required, a job design which features three key components of intrinsic: autonomy, mastery and purpose, is required for long-term, sustainable employee motivation. The AMP Model developed by Pink has gained such traction that it is commonly called 'Motivation 3.0'. This AMP model has replaced the previous 'carrot and stick approach' of motivation 2.0, which incentivized the behaviour that management do want and punished the behaviours they don't want (Esque, 2015). The satisfaction of these three elements, autonomy, mastery and purpose in creative employee's job design will ensure that intrinsic motivation is developed and enhanced. The AMP model has used the principles of the 'Job Characteristics Model' to accentuate the need for intrinsic motivators to be front and centre of the employee motivation conversation (Gillard, et al., 2015). Similar to both the self-determination and job characteristics model of motivation, autonomy within the individuals job design is highlighted as a significant contributor in driving employee intrinsic motivation within the AMP model.

Vroom's Expectancy Theory

The last theory of motivation which will be examined is expectancy theory (Vroom, 1964) which examines an individual's motivation for choosing a particular action or behaviour when alternatives are available. There are three central beliefs in Vroom's theory;

1) Expectancy: Relates to the person's estimation that a certain level of effort or output will lead to the expectancy that a certain level of performance will be achieved.

2) Instrumentality: Relates to the perception that a given level of achieved performance will lead to an anticipated outcome or reward (Lunenburg, 2011).

3) Valence: Is the term given to the perceived degree of preference an individual has towards the outcome, be it desirable or undesirable (Lloyd & Mertens, 2018).

Expectancy theory is therefore an individual's belief that a certain level of effort will achieve an equivalent level of performance (expectancy), this performance will in turn lead to a desirable outcome (instrumentality) and subsequently a desired or undesired reward (valence). It is important that when management wish to motivate their staff from an intrinsic standpoint, they are cognisant of the cause and effect relationship between the level of performance and expected outcome (Lee, 2007). The level of satisfaction at doing one's job and level of intrinsic motivation can also be determined by the be expectation one has regarding the nature of the task they are performing.

This model is inherently rational and an assumption is made that the individual is only acting out of self-interest, ignoring the possibility that the actor may be motivated to pursue a course of action for the betterment of others (Behling & Starke, 1973). This can be viewed as a slight limitation of the model, as human nature would suggest that, at times, employees are motivated by empathetic or community interests. However, assuming that for the most part, employees are

working to fulfil self-interest, expectancy theory can form the basis of not only a successful strategy for motivating sales staff but also as a motivating tool for coaching and developing sales personnel, a factor that can have a significant impact on sales person's intention to remain within employment with their organisation (Pousa & Mathieu, 2010).

Organisational Commitment

Organisational commitment as a concept relates to a psychological state which considers the employee's relationship with their organisation and also the influence which this frame of mind has on their decision to remain in or leave their organisation voluntarily (Meyer & Allen, 1991). Therefore, the concept of organisational commitment is heavily linked with that of employee retention. The importance of retaining talent cannot be underestimated as a high turnover of staff poses a risk to a sales organisation, by leading to a significant loss of crucial tacit knowledge (Sanjeev, 2017). This, Sanjeev continues, can have a significant impact on the continuity of the sales workforce, reducing the efficiency and effectiveness of the sales function. To ensure that this doesn't materialise, organisations are encouraged to make substantial investments in the retention of talent thus ensuring the utilisation of skills and knowledge needed for sustained success of the organisation (Poornima, 2013).

Numerous different avenues are explored when considering the most idyllic approach to the retention of talent. The most recognised method of ensuring adequate retention levels are met is to foster a culture within which organisational commitment is prevalent (Arasanmi & Krishna, 2019). Employers are increasingly being encouraged to promote a facilitative culture where employees can feel a connectedness to the work that they do, the people they work with and the organisational culture and values. More than a quarter of employees have left their organisation because they are not happy with the culture in their place of work and do not feel a sense of organisational commitment (Ott, et al., 2018).

Consequently, there has been a notable shift towards an increased focus on internal branding, and how Human Resource professionals can positively promote the image, beliefs and values of the organisation to its employees to build an emotional attachment to the company (Tlaiss & Hofaidhllaoui, 2017). It is seen as an integral function of HR departments to build organisational commitment within the employee workforce. (Dechawatanapaisal, 2018). Dechawatanapaisal insists the commitment will provide the basis of an intrinsic desire to remain with the organisation. This viewpoint is shared by (Baumgarth & Schmidt, 2010) who suggest that a positive brand orientation has a positive impact on employee attitudes and overall organisational culture, leading to a more positive working environment and a higher likelihood of increased organisational commitment and higher retention rates.

Previous academic research has demonstrated a significant link between organisational commitment and increased levels of organisational performance (Mahal, 2012) most notably in relation to increased levels of employee engagement and productivity (Chhabra, 2015). This link has been clearly demonstrated in the context of a sales organisation also, whereby it is thought that the commitment of sales personnel is a primary determinant of operational success, as committed salespeople are found to have higher levels of engagement and are more likely to exert maximum effort to ensure customer satisfaction levels are as high as possible (Vilela, et al., 2008). Contrastingly, salespersons who are perceived to be less committed are found to be much more difficult to motivate, are not as willing to go the extra mile for their customers and ultimately do not end up building long term relationships with their customer base, adversely affecting repeat purchases and retention of clients (Still, 1983).

History of Organisational Commitment

Organisational commitment as a construct of modern organisational behaviour is in its relative infancy. There have been numerous expressions describing an individual's intention to remain within an organisation through the 21st century including willingness, cooperation and equilibrium (Roethlisberger & Dickinson, 1943). The first theory in relation to organisational commitment was Becker's side-bet theory (Becker, 1960) Becker explained the idea of side-bets as anything of value which an employee has invested that would be lost if said employee were to leave the organisation. Included in this was time, money, effort, social connections, etc.

(Buchannon, 1974) analysed the side-bet theory and developed the concept over organisational commitment into a more psychological perspective wherein organisational commitment was seen beyond the opportunity cost of extrinsic rewards relating to the decision to leave the organisation. (Buchannon, 1974) viewed this version of organisational commitment in three main areas, 1) an alignment with the organisational values and goals, 2) a willingness to exert personal effort to achieve business objectives 3) a desire to remain with the organisation.

Later, the attributions perspective put forward by (Reichers, 1985) suggests that employees experience and attribute organisational commitment to themselves by virtue of the fact that they have engaged in certain behaviours which are voluntary, explicit, irreversible and mirror that of the behaviours of others in the organisation. Therefore the collective employee workforce are engaging in the same set of behaviours. These three perspectives paved the way for the most notable area of organisational commitment to date. (Meyer & Allen, 1991) proposed a three-component conceptual model that would incorporate all three of the theories into one holistic framework. Meyer and Allen's three component model of organisational commitment has arguably had the biggest impact on research regarding organisation commitment, more than any other framework presented on this topic (Jaros, 2007). Although like any model, it has also

experienced its fair share of criticism. Some scholars have highlighted their beliefs that organisational commitment should not represent a multi-dimensional framework taking into account, as Meyer & Allen's model does, attitudes towards a specific behaviour (Solinger, et al., 2008). Instead, (Solinger, et al., 2008) continues, it should be viewed as a unilateral construct measuring only attitudes toward the organisation or affective commitment.

Affective Commitment

The first component of Meyer & Allen's model is categorised as affective commitment. This describes the emotional attachment an employee has towards their organisation, the identification that the employee has with the values and culture of the organisation and the involvement the employee has with organisational activities (Haque, et al., 2019). This element of commitment forms the basis of the employee 'wanting' to continue to remain a member of the organisation. Moreover, it is suggested that workers who have greater affective commitment tendencies, are far more likely to go above and beyond the duties of their role and will seek to come up with creative solutions to work-based problems. (Sajjad, et al., 2018). This is obviously beneficial to a sales organisation, wherein coming up with creative solutions to sales-based problems can be a differentiating factor when in competition with similarly placed competing organisations. It is thought that to develop an organisational culture that promotes innovative behaviour and creativity will lead to increased levels of affective commitment in the workforce (Jafri, 2010).

The literature also suggests that affective commitment can claim roots in social exchange theory. Social exchange theory (Blau, 1964) maintains that social exchanges are transactional in nature. This promotes the idea that individuals who are the beneficiary of positive actions and supportive behaviour from others, will feel that a degree of debt is owed. The recipient will be motivated to then reciprocate this behaviour with the aim of relieving the feeling of indebtedness

(Schetzsle & Drollinger, 2014). In the context of organisational behaviour, this can be seen in the transaction between management in the form of recognition, trust and feedback and employee's in the form of affective commitment. The literature suggests that developing meaningful relationships with co-workers result in an increase in intention to remain within the organisation (Christian & Ellis, 2014).

