

**An Analysis on the Application of Motivational Theories at
Workplace and the Impact on Employee Engagement: A Study of
Tesco Ireland**

By

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Abstract

This study will analyse the application of motivational theories at the workplace and the impact on employee engagement, a study of Tesco, Ireland. In this study, the quantitative study will be selected to gather reliable data and the study will focus on Tesco, Ireland. For quantitative data analysis in this study, the statistical package for social sciences (SPSS) software, inferential statistics and descriptive statistics will be utilized for the study. The inferential statistics that will be employed in this study is regression analysis which allows the researcher to examine the level of connection between motivation at workplace and employee engagement in Tesco, Ireland. Based on the data analysis and findings, the result reveals that there is a strong connection between the application of motivational theories at the workplace and the impact on employee engagement. The study reveals that when one element of employees' motivation is lacking, it has a wave of implication on employees' engagement and productivity. Also, this study reveals that employees could contribute to their workplace and still not be fulfilled and motivated being monetarily encouraged. This study concluded that motivation of employees either intrinsic or extrinsic possesses a vital result and it gives a direction on the level of employee engagement and productivity in an organization. Also, the study recommended that organizations should periodically review reward and benefits (financial and non-financial) of employees as this might boost employees' motivation in the organization.

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Dedication

I hereby Dedicate this research work to the Most High God, My Parents and Myself.

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Abbreviations

Motivational Theories

MT

Human Resource

HR

Human Resource Management

HRM

Chapter One: Introduction

1.1 Background of the Research Project

‘Employees’ have been considered as the most influential factor of productions as other factors of production remain worthless otherwise not processed by the employees (Vukajlovic and Ostojic, 2016). For this reason, employees are considered as human resources in the workplace. Employee engagement in the workplace is directly related to organisational productivity. At the same time, investment in human resources is critical in the context of organisational resource constraints (Tullar, 2015). However, in the retail sector, employees develop a communication bridge between the customers and the organisational value chain. In this context, employee engagement with the organisational value chain is directly related to the overall perception of the customers on the organisational brand value. From this context, it can be presumed that the application of motivation in the aspect of financial and non-financial has a direct impact on the overall engagement of the employees at the workplace in the context of the retail sector (Gupte, 2019).

The retail sector of Ireland has developed an integrated organisational value chain by giving strategic focus on customer engagement with the value chain (Thacker, 2018). At the same time, the employees of the retail sector have performed as an influential factor to influence the purchasing behaviour of the customers through branding and integrated customer relationship. By considering this research perspective, the research has focused on conducting a descriptive study to investigate the extent to which the application of motivational theories has an impact on the employee engagement at the workplace in the context of Tesco in Ireland.

By considering this research perspective, a positivism research philosophy will be adopted to structure the research paper. A deductive research approach will be adopted which will facilitate the research study to achieve the research objectives through theoretical understanding. A case study-based research strategy will be adopted to ensure the research study to concentrate on a specific research phenomenon. The data collection method will consider both primary and secondary sources of data to ensure quality data input and deal with the resource constraints.

1.2 Research Background

In the retail sector of Ireland, customers are holding higher bargaining power due to the competitive market environment. At the same time, the intensity of the market competitions

has been working as an influential factor to the strategic decision-makers of the retail sector to develop a competitive market edge through addressing the gap between customer perception and expectation (Tripathi et al. 2017). The product quality, innovation, customer commitment and trusted brand have always been the key strategic priorities to the retail sector of Ireland. In this context, to respond to the organisational commitment towards customer satisfaction, quality performance from the employees working in every phase of the organisational value chain should be ensured. To enhance the organisational performance of the employees, the Human Resource Management (HRM) division of the retailers should concentrate on developing an efficient human resource management plan (Thacker, 2018). In this context, the effectiveness of different motivational theories to improve employee engagement at the workplace should be identified from a critical point of view. The understanding of the effectiveness of the application of different motivational theories on employee engagement would facilitate HR management to ensure the effective allocation of the limited organisational resources (Singhvi et al. 2018). From this point of view, it can be said that this research study would be able to add value to the retail sector of Ireland in terms of demonstrating the effectiveness of different motivational theories to ensure employee engagement in a different context.

1.3 Statement of Purpose

The fact ‘employee motivation’ is related to the organisational effort to enhance employee commitment towards the organisational value chain, this organisational value chain is the organisational commitment of retailers to create value for customers. This employee motivation term is directly related to both financial and non-financial organisational commitment (Rizwan et al. 2015).

‘Employee Engagement’ determines the relationship between the workers and the management within the organisational value chain (Adrasic et al. 2017). In the context of the retail sector, the qualitative and quantitative attachment of the employees with the retail value chain determines the level of employee engagement (Armah, 2018). The state of employee engagement is related to both emotional and professional attachment of the employees with the retail value chain that has a positive impact on the value addition of the retailer (Ayman, 2018).

However, the limited organisational resources have been the key strategic challenge in terms of determining the motivational efforts to enhance employee performance. In this consequence, the knowledge of the effective motivational strategy would facilitate the business entity to

ensure the maximum utilisation of the organisational resources (Netemeyer and Maxham, 2018). The selection of the motivational strategy should reflect the gap between employee perception and expectation so that employee confidence in the organisational value chain can be enhanced. However, the selection of the motivational theories to be applied to enhance employee engagement and performance is a strategic challenge due to related cost factors (Mikkelsen et al. 2016).

The selection of the financial motivation is directly related to the resource shortage to other product and service development. On the other hand, the application of non-financial motivation ignoring financial motivation will lead to employee dissatisfaction due to the absence of financial remuneration of their valuable contribution to the organisational value chain (Mehta and Mehta, 2016). In such a strategic dilemma, the HR management division requires to the trade-off between the financial and non-financial motivations to be applied at the workplace. In the retail sector, employees at the outlet get direct interaction with the customers, and their engagement influences the buying behaviour of the customers (Korzynski, 2016). On the other hand, employees working at the production level requires to maintain the optimum quality throughout the production process so that a uniform quality commitment throughout the production process can be maintained (Koneru, 2019).

This retail sector is very much vulnerable in the sense that customers have a higher bargaining power due to the strong market competition. At the same time, other market factors such as competitors, suppliers, new entrants and government hold superior bargaining power to influence the market competition (Jain and Sharma, 2019). In such a situation, to remain competitive within the retail sector, the retailers require to concentrate on responding towards customer commitment and engagement. As a result, determining effective motivational theories be applied at the workplace to ensure employee engagement with the organisational value chain would add value to the organisational value chain of the retailers (Huang and Gamble, 2015).

1.4 Statement of the Problem

Resource limitation is an important strategic challenge to the retail sector. Under the intense market competition, the retailers are required to develop their organisational value chain by responding to customer perception (Fernandez and Pitts, 2017). While responding to customer perception, the retailers require to concentrate on product and service development, innovation, pricing issue, public relationship, corporate social responsibilities and organisational

sustainability. In such a situation, a strategic dilemma arises in terms of allocation of organisational resources in different value addition aspects within the organisational value chain (Chitrao, 2017).

The allocation of product and service development will enhance organisational competitiveness by serving customers with improved products and services. The allocation of resources to marketing and public relations will enhance customer engagement with the organisational value chain, and it would enhance the brand value of the retailers (Badigannavar and Kelly, 2017). The allocation of resources to corporate social responsibilities will enhance the brand image of the retailers by developing themselves as a socially committed brand. However, the allocation of resources in employee motivation through financial and non-financial would enhance employee morality and commitment to the organisational value chain (Bach, 2017). In such a situation, resource limitation is the key strategic challenge for the strategic decision-makers as they require to determine the optimum level of the allocation of organisational resources within the organisational value chain.

In this context, the strategic decision-makers in the retail sector require to determine the effective motivational strategies to enhance employee commitment and engagement within the organisational value chain. This allocation of resource is very critical in the sense that such an initiative requires long term resource commitment, and the return of investment can be justified in the long run (Ahammad et al. 2019). The effectiveness of the applied motivational theories at the workplace cannot be determined in the short run. For this reason, the resource allocation decision in terms of the application of the motivational theory requires an understanding from a critical point of view (Fernandez and Pitts, 2017). In this perspective, it can be assured that the research project would positively impact the retail sector of Ireland by providing a justified conclusion on the application of different motivational theories to ensure employee engagement at the workplace. At the same time, future research opportunities regarding the research deliverables can be identified by analysing the research outcomes.

1.5 Research Aim and Objectives

Research Aim: *To conduct an empirical study on the implication of motivational theories at the workplace to ensure employee engagement in the context of Tesco of Ireland.*

Research Objectives:

- To analyse the theoretical and conceptual aspects related to the motivational theories applied at the workplace in the context of the retail sector.
- To explore the effectiveness of different motivational theories at the workplace
- To examine the cost factor related to the implication of financial and non-financial motivations at the workplace.
- To explore a relationship between the application of motivational theories at the workplace and employee retention rate at the workplace.

1.6 Research Questions

Key Research Question: How does the application of motivational theories at the workplace impact on the employee engagement with the organisational value chain in the context of Tesco of Ireland?

The sub-questions of the research study are as below:

- ✓ What is the conceptual and theoretical outline regarding employee motivation in the workplace?
- ✓ How does the application of different motivational theories positively and negatively affect employees in the workplace?
- ✓ What are the cost factors with regards to the application of financial and non-financial motivational theories at the workplace?
- ✓ How does the application of motivation at the workplace affect employee retention and loyalty at the workplace?

1.7 Dissertation Structure

The very first chapter of the research project is the '*INTRODUCTION*' chapter which covers organization background, research background, purpose statement, research problem statement, research aim, research questionnaire and research objective of this research project.

Also, in the second chapter of the research study '*LITERATURE REVIEW*' will be developed according to the research questionnaire to gain a relevant and valid conclusion. A theoretical and conceptual analysis of the application of motivational theories at the workplace and the impact on employee engagement on the perspective of Ireland will be explored. Moreover, a critical discussion on the topic will be analysed in the literature review segment.

The third chapter of the research study would describe '*Research Methodology*' in where research approach, research philosophy, research strategy data collection methods, research design, sampling, data collection instruments and methods would be explained. Moreover, this phase would demonstrate data reliability, data validity, ethics and research limitations of this research project.

The fourth chapter would demonstrate the '*Data analysis and results*' by using graphs, charts, tables to develop a quality research project. Again, a data-based research analysis, along with theoretical and conceptual understanding will be analysed to ensure research quality. Secondary data sources will be used to develop a conceptual and theoretical framework in this section so that data quality can be analysed.

The fifth chapter would concentrate on '*discussions of findings*' a valid justification will be analysed against the research objectives and the final phase of the research study is the '*Conclusion and Recommendations*' phase, research opportunities would be analysed based on the research findings.

1.8 Research Approach

The research shall make use of secondary and primary data collection. The secondary data will be extracted from journals, books and official publications related to the topic under discussion which will assist the researcher to analyse both motivational theories at the workplace and its impact on work engagement. Also, the researcher has chosen all the related research tools and approaches which have contributed to the collected primary data. Under positivism research philosophy and deductive research approach, quantitative research design has been selected. To collect data from respondents, quantitative survey strategy and purposive sampling method have been selected. Around 30 employees of Tesco have been communicated to collect data for the survey.

Chapter Two: Literature Review

2.1 Introduction

This literature review section will develop a theoretical and conceptual knowledge of the application of motivation theories at the workplace to analyse the impact of these theories on employee engagement. The theoretical understanding has been linked to the retail sector. As a result, the implication of different motivation theories at the workplace to employee engagement has been analysed from a critical point of view.

In the first stage of the literature review, conceptual knowledge of motivation, employee engagement and their relationship will be explored. This knowledge will enable the research study to address the first research objective.

2.2 The Concept of Motivation

Motivation is the driving force which inspires individuals to execute a certain action, task or goal. The term motivation has been derived from the word 'motive' which means a reason to perform an activity or task to achieve short term or long-term goal (Ahammad et al. 2019). Motivation is a psychological process which influences human behaviour to perform a certain task for any certain perspective to obtain a specific goal. However, motivation can be provided by using some influential factors which can be both financial and non-financial (Bach, 2017). Both financial and non-financial motivational factors can be effective to motivate people for any specific task or goal.

2.3 The Concept of Employee Engagement

Employee engagement can be explained as a fundamental concept which analyses and describes the kind of the relationship that exists between the employees and the organisation (Huselid and Becker, 2017). An engaged employee can be defined as one who is dedicated and enthusiastic in his work which leads to an increase in the company's reputation (Badigannavar and Kelly, 2017). Moreover, employee engagement ensures a positive working environment in the organisation with a view of increasing the company's reputation and interest. The positive attitude of the engaged employees enhances the organisation to add value in the overall organisational operations (Chitrao, 2017). However, the absence of employee engagement or

low employee engagement in organisations can affect the organisational working culture and development, which hinder the organisational short term and long term.