Continuance Commitment

While affective commitment is representative of an employee's emotional attachment to their organisation, continuance commitment can be described as an employee's cognitive attachment to their organisation born out of an awareness that the costs of leaving their position outweigh the benefits of leaving (Khan, et al., 2018). Central to early conceptualisation of continuance commitment was the 'side-bet theory' (Becker, 1960). Becker argued that as an individual spent more time in an organisation, their influence grew with their seniority or length of service. The threat of losing this investment committed the individual to the organisation. Today, continuance commitment is thought to compromise of two dimensions; a) commitment due to a lack of alternative employment opportunities and b) concerns over a perceived loss of investment and benefits associated with leaving the organisation (Taing, et al., 2011). In contrast to affective commitment, the factors effecting continuance commitment are more externally related. The requirement for an inter-personal relationship to be evident between employee and management/employer are not nearly as pronounced as in other forms of commitment. The degree to which continuance commitment effects overall organisational commitment within the workplace will not only be heavily dependent on the availability of alternatives within the relevant job market but also a comparable analysis of the benefits offered by the organisation and its competitors (Barksdale, et al., 2003). Therefore, the availability of suitable job opportunities elsewhere will play a significant role in whether continuance commitment is a factor in any organisation. The relevance of continuance commitment can be seen in its usefulness in assessing the risk of

employees following through on intentions to leave an organisation. Purely from a feasibility point of view, it may not be practical for an employee to leave an organisation if jobs of a similar nature or in similar industries are not readily available.

Normative Commitment

Normative commitment refers to the perceived obligation an employee has towards their organisation. This may be as a result of loyalty to the organisation for the amount of time, effort and money spent in training them to their current competence level. Consequently, feelings of guilt may also play a major factor in normative commitment, as employee's may be uncomfortable in leaving an organisation they feel has invested resources in their professional development, only for them to leave and not receive a return on the investment (Jaros, 2017). Although normative commitment is perceived as invaluable form of organisational commitment since it signifies a level of duty to remain with an organisation (El-Kassar, et al., 2017). This reliance on a level of indebted obligation and moral duty which could potentially be exploited unfairly by organisations, is inherently absent in other forms of organisational commitment (Jaros, 2017) Various HR initiatives and development practices have an significant influence on the productivity and performance of an organisations workforce but also on the normative commitment of its employees (Coetzee, et al., 2014). While it is argued that normative commitment is inseparable from other forms of commitment and may be linked very closely with affective commitment (Powell & Meyer, 2004). This idea is echoed by (Haque, et al., 2019) who suggest that the effect of an employee's social connections on their level of normative commitment is identical to the effect on the employee's social connections and level of affective commitment, so much so that it renders normative and affective commitment inseparable. Other literary sources, however, argue that normative commitment is in fact its own unidimensional construct independent of the other two categories of organisational commitment (Meyer & Parfyonova, 2010).

Research Objectives and Aims of Research

Research Contribution

Understanding the various aspects of organisational commitment can help develop efficient performance & retention strategies as well as lower absenteeism and increase productivity (Bang & Ross, 2013). Naturally these are desirable outcomes for HR departments, as they in-turn contribute to an organisations roadmap for success (Beatty, et al., 2003). There is evidence to suggest that organisational cultures as well as industry specific norms can depict a variance between intrinsic motivation in employee population and its relationship with the three components of organisational commitment (Huang, 2014). While there have been studies which explore the relationship between motivation and organisational behaviour there has been no study that the researcher is aware of conducted within a sales environment. The majority of the literature pertaining to sales personnel motivation is concerned with its impact on organisational performance or extrinsic reward factors and their impact on retention rates. It can be argued therefore that, so far, academic literature has failed to demonstrate a comprehensive and definitive relationship between intrinsic motivation and all of the various elements of organisational commitment within a sales environment. Therefore, the idea that the findings of these other studies may not accurately depict the relationship between intrinsic motivation and organisational commitment within the context of a multi-national sales organisation, may have some merit.

Research Questions

The intrinsic motivational factors effecting each employee will naturally be subjective to an individual's own personal circumstances, desires and objectives (Armache, 2014). However, researchers should be cognisant to the fact that these factors are likely to overlap from person to person, to form a collective common trend. Being aware of these trends will allow researchers to suggest and develop

strategies that encourage talent retention which is best suited for the particular organisation. Given the context of a changing working environment, it is consequently conceivable that employees subjective motivational factors for remaining in an organisation will also change and adapt. Building on the research by (Johri & Vashisthra, 2015) this suggest that it may be possible to influence the motivating factors of an individual with regards to their desire to remain with an organisation, given certain changes in their working environment. Of course, the nature of this study will focus on one specific organisation, but should still give a reasonably accurate indication of sales personnel in general. To this extent, the aim of the research will be to examine the below hypotheses,

H1: Sales personnel are intrinsically motivated by their job in the Host organisation

This hypothesis suggests that the sales people in the host organisation are intrinsically motivated and do not carry out their work solely for extrinsic rewards. The literature relating to previous research conducted in a sales context would suggest that this hypothesis will be proved correct, as it is well established that sales personnel are both intrinsically and extrinsically motivated. The researcher would not expect to find a variance with previous findings and the outcome of the study in the host organisation.

H2: There is a positive correlation between intrinsic motivation and affective commitment in sales people of the Host organisation.

Again, the literature would suggest that there will be a positive correlation found between intrinsic motivation and affective commitment within the host organisation, as this result has conclusively been proven in other studies and industries.

H3: Intrinsic motivation and continuance commitment are not correlated in the host organisation.

The cost associated with continuance commitment is generally associated with loss of extrinsic rewards for example salary, security, etc. as opposed to potential

loss of intrinsic motivation. There is consequently very little evidence that suggests of a definitive link between intrinsic motivation and continuance commitment (George & Sabapathy, 2011). As a result of this lack of empirical support, it is suggested that, among sales personnel intrinsic motivation will not be significantly associated with continuance commitment. However, it is precisely for this lack of empirical evidence that the researcher may be able to add to the collective academic findings on continuance commitment in sales professionals.

> H4: There is a positive correlation between intrinsic motivation and normative commitment in the host organisation.

There is also very little evidence, to the researcher's knowledge, of a study which examines a potential link between sales person's intrinsic motivation and normative commitment. However, given the close alignment between affective commitment and normative commitment in some areas of the literature, the suggestion would be that the findings of this study will indicate a positive correlation between intrinsic motivation and normative commitment. It is not expected that this correlation will be as strong as predicted correlation between intrinsic motivation and affective commitment.

Research Philosophy & Approach

The term research philosophy encompasses a framework of beliefs regarding the development of knowledge. (Saunders, et al., 2009). There are a number of barriers to objectivity which are present in conducting a research study. The researchers own opinions, biases and assumptions often play a significant role in the way the research will be carried out (Burrell & Morgan, 1979). This can manifest in a number of different ways, but are commonly within the domain of epistemology (Crotty, 1998). Ensuring that an awareness is brought to potential pitfalls in objectivity will ensure that the most accurate research paper possible can be achieved.

Epistemology

Epistemology concerns the domain of knowledge in relation to the field of study. Knowledge and its interpretation are open to continuous evolution. The paradigm of academic research studies is no different. While traditionally natural sciences and the scientific method were the bedrock of the approved paradigm of research our growing understanding of the importance of individuals own subjective experience has brought social science and the interpretive paradigm to the fore as a methodology of academic research. This methodology allows for an understanding of the topic from the subjective experience of the relevant population. A subset of this paradigm is positivism which (Bryman & Bell, 2007) describe as a method of logical reasoning to ascertain theories from empirical research. This is underpinned by objectivity, precision and rigour rather than intuitive and subjective interpretation of the participant's or populations reality. This has been the preferred approach to formulate and develop a thought-out methodology for this research dissertation.

The two primary approaches in analysing the information of a research study fall into two categories of reasoning within which sharp distinctions are made; deductive or inductive (Hayes, et al., 2010). The decision between which approach is appropriate for a given study will be determined on the objectives of the research itself (Blumberg & Schindler, 2008). Deductive reasoning according to (Hayes, et al., 2018) can be described as the determination of whether an inference necessarily follows from a given set of premises. On the other hand, inductive reasoning (Hayes, et al., 2018) continues involves assessing the plausibility or likelihood of an inference given the premises. The appropriate approach for this dissertation is borne out of a desire to determine the relationship between the independent and dependent variable within a sample of the overall population. These determinations based on the information collected from the sample will then be used to make conclusions regarding the population as a whole, in the process of inductive reasoning.

Methodology

Introduction

The chosen methodological approach to any study is going to depend on the context of the research undertaken. A carefully selected systematic methodology is crucial for the success of any type of research study and identifying this avenue will be one of the primary initial goals which the researcher will be required to achieve. Two primary approaches were considered during this process; Qualitative and Quantitative.