2.4 Motivation and Employee Engagement

The application of employee motivation at the workplace has a direct relationship to the employee engagement status. Employee engagement is beneficiary to increase brand value, goodwill etc. On the other hand, employee engagement requires some factors such as job satisfaction, morale, internal communication, working environment, and motivational rewards from the organisations to be developed among the existing and potential employees (Fernandez and Pitts, 2017). There are some similar concepts of the term which are vastly used as employee engagement such as employee experience, employee satisfaction etc. In the retail sector, employee engagement plays an important role in developing productivity and job quality (Chitrao, 2017). Engaged employees in retail organisations play crucial role from production to customer services which leads the organisation to achieve short term and long-term goals. Thus, this section has explored motivation and employee engagement at the workplace in the context of the retail sector.

In the following section, the financial and non-financial motivation on employee engagement will be analysed. This analysis will enable the research study to develop a knowledge of cost factors which is the second research objective related to the application of financial and non-financial motivations at the workplace to ensure employee engagement.

2.5 The Impact of Financial Motivation on Employee Engagement

According to Dessler (2019), financial motivation is defined as the process of motivating employees by providing financial reward packages like salary, bonus etc. The key benefit of financial motivation is it creates a more effective employee satisfaction than other reward packages (Hogler, 2015). The key financial reward includes salary, bonuses, incentive packages, motivational bonus, increments, compensation packages etc. However, the retail sector provides the basic need before providing other financial and non-financial rewards to reduce dissatisfaction among the employees of the organisation (Huang and Gamble, 2015). In the basic need, salary is the first financial motivation a retail organisation can provide to their workers to develop the value chain of the organisation. According to Herzberg, salary is one of the hygiene needs, which can influence an employee's performance strongly (Dessler, 2019). Other financial motivations are made available by the management of retail organisations to

influence the working efficiency of the employees, which helps to increase productivity in the organisation.

Though some researchers like Pearce, Bangura and Kanu (2014) and Amstrong (2013) believe that financial rewards might not motivate or encourage employee retention at the workplace. In the research of Pearce, Bangura and Kanu (2019) examined the research conducted by Hay Group with over four million employees discovered that workers highlighted work climate, career development, recognition as significant reasons for resigning from their various jobs. In the view of Armstrong (2013), he argued that organizations providing mouth watery compensation to employees may still experience employees leaving their organizations. He is of the view that organizations with great non-financial incentive package ignites motivation among workers and retain talented employees. From this section, the impact and influence of financial motivation on employee engagement along with the application of motivation theories in this regard have been explored. At the same time, the influence of financial motivation on employee retention has been highlighted in this section.

By considering the theoretical context, this primary research will investigate the impact of this financial motivation on employee engagement within the Tesco value chain. The key challenges along with the operational opportunities will also be analysed in this primary research paper.

2.6 Impact of Non-financial Motivation on Employee Engagement

Non-financial motivation can be explained as the process of motivating the employees by providing non-financial reward packages such as promotion, good working environment, seminars, training etc. (Chitrao, 2017). Some effective non-financial motivational rewards are good working environment, employee appraisal packages, good employee-organisation relation, management recognition, job rotation, training programs, the reward for target-based tasks etc. (Jain and Sharma, 2019). Non-financial motivational factors play a vital role in the retail business sector to increase productivity and efficiency in the working environment, which makes an organisation to achieve their short term and long-term goals (Badigannavar and Kelly, 2017). Non-financial factors are essential for creating motivation among the employees, which helps to develop employee engagement and productivity in retail organisations (Koneru, 2019).

However, organisations offer non-financial motivational packages to the workers as motivational elements to increase the efficiency and their level of engagement in the

organisation so that a profit-based value chain can be achieved. The key benefit of non-financial motivation is that it is a less costly and highly effective method to influence the employees to be engaged in the organisation and to work effectively for the organisation (Korzynski, 2016). However, some researchers like Burton (2014) and Scott and Snell (2014) are of the view that financial motivation encourages work engagement because it serves as a tool for retention of employees in an organization. Burton (2014) is of the view that financial rewards motivate and enhances employees' financial wellbeing directly. Burton further argued that financial reward is ranked as the highest form of motivation in motivating employees because money allows the employees to execute or carry out their fundamental needs and their need of belongings and need for power. In a similar view, Scott and Snell (2014) argued that financial motivation is a productive tool in encouraging workers engagement. They argued that many employee's money is very essential because of the important value it carries. The management of the retail business of Ireland should focus on both financial and non-financial motivational factors to ensure optimum value chain in the profitability. In this context, the research paper will undertake a primary research method to analyse the application of financial and non-financial motivation theory at the workplace to ensure employee engagement in the Tesco retail value chain.

Thus, this section has identified the application of non-financial motivation at the workplace to ensure employee engagement. The cost factors and strategic benefits concerning the non-financial motivation applications have been identified here. At the same time, the factors affecting the non-financial motivation decision has also been highlighted in this section.

Application of Motivation Theories at the Workplace to Determine Employee Engagement and Determine their Impact on Employee Retention and Loyalty

In the following section, the application of different motivational theories at the workplace to ensure employee engagement in the context of the retail sector will be analysed. This section will enable the research study to gain knowledge of the second research objective which is the impact of motivational theories at the workplace on employee engagement from a critical point of view. At the same time, the fourth research objectives which is the impact of motivational theories on employee retention and loyalty at the workplace will also be identified.

2.7 The Application of Maslow's Hierarchy of Needs Theory to Employee Engagement

According to Abraham Maslow (1943), human psychology maintains a specific hierarchy to fulfil their needs. This hierarchy of needs theory will enable the management to evaluate the

employee's need to provide effective motivation (Mehta and Mehta, 2016). The first phase of the hierarchy is basic needs which require a justifiable compensation of the employees of the organisation. The second phase deals with safety needs, which include job safety, insurance policy, accommodation etc. (Gupte, 2019). However, other phases are social needs, esteem needs, and self-actualization needs which come one after another according to Maslow's need hierarchy theory.

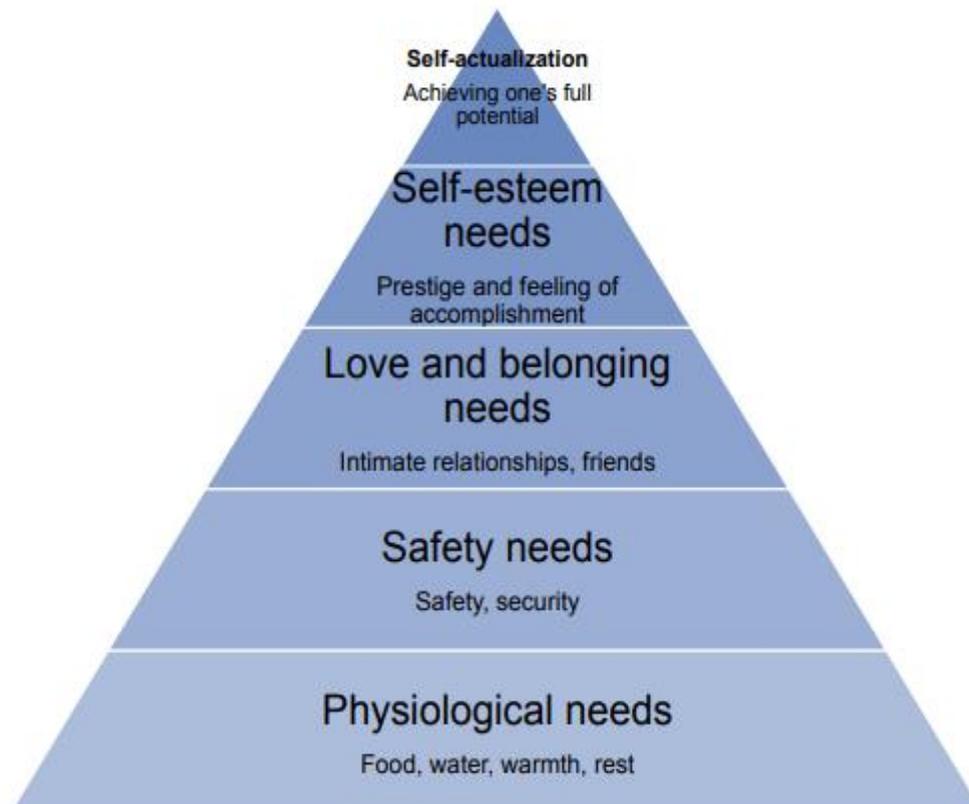


Figure 1: Maslow's Hierarchy of Needs in Pyramid Form.

Source: Netemeyer and Maxham (2018)

The key concept of the theory is that, the HR should follow the chain of motivational support to the employee of the retail sector of Ireland to ensure optimum motivation among the employees. For instance, management of the retail sector of Ireland can meet the physiological needs of the employees at the beginning by ensuring a justifiable reward package (Mikkelsen et al. 2016). The second response should be ensuring safety needs such as health insurance policy, job safety, job environment etc. However, there are some criticism of the theory which includes individual differences, situational differences, unusual needs of individuals etc. (Fernandez and Pitts, 2017).

In the retail sector, intense market competition has forced the market participants to concentrate on building organisational competitiveness through quality service and product innovation. However, in the retail sector, employees have been playing a crucial role in terms of influencing customer buying behaviour through their quality services (Rizwan et al. 2015). For this reason, retailers require to give strategic attention to employee development and building employee engagement with their organisational value chain. In this regard, the application of ‘*Maslow’s Hierarchy of Needs*’ theory will provide a strategic edge to the retailers to ensure employee engagement with the retailer's value chain (Fernandez and Pitts, 2017).

For instance, retailers have responded to a competitive compensation package for the employees to fulfil their physiological needs (Gupte, 2019). At the same time, to respond to the safety needs, the retailers have introduced group insurance for the employees so that second phase on Maslow’s Hierarchy of Needs can be fulfilled (Singhvi et al. 2018). As the retailers have responded to physiological and safety needs, financial motivations have been ensured for the employee benefit. However, to ensure empathy of the employees with the retail value chain, non-financial motivation factors have been ensured by responding towards the subsequent steps of the Maslow’s Need Hierarchy (Ulrich et al. 2018).

This Maslow’s Hierarchy of Needs has enabled the retailers to apply both financial and non-financial motivation towards employee engagement. This motivation theory has been proved effective for the retailers in the sense that employee confidence and trust over the retailer’s value chain can be ensured through this motivation model (Thacker, 2018). However, the strategic challenge related to the application of the Maslow’s Hierarchy of Needs is the determination of the stage of ‘need’ that the employees belong to. The need hierarchy does not follow a static mood where employees will follow the need in sequential order. In this context, the management of the retailers requires to determine the stage of need that the employees belong to (Tripathi et al. 2017). For this reason, the management faces complexities in terms of the application of both financial and non-financial motivations simultaneously to employee engagement. In the context of Tesco, this research paper will investigate the application of this Hierarchy of Need theory as a strategic motivation approach at the workplace.

It has been identified that the application of Maslow’s Hierarchy of Need theory will facilitate retailers to apply both financial and non-financial motivation to ensure a greater level of employee engagement. The cost factors relating to the application of motivation theory have been identified which has helped to address the third research objective (what are the cost factors regarding the application of financial and non-financial motivational theories at the

workplace). At the same time, the impact of motivation theory on employee retention and loyalty has also been identified which has also been able to answer to the fourth research objective (how does the application of motivation at the workplace affect employee retention and loyalty at the workplace).

2.8 The Application of Herzberg's Two Factor Theory to Employee Engagement

Herzberg (1959) has discussed the factors that create satisfaction or dissatisfaction in his *Two Factor Theory* which is also known as Motivation-Hygiene theory (Dessler, 2019). This two-factor theory would facilitate the management to ensure the satisfactory and motivational factors for the employees to eliminate dissatisfaction and to ensure satisfactory influences on the employees (Gupte, 2019). Here the hygiene factors include job security, fringe benefits and insurance etc. which reduce dissatisfaction and the motivational factors are work environment, responsibility, organisational recognition etc.

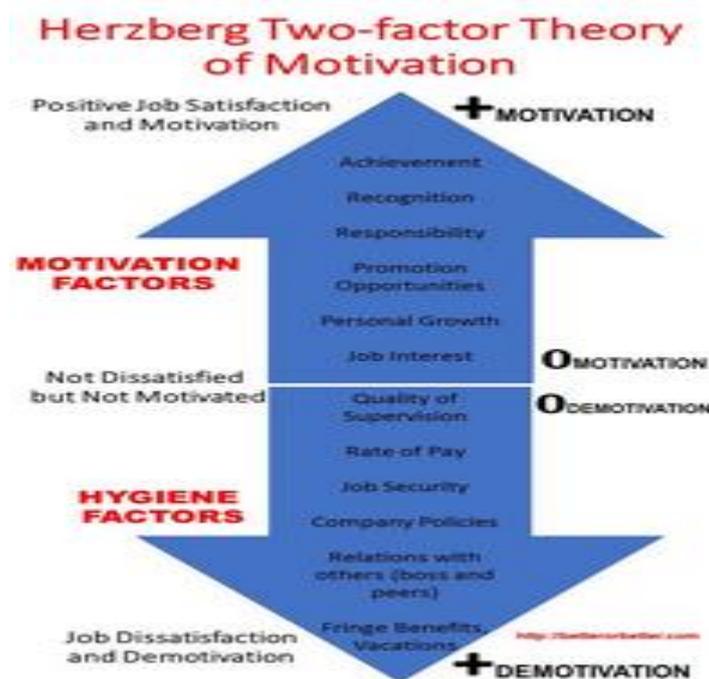


Figure 2: Herzberg Two-Factor Theory of Motivation

Source: Tullar, (2015)

The key concept of this theory is that the presence of hygiene factor may not create satisfaction among the employees, but the absence of hygiene factors can contribute to employees not been satisfied (Chitrao, 2017). On the other hand, motivational factors of the theory help to create satisfaction among the employees, which helps to ensure employee engagement in the organisation (Vukajlovic and Ostojic, 2016). However, employee engagement due to the application of this theory can facilitate the retailers to enhance employee loyalty.

In the context of the retail sector, employee job satisfaction, and the engagement with the retail value chain has been given strategic importance. This is because apart from product innovation and quality improvement, that thing that is the most significant is the employee engagement throughout the retail value chain (Ahammad et al. 2019). In this regard, by applying the Herzberg's Two Factor Theory, the retail sector will be impacting value to the retail value chain through employee engagement. As this theory is focused on the factors that lead to satisfaction and dissatisfaction at the workplace, by implementing this motivation theory, the retailers will be able to provide a most effective and conducive workplace for the workforce (Bach, 2017).

For instance, to ensure job satisfaction, the strategic decision-makers of the retailers should respond to the '*motivator*' factors. The existence of the motivator factors will lead to positive job satisfaction. For example, management recognition is a motivator factor (Badigannavar and Kelly, 2017). Motivation programmes such as 'employee of the month' or 'employee of the year' will facilitate retailers to convey a positive message to the employees regarding the management recognition of the employee contribution to the retailer's value chain (Chitrao, 2017). Again, by providing a specific career echelon within the organogram, the management can determine a specific career growth opportunity by serving with the retailer's value chain. For instance, by implementing a hierarchical organisational structure, specific career growth can be determined for the employees (Fernandez and Pitts, 2017). As a result, employees will have specific information regarding their career growth by serving within the organisation's value chain. For example, Tesco has specified organisational hierarchy to the employees so that employees can develop specific career growth plan being with Tesco.

The theory also suggests that the absence of the '*hygiene*' factors at the workplace will lead to job dissatisfaction. However, in the retail sector, by offering a competitive compensation package to the employees, basic criteria of the financial motivation have been ensured (Hogler, 2015). At the same time, group insurance and employee loyalty card are the innovation in financial motivation. For instance, the introduction of the employee loyalty card has facilitated the employees to purchase at a discounted price from their employer outlet (Jain and Sharma, 2019). As a result, empathy is created within the employees with the retail value chain.

Therefore, it can be concluded here that the analysis on Herzberg's Two-Factor Theory as a motivation approach to ensure employee engagement at the workplace will enable the research paper to develop a conceptual knowledge on motivation, employee engagement and employee attitude towards motivation from a critical point of view.

2.9 The Application of Vroom's (1964) Expectancy Theory to Employee Engagement

According to Korzynski, (2016) Expectancy Theory is based on three factors which add value in the workforce so that organisational support can be provided to the employees by the HR division. The factors are expectancy, organisational support and perceived motivation (Koneru, 2019). However, this expectancy theory focuses on the result-oriented approach, which is helpful to reduce the gap between employee expectation and organisational support. Moreover, a performance base working motivation can be developed by using the expectancy theory (Korzynski, 2016). The expectancy theory helps HR to determine workplace engagement to determine organisational performance.

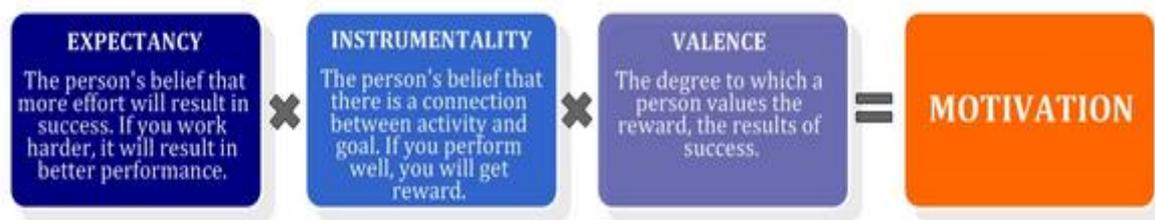


Figure 3: Expectancy Theory of Motivation

Source: Mehta and Mehta (2016).

One of the key propositions of this Expectancy Theory of Motivation is that the reward is linked to employee engagement. At the same time, this reward reflects on the expectation of the employee regarding the justification of the reward to reflect on their engagement (Mikkelsen et al. 2016). For this reason, the determination of the gap between the perception and expectation of the employee regarding the management reward system is a strategic challenge regarding the application of the Expectancy Theory of Motivation.

In the retail sector, the management has implemented the Expectancy Theory of Motivation based on three factors such as expectancy, instrumentality and valence (Huselid and Becker, 2017). In the first stage, three issues should be considered. These are self-efficacy, goal difficult and perceived control (Netemeyer and Maxham, 2018). Here, the management of the retailers evaluates the past job experience of the employees, along with the difficulty level of the current task. However, perceived control is the key issue in the expectancy level. This perceived control is related to the employee belief on the difficulty level of the assigned task and the management support to perform within the retailer's value chain (Rizwan et al. 2015). The critical issue at the expectancy level is the employee perception regarding the expected

outcome of the combined effort of both management and the workforce. If the employee perception is positive, then a quality contribution of the employees within the retail value chain can be ensured (Singhvi et al. 2018). However, a negative perception regarding the management support to perform the assigned task will lead to lower employee performance.

In the following stage, the management concentrates on the HR policies, remuneration packages and non-financial supports that are available for the workers to increase their attachment with the organisational value chain (Thacker, 2018). This Expectancy Theory of Motivation suggests that management policy should reflect on the employee expectation regarding the financial and non-financial motivation support from the management. In this case, the management of the retailers should assess the appropriateness of the existing human resource management policies (Tripathi et al. 2017). The key issues that should be considered at this phase are to place competent people at the right place where they can function better, job rotation to enhance employee skill, application of financial and non-financial motivation and concentrate on contingency plans. For instance, at the Tesco retail chain, job rotation and employee skill development programmes have been given strategic importance to ensure employee quality performance throughout the retail chain.

In the final stage, which is '*valance*', the employees perform the decision-maker role regarding the effectiveness of the motivation practice at the workplace. This valence factor is related to the perception of the employees regarding the extent to which the motivation or reward system has been able to reflect on employee performance (Gupte, 2019). According to the Expectancy Theory of Motivation, the three factors such as expectancy, instrumentality and valence determine the state of employee motivation at the workplace. For this reason, if any factor leads to employee dissatisfaction, the entire motivation practice will lead to total dissatisfaction of the employee at the workplace (Tullar, 2015). For this reason, while applying the Expectancy Theory of Motivation, the management of the retail sector should give strategic concentration on behavioural factors that influence employee perspective regarding the management practice to the employee motivation.

In this context, it can be stated that the analysis on the application of Vroom's Expectancy Theory of Motivation will enable the research paper to analyse the third research objective which is the analysis on the cost factors associated with the financial and non-financial motivation at the workplace. In the context of the retail sector, the analysis of the Expectancy Theory of Motivation will add value in terms of developing a relationship between employee motivational theories and employee retention at the workplace.

2.10 The Application of Adam's Equity Theory (1963) to Employee Engagement

Adam's Equity Theory (1963) enables related users to evaluate the strategic value of the equitable treatment of the working environment of the organisations in Ireland. The theory mainly focused on determining a fair distribution of working resources to the related partners (Vukajlovic and Ostojic, 2016). This theory compares the ratio of contributions and rewards for each employee to measure the working equity. However, the key assessment of the theory is that employees prefer to maintain equity between their efforts and rewards from their organisation. The theory is focused on developing a fair distribution of resources so that maximum utilization of the resources can be ensured among the members of the workplace (Ahammad et al. 2019).

The application of the theory will facilitate the retail organisations of Ireland to reduce dissatisfaction among the employees of organisation so that production quality can be increased. For instance, a fair payroll in an organisation which reflects the industry payroll plays a significant role to inspire the workers to perform well in the workplace (Bach, 2017). The theory emphasises on developing a balance between working input and output in an organisation which will facilitate the related parties to gain short term and long-term goal (Bach, 2017). The input is provided by the employees, which are psychological or physical efforts and output is provided by the HR, which are financial or non-financial rewards.

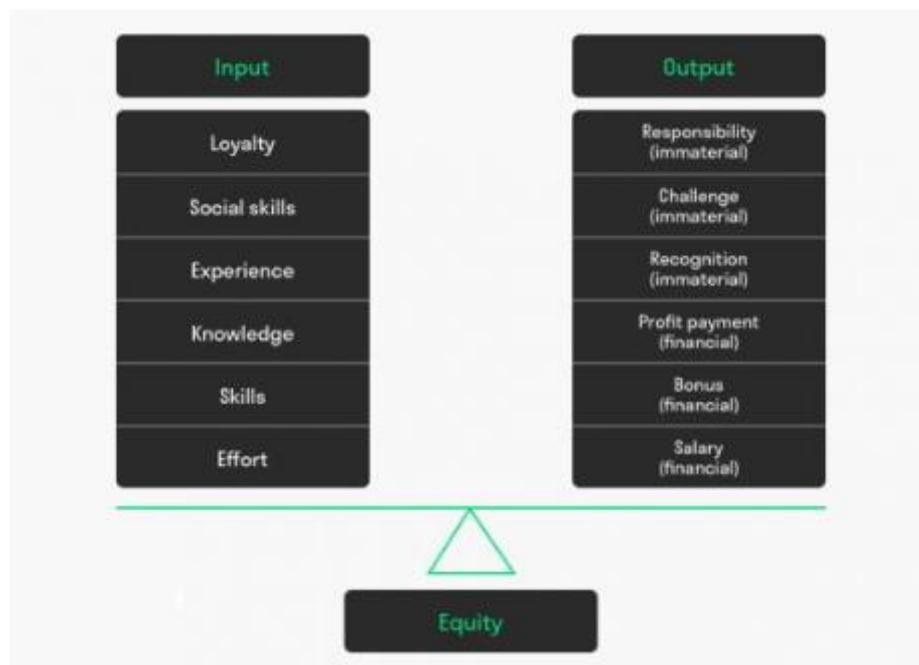


Figure 4: Adam's Equity Theory

Source: Chitrao (2017).

In the context of the retail sector, the application of the Equity Theory has considered both management and employee perspective regarding human resource management at the workplace. According to the theory, there should be a balance between the input factors and the output factors (Fernandez and Pitts, 2017). For instance, employee skill and expertise within the retail value chain should be compensated by the incentive, profit sharing and management recognition. However, the management of the retailer should consider the extent to which employee responses towards the motivation factors available for the employees (Hogler, 2015). The key factor that the management of the retailer should consider during the implementation of the Equity Theory is to concentrate on both short term and long-term motivation factors (Ahammad et al. 2019). As a result, the management will be able to respond to fulfil the short term and long-term needs of the employees throughout the organisational value chain.

The analysis of Equity Theory will enhance the research paper to develop the effectiveness of motivation theory at the workplace. Thus, theoretical knowledge on the second research objective (how does the application of different motivational theories positively and negatively affect employees at the workplace) can be ensured.

At the same time, the fourth research objective (how does the application of motivation at the workplace affect employee retention and loyalty at the workplace) can be developed by studying this Equity Theory.

2.11 Porter-Lawler Model (1968) of Work Motivation for Employee Engagement

The term ‘Work Motivation’ has received strategic attention by this Porter-Lawler Model (1968) of work motivation at the workplace (Ayman, 2018). This work motivation model is a multivariate model where Vroom’s Expectancy theory has been considered as the foundation (Huang and Gamble 2015). This employee engagement theory has emphasised on creating an equilibrium position between the employee effort towards job completion and the management effort to ensure a rewarding work environment.



Figure 5: Porter-Lawler Model of Work Motivation

Source: Jain and Sharma (2019).

In the context of the retail sector, the application of the Porter-Lawler Model of work motivation has given strategic importance on creating a ‘reward’ based work environment. This theory has built its proposition on addressing the gap between the expectation and perception of job satisfaction at the workplace (Koneru, 2019). A strategic relationship has been developed between the gap of employee perception of job satisfaction and employee engagement at the workplace. For instance, employees get more involved with the organisational value chain where there is an equilibrium position among extrinsic reward, intrinsic rewards and management support through motivation at the workplace (Korzynski 2016).

In the perspective of the retail sector, management motivation should reflect on both short term and long-term outlook of the reward system (Mikkelsen et al. 2016). For instance, Tesco has introduced group insurance and annual increment by considering long term perspective. At the same time, by considering short term perspective, discount packages for employees at the Tesco outlets has been introduced. For instance, the introduction of group insurance, promotion package, annual increment and stock dividend are the factors that focus on long term employee benefit programmes from the management, However, management appreciation, team leadership, performance pay and job placement are the short term employee benefits (Amrah, 2018). The application of both short term and long-term management appreciation towards the employee results in higher job satisfaction. This job satisfaction has resulted in higher employee engagement with the organisational value chain (Hogler, 2015).