Quantitative vs Qualitative

Neither quantitative nor qualitative methodologies are superior methodologies, it very much depends on the individual research and its objectives. Although qualitative analysis was considered for this research, in understanding the relationship between intrinsic motivation and organisational commitment within the context of a sales organisation, the literature would suggest that quantitative analysis is the most appropriate methodology to adopt (Asare, et al., 2012) Quantitative research, and more specifically surveys & questionnaires, is by far the most dominant and reliable methodology to adopt when conducting primary research in the area of sales person motivation (Asare, et al., 2012). Quantitative research has the perception of a confirmatory approach where most of the due diligence and thinking occurs before data collection, whereas qualitative research has the perception of exploratory approach where the due diligence and thinking occurs after data collection (Leppink, 2017). Furthermore, quantitative methods allow the researcher to focus on a larger sample size, allowing the researcher to draw a generalised conclusion of the entire population based on the outcome of the sample in a method known as inductive reasoning (Chraif & Dumitru, 2015). This was a significant factor in the decision making process of which methodology to employ and ultimately proved pivotal in choosing quantitative analysis as a means to satisfy the requirements of this particular research study.

Questionnaire

An online, web-based questionnaire was created using Microsoft Forms and used as the primary medium through which to gather information from employees on the research topic (Appendix 1). This was sent as a link via email to all employees within the 'Region West' market (Ireland, UK, France, Spain, Belgium and the Netherlands) of the host organisation (Appendix 2). The body of the email contained information relating to the purpose of the study, the time it would take (roughly) to complete the questionnaire, the voluntary status of their participation and the non-identifiable nature of the information which they would give. Participants were invited to read the email and click on the link if they wished to continue with the process. By doing so, the participant was informed that they were consenting to the information that they supplied, being used in this research project.

The questionnaire that participants were asked to complete consisted of twenty questions and was categorised up into 4 distinct sections. The first section asks the participant to verify their age range, gender and length of service (in years) that they have with the Host organisation. This provided a control mechanism so that answers of each demographic can be compared to one another to ascertain if there is any significance between demographics. Another control measure asked in this first section was included which asked participants to confirm if they were employed in a 'sales' role in the company. This allowed the researcher to discount any response which were from non-sales professionals. The second section, containing four questions, included items relating to intrinsic motivation. A five point Likert scale was incorporated into the answer options that participants could choose from to answer each item. This scale ranged from Strongly Agree to Strongly Disagree, and measured the individuals agreeableness to the statement or question that was being posed. Each response was then given a numeric score based on the strength of their agreeableness to the item. The scores of these 4 items were added together for each respondent and then averaged to form an

overall score for that individual for Intrinsic Motivation. The next three sections, of four questions in each section, include items relating to the three components of organisational commitment (including affective commitment, continuance commitment and normative commitment). The same Likert scale and process as above was followed to determine each participants average score on each subscale of organisational commitment.

Reliability & Validity

The two factors which measure the quality and effectiveness of a quantitative study are reliability and validity.

Reliability refers to the consistency of the data which has been collected in a specific measure. That is to say that for example, a questionnaire, should gather approximately the same data each time that it is used. This represents the confidence in the data. The measurement of reliability of this study was analysed using the Cronbach's alpha reliability value. A value of >.70 indicate an acceptable level of internal consistency (De Vellis, n.d.)

Items were taken from two separate questionnaires, one of which was designed to measure intrinsic motivation and the other measuring organisational commitment. items of the questionnaire which focus on assessing employee's intrinsic motivation, were taken from a single questionnaire which measure intrinsic employee motivation. These indicators are listed as item 5 through to item 8 on the questionnaire.

Items 5 through to 8 on the questionnaire measure an employee's intrinsic motivation. These items derive from a previously validated questionnaire measuring work performance, affective commitment and work motivation (Kuvaas, 2006). Kuvaas' multi-dimensional measurement framework ensured a holistic approach to measuring individual's work performance and overall motivation, however only one of the six subscales of Kuvaas' framework is relevant for this research study – 'IM' (Intrinsic Motivation). This sub-scale was isolated and included in this research study. The Cronbach alpha reliability value

of this sub-scale is 0.9 which as stated above is an acceptable level of internal consistency.

Items 9 through to 20 on the questionnaire derive from a previous questionnaire specifically designed to measure the three components of organisational commitment; affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990). The reliability of each sub-scale of the questionnaire, in terms of their coefficient alpha score is as follows according to Allen & Meyer;

- Affective Commitment - .87

- Continuance Commitment - .75

- Normative Commitment - .79

As mentioned above, all three scales satisfy the minimum required coefficient alpha score of .70 for validity & reliability.

Validity refers to the extent to which the data collected in a study represents the variable which the study is intended to measure (Heale & Twycross, 2015). Establishing validity of a study measure can be challenging, as while there are readily available statistics that confirm reliability of, for example a given questionnaire, the same statistics don't exist to establish the validity of the questionnaire (Kember & Leung, 2008). Neither questionnaire that were used to form this study's questionnaire had any reference to validity in their methodology.

Sampling

The objective of any sampling technique is to ensure that the overall population, which the research is based on, is as accurately represented as it can possibly be (Bujang, et al., 2012). Within a large organisation, it is simply not feasible to expect to receive responses to a questionnaire from the entire employee population. It is therefore important that a sampling technique is adopted to accurately depict responses from the overall population. The researcher looked at a variety of different sampling methods to try and identify the following criteria:

A) Suitability regarding the needs of the research being conducted and

B) Feasibility – Consideration was made of the availability of population demographics and access to certain forms of information required for various sampling techniques.

While there were a number of sampling methods identified as being appropriate for this research, issues arose with many of them from a feasibility point of view. It was thought that probability sampling would ideally be most suitable, as each employee has an equal chance of being selected to participate in the study, reducing the likelihood of a bias selection within the sample population. More specifically, stratified random sampling was thought to be the most suitable methods to employ for its ability to gather information equally from various demographics (age, gender, length of service, etc.) and present the most accurate representation of the general employee population. However, it became clear that this initial proposed sampling technique was not going to be achievable, as the researcher did not have access to the information required to categorise employees into the various strata. Instead a method of non-probability sampling was undertaken in the form of convenience sampling. Convenience sampling allowed the researcher to reach a larger sample size of employees within the host organisation, which would ensure that more employee experience could be accounted for. The 'Region West' market of the host organisation was chosen as the sample for this research. This market consists of employees working within the wholesale sales division of the Host organisation in Ireland, UK, France, Spain, Belgium and the Netherlands. This market was chosen as all potential participants had their own email address and could be sent the questionnaire with relative ease. A pilot study was not deemed necessary as the questionnaires used were previously validated in a separate study.

Method of Analysis

SPSS was used to analyse the data from a descriptive statistics point of view, Mean, Standard Deviation etc. This allowed the researcher to highlight potentially interesting variances within the control measures: age, gender and length of

service within the host organisation. Correlation analysis was then used to assess if there was an overall significance and correlation between intrinsic motivation and the three components of organisational commitment within the sample population. This was determined by analysing the Pearson correlation co-efficient which measures linear correlation between two variables.

Findings

The objective of this section is to illustrate the data collected from the research methodology and represent the findings in both visual and written formats. SPSS was used as the primary statistical tool to analyse and interpret the data collected from the completed questionnaires. Using SPSS, Information will be presented through the medium of tables, bar charts and histograms as a visual aid, as well as being broken down in writing. The results from the sample population are also broken down by gender, age range and length of service within the host organisation. This was carried out as a control measurement to understand if there is any statistically significant results or variances between these three demographics.

Controls

The questionnaire was sent to 180 employees across six countries (Ireland, the UK, France, Spain, Belgium & the Netherlands). 124 employees participated in the study, however as this research was solely aimed at sales professionals, there needed to be a control measure included in the questionnaire that would capture non-sales employees who may have completed the questionnaire. Item 2 on the questionnaire asked the participant if they were working in a sales role. If participants answered no to this item, all their responses from all other items were excluded from the analysis of the research. This ensured that, as much as possible, only sales employees were analysed. Non-sales participants accounted for 21 of the overall 124 employees that completed the questionnaire. As mentioned

above, their completed questionnaires were discounted leaving 103 respondents which the analysis was carried out on.