However, the effectiveness of this employee engagement theory depends on the determination of the employee perception regarding the short term and long-term employee benefit. At the same time, determining the platform of equitable distribution of rewards is a critical point of this motivation theory (Huselid and Becker, 2017). For instance, employees should be communicated regarding the short term and long-term employee benefits that have been linked to employee performance at the workplace (Netemeyer and Maxham, 2018). In this connection, developing a rewards system solely based on employee performance creates a ‘work pressure’ at the workplace, which will harm employee engagement and performance. The employees with fewer skills and work expertise will be demotivated by the management perception, which will have subsequent influence on team engagement and performance (Huselid and Becker, 2017).

The strategic decision-makers of the retail sector should consider the application of the Porter-Lawler model from a critical point of view (Andrasic et al. 2017). For instance, the communication gap between the management and the employees should be addressed. By this way, the management will be able to understand the gap between employee expectation and perception regarding job satisfaction (Mehta and Mehta, 2016). As a result, scarce organisational resources can be allocated to determine the optimum mix of short term and long-term employee benefits packages. In this way, the retailer's response toward employee engagement with their organisational value chain.

The study on Porter-Lawler Model of Motivation will enable the research paper to develop theoretical knowledge on the research objectives. For instance, this motivation theory has identified the cost factors related to the financial and non-financial motivation approach at the workplace. At the same time, the issue related to the assessment of the effectiveness of the motivational theory at the workplace in the context of the retail sector has also been identified.

Chapter Three

Research Methodology

3.1 Introduction

Research methodology represents the specific procedures and tools for the research study to find and gather the information for the research study. The research content may allow the research study to select and use research tools for the completion of the research aim and objectives (Sekaran and Bougie, 2016). The research is done regarding “An Analysis on the Application of Motivational Theories at Workplace and the Impact on Employee Engagement: A Study of Tesco In Ireland”. In this study, primary data has been adopted while following stages of research onion.

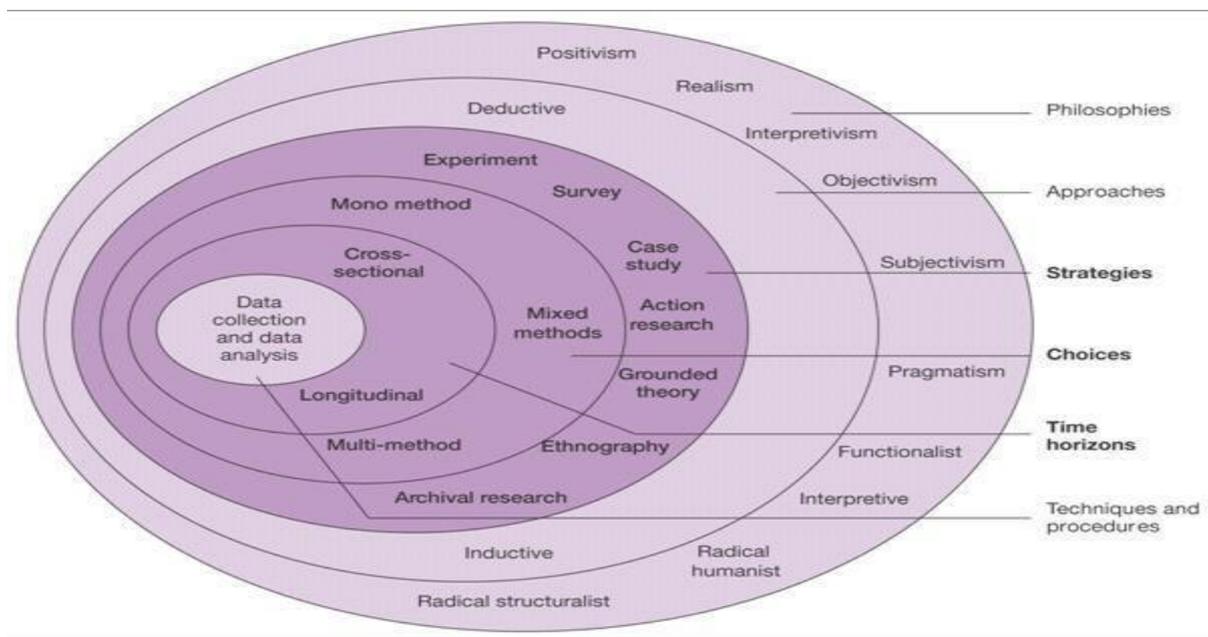


Figure 6: Research onion

Source: (Saunders et al., 2016)

According to Saunders et al (2016), research onion illustrates the stages required for developing a research study. These stages are essential for covering the research study while focusing on the aim of the paper. Each layer has been considered as the path of the research process where the research study can research a clear framework.

3.2 Research philosophy

When it comes to the selection of the research process, research philosophy comes first (Brown and Hale, 2016). The research philosophy is the stage where it works with value and belief of the research study for the assumption. Research philosophy is known as the state of using the belief of the research study and justification of the assumption of a research study in the project. The research philosophy designs the framework for the management of data collection, data selection and data analysis for the interpretation (Kim et al., 2015). In this study, the assumptions of the research study and justification have been given priority while measuring characteristics and different features and elements of research methodologies. Hence, this study has embraced the assumption and primary data. Thus, the right research philosophy has been selected for covering stages with primary and quantitative data.

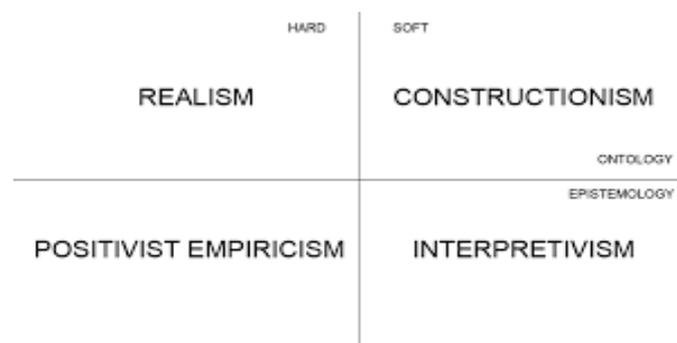


Figure 7: Research Philosophies

Source:(Sekaran and Bougie, 2016)

Under epistemology, two types of research philosophies are embraced by the research study (Żagan and Skarżyński, 2019). These are positivism and interpretivism research philosophies. Epistemology of research philosophy defines the action that allows the project or research study to value assumption, belief with observation/justification of the research. The epistemology encourages the research philosophies either allow observation of elements or the justification of the research study (Aleixandre and Cerezo, 2019). Under this framework, *positivism* research philosophy has been selected for the data collection.

- Positivism research philosophy is known as the stage where the research study uses procedures for determining mostly quantitative data, information, statically knowledge and data considering the assumption, belief and observation of the research study (Udtha et al., 2014). The positivism research philosophy has encouraged this study to

put up with quantitative data and respondents while using a strategy that allows justification and observation of the research study.

On the other hand, the research study could have used other research philosophies for the data collection. But not every research philosophy has proper features or supports towards the content (Evans and Smith, 2019). If the research study has used interpretivism for the paper, the study would focus on more qualitative data to analyse the elements of the study rather than using the quantitative data or justification of the research study. Also, if the research study has used realism research philosophy, the partiality can be higher with the only assumption of the research study (Kim et al., 2015). If the research study used pragmatism research philosophy, the research data would be collected with a different form. Pragmatism research philosophy works with the research questions while adopting both justification and element of the study (Żagan and Skarżyński, 2019). Each of them could not be effective for the paper as only positivism research philosophy has been used for primary data collection and quantitative research design.

3.3 Research Approaches

The research philosophy cannot work solely without having other stages and tools for the paper. The research approach is the second stage of research onion which plans for the framework (Aleixandre and Cerezo, 2019). The research approach has been used in this work for detail information of tools regarding the collection of data. According to Udtha et al (2014), the research approach for the study is conducted to develop systematic planning for collecting data through broad assumptions. There are three types of research approaches used for the study within a framework which put impacts on data collection and data interpretation (Andrews et al., 2012). In this research study, the research philosophy allowed positivism for gathering quantitative data and primary data while considering the assumption. Thus, from three types of research approaches, deductive research approach has been appropriate for this study. According to Sekaran and Bougie (2016), deductive research approach in the study allows the researcher to use the assumptions while using known data and journals for the study. Also, deductive research approach connects known phenomenon while approaching research questions and research process.

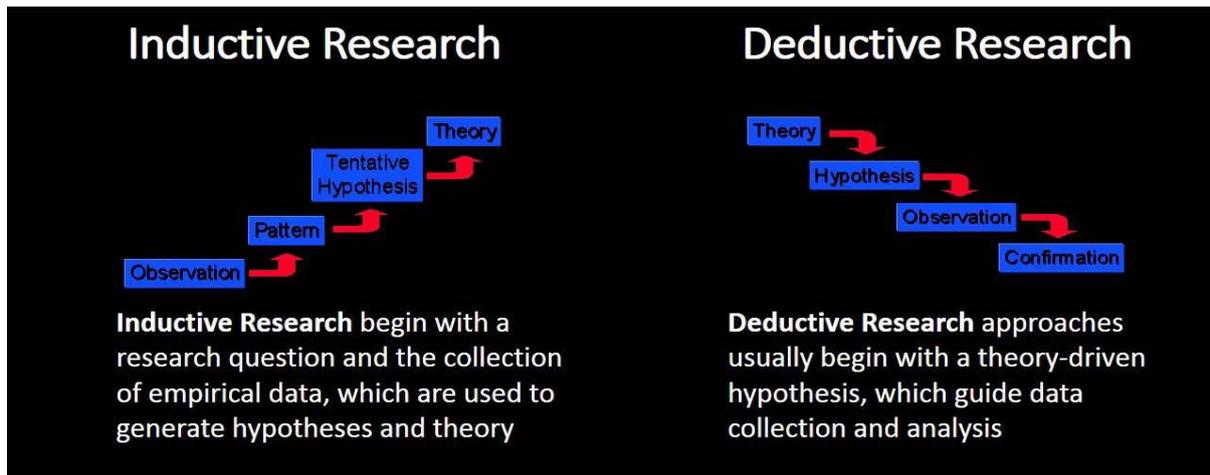


Figure 8: Deductive and Inductive research approach

Source: (Udtha et al., 2014)

On the other hand, the research study could have used inductive research approach. But, Inductive Research Approach can be used in the study where research question will be used for collecting data regarding new theory (Evans and Smith, 2019). If the study has used inductive research approach, the researcher could have developed new data except analysing the assumption and hypothesis.

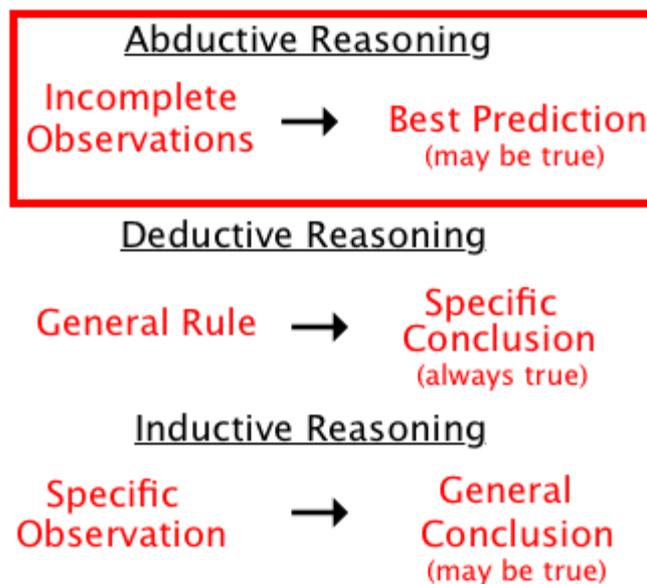


Figure 9: Research Approaches

Source: (Kim et al., 2015)

On the contrary, if the research study has used the abductive research approach, the incomplete observation has been adopted for prediction. However, in this study, the prediction or

explanation of puzzles was not needed. Thus, for every assumption and needs, the deductive research approach was the right option for this study.

3.4 Research Design

The research design reflects the development of a master plan for determining the procedures with a clear framework (Udtha et al., 2014). In this study, the research design allowed to specify the research design for research tools to collect data and analyse the findings. This study has used quantitative research design as this study looked for primary data to analyse assumption with the authentic data. Thus, while answering the research questions, the quantitative research design was suitable over qualitative research design for the paper. On the other hand, this research study could have used a qualitative research design. If the qualitative research design has been selected, the detailed investigation would have been adopted. But the data would not be reliable for the paper.

3.5 Research Strategy

After choosing research philosophy, approach and designs, a research strategy helps the study to conduct data collection method (Aleixandre and Cerezo, 2019). A research strategy is known as the staged developed with the plan to be conducted with the help of strategy and course of actions. In this study, quantitative research represented the need for collecting primary and quantitative data. Thus, from available different research strategies, quantitative survey strategy is suitable for the paper. Thus, the survey has been adopted. With the help of survey research strategy, the research study can collect data from a primary source where quantitative research and numerical value are valued for the paper (Andrews et al., 2012).



Figure 10: Research Strategies

Source: (Norris and Butts, 2014)

Different research strategies have not been used as they would have produced options for different data. If the research study has used desk research strategy, the results would be different. The secondary source and qualitative data would be adopted with a detailed investigation. But the desk research strategy has not been selected. On the other hand, if the interview method has been chosen, the data would be different too. The unfairness in the interview can be higher which imposes the limitation (Aleixandre and Cerezo, 2019). Thus, the qualitative interview has been ignored in this study. However, in this study, the primary data has been adopted and the scope for secondary data or qualitative data or observation has not been developed. Thus, only the survey research strategy has been selected. With survey research strategy, the questionnaire method has been used for collecting data.

3.6 Data collection method

Before choosing the data collection method, the research study should select its source of data and research to follow the practice for data collection (Norris and Butts, 2014). In this study, primary sources have been selected for primary and quantitative data. Primary data is more reliable and valuable, mostly authentic than secondary data. Also, primary data with

quantitative research from primary source can develop reliability in the study (Saunders et al., 2016). For the accomplishment of the research objectives, primary research and primary source have been selected.

For the data collection method, understanding of data collection tool is essential with drawbacks and benefits. With the support of proper data collection method, the research study can collect, store and interpret data from the source while managing tools and usages (Udtha et al., 2014). Also, the research study can reduce any sort of deception and bias with the help of data collection method. In this study, primary data collection method was suitable to collect primary data from the primary source. Though, secondary data was utilized through the examination of articles, books, journals and official publications which assisted the researcher to effectively analyse and compare different motivational theories at the workplace and its impact on employee engagement. The respondents of the survey have been communicated through the mail first to take their consent or permission about the survey. Based on suitability, primary data collection method has been used under survey research strategy.

The population for the study was 30 staff of Tesco. The research question for this study is designed and tailored along with the objectives of the study. The questionnaire for the study was based on closed-ended questions designed to extract data from the participants.

The questionnaire designed for this research is divided into three sections. The section A of the questionnaire consists of the biodata of the respondents using four items, section B of the questionnaire is made up of 20 questions centred on motivation at workplace and section C part of the questionnaire is made up of 7 questions about employee engagement at the workplace. The Five-point Likert scale (5-Strongly Agreed, 4-Agree, 3-Undecided, 2-Disagree, 1-Strongly Disagree) as this explains the level at which the respondents for the study agree with each question raised in the questionnaire.

3.7 Pilot Study

To test the suitability of the questionnaire and identify any weaknesses or limitations that may negatively affect the results or compromise the neutrality and quality of the data obtained, a volunteer questionnaire was sent to 3 volunteer subjects. Using a pilot questionnaire allowed the researcher to assess the validity and reliability to ensure that there would be no problems when recording the data (Saunders, Lewis & Thornhill, 2009). Upon receipt of the responses and the analysis of the data gathered through this pilot survey, a flaw was identified such as a question was misinterpreted, and steps were taken to resolve the problem observed.

3.8 Sampling Method

Sampling method works best where the research study needs to collect data from a significant population without interacting with every single individual from the population (Żagan and Skarżyński, 2019). The sampling method carries the features and characteristics of the population where the research study can take a small size of the sample for the quantitative research study. The research study should select the right option of sampling to get reliable data considering the content (Aleixandre and Cerezo, 2019). In this study, the accessibility to the source of data was necessary and thus a sampling method needed to be selected which allow accessibility to respondents. Thus, the purposive sampling method has been selected in this investigation. Only purposive sampling allows the accessibility to the population where the judgment is considered for the sampling (Norris and Butts, 2014). The benefits of this sampling is that it determines the technique for using observation and own judgment while selecting the sample. Also, the accessibility to the respondents has been considered as benefits. Thus, the research study has adopted purposive sampling. The research shall select 30 respondents from Tesco, Ireland as a sample in this investigation. The research selected a cross-section of workers in Tesco based on the position they occupy in the organization ranging from junior and senior staff. This method is suitable with the aim of ensuring that every element in the sampling frame is giving an equal chance of being selected.

3.9 Data Analysis tools

The research study must give priority to the data analysis tool (Brown and Hale, 2016). The process of data analysis implies the usages of tools or strategic techniques to analyse given data and logical sequence to interpret the data for the study. For the accomplishment of the aim to the research, the selection of right data analysis tool is necessary, and the research study should apply suitable and effective data analysis tool for measuring the data integrity and research findings. There are different data analysis tools available (Kim et al., 2015). For quantitative data analysis in this study, the statistical package for social sciences (SPSS) software, inferential statistics and descriptive statistics were utilized for the study. The statistical science package for statistical software was adopted by the researcher for this study for ease and proper analysis of data. The researcher's adoption of descriptive statistics for this study allows the researcher to significantly explain the number and percentage of respondent rate and rank variable in this research. The researcher's adoption of rank analysis was utilized to significantly analyse, and present data generated from the respondents in the research. The inferential statistics utilized in this study is regression analysis which allows the researcher to examine the

level of connection between motivation at workplace and employee engagement in Tesco, Ireland. The presentation of data was done using pie charts, bar graphs, percentages and frequency tables for simple comprehension of readers.

3.10 Ethical consideration

In primary research or survey, the respondents are highly connected, so are the ethical issues. Thus, the ethical considerations are needed to manage for fulfilling the aim. In this study, the following ethical principles are:

- The consent has been given priority for taking the survey. The respondents have been given the option to withdraw from the survey as the survey was fully voluntary work.
- Based on ethical principles, privacy and confidentiality of data and respondents have been followed. The information collected in the survey of the respondents has been kept private to maintain their privacy.
- The confidential communication has been managed with the information of respondents under the Data Protection Act.
- While conducting the research, the act of being bias and sampling errors have been controlled for ethical research. The alternation and manipulation of the data or the information have been strictly reduced.
- The manipulation for the respondents has not been seen.

Apart from respondent's ethical issues, in this study, consistency and honesty have been controlled. The information of the survey has not been shared and the information would not be used for any other purposes. The results would be communicated with the authority where scientific communications would be adopted. Each research tool has been used with the right process where the misrepresentation of the data has been strictly controlled. In this research study, any sort of bias, negligence of the rules and regulation, errors or self-deception have been determined and prevented.

3.11 Limitation of Research

The limitations of the research project can have higher impacts on analysis and data interpretation. In this research study, certain limitations have been identified in its framework and procedures. The main limitation has been seen due to the present pandemic.

The present pandemic limited the total number of respondents that would have been used for the study. Hence only the limited and available respondents' responses were used for the study.

Time is another constraint that limits the research of the study.

3.12 Conclusion

The study of “An Analysis on the Application of Motivational Theories at Workplace and the Impact on Employee Engagement: A Study of Tesco in Ireland” has been done through primary data. The research onion has been followed to demonstrate the required stages while focusing on the aim of the paper. The positivism research philosophy has been selected for the data collection where positivism research philosophy considers the assumption, belief and observation of the research. For the research approach, deductive research approach has been suitable for this study while ignoring both inductive and abductive research approaches.

For a clear framework, quantitative research design has been selected with quantitative survey strategy. Also, under the primary data collection method, primary research and primary source have been selected. To conduct the survey, the purposive sampling method has been selected where around 30 employees of Tesco are considered as the sample of this investigation. For quantitative data analysis in this study, SPSS has been used with the interpretation of data.

Chapter Four

Data Analysis and Findings

4.1 Introduction

This section will outline and reflect on the data from the questionnaires before assessing these findings in the context of the dissertation's literature review.

The gathered data from respondents were analysed using SPSS. Firstly, descriptive statistics were taken to examine motivation in the workplace. The result from section B of the questionnaire was divided into four parts, each containing five of the questions. This technique was adopted to carefully follow the trends and better understand the perception of the respondents. These data are presented using a pie chart, bar graph, percentages and frequency tables for easy understanding of readers.

Secondly, regression statistics were adopted to look for a correlation between employee engagement in section C and motivation at the workplace. The Five-point Likert are assigned the scale of Strongly Agreed-5, Agree-4, Undecided-3, Disagree-2, Strongly Disagree-1. This explains the level at which the respondents for the study agree with each question raised in the questionnaire.

4.2 Demography

Statistics Table 4.2.0

		Gender	Age	Marital Status	Academic Qualification
N	Valid	30	30	30	30
	Missing	0	0	0	0
Mean		1.63	31.83	1.43	2.10
Median		2.00	30.00	1.00	2.00
Mode		2	25 ^a	1	2

Std. Deviation	.490	7.354	.626	.759
Minimum	1	22	1	1
Maximum	2	50	3	4

a. Multiple modes exist. The smallest value is shown

Frequency Table 4.2.1

Gender

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Male	11	36.7	36.7	36.7
Female	19	63.3	63.3	100.0
Total	30	100.0	100.0	

Marital Status

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Single	19	63.3	63.3	63.3
Married	9	30.0	30.0	93.3
Divorced	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Academic Qualification

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Others	6	20.0	20.0	20.0
BSc/B-Eng/B-Tech	16	53.3	53.3	73.3
MSc/MBA	7	23.3	23.3	96.7
PhD	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Considering the demographic data of the 30 respondents which included both genders, female constituting 19 out of the 30 respondents were found to be dominant in this line of employment. The minimum and maximum ages were 22 and 50 years, with the mean age of about 32 years. This captured age bracket is the nations' retail store workforce, making this data a representative of what is attainable in Ireland retail stores employment sector. The respondents were dominantly single with the frequency of 19; 9 were married, and 2 divorced. The data covered respondent form various degree of qualifications- one PhD; 7MSc/MBA; 16 BSc/B-Eng/B-Tech; and 6 certificate holders.

The respondents were evenly captured to annul been biased in age, gender, academic qualification, as well as marital status.

For the chosen analytical tool for this research, the following string to the numeric assignment was made

Gender: Male =1, Female =2; Academic Qualification: Others =1, Bsc/B-Eng/B-Tech=2, MSc/MBA=3, PhD=4; Marital Status: Single=1, Married=2, Divorced = 3.

4.3 Motivation at Workplace 1

The statistics of the first five questions have a total entry of 30, with the observed mode between 'Agree' and 'Strongly Agree' (4 and 5 respectively). All respondents completed the questionnaire so that there was no missing value.

Statistics Table 4.3.0

	Are you Motivated in your workplace	Is money part of what motivates you	You feel fulfilled working in your company	Do you feel inspired to give your best in your workplace	Contributed to the goals of your organization
N Valid	30	30	30	30	30
Missing	0	0	0	0	0
Mean	4.27	4.53	4.03	4.47	4.80
Median	5.00	5.00	4.00	5.00	5.00
Mode	5	5	4	5	5
Std. Deviation	1.112	.681	1.033	1.137	.407
Minimum	2	2	2	2	4
Maximum	5	5	5	5	5

Frequency Tables 4.3.1

Are you Motivated in your workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	16.7	16.7	16.7
Agree	7	23.3	23.3	40.0
Strongly Agree	18	60.0	60.0	100.0
Total	30	100.0	100.0	

Is money part of what motivates you

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	3.3	3.3	3.3
Agree	11	36.7	36.7	40.0
Strongly Agree	18	60.0	60.0	100.0
Total	30	100.0	100.0	

You feel fulfilled working in your company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	16.7	16.7	16.7
Agree	14	46.7	46.7	63.3
Strongly Agree	11	36.7	36.7	100.0
Total	30	100.0	100.0	

Do you feel inspired to give your best in your workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	16.7	16.7	16.7
Agree	1	3.3	3.3	20.0

Strongly Agree	24	80.0	80.0	100.0
Total	30	100.0	100.0	

Contributed to the goals of your organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	6	20.0	20.0	20.0
Strongly Agree	24	80.0	80.0	100.0
Total	30	100.0	100.0	

Considering the frequency tables 4.3.1 above which represents the first five questions in section B of the questionnaire:

5 respondents were not motivated in their workplace while 25 respondents, representing 83.3% of the total entries at least agreed that they were motivated.

Only one respondent out of the 30 employees who answered the questionnaire disagreed that money was not part of what motivated her. 29 respondents agreed to this question, affirming Hogler's (2015) view of financial motivation which creates a more effective employee satisfaction than other reward packaged. The response from this question follows Herzberg's believe that salary is the first financial motivational which is capable of influencing employee's performance strongly.

5 of the respondents disagreed that they found fulfilment in their workplace, while 14 agreed and 11 strongly agreed that they were fulfilled. The sum of these positivist respondents (83.3%) corresponds with those who agreed to have been motivated. This implies that employees who are motivated will find fulfilment in their workplace.

On employees' inspiration in their workplace, 1 and 24 agreed and strongly agreed respectively that they were inspired. From the previous frequencies, a trend is here observed again with 83.3% respondents agreeing that they were inspired.

100% of the respondents agreed that they contributed to their organizational goals. The analysis in this research reveals that employees could contribute to their workplace and still not be fulfilled and motivated being monetarily encouraged.

Motivation is a psychological process which influences human behaviour to perform a certain task for any certain perspective to obtain a specific goal is here seen to influence other factors. As suggested by Bach, (2017), the observed trend could be improved upon, by providing motivation using some influential factors which could be both financial and non-financial. Both financial and non-financial motivational factors can be effective to motivate people for any specific task or goal.