Gender

Of the 103 participants, 67 were female accounting for 65% of the total responses and 36 were male, accounting for 35% of the overall responses.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	67	65.0	65.0	65.0
	Male	36	35.0	35.0	100.0
	Total	103	100.0	100.0	

Fig 1.1

Age

The results from the second question show that the age ranges of participants vary significantly from one another, with over half (53.4%). the respondents citing their age range of between 25-34. The next most common age range of respondents was between 35-44 (35%). This was followed by the age range of 18-24 (8.7%), while participants between the ages of 45-54 represented just 2.9% of the sample population. Interestingly 0% of participants between the ages of 55-65 were represented in the study. This age range will therefore be discounted from any further discussion.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18–24	9	8.7	8.7	8.7
	25–34	55	53.4	53.4	62.1
	35–44	36	35.0	35.0	97.1
	45–54	3	2.9	2.9	100.0
	Total	103	100.0	100.0	

Fig 1.2

Length of service within Host Organisation

This question wished to identify how many years of service each respondent had with the host organisation. In terms of the most popular answer given, 22.3% of respondents had less than 1 year service with the same percentage accounting for participants between 1-3 years' service. 26.2% of participants cited that they had between 3-5 years' service with the host organisation, 19.4% had between 5-10 years' service while 9.7% had over 10 years' service with the host organisation.

YearsService

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	23	22.3	22.3	22.3
	1–3 years	23	22.3	22.3	44.7
	3–5 years	27	26.2	26.2	70.9
	5–10 years	20	19.4	19.4	90.3
	10+ years	10	9.7	9.7	100.0
	Total	103	100.0	100.0	

Fig 1.3

Intrinsic Motivation

Four questions were included in the questionnaire to measure respondent's intrinsic motivation. Each question was given equal weight of importance with each response being scored numerically. These scores were added together and then averaged for an overall intrinsic motivation score per respondent.

As mentioned above, an overall intrinsic motivation score was captured for the sample population, but also as a control, for each demographic of the sample.

The below bar-chart illustrates the averaged intrinsic motivation scores of respondents to the questionnaire.
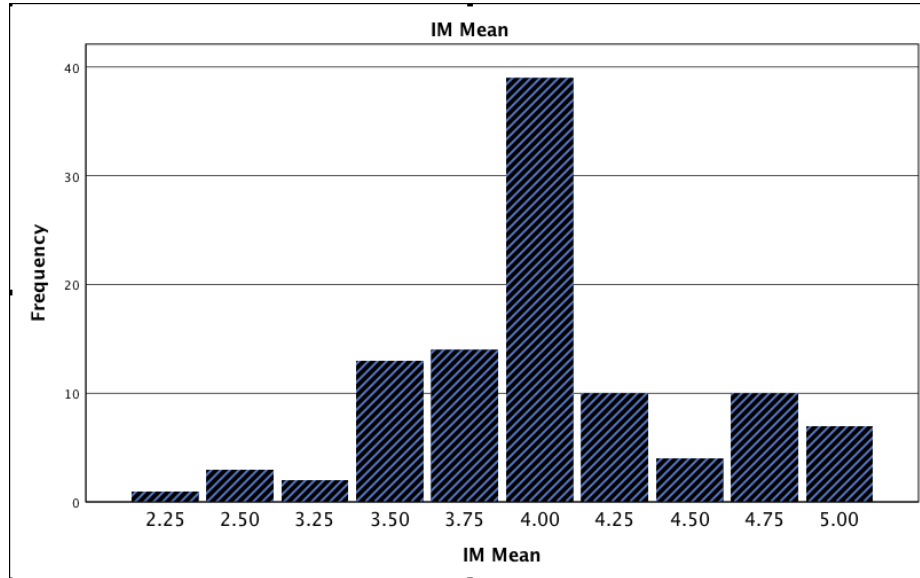
Fig 2.1

IM Mean

N	Valid	103
	Missing	0
Mean		4.0121
Std. Deviation		.53594
Range		2.75

Fig 2.2

Intrinsic Motivation by Gender

The below table illustrates the average intrinsic motivational score of the sample population, categorised by gender.

Statistics

IM Mean

Female	N	Valid	67
		Missing	0
	Mean		4.0299
	Std. Deviation		.50663
Male	N	Valid	36
		Missing	0
	Mean		3.9792
	Std. Deviation		.59274

Fig 2.3

Intrinsic Motivation by Age

The below table illustrates the average intrinsic motivational score of the sample population, categorised by age.

Statistics				
IM Mean				
18–24	N	Valid		9
		Missing		0
	Mean			4.1667
	Std. Deviation			.27951
	Range			1.00
25–34	N	Valid		55
		Missing		0
	Mean			3.9955
	Std. Deviation			.60187
	Range			2.75
35–44	N	Valid		36
		Missing		0
	Mean			4.0000
	Std. Deviation			.50000
	Range			2.50
45–54	N	Valid		3
		Missing		0
	Mean			4.0000
	Std. Deviation			.25000
	Range			.50

Fig 2.4

Intrinsic Motivation by Length of Service within Host Organisation

The below table illustrates the average intrinsic motivational score of the sample population, categorised by length of service with the host organisation.

Statistics				
IM Mean				
Less than a year	N	Valid		23
		Missing		0
	Mean			3.8696
	Std. Deviation			.56342
	Range			2.25
1–3 years	N	Valid		23
		Missing		0
	Mean			3.9674
	Std. Deviation			.46039
	Range			2.50
3–5 years	N	Valid		27
		Missing		0
	Mean			4.1111
	Std. Deviation			.65535
	Range			2.75
5–10 years	N	Valid		20
		Missing		0
	Mean			4.0375
	Std. Deviation			.43130
	Range			1.75
10+ years	N	Valid		10
		Missing		0
	Mean			4.1250
	Std. Deviation			.47507
	Range			1.25

Fig 2.5

Organisational Commitment

Organisational commitment is divided into three distinct sections; affective commitment, continuance commitment and normative commitment. Each section is represented by four items on the questionnaire. Similar to intrinsic motivation, each item is weighted equally. A numeric value was attached to each response given by participants. These were added and averaged to get both an overall a score per respondent for each of affective, continuance and normative commitment. Similarly, to the questions regarding intrinsic motivation, an overall score was captured for each of the components of organisational commitment within the sample population, but also as a control, for each demographic of the sample.

Overall Affective Commitment

The below chart represents the overall affective commitment of the sample population.

Fig 3.1

Affective Commitment by Age

The below chart illustrates affective commitment of the sample population, categorised by age.

Statistics			
AC Mean			
18–24	N	Valid	9
		Missing	0
	Mean		3.3333
	Std. Deviation		.51539
	Range		1.75
25–34	N	Valid	55
		Missing	0
	Mean		3.5182
	Std. Deviation		.59093
	Range		2.50
35–44	N	Valid	36
		Missing	0
	Mean		3.2986
	Std. Deviation		.72165
	Range		3.00
45–54	N	Valid	3
		Missing	0
	Mean		3.6667
	Std. Deviation		.80364
	Range		1.50

Fig 3.2

Affective Commitment by Gender

The below chart illustrates affective commitment of the sample population, categorised by gender.

Statistics			
AC Mean			
Female	N	Valid	67
		Missing	0
	Mean		3.4104
	Std. Deviation		.63768
	Range		3.00
Male	N	Valid	36
		Missing	0
	Mean		3.4653
	Std. Deviation		.65234
	Range		2.75

Fig 3.3

Affective Commitment by Length of Service within Host Organisation

The below chart illustrates affective commitment of the sample population, categorised by length of service within the Host organisation.

Statistics			
AC Mean			
Less than a year	N	Valid	23
		Missing	0
	Mean		3.1957
	Std. Deviation		.69067
	Range		2.75
1–3 years	N	Valid	23
		Missing	0
	Mean		3.2283
	Std. Deviation		.60731
	Range		2.50
3–5 years	N	Valid	27
		Missing	0
	Mean		3.5741
	Std. Deviation		.61556
	Range		2.50
5–10 years	N	Valid	20
		Missing	0
	Mean		3.6125
	Std. Deviation		.52862
	Range		2.00
10+ years	N	Valid	10
		Missing	0
	Mean		3.6750
	Std. Deviation		.66719
	Range		2.00

Fig 3.4

Overall Continuance Commitment

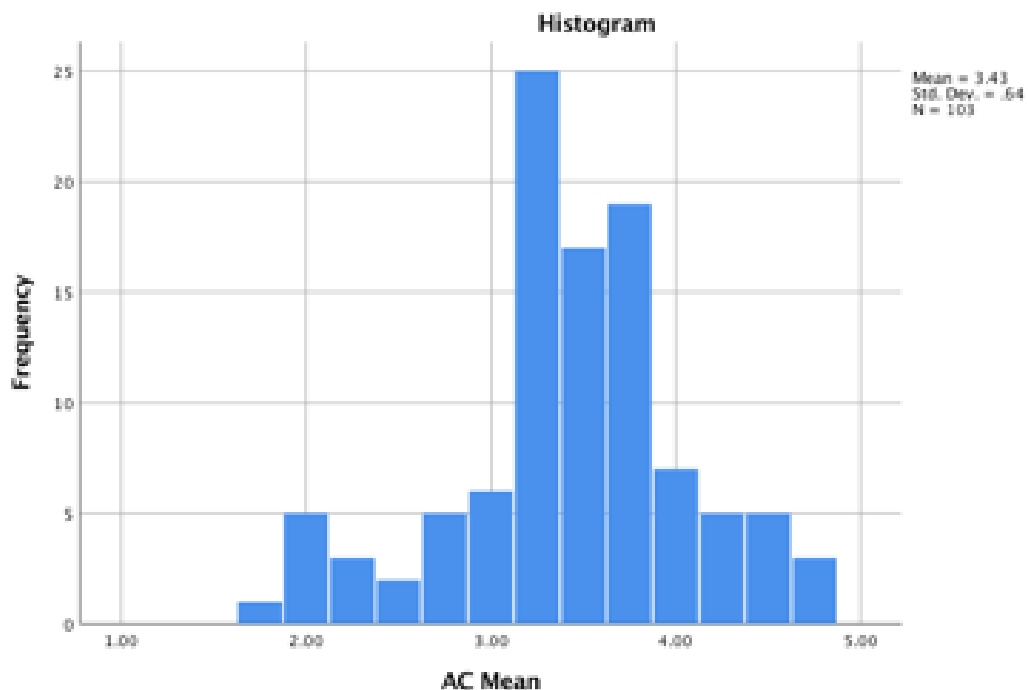The below chart illustrates the overall continuance commitment of the sample population.