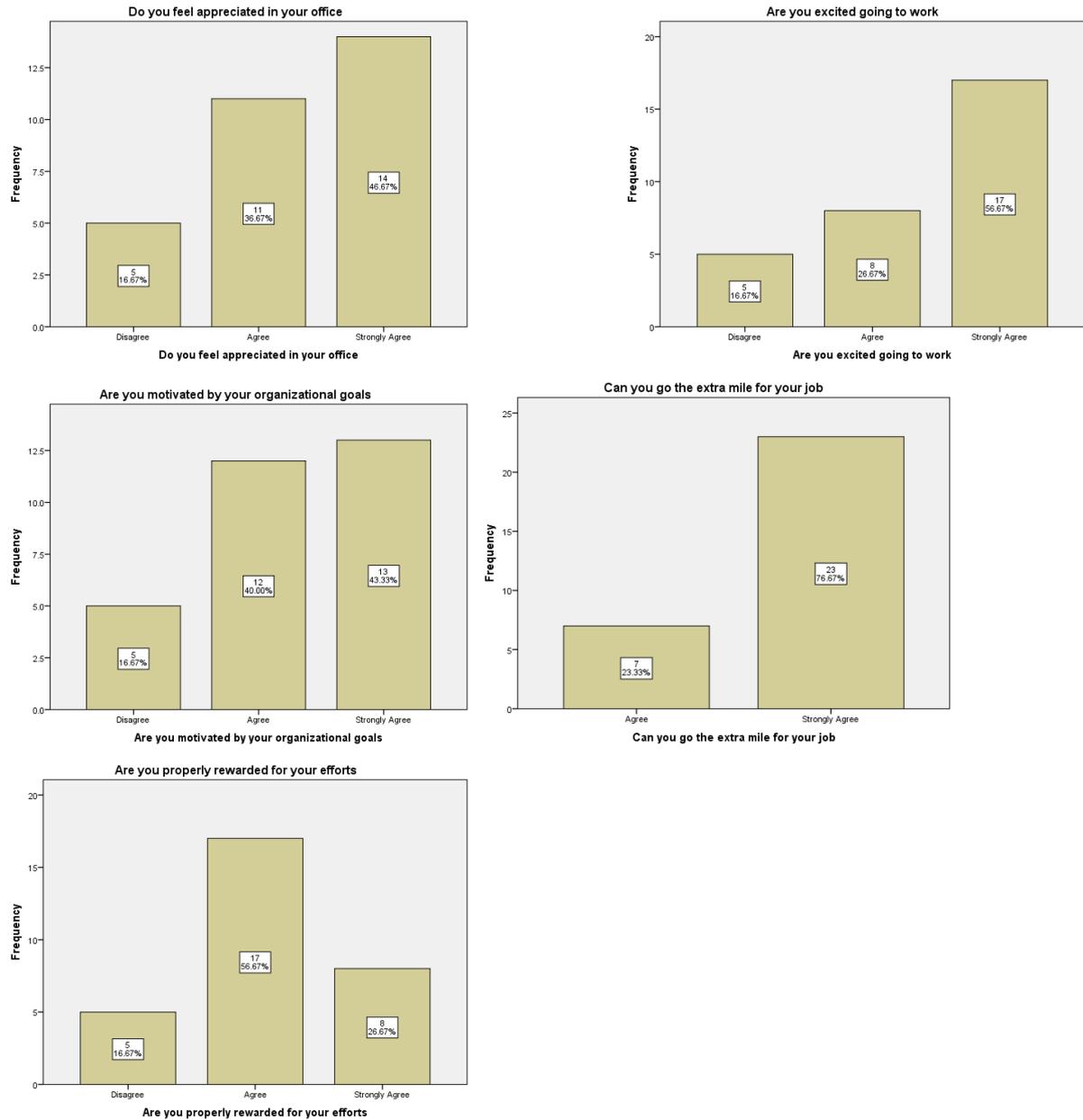
4.4 Motivation at Workplace 2

Statistics Table 4.4.0

		Do you feel appreciated in your office	Are you excited about going to work	Are you motivated by your organizational goals	Can you go the extra mile for your job	Are you properly rewarded for your efforts
N	Valid	30	30	30	30	30
	Missing	0	0	0	0	0
Mean		4.13	4.23	4.10	4.77	3.93
Median		4.00	5.00	4.00	5.00	4.00
Mode		5	5	5	5	4
Std. Deviation		1.074	1.104	1.062	.430	.980
Minimum		2	2	2	4	2
Maximum		5	5	5	5	5

The statistics table 4.4.0 and Charts 4.4.1 gives the analysis of the second part of section B in the questionnaire. It studies the frequencies of the second five questions to find trends between employees' motivation in the workplace. The statistics have no missing data with 'strongly agree' dominating the mode.

Chart 4.4.1



From the chart 4.4.1 above, more respondents agreed that they were both appreciated (83.33%) and excited (83.33%). It follows that those who disagreed that they were appreciated (16.67%) also disagreed that they were excited (16.67%). This analysis shows clearly that when employees are appreciated by their organization, it gears them to stay excited and deliver their best for the organization.

Organizational goals play a key role in employees' perception. 40% of respondents agreed that they were motivated by their organizational goals, 43.33% strongly agreed they were too but 16.67% which represent 5 respondents disagreed. Following the analysis in frequency tables

4.3.1, the same trend was observed. It, therefore, shows that employees who are not motivated by their organizational goals will not be inspired nor motivated to give their best.

7 respondents agreed that they could go an extra mile for the firms and 23 strongly agreed they could. Usually, motivated and excited employees would go the extra mile for their firms. Therefore, making staff in retail store go an extra mile for their organization can be controlled by motivating them appropriately.

Out of the 30 respondents, 5 disagreed they were properly rewarded for their efforts; 17 agreed and 8 strongly agreed they were properly rewarded. The consistency of this 16.67% disagreement points to the fact that when one element of employees' motivation is lacking, it has a ripple effect on employees' overall performance and productivity.

These findings support Fernandez and Pitts, (2017) view that staff engagement needs motivational rewards and morale from the organisations to be developed among employee.

4.5 Motivation at Workplace 3

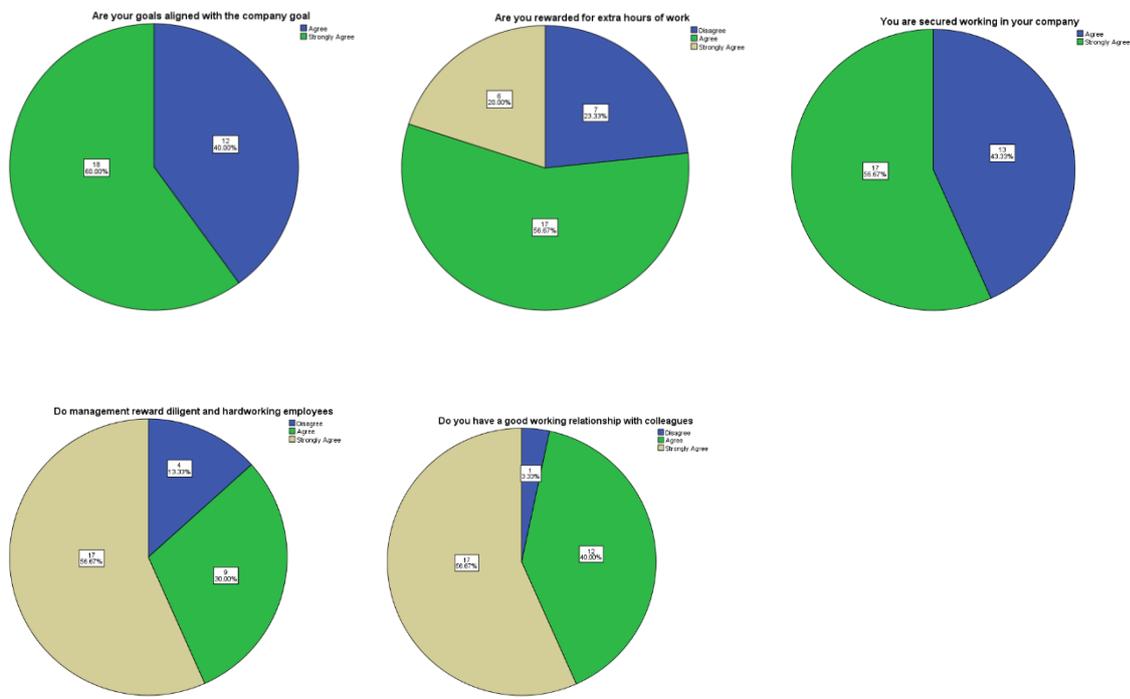
Statistics Table 4.5.0

	Are your goals aligned with the company goal	Are you rewarded for the extra hours of work	You are secured working in your company	Do management reward diligent and hardworking employees	Do you have a good working relationship with colleagues
N Valid	30	30	30	30	30
Missing	0	0	0	0	0
Mean	4.60	3.73	4.57	4.30	4.50
Median	5.00	4.00	5.00	5.00	5.00
Mode	5	4	5	5	5
Std. Deviation	.498	1.048	.504	1.022	.682
Minimum	4	2	4	2	2
Maximum	5	5	5	5	5

The statistics table 4.5.0 and Charts 4.5.1 gives the analysis of the third part of section B in the questionnaire. It studies the frequencies of the third five questions to find trends between

employees' motivation in the workplace. The statistics have no missing data with 'strongly agree' dominating the mode

Chart 4.5.1



Considering employees' goal alignment with their company's goals, 60% of the respondents strongly agreed while 40% agreed that their individual goals aligned. It is observable that employee would seek employment in firms whose goals are in alliance with their individual goals.

When asked if respondents were rewarded for extra hours of work, 23.3% disagreed while over 56.7% and 20% agreed and strongly agreed respectively, that they were compensated for extra work hours.

Job security plays a key role in employee engagement. The obtained data as analyzed shows that all respondents had a sense of security regarding their jobs. Job security is a non-financial motivation who's effective cannot be overemphasized. Here, 100% of the respondents were on the affirmative. As stated by Mikkelsen et al. (2016), management can meet the physiological needs of the employees at first and then ensure employees' job security. From this data, employees' psychology is seen to align with Mikkelsen et al and the Maslow's Hierarchy of needs theory to employee engagement is portrayed.

56.7% strongly agreed that management rewarded diligent and hard work; 30% agreed their management does and 13.3% disagreed. The perception of this disagreeing group be affecting their motivation and inspiration as well are their loyalty to the organization. This data strongly agrees with Badigannavar and Kelly (2017) that management recognition is a motivator factor.

On the interpersonal relationship between colleagues, 56.7% strongly agreed they have a good working relationship with their colleagues; 40% agreed they do while 3.3% disagreed.

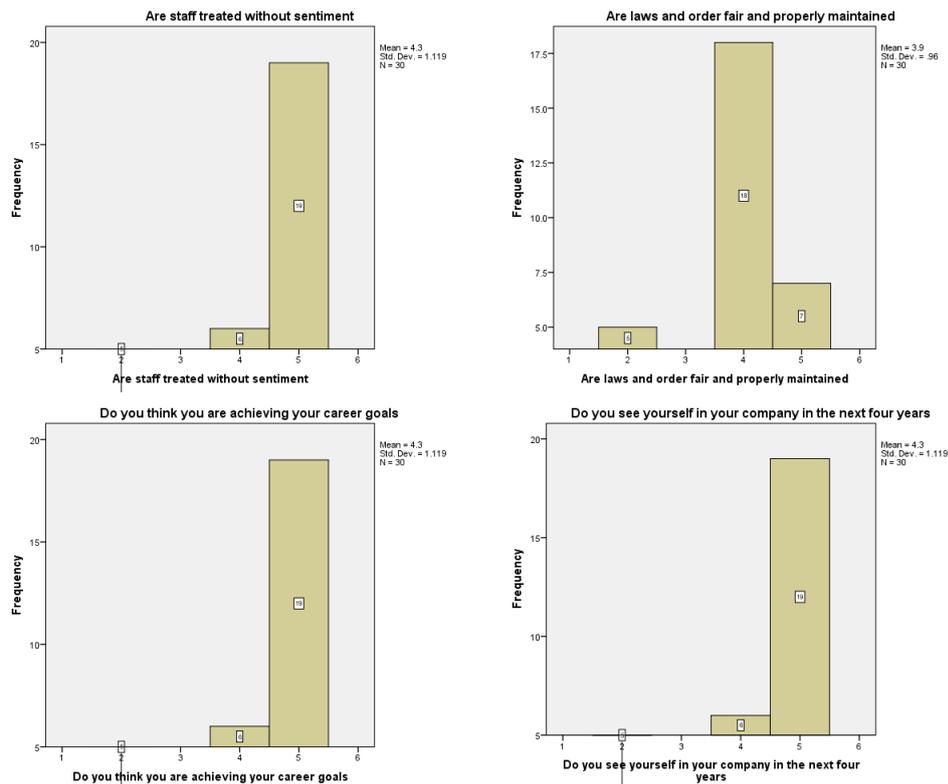
4.6 Motivation at Workplace 4

Statistics Table 4.6.0

		Our staff treated without sentiment	Are laws and order fair and properly maintained	Do you think you are achieving your career goals	Do you see yourself in your company in the next four years
N	Valid	30	30	30	30
	Missing	0	0	0	0
Mean		4.30	3.90	4.30	4.30
Median		5.00	4.00	5.00	5.00
Mode		5	4	5	5
Std. Deviation		1.119	.960	1.119	1.119
Minimum		2	2	2	2
Maximum		5	5	5	5

The statistics table 4.6.0 and Charts 4.6.1 gives the analysis of the fourth part of section B in the questionnaire. It studies the frequencies of the last set of questions to find trends between employees' motivation in the workplace. The statistics have no missing data with 'strongly agree' dominating the mode

Chart 4.6.1



From the chart:

5 respondents disagreed staff were treated without sentiment; 6 respondents agreed staff were treated without sentiment and 19 respondents strongly agreed.