Fig 4.1

Continuance Commitment by Age

The below chart illustrates continuance commitment of the sample population, categorised by age.

Statistics			
CC Mean			
18-24	N	Valid	9
		Missing	0
	Mean		3.5278
	Std. Deviation		.42287
	Range		1.25
25-34	N	Valid	55
		Missing	0
	Mean		3.2333
	Std. Deviation		.80690
	Range		3.75
35-44	N	Valid	36
		Missing	0
	Mean		2.7870
	Std. Deviation		.79444
	Range		3.42
45-54	N	Valid	3
		Missing	0
	Mean		3.6667
	Std. Deviation		.52042
	Range		1.00

Fig 4.2

Continuance Commitment by Gender

The below chart illustrates continuance commitment of the sample population, categorised by gender.

Statistics			
CC Mean			
Female	N	Valid	67
		Missing	0
	Mean		3.1555
	Std. Deviation		.77428
	Range		3.75
Male	N	Valid	36
		Missing	0
	Mean		3.0417
	Std. Deviation		.86911
	Range		3.00

Fig 4.3

Continuance Commitment by Length of Service within Host Organisation

The below chart illustrates continuance commitment of the sample population, categorised by length of service within the Host Organisation.

Statistics			
CC Mean			
Less than a year	N	Valid	23
		Missing	0
	Mean		3.0181
	Std. Deviation		.86819
	Range		3.67
1–3 years	N	Valid	23
		Missing	0
	Mean		3.1341
	Std. Deviation		.92753
	Range		3.75
3–5 years	N	Valid	27
		Missing	0
	Mean		3.2870
	Std. Deviation		.68537
	Range		2.50
5–10 years	N	Valid	20
		Missing	0
	Mean		3.1583
	Std. Deviation		.73245
	Range		2.50
10+ years	N	Valid	10
		Missing	0
	Mean		2.7500
	Std. Deviation		.81650
	Range		2.75

Fig 4.4

Overall Normative Commitment

The below chart illustrates the overall normative commitment of the sample population.
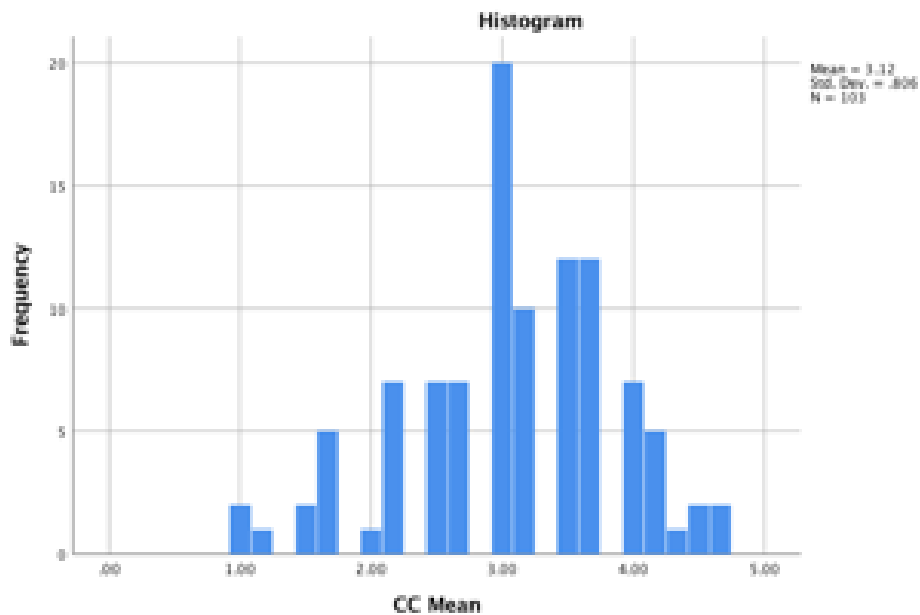

Mean = 3.13
Std. Dev. = .586
N = 103

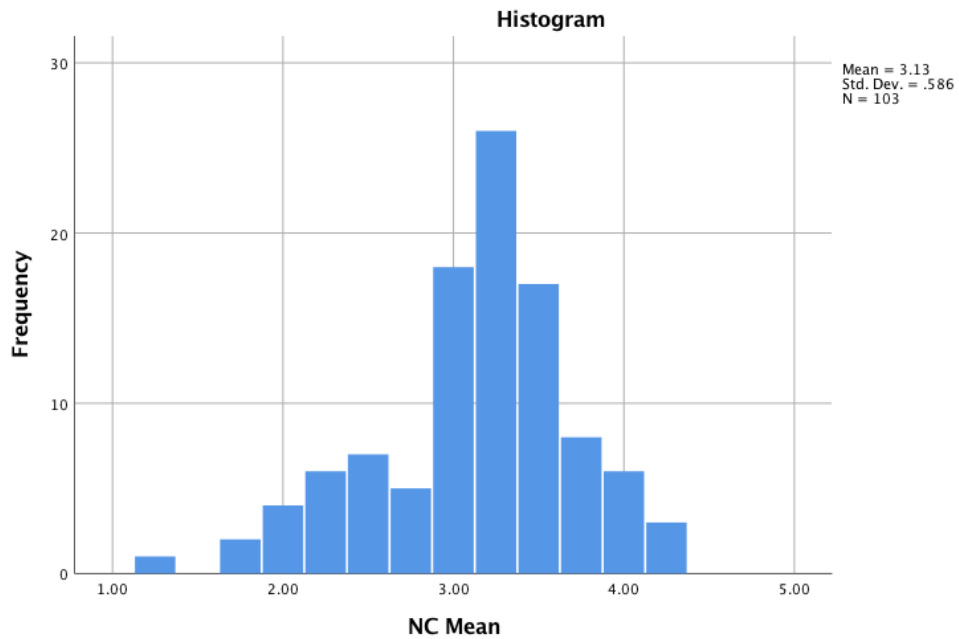*Fig 5.1*

Normative Commitment by Age

The below chart illustrates normative commitment of the sample population, categorised by age.

Statistics			
NC Mean			
18–24	N	Valid	9
		Missing	0
	Mean		3.1111
	Std. Deviation		.57434
	Range		1.75
25–34	N	Valid	55
		Missing	0
	Mean		3.1318
	Std. Deviation		.65060
	Range		3.00
35–44	N	Valid	36
		Missing	0
	Mean		3.1250
	Std. Deviation		.46098
	Range		2.25
45–54	N	Valid	3
		Missing	0
	Mean		3.1667
	Std. Deviation		1.01036
	Range		2.00

Fig 5.2

Normative Commitment by Gender

The below chart illustrates normative commitment of the sample population, categorised by gender.

Statistics			
NC Mean			
Female	N	Valid	67
		Missing	0
	Mean		3.0485
	Std. Deviation		.59391
	Range		3.00
Male	N	Valid	36
		Missing	0
	Mean		3.2778
	Std. Deviation		.54700
	Range		2.00

Fig 5.3

Normative Commitment by Length of Service within Host Organisation

The below chart illustrates normative commitment of the sample population, categorised by length of service within the Host Organisation.

Statistics			
NC Mean			
Less than a year	N	Valid	23
		Missing	0
	Mean		3.1304
	Std. Deviation		.62554
	Range		2.50
1–3 years	N	Valid	23
		Missing	0
	Mean		2.8913
	Std. Deviation		.53207
	Range		2.25
3–5 years	N	Valid	27
		Missing	0
	Mean		3.2870
	Std. Deviation		.61121
	Range		2.25
5–10 years	N	Valid	20
		Missing	0
	Mean		3.3250
	Std. Deviation		.47365
	Range		1.75
10+ years	N	Valid	10
		Missing	0
	Mean		2.8500
	Std. Deviation		.54263
	Range		1.25

Fig 5.4

Correlation between Intrinsic Motivation and Affective Commitment

The table below shows the strength of the correlation between the level of employee intrinsic motivation and the level of affective commitment within the sample population of the host organisation.

Correlations		IM Mean	AC Mean
IM Mean	Pearson Correlation	1	.519**
	Sig. (2–tailed)		.000
	N	103	103
AC Mean	Pearson Correlation	.519**	1
	Sig. (2–tailed)	.000	
	N	103	103
**. Correlation is significant at the 0.01 level (2–tailed).			

Fig 6.1

Correlation between Intrinsic Motivation and Continuance Commitment

The table below shows the strength of the correlation between the level of employee intrinsic motivation and the level of continuance commitment within the sample population of the host organisation.

Correlations

		IM Mean	CC Mean
IM Mean	Pearson Correlation	1	−.050
	Sig. (2−tailed)		.615
	N	103	103
CC Mean	Pearson Correlation	−.050	1
	Sig. (2−tailed)	.615	
	N	103	103

Fig 6.2

Correlation between Intrinsic Motivation and Normative Commitment

The table below shows the strength of the correlation between the level of employee intrinsic motivation and the level of normative commitment within the sample population of the host organisation.

Correlations

		IM Mean	NC Mean
IM Mean	Pearson Correlation	1	.350[**]
	Sig. (2−tailed)		.000
	N	103	103
NC Mean	Pearson Correlation	.350[**]	1
	Sig. (2−tailed)	.000	
	N	103	103

[**]. Correlation is significant at the 0.01 level (2−tailed).

Fig 6.3

Discussion & Analysis

The objective of any discussion within a research study is to interpret and analyse the significance of the findings comparable to the known relevant academic literature on the topic (Turk, 2013). The researcher should then aim to develop their understanding of the topic in light of the results which their study has presented. In order to ensure that the analysis of the research is carried out effectively, it is important that the objectives of the research study set out at the beginning of the project are revisited and highlighted within this analysis. This will form the basis of the discussion with each area of intrinsic motivation and organisational commitment analysed relative to the original objectives of the study as well as under the control demographics – age, gender and years of service within the host organisation

Intrinsic Motivation

The first research objective was to analyse whether sales personnel within the host organisation were intrinsically motivated. The researcher hypothesized that the findings would confirm sales personnel in the host organisation to be intrinsically motivated. This hypothesis was formulated by analyzing the empirical evidence from literature and translating this to the context of the sales environment which the study was conducted in taking into consideration the culture already in existence within the host organisation. While a culture within the host organisation exists wherein targets and sales figures are of paramount importance, it may have been assumed motivation may have leaned less towards intrinsic motivation in favour of extrinsic rewards.

Previous studies have measured intrinsic motivation within a sales context before, so it was thought the findings of this study would follow a similar outcome. This was to be the case with results highlighting that on an overall scale, intrinsic motivation within employees of the host organisation is quite high. The average score that participants determined their own level of intrinsic motivation within

the organisation was 4.0121 out of a possible 5. This indicates that sales professionals within this organisational setting are motivated by the act of selling itself. Harnessing and utilising this level of motivation and ensuring that it has a positive impact on organisational performance will be a key objective for the business. This outcome also has a broader impact on the strategy and focus of management with respect to talent acquisition and talent retention. Management should look at overall strategies in these areas to try and promote and develop employee's intrinsic motivation to sell product. The researchers initial understanding of intrinsic motivation during the analysis of the literature was that it is an independent variable which is either present or absent within an individual, i.e. either they enjoy the task or they don't. However, from the researcher's current perspective, it does seem likely an environment which allows employees intrinsic motivation to develop and mature organically can be engineered. While this statement seems oxymoronic, should the organisation be able to achieve it, then there will likely be a profoundly positive impact on the organisation.

Looking at the various demographics which were captured, we can observe that women have a slightly higher level of intrinsic motivation based on their average scores; women 4.0299, men 3.9792.

Also noted was that there isn't a major variance in mean intrinsic motivation scores with respect to participants age ranges.

Intrinsic Motivation		
Age Range	*Mean Score*	*Standard Deviation*
18 - 24	4.1667	.27951
25 - 34	3.9955	.60187
35 - 44	4.0000	.50000
45 - 54	4.0000	.25000
55 - 65	N/A	

Length of service within the host organisation provided the most significant variance among demographics for intrinsic motivation but this was still only marginal (highlighted below). Interestingly the mean score of intrinsic motivation appears to increase with an increase in years of service.

Intrinsic Motivation		
Years' Service	**Mean Score**	*Standard Deviation*
Less than 1 year	3.8696	.56342
1-3 years	3.9674	.46039
3-5 years	4.1111	.65535
5-10 years	4.0375	.43130
10 years +	4.1250	.47507

The profile of the most likely intrinsically motivated employee, statistically speaking, was therefore *'female, between the age range 18-24 with 10+ years' service within the host organisation'*. Consequently, the profile of the least likely employee to be intrinsically motivated, statistically speaking was *'male, between the age range of 25-34 with less than 1 years' service within the host organisation'*. The variance in any of the above scores, isn't substantial and it is unlikely that significant attention needs to be focused in one demographic over another.

Affective Commitment

The aim of this section was to determine the level of affective commitment within the sample population of the host organisation. An overall average affective commitment score of 3.43 out of 5 was recorded for all employees within the company. This indicates that the general sample population experience affective commitment in relation to their position and status within the company.

Looking through affective commitment relative to the three control demographics, we can see that men had a slightly higher mean affective commitment score (3.4653) than women (3.4104).

Similar to intrinsic motivation, age range of employees only provided a slight variance between affective commitment scores (Table below)

Affective Commitment		
Age Range	*Mean Score*	*Standard Deviation*
18 - 24	3.3333	.51539
25 - 34	3.5182	.59093
35 - 44	3.2986	.72165
45 - 54	3.6667	.80364
55 - 65	N/A	

Lastly the length of service within the host organisation provided minimum variance between affective commitment scores (Table below).

Affective Commitment		
Years' Service	Mean Score	Standard Deviation
Less than 1 year	3.1957	.69067
1-3 years	3.2283	.60731
3-5 years	3.5741	.61556
5-10 years	3.6125	.52862
10 years +	3.6750	.66719

It can be observed however that affective commitment within the host organisation tends to increase with increasing years of service. This statement would stand to reason as the more time an employee spends within an

organisation, the more likely they are to become embedded within the fabric of the culture and to experience affective commitment.

Intrinsic Motivation & Affective Commitment

The Pearson correlation coefficient test is a widely used method in psychology for determining the level of correlation between two variables (de Winter, et al., 2016). The correlation coefficient ranges from 1 to -1. A value of 1 describes a perfectly positive linear correlation between two variables such that any increase in one variable will have an exact increase in the other variable. A value of -1 signifies that a correlation exists such that any increase in one correlation has the exact decrease in the other variable. A value of 0 signifies that no correlation exists between the two variables. It is highly unlikely that a perfect correlation will exist between variables and therefore results are generally expected to fall within the range of -1 and 1. Labelling systems exist to measure the strength of the correlation coefficients. An absolute value of 0 to 0.35 is considered to represent a weak correlation, an absolute value of 0.36 to 0.67 is expressive of a moderate correlation while an absolute value of 0.68 to 1 represents a strong correlation between the variables (Taylor, 1990).

Using SPSS, the Pearson correlation coefficient test was conducted to determine the level of correlation between the variables intrinsic motivation and affective commitment in this study.

The Pearson correlation coefficient score between intrinsic motivation and affective commitment was $r = 0.519$, with a significance level of $p < .01$, as illustrated in *Fig 6.1*. A p-value of $p < 0.5$ is required to determine that a correlation is statistically significant and therefore that the null hypothesis (i.e. the likelihood that the hypothesis developed is incorrect) can be rejected and the hypothesis, suggested in the research, regarding there being a positive correlation between intrinsic motivation and affective commitment can be accepted. The value obtained highlights a moderate correlation between affective commitment and intrinsic motivation and also that a positive relationship exists between the two.

These findings are in line with previous studies findings (Choong & Wong, 2011) in relation to intrinsic motivation and affective commitment. Although this result was expected, the researcher had envisaged that a stronger score would have been identified between these two variables in the host organisation. This expectation was heightened by the relatively high scores separately in both intrinsic motivation and affective commitment.

Continuance Commitment

The aim of this section was to determine the overall level of continuance commitment within the host organisation. The company average for continuance commitment was 3.12 out of a possible 5. This would indicate that either employees are non-committal about continuance commitment or that possibly a variance exists between those who scored highly and those who did not score highly in continuance commitment.