5 respondents disagreed laws and order were fair and properly maintained; 18 and 7 respondents agreed and strongly affirmed.

5 respondents disagreed when asked if they thought they were achieving their goals; 6 agreed they were and 19 strongly agreed.

5 respondents disagreed they would remain in their firm in the next four years; 6 agreed they would and 19 strongly agreed they would still be with their organization in at least four years.

The analyzed data, here again, show consistent 16.7% disagreeing that staff were treated without sentiment; disagreed that laws and order were maintained; disagreed that they were achieving their career goals, and disagreed that they would remain in their organizations in four years.

This analysis examines Adam’s Equity Theory. Accordingly, the finding in this research points to the fact that employees appreciate a fair distribution of resources so that maximum utilization of the resources can be ensured among the members of the workplace (Ahammad et al. 2019).

The analyzed data explicitly shows the impacts of motivational theories in organizations.

4.7 Employee Engagement

The inferential statistics adopted in this study is regression analysis. This will allow the researcher to examine the correlation between motivation at the workplace and employee engagement in Tesco, Ireland. Motivation at the workplace as the independent variables are regressed against employee engagement as the dependent variable. More focus is given to understand how the application of Motivational Theories (MT) at the workplace influences employee engagement; and how the application of motivational theories at workplace impact overall employee performance.

Statistics Table 4.7.0

	Mean	Std. Deviation	N
Application of MT at my workplace influences employee engagement	4.80	.407	30
My job role is challenging and exciting	4.27	1.112	30
I am likely to recommend my company to others	4.23	1.104	30
Can I grow and develop new skills	4.40	.932	30
There is a good display of team spirit in my company	4.40	1.133	30
Management rewards employee productivity properly	4.37	1.129	30

Correlations

	Application of MT at my workplace influences employee engagement	My job role is challenging and exciting	I am likely to recommend my company to others	Can I grow and develop new skills	There is a good display of team spirit in my company	Management rewards employee productivity properly
Pearson Correlation	1.000	.884	.875	.673	.928	.841
Application of MT at my workplace influences employee engagement						
My job role is challenging and exciting	.884	1.000	.902	.659	.953	.881
I am likely to recommend my company to others	.875	.902	1.000	.677	.915	.897
Can I grow and develop new skills	.673	.659	.677	1.000	.692	.675
There is a good display of team spirit in my company	.928	.953	.915	.692	1.000	.906

	Managem ent rewards employee productivity properly	.841	.881	.897	.675	.906	1.000
Sig. (1- tailed)	Application of MT at my workplace influences employee engagement	.	.000	.000	.000	.000	.000
	My job role is challenging and exciting	.000	.	.000	.000	.000	.000
	I am likely to recommend my company to others	.000	.000	.	.000	.000	.000
	Can I grow and develop new skills	.000	.000	.000	.	.000	.000
	There is a good display of team spirit in my company	.000	.000	.000	.000	.	.000
	Managem ent rewards employee productivity properly	.000	.000	.000	.000	.000	.
N	Application of MT at my workplace influences employee engagement	30	30	30	30	30	30

My job role is challenging and exciting	30	30	30	30	30	30
I am likely to recommend my company to others	30	30	30	30	30	30
Can i grow and develop new skills	30	30	30	30	30	30
There is a good display of team spirit in my company	30	30	30	30	30	30
Managemen t rewards employee productivity properly	30	30	30	30	30	30

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.133	1	4.133	173.600	.000 ^b
	Residual	.667	28	.024		
	Total	4.800	29			

a. Dependent Variable: Application of MT at my workplace influences employee engagement

b. Predictors: (Constant), There is a good display of team spirit in my company

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound

1 (Constant)	3.333	.115		29.030	.000	3.098	3.569
There is a good display of team spirit in my company	.333	.025	.928	13.176	.000	.282	.385

a. Dependent Variable: Application of MT at my workplace influences employee engagement

From the regression analysis above, there are positive correlations between how the application of motivational theories influences employees' engagement. The five factors considered here all correlated positively to the application of motivational theories. Their contribution from the highest are:

+0.928 for a good display of team spirit in the firm; +0.884 for challenging and exciting job role; +0.875 for likelihood to recommend one's company to others; +0.841 for proper management rewards toward productive employees; and last lastly +0.673 for new skills development.

The Sig. from the table are all less than 0.05, meaning the variables are statistically significant.

This regression analysis, therefore, affirms the positive influence of motivational theories on employee engagement.

4.8 Employee Motivation

Statistics Table 4.8.0

	Mean	Std. Deviation	N
Application of MT at my workplace impacts overall employee performance	4.88	.324	30
You feel fulfilled working in your company	4.53	.872	30
Do you feel inspired to give your best in your workplace	4.38	.863	30
Can you go the extra mile for your job	4.85	.360	30

Correlations

		Application of MT at my workplace impacts overall employee performance	You feel fulfilled working in your company	Do you feel inspired to give your best in your workplace	Can you go the extra mile for your job
Pearson Correlation	Application of MT at my workplace impacts overall employee performance	1.000	.824	.767	.865
	You feel fulfilled working in your company	.824	1.000	.801	.690
	Do you feel inspired to give your best in your workplace	.767	.801	1.000	.731
	Can you go the extra mile for your job	.865	.690	.731	1.000
Sig. (1- tailed)	Application of MT at my workplace impacts overall employee performance	.	.000	.000	.000
	You feel fulfilled working in your company	.000	.	.000	.000
	Do you feel inspired to give your best in your workplace	.000	.000	.	.000
	Can you go the extra mile for your job	.000	.000	.000	.

N	Application of MT at my workplace impacts overall employee performance	30	30	30	30
	You feel fulfilled working in your company	30	30	30	30
	Do you feel inspired to give your best in your workplace	30	30	30	30
	Can you go the extra mile for your job	30	30	30	30

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Can you go the extra mile for your job		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	You feel fulfilled working in your company		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Application of MT at my workplace impacts overall employee performance

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.746	.163
2	.920 ^b	.847	.844	.128

a. Predictors: (Constant), Can you go the extra mile for your job

b. Predictors: (Constant), Can you go the extra mile for your job, you feel fulfilled working in your company

c. Dependent Variable: Application of MT at my workplace impacts overall employee performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.242	1	9.242	347.559	.000 ^b
	Residual	3.111	117	.027		
	Total	12.353	118			
2	Regression	10.457	2	5.228	319.858	.000 ^c
	Residual	1.896	116	.016		
	Total	12.353	118			

a. Dependent Variable: Application of MT at my workplace impacts overall employee performance

b. Predictors: (Constant), Can you go the extra mile for your job

c. Predictors: (Constant), Can you go the extra mile for your job, you feel fulfilled working in your company

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF	
	1 (Constant)	1.111	.203				5.478	.000	.709	1.513			
Can you go the extra mile for your job	.778	.042	.865	18.643	.000	.695	.860	.865	.865	.865	.865	1.000	1.000
2 (Constant)	1.686	.172		9.776	.000	1.344	2.027						

Can you go the extra mile for your job	.509	.045	.566	11.267	.000	.420	.599	.865	.723	.410	.524	1.908
You feel fulfilled working in your company	.161	.019	.433	8.621	.000	.124	.198	.824	.625	.314	.524	1.908

a. Dependent Variable: Application of MT at my workplace impacts overall employee performance
This section regresses the impacts of applying motivational theories on overall employee performance against other factors like fulfilment at the workplace; inspiration to give the best; and willingness to go the extra mile for your job. From the analysis above, the research observes a positive correlation between the dependent variable and the independent variables. The considered independent variables captured employee’s fulfilment; inspiration and their willingness to go the extra mile for their job. The highest contributor being a willingness to go the extra mile (+0.865); followed by fulfilment at the workplace, and the least but positive contributor is an inspiration to give the best for the job (+0.767).

As seen on the ANOVA table, the variables are statistically significant- as **Sig. <0.05**

Accordingly, the application of motivational theories at the workplace impacts the overall employee performance positively.

4.9 Conclusion

From this chapter, the objective of this research was examined. Accordingly, the theoretical and conceptual aspects of motivational theories at the workplace have been analyzed; the effectiveness of different motivational theories at the workplace has been explored; the cost factor related to the implication of financial and non-financial motivations at the workplace has been examined, and the relationship between the application of motivational theories and employee retention rate at the workplace has been explored. Additionally, the effect of the application of motivational theories on employee engagement and motivation has been analyzed.

Chapter Five

Discussion of Findings

5.1 Introduction

This chapter discusses the findings obtained from the response of the respondents on the questionnaire administered. The outcome of these findings is thereby used to draw conclusions, recommendation and suggestion for further research.

5.2 Discussions

Demographic analysis

The demographic tables of the respondents give an insight into Ireland retail stores workforce. With a mean age of 32-years, single females are prevalent. With the greatest percentage of bachelor's degree, it will be explained that employees in the sector are mainly young people who are just starting life and students who are probably worked to further their education to secure better jobs. It will, therefore, be expected that the captured data would tend towards specific theories, among them are the financial motivation for better productivity. Such motivation is common to the younger folks who are mainly self-dependent.

Research Objective 1

To analyse the theoretical and conceptual aspects related to the motivational theories applied at the workplace in the context of the retail sector.

To examine the first research objective, the collected data were analysed using descriptive statistic as shown in “motivation at workplace 1” in chapter 4, more respondents were motivated but all accepted that money was part of their motivation. It is not surprising that employees in this age range and organizations would exhibit this character. Employee productivity strongly depends on their psychological perceptions. When not motivated financially or otherwise, staff naturally tend to take their responsibilities lightly and this would have a resulting negative effect on their response to customers and hence reduce sales and customers' patronage.

Personal fulfilment and inspiration go a long way to affect how employees would contribute to the organizational goals. A trend of such effect is seen on the statistic tables. When fulfilled and inspired staff are more customer-centric, communicating freely and persuading

customers the more to patronise their company's products or services. Apart from a better customer relationship, interpersonal relationship is encouraged where there are inspiration and fulfilment. Employee engagement makes staff see themselves to belong to the organisation and hence contribute profitably rather than aiming to just earn salaries and be less concern about the organisational value chain. It is believable that when staff are inspired and have a sense of fulfilment, deadlines and sales targets are met without many struggles.

Given these, the finding strengthens Herzberg's Two Factor Theory to Employee Engagement (1959) and Motivation-Hygiene theory (Dessler, 2019), which both believe that salary is the first financial motivational which is capable of influencing employee's performance and productivity.

Consequently, in the context of the retail sector, Herzberg's two-factor theory (Herzberg, 1959) and Motivation-Hygiene theory (Dessler, 2019) are applicable to motivate employee for a better performance

Research Objective 2

To explore the effectiveness of different motivational theories at the workplace

To fulfil the second research objective, the data were analyzed using descriptive statistics and linear regression in chapter four. 5 respondents disagreed they were appreciated in their office. Observing closely, this figure corresponds with the number of respondents who were not fulfilled, motivated and inspired. The same figure is observed for respondents who disagreed that they were excited about going to work, motivated by their organizational goals and properly rewarded for their efforts. For every organization, HR must understand the role of employee appreciation in getting them to attain the organizational goals. The appreciation and reward of staff for their labour are imperative. When these factors are in place, salespersons would go an extra mile to meet the target and increase company's turnover; resume early and stay extra work hour to complete backlogs; willingly accept overtime to ensure departmental or organizational goals are timely met. Conversely, when these factors are lacking consistent lateness to work by employees becomes common; disloyalty prevails in office environment among others. the net effect of these leads to customers dissatisfaction, low performance and poor productivity. Employee appreciation and reward for efforts may be monetary such as an increase in salary; or non-financial such as bonuses, seasonal award, recognition, promotion, special benefits, etc.

Accordingly, it is seen that the application of Maslow's Hierarchy Needs Theory is essential to employee engagement at the workplace (Maslow 1943). In the case of this research, the financial benefit is given a top priority and its effect is seen to influence every other factor down the line. The Motivation-Hygiene Theory (Dessler, 2019) is here observed to be effective in the retail sector which was the focus of this research. The 25 respondents who affirmed that they were treated with without sentiment and that law and order were fair and properly maintained proves the effectiveness of Adam's Equity Theory (1963) at the workplace.

From the analysed data, it is glaring that the application of motivational theory at the workplace is indeed effective and in the retail sector which is made up of employees mainly in the twenties with bachelor's degree, Maslow's Hierarchy Need Theory is most effective.

Research Objective 3

To examine the cost factor related to the implication of financial and non-financial motivations at the workplace

In selecting the choice candidate for a role, HR needs to give preference to candidates whose personal goals align with that of the organisation. When employee goals are aligned with that of their organisation, it becomes easier to find fulfilment, learn new skills to develop on the job and give the best. All respondents agreed that their individual goals aligned with their company's. This analysis shows that employee would consider organisational goals before deciding to work for a firm since this is one of the ways employee can find fulfilment and get easily motivated to give their best while attaining their goals. Similarly, job security is one of the factors employees consider. It is a non-financial motivation with great effect on retail store employees. Like the 100% respondents whose goal aligned with their organisation, same felt secured at their various places of work. The analysis shows that a similar number of respondents who were not motivated were not rewarded for the extra hours of work. The organisation should be sensitive to employee's extra efforts to attain the organisational goals.

This research finding shows that non-financial motivational reward such as job security, personal goal alignment, management reward for hard work etc, which are strong motivating factors are cost-effective and capable of helping in attaining organisational long-term goals. This finding agrees with Badigannavar and Kelly (2017), that non-financial factors play a vital role in the retail sector to increase productivity; and with Koneru, (2019), that non-financial factors create employee motivation and increase productivity in retail organizations.

On the other hand, this finding shows that financial motivation which includes salary, bonuses, incentive packages, motivational bonus, increments, compensation packages etc., are good and highly expected form employees, they are less cost-effective and may only help in the attainment of the short-term organizational goals.

Research Objective 4

To explore a relationship between the application of motivational theories at the workplace and employee retention rate at the workplace.

From the regression analysis in chapter four, a positive correlation is observed between the application of motivational theories and employee retention (.894). The model predicted over 70% of employee retention ($R = .894$; $R^2 = .799$; adjusted $R^2 = .792$). the variable was statistically significant ($\text{sig} < .05$). this finding partly contradicts Peace, Bangura and Kanu (2014); and Amstrong (2013) who believe that financial rewards might not encourage employee retention. It is noteworthy that while Amstrong (2013), argued that only financial benefit may not encourage staff to remain in the organization, this research examines not just the financial aspect but the application of various motivational theories which comprise of both financial and non-financial.

Given this, the last object of this research is met. Essentially, the application of motivational theories influences employee retention positively.

5.3 Conclusion

Employee Engagement and Motivation.

From the research, it was seen that the application of motivational theories influences employees in workplaces.

The findings in this research support the Expectancy Theory of Motivation, considering the three factors of expectancy, instrumentality and valence as a determinant to the state of employee motivation at the workplace. This study makes it critically clear that one factor is enough to cause employee dissatisfaction at the workplace. The regression analysis results show the positive correlations between how the application of motivational theories influences employees' engagement; job role challenge; and management rewards. The highest contributor being challenging and exciting job role (+0.799) and the least being management rewards of employee productivity (+0.643). This is shown on the Correlation table.

In chapter four of this research, most of the respondents (25) representing 83.3% of the total entries at least agreed that they were motivated. 5 respondents were not motivated in their workplace. Only one out of the 30 employees who answered the questionnaire disagreed that money was not part of what motivated her. 29 respondents agreed to this question, affirming Hogler's (2015) view of financial motivation which creates a more effective employee satisfaction than other reward packaged. The response from this question follows Herzberg's believe that salary is the first financial motivational which is capable of influencing employee's performance strongly.

The result from Table 4.2.1 showing whether workers contributed to the goals of their organization reveals that 100% of the respondents agreed that they contributed to their organizational goals. The analysis in this research reveals that employees could contribute to their workplace and still not be fulfilled and motivated being monetarily encouraged.

It was revealed in this study that job security plays a key role in employee engagement. The data obtained in this study as analyzed shows that all respondents had a sense of security regarding their jobs. Job security is a non-financial motivation who's effective cannot be overemphasized. Here, 100% of the respondents were on the affirmative. As stated by Mikkelsen et al. (2016), management can meet the physiological needs of the employees at first and then ensure employees' job security. From this data, employees' psychology is seen to align with Mikkelsen et al and the Maslow's Hierarchy (1943) of needs theory to employee engagement is portrayed.

Examining the chart 4.3.1 on motivation at workplace 2, more respondents agreed that they were both appreciated (83.33%) and excited (83.33). It follows that those who disagreed that they were appreciated (16.67%) also disagreed that they were excited (16.67%). This analysis shows clearly that when employees are appreciated by their organization, it gears them to stay excited and deliver their best for the organization.

From the findings of the study, it was discovered that organizational goals play a key role in employees' perception. About 91% of respondents at least agreed that they were motivated by their organizational goals, while about 9% disagreed. Following the analysis in frequencies table 4.1.1, the distribution was observed. It, therefore, shows that employees who are not motivated by their organizational goals will not be inspired nor motivated to give their best.

It was revealed on chart 4.4.1 on motivation at workplace 3, considering employees' goal alignment with their company's goals, 60% of the respondents strongly agreed while 40%

agreed that their individual goals aligned. It is observable that employee would seek employment in firms whose goals are in alliance with their individual goals.

It was as well seen that the application of motivational theory to compensate and inspire employees to have a high positive impact which included employment retention, willingness to go the extra mile, etc.

This research agrees with Herzberg's Two Factor Theory (1959). It further shows that the retail sector will add value to the retail value chain through employee engagement.

The regression analysis in the research also suggests that the absence of the 'hygiene' factors at the workplace will lead to overall employees' dissatisfaction. Considering the retail sector, this research finding suggests that offering a competitive compensation package to the employees is critical to have their best effort at work.

The findings in this research support the Expectancy Theory of Motivation, considering the three factors of expectancy, instrumentality and valence as a determinant to the state of employee motivation at the workplace. This study makes it critically clear that one factor is enough to cause employee dissatisfaction at work.

Chapter Six

Conclusion and Recommendations

6.1 Introduction

This chapter focused on the conclusion, recommendations, suggestions for further research as well as limitation of the study.

6.2 Conclusion

Motivation is a way of inspiring people to act in achieving individual and organisational goals. What motivates people varies from one to another. The employees in an organisation are spurred by salary, incentives for hard work, conducive workplace, high standards etc.

The research aimed to analyse the application of motivation theories at the workplace and the impact of employee engagement in Tesco, Ireland. The research employed the quantitative study to gather reliable data on motivational theories at the workplace and the impact of employee engagement in Tesco, Ireland. The research selected 30 respondents from Tesco, Ireland as a sample in this investigation although the sample was smaller than the expected; the researcher discovered that some of the workers of Tesco, Ireland were not available due to COVID-19 pandemic outbreak to safeguard and protect their health. Hence, this affected the number of samples selected for this study but the responses from the respondents satisfactorily address the research question.

The main research findings based on the evidence gathered reveals that there is a strong connection between the application of motivational theories at the workplace and the impact on employee engagement.

Another finding of the research reveals that when employees are appreciated by their organization, it gears them to a state of excitement which would make them give their best at work.

A significant finding from the research that had not been evident in existent literature was that employees could contribute to their workplace and still not be fulfilled and motivated being monetarily encouraged. Following the analysis in frequencies table 4.2.1, the distribution was observed.

A key factor from this finding reveals that employees who are not motivated by their organizational goals will not be inspired nor motivated to give their best.

In conclusion, these findings are broadly found to be in line with existing literature with the exception that employees could contribute to their workplace and still not be fulfilled and motivated being monetarily encouraged. This study concludes that motivation of employees either intrinsic or extrinsic possesses a vital result and it gives a direction on the level of productivity in an organization.

6.3 Recommendations

Based on the findings of this study, it is well established that motivation at the workplace plays a role in improving employee engagement. The significance of motivation based on the analysis of results reveals that motivation at the workplace allows employees with several distinctive abilities to formulate goals which are in tune with the goals and objectives of the organization. The desire to actualize goals with the right motivation improves the growth of an organization. The following recommendations are made based on the finding of the study:

1. Organizations should periodically review reward and benefits (financial and non-financial) of employees as this might catalyse boosting employees' motivation in the organization.
2. Organizations should ensure that there are continuous evaluation and review of strategies which should be designed to provide employees feedback.
3. The management in the organization must establish a workplace environment that is beneficial and attractive to employees with satisfactory and productive working conditions and ensure appropriate tools and resources are provided to ensure that employees dutifully execute their relevant roles in the organization.
4. There should be total commitment and dedication from the management to assume a personal role in motivation as this will make the management know about the significance of employee engagement.
5. Organizations should ensure that employees are sufficiently and effectively motivated as this sends a message to the employees that they are valued. Significant consideration should be given to health and wellbeing programs to attend to employees' needs and wellbeing.

6.4 Suggestions for Further Research

This study has provided empirical evidence on the application of motivational theories at the workplace and the impact on employee engagement in Tesco, Ireland. Therefore, it is suggested that further research on the impact of motivational theories at the workplace and the impact on employee engagement using other organizations in Ireland as case study needs to be carried out as to determine or establish the applicability of the findings of the research in other frameworks. Also, additional research can be done using more than one organization as a study.

6.5 Implication of Findings

The financial application related to this research work would be reasonable. The retail sector must focus more on both the financial and non-financial aspect of motivation. The retail sector would need to motivate their employees by providing motivational packages such as incentives, seminars, training, rewarding employees for extra hours of work and so on. This will increase employee engagement and productivity within the retail sector.

One of the implications to the findings of this research work is that organisations would have the knowledge that the absence of one motivational factor is enough to create employee's dissatisfaction at the workplace. Hence, an organisation should provide all factors of motivation to their employees.

6.6 Personal Learning Statement

The researcher has always been interested in workplace motivation e.g. financial and non-financial packages. This curiosity drives the researcher in wanting to know more about the impact of motivation in the workplace.

With the help, guidance and support rendered by the researcher's supervisor, the researcher was able to progress and complete the dissertation by researching databases to find valuable journals, articles and documents used for this research. The researcher then devoted enough time to reading each journal and materials to comprehend the different types of theories of motivation and the impact on employees at the workplace. Having acquired a wide and comprehensive knowledge of the research problems and issues, the researcher progressed with the dissertation.

The most difficult part of the research was selecting the appropriate methodology used for the research. The researcher later decided on the appropriate methodology to use with the knowledge provided by reading books such as Saunders et al and others on methods. After

acquiring enough knowledge and understanding of every aspect of methodologies such as approaches, strategy, philosophy, and data collection, the researcher was able to select methodology used for the research work.

Data collection was another area in which the researcher encounters some challenges. Due to the present pandemic, there was limited access to Tesco staff and there was not enough time to get through to them, this limited the numbers of the respondent in which the research work was used. However, the researcher was able to pull through it all. Engaging in data collection and analysis has made the most significant contribution to the researcher's development.

The researcher encountered difficulties in keeping to the research timeframe due to current pandemic. This difficulty arose at the data analysis and results stage, due to that current outbreak of COVID 19, there were a limited number of respondents in which were available for the study to be completed. However, the researcher was able to carry out the research.

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Appendix

An Analysis on the Application of Motivational Theories at Workplace and the Impact on Employee Engagement: A Study of Tesco In Ireland.

Dear Respondent,

I am Ayoola Phybean Fadeyi, a Postgraduate student of Human Resource Management from National College of Ireland and I am researching on the topic: An analysis on the application of motivational theories at the workplace and the impact on employee engagement: A study of Tesco in Ireland.

The survey will help me in analysing the application of Motivational theories at the workplace and the impact on Employee Engagement. There is no right or wrong answer to the questions. Thoughtful and honest responses will give the most valuable information. Kindly answer every question by drawing a circle around the number that accurately represents your opinion on each of the statements.

While I appreciate the time, you will spend filling this form, Kindly note that your responses will be considered confidential and treated as such. All entries will be used solely for the aim of this academic research.

please feel free to contact me at phybean04@gmail.com, if you have any questions.

Thank you

Please what's your gender *

- Female
- Male
- Prefer not to say

Kindly specify your age (in years) *

18-25

26-35

36-45

45 above

What is your Marital Status? *

- Single
- Married
- Divorced
- Separated
- Prefer not to say

Kindly indicate your Academic Qualification *

- BSc/B-Eng/B-Tech
- MSc/MBA
- PhD
- Others

An Analysis on the Application of Motivational Theories at Workplace and the Impact on Employee Engagement: A Study of Tesco In Ireland

* Required

SECTION B

Workplace Motivation

Please fill appropriately as it applies to your workplace *

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Are you Motivated in your workplace					
Is money part of what motivates you					
You feel fulfilled working in your company					
Do you feel inspired to give your best in your workplace					
Do you feel you have contributed to the goals of your organization					

Do you feel appreciated in your office					
Are you excited about going to work					
Are you motivated by your organizational goals					
Can you go the extra mile for your job					
Are you properly rewarded for your efforts					
Are your goals aligned with the company's goal					
Are you rewarded for extra hours of work					
You are secured working in your company					
Do management reward diligent and hardworking employees					
Do you have a good working relationship with colleagues					
Are staff treated without sentiment					
Are laws and order fair and properly maintained					
Do you feel fulfilled working in your company					
Do you think you are achieving your career goals					

Do you see yourself in your company in the next four (4) years					
--	--	--	--	--	--

Please fill as applies to Employee engagement in your workplace *

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
My job role is challenging and exciting					
I am likely to recommend my company to others					
Can I grow and develop new skills					
Application of motivational theories at my workplace influences employee engagement					
Application of motivational theories at my workplace impacts overall employee performance					
There's a good display of team spirit in my company					
Management rewards employee's productivity properly					