Analysing continuance commitment through the lens of the three control demographics, we can see that women (3.1555) had a slightly higher average continuance commitment score than men (3.0417).

Age range as a control measure provided a slightly more significant variance of score in continuance commitment rather than affective commitment (Table Below).

Continuance Commitment		
Age Range	*Mean Score*	*Standard Deviation*
18 - 24	3.5278	.42287
25 - 34	3.2333	.80690
35 - 44	2.7870	.79444
45 - 54	3.6667	.52042
55 - 65	N/A	

The age range of between 35-44 provided an interesting mean score which signifies that this cohort of ages illustrates less continuance commitment relative to other age ranges. It is difficult to suggest a reason for this score relative to other age ranges without a more detailed in-depth analysis of the respondents.

Lastly, length of service within the host organisation provided the following continuance commitment scores (Table Below)

Continuance Commitment		
Years' Service	**Mean Score**	*Standard Deviation*
Less than 1 year	3.0181	.86819
1-3 years	3.1341	.92753
3-5 years	3.2870	.68537
5-10 years	3.1583	.73245
10 years +	2.7500	.81650

Intrinsic Motivation & Continuance Commitment

The Pearson correlation coefficient between intrinsic motivation and continuance commitment resulted in a value of; $r = -0.015$, $p > 0.615$, as shown in *Fig 6.2*. This p-value indicates that no correlation of any statistical significance can be said to exist between intrinsic motivation and continuance commitment within the results of the sample population, as $p > 0.5$. Therefore, the null hypothesis cannot be rejected in this instance. This is to say that intrinsic motivation cannot be isolated and deemed to be a significant factor in those who are committed to the organisation by reason of necessity. The researcher found that there was a distinct lack of conclusive evidence regarding the relationship between intrinsic motivation and continuance commitment, a point noted in other previous studies on the topic (Huang, 2015). While this may in itself have been suggestive that there was no correlation between these two variables, one cannot assume that this is going to be the case. The researcher would suggest that extrinsic motivation

is more likely to be correlated to continuance commitment than intrinsic motivation. The nature of the continuance commitment being such that availability of alternatives within a jobs market will have an impact on individual expression of continuance commitment. Therefore, extrinsic rewards for example remuneration packages etc., relative to the market will likely have a more significant correlation with continuance commitment than intrinsic motivation.

Normative Commitment

The objective of this section was to determine the overall level of normative commitment within the host organisation. The mean normative commitment score within the organisation was 3.13 out of a possible 5. This score would suggest that the sample employee population experiences a moderate level of normative commitment.

Analysing the three control measures with respect to normative commitment, we can see that men (3.2778) had a higher mean normative commitment score than women (3.0485).

With respect to age range, normative commitment had a near identical range of mean scores (Table Below)

Normative Commitment		
Age Range	*Mean Score*	*Standard Deviation*
18 - 24	3.1111	.57434
25 - 34	3.1318	.65060
35 - 44	3.1250	.46098
45 - 54	3.1667	1.01036
55 - 65	N/A	

Lastly length of service within the host organisation provided the following mean normative commitment scores (Table Below)

Normative Commitment		
Years' Service	Mean Score	Standard Deviation
Less than 1 year	3.1304	.62554
1-3 years	2.8913	.53207
3-5 years	3.2870	.61121
5-10 years	3.3250	.47365
10 years +	2.8500	.54263

Intrinsic Motivation & Normative Commitment

The Pearson correlation coefficient test which was conducted to determine the level of correlation between intrinsic motivation and normative commitment. This yielded a score of $r = 0.350$ and a significant level of $p < .01$, as illustrated in *Fig 6.3*. As $p < 0.5$, the result is deemed statistically significant and the null hypothesis can be rejected. This highlights that a positive correlation between the two variables, intrinsic motivation and normative commitment exists but is weak to moderate in strength. Previous academic studies relating to sales organisations were inconclusive regarding the nature of the relationship between intrinsic motivation and normative commitment (Ingram, et al., 1989). Given the link that normative commitment has with affective commitment (Powell & Meyer, 2004), it was hypothesized that a similar Pearson correlation coefficient may be found between intrinsic motivation and normative commitment as was found between intrinsic motivation and affective commitment. This was found to be the case, although the correlation is just outside the score parameter of what would be considered a moderate level of correlation and instead falls into the category of a weak level of correlation score (Taylor, 1990). It is also interesting to note the similarities in scores between intrinsic motivation and the dependent variables,

particularly affective and normative commitment. This would give credence to (Powell & Meyer, 2004) argument that perhaps these two forms of organisational commitment are not independent of one another.

Recommendations

The purpose of analysing employee intrinsic motivation and employee commitment is to ensure that organisations have the capacity to understand if their workforce are motivated by the task they are carrying out and what impact this has on their intention to remain with a company. This then filters into strategies surrounding organisational behaviour, performance and retention. To ensure that intrinsic motivation can be developed within the organisation, It is thought the best way to try and increase the level of intrinsic motivation within an employee or indeed within a collective is to realise that there are four intrinsic rewards which can be grouped into four distinct quadrants, illustrated in the below table (Thomas, 2009).

	Opportunity rewards	Accomplishment rewards
From task activities	Sense of choice	Sense of competence
From task purpose	Sense of meaningfulness	Sense of progress

(Thomas, 2009)

1) Harnessing the above four intrinsic rewards and incorporating them into an employee performance/talent retention strategy will ensure a long term sustainable motivation both to achieve targets but also will foster a commitment to the organisation (Thomas, 2009). This will be particularly important from the standpoint of affective commitment. The structure of

the sales employee's work can be tailored to maximise the possibility that employees develop an emotional attachment to the organisation by increasing their sense of choice, competence, meaningfulness and progress. Both the 'Job Characteristics' model of motivation and AMP Model highlight the possibility of work structures being key for organisations to developing intrinsic motivation and ensuring that as a result affective commitment can be increased. With respect to the sales environment, this can be achieved by allowing sales personnel the autonomy to make decisions and ensuring they know what their purpose is relative to the organisational goals. This will allow salespeople to become masters of their craft and create meaningful relationships with their customers. A feeling of fulfilment and enjoyment for being central to an enhanced customer experience was found to be instrumental in the analysis of sales people intrinsic motivation (Mallin & Pullins, 2009).

2) Creating a positive organisational culture, collaborative working and opportunities to build strong personal relationships that develop inside a work-context can help to increase organisational commitment (Christian & Ellis, 2014). Management and HR professionals can take on this responsibility by organising the structure of work for their employees, promoting group/team projects where possible for employees and ensuring that there are opportunities to develop social connections with colleagues both inside and outside of working hours. This will lead to a more engaged workforce with their organisation increasing the likelihood of also increasing both affective commitment and normative commitment.

3) It is suggested that organisations should avoid strategies of retaining talent that are overly reliant on continuance commitment in its purest form. However, it will be useful to benchmark against industry competitors to see the alternatives that are in the market from an employee remuneration, bonus and non-monetary benefit point of view. Employers can then tailor the package which they offer their employees to ensure

that they mitigate against the risk of their employees joining another organisation with perceived better benefits. Similarly, employers are likely to benefit from recognising that employees will be more satisfied and engaged when their organisation prioritises employees work-life balance initiatives which can ensure that long-term organisational commitment is achieved (Meyer & Maltin, 2010). A multitude of work-life balance initiatives, flexible working and family-friendly policies can be introduced to foster a supportive working culture.

4) With regards to affective and normative commitment, it is thought that the HR departments should ensure that adequate training and development initiatives are in place for employees' professional development (Choong & Wong, 2011). Within the context of organisational demographics, younger employees (Generations X and Y) are much more inclined to respond favourably to commitment strategies that incorporate training, development and clear career progression activities than the previous Baby-Boomer generation (Festing & Schafer, 2014). Assuming this trend will continue, a sustainable talent retention strategy should include these elements which will help increase both affective and normative commitment amongst younger members of staff in particular. Once employees understand the level of investment that the organisation is willing to place into them, their intention to leave the organisation may be reduced, increasing normative commitment.

Implication & Costings

There are of course practical implications in devising a plan to implement the above recommendations which need to be considered by the organisation which involves both cost, timing and allocation of other resources.

1) Re-organisation of work design to allow for increased levels of autonomy, mastery and purpose within the employee workforce is a long-term goal-orientated solution to achieving increased intrinsic motivation and organisational commitment. This could be brought in within the construct

of an improved modern performance appraisal process which incorporates a feedback mechanism from manager to employee. The primary cost associated with this plan would be the amount of time required to construct and implement this system. The organisation could seek to bring in a system of software which could streamline the process online, but this may be unnecessary.

2) Culture is a difficult construct to try to manage and change. However, it needs to start from the top-down. There firstly needs to be buy-in from senior management that a certain type of culture is desirable and then commitment to make that happen. One person cannot change the culture, it needs to be a unified effort. The introduction of a social committee who can organise team-building days out and other social events can show that the organisation is committed to bringing about a collaborative culture which will in turn facilitate affective and normative commitment. At management discretion they could contribute to the social committee fund but primarily it would be investing time in organisation of the committee which would be the biggest cost from an organisation point of view.

3) Benchmarking is difficult to achieve accurately without investment, therefore there may be merit in using external services to receive reports on industry leading remuneration packages. This would allow the organisation to receive accurate information on the extrinsic rewards, salaries and bonuses of the competition in their industry. However, these services can be very expensive, but it could help mitigate against the risk of talent leaving for another organisation and increase continuance commitment.

4) Training and development can be accommodated in a few different ways including internal training days, on-the-job shadowing of colleagues, mentoring to external training providers. Organising internal training will keep costs significantly down as the organisation is utilising the skills,

knowledge and expertise of the managers and competent employees at its disposal to train those who don't have the equivalent level of competence. Therefore, no extra monetary investment is required only the time of the trainer. If the organisation needed to use external service providers, then this would raise the investment cost depending on the type of training programmes and initiatives which they organised.

Limitations & Further Research

The questionnaire was distributed amongst employees across various countries. The possible range of variance between cultural and societal norms perhaps may not have been taken into consideration when devising the items in the questionnaire or indeed in interpreting the data which was collected. Normative commitment is heavily influenced by the employees own perception of what the consequences will be for their employer/team if they decided to leave the organisation. This perception may vary depending on variances in societal norms and attitudes in different cultures/countries. For example, it may be perfectly acceptable for an individual to leave an organisation and not feel an element of guilt or loyalty towards their respective teams in one culture, but this may not be reciprocated in another culture (Hofstede, 2001). As the primary research received responses from employees in several different countries, it is highly possible that nuances in cultural norms have influences respondents' attitudes towards certain questions. This could have been identified at an earlier stage of the process, and perhaps an item identifying which country the participant was responding from could have been included in the questionnaire.

The only sampling technique available to the researcher, which would yield the number of respondents sufficiently large enough to receive a statistically significant result, was convenience sampling. Although the researcher set out at the proposal stage to incorporate stratified random sampling as a technique which would achieve optimal levels of representation of the population in the sample group, this proved to be completely unfeasible in practical terms. This was as a

result of there being no one centralised list of employees' which the researcher could access to divide employees into categories and sub-categories as required under stratified random sampling.

Similarly, a significant limitation of this study was the fact that the primary research was conducted in one sales organisation and should not therefore be assumed to be representative of all sales organisations. This limitation is commonly referred to as *'generalizability'* and is described as in terms of the applicability of certain research findings in one organisational setting to other organisational contexts (Sekaran & Bougie, 2010). Following on from this, it is envisaged that future research would benefit from analysing a larger sample audience of participants, from multiple organisations rather than one isolated company. This would ensure that more accurate conclusions could be drawn on an industry basis rather than an individual company.

Conclusion

Salespeople who are committed to their organisation represent a source of competitive advantage to their company as they are more willing to go 'the extra mile' for their customers, to secure sales which ultimately will result in the success of the sales organisation (Foster, et al., 2008). While organisational commitment has yet to be fully qualified, few models can claim to have had as widespread an influence in academic research than that of the three-component model developed by Meyer and Allen (Meyer, et al., 2002). The research study has shown that within the host organisation a positive correlation exists between intrinsic motivation and affective motivation and also between intrinsic motivation and normative commitment. The study has not comprehensively demonstrated that any correlation exists between intrinsic motivation and continuance commitment. Although the topic of employee motivation continues to be one of the most compelling sources of discussion in organisational behaviour and psychology, comprehensive and conclusive research on sales people is lacking particularly in relation to intrinsic motivation and how this affects important job outcomes, for

example commitment (Kanfer, et al., 2017). While further research is required to further understand this relationship, what cannot be overstated is the importance both constructs play in a sales context to the longevity of organisational success.

Personal Learning Statement

The author found this process very challenging from the beginning of the dissertation right through to the final stages. From idea-generation and trying to identify a gap within the literature to appropriately position the research, through to deciding on a methodology and collecting & analysing results, there were challenges met all along the way. However, it was nevertheless a hugely interesting piece of work. Firstly, to understand intrinsic motivation and the theoretical frameworks that underpin it and then also learn about the nature of organisational commitment and the different aspects of what drives an employee to remain in an organisation. There is no doubt in the researcher's mind, that cultivating and promoting intrinsic motivation will be the cornerstone of future organisational retention strategies. Therefore, this newly acquired knowledge will be invaluable to me within the context of my own career as a HR professional. It was also very interesting to analyse a sales environment and how this traditionally extrinsically motivated employee workforce, particularly in the Host organisation, can also be heavily influenced by intrinsic motivation. Perhaps if the author had the time over again, he would have been even more specific in the scope of his research objectives. Analysing why a correlation may exist between the two variables (intrinsic motivation and organisational commitment) by using qualitative research techniques would, I'm sure, have peaked the interest of the author. Having said that, the author is pleased at the results of this research study and that he chose this topic as part of his research study to complete the HRM Masters course in NCI.

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HRM Masters Questionnaire

Exploring the link between employee intrinsic motivation and organisational commitment within the context of a multi-national, sales organisation

1. How many years' service do you have with Bestseller?
   o Less than 1 year
   o 1-3 years
   o 3-5 years
   o 5-10 years
   o 10+ years

2. Do you work within a 'sales' role within Bestseller?
   o Yes
   o No

3. What is your age range?
   o 18-24
   o 25-34
   o 35-46
   o 45-54
   o 55-65

4. What is your gender?
   o Male
   o Female

5. Within my role in Bestseller, the tasks that I do at work are enjoyable
   o Strongly Agree
   o Agree
   o Neither Agree nor Disagree
   o Disagree
   o Strongly disagree

6. I really think that my job is meaningful
   o Strongly Agree
   o Agree
   o Neither Agree nor Disagree
   o Disagree

- Strongly disagree

7. The tasks that I do at work are themselves an important driving force to me
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly disagree

8. My job is so interesting that it is a motivation in itself
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly disagree

9. I would be very happy to spend the rest of my career with this organisation
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly disagree

10. I really feel as if this organisation's problems are my own
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly disagree

11. I think that I could easily become as attached to another organisation as I am to this one.
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly disagree

12. I feel a strong sense of belonging to this organisation
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree

o   Strongly disagree

13. I would not worry if I quit my job and did not have another job lined up
o   Strongly Agree
o   Agree
o   Neither Agree nor Disagree
o   Disagree
o   Strongly disagree

14. I would find it too disruptive if I decided I wanted to leave my organisation now.
o   Strongly Agree
o   Agree
o   Neither Agree nor Disagree
o   Disagree
o   Strongly disagree

15. Right now, staying with my organisation is a matter of necessity as much as desire
o   Strongly Agree
o   Agree
o   Neither Agree nor Disagree
o   Disagree
o   Strongly disagree

16. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives
o   Strongly Agree
o   Agree
o   Neither Agree nor Disagree
o   Disagree
o   Strongly disagree

17. I think that people these days move from company to company too often
o   Strongly Agree
o   Agree
o   Neither Agree nor Disagree
o   Disagree
o   Strongly disagree

18. I do not believe that a person must always be loyal to his or her organisation
o Strongly Agree
o Agree
o Neither Agree nor Disagree
o Disagree
o Strongly disagree

19. I would not leave my organisation right now because I have a sense of obligation to the people in it
o Strongly Agree
o Agree
o Neither Agree nor Disagree
o Disagree
o Strongly disagree

20. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organisation
o Strongly Agree
o Agree
o Neither Agree nor Disagree
o Disagree
o Strongly disagree

Hi All,

I am currently writing my HR Masters Dissertation, and am required to conduct primary research gathered from my target demographic on my chosen field of study.

With this in mind, I would really appreciate a few minutes of your time to complete a short questionnaire in relation to *exploring the relationship between employee intrinsic motivation and organisational commitment, within the context of a multi-national sales organisation.*

Your participation in this research study is completely voluntary. You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time.

The procedure involves filling an online survey that will take approximately 10-15 minutes.

Click here for Questionnaire

In the above hyperlinked questionnaire, you will be asked a series of questions relating to your thoughts/experience of your role within the organisation. therefore there are no right or wrong answers.

The results of this study will be used for scholarly purposes only and may be shared with NCI representatives. This research has been reviewed according to the NCI ethical procedures for research involving human subjects.

By clicking on the above link, you agree that

• you have read the above information
• you voluntarily agree to participate
• you are at least 18 years of age

If you have any questions about the research study, please contact Seamus on seamus.staunton@gmail.com

Many thanks in advance,

SEAMUS STAUNTON