An exploratory study into whether the reward structures that are in place in Irish organisations are equally motivating across genders.

Abstract

Reward structures and policies are designed and signed off by employees in senior-management roles (Broadbridge and Hearn, 2008), which in Ireland in 2019 were filled by 71.7% males (CSO, 2019). This shows that, in most organisations, reward structures are designed and implemented by men. Research has also shown how rewards set by one gender are better received by those of the same gender (Broadbridge and Hearn, 2008).

The aim of the research study was to examine the relationship between rewards and the motivation levels across both genders, with a focus on determining if there is a link between reward structures being set up to favour one gender over another.

The researcher uses a qualitative analysis approach, interviewing 12 participants; a mix of both males and females to try and explore the relationship between motivation and rewards across genders in more detail.

The findings indicated that women were significantly less motivated than men in their organisations and were looking for alternative opportunities. This was attributed to women receiving fewer rewards and almost no recognition or feedback.

The findings also showed men and women valued very different rewards, with men preferring monetary rewards and women preferring a blend of non-monetary rewards, such as recognition and flexible working.

The main conclusion derived from the research was that men and women have different reward preferences and that only men were receiving rewards that they valued.

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(Thesis/Author Declaration Form)

Name: Katie Maxwell

Student Number: 19135114

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Chapter 1: Introduction: Introduces the research topic and how a gap in the research was discovered. It outlines why the research is necessary and the value it will bring to society. It will discuss the aim and objectives of the study and how the research's goal was to aid further development around the importance of personalised rewards. It explains the methodology chosen to complete the study. It will also address the limitations and ethical considerations that were factored into the research.

Chapter 2: Literature Review. This chapter reviews the existing literature on the major themes of this research, such as reward management performance management and looks at different motivational theories.

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Chapter 6: Conclusions. The final chapter gives a brief overview of the findings and discusses what the main outcome of the research has been. Recommendations for future researchers is outlined. A brief piece on personal reflection is also included.

Introduction

In today's society to remain competitive organisations must be competitive with their reward structures. This is done to improve performance and to retain talent (Hall, Pilbeam and Corbridge, 2013). As employees are becoming less loyal to organisations and more committed to self-development, organisations must come up with ways to retain talent. This has led to the development of Total Rewards (Armstrong, 2009).

There has been a lot of research undertaking into the ageing population and how to go about retaining older workers and promoting multi-generational teams working together. There has also been a lot of research into work preferences and reward preferences of both millennials and generation X (Deloitte, 2019) As the labour market continues to grow and the demand for talented employees increases, research into where we can find talented employees will continue to grow.

One area where there seems to be a gap in the research is looking at how to retain women by increasing their motivation levels. In the last decade as the labour market in Ireland has boomed, there has been relatively little difference in the entry-level of women into the workforce. In the 2016 census, 59.9% of women were in employment, compared to 59.1% in 2006, this shows in a decade an increase of less than 1% (CS0, 2017). Yet we can see from the 2016 census that more than half of all third-level graduates are women (CS0, 2017). Although we would expect that number to be lower now, a study completed by Forbes in 2018 stated that 56% of women would prefer to stay at home with their children (Landrum, S, 2018). So how do employers encourage more than half of third level educated employees entering the labour force to remain once they have a child?

The researcher has decided to explore the topic of motivation levels amongst men and women, to ascertain if the reward structures on offer in their organisations influence their motivation levels. The researcher proposes that men will be more motivated than women in

the workplace due to the reward structures in place. The research will seek to address this theory by conducting semi-structured interviews of both men and women. The research will be designed to get the subjects to give information on their reward preferences and their experiences of rewards in their company and thus, in turn, their motivation levels.

Research Aim

The research aims to discover if men and women are motivated by different rewards. If the research can find an association between higher motivation levels amongst men and the rewards they are receiving. The argument can be made to alter reward structures making them more gender-neutral, such as the introduction of personalised reward structures to try and motivate and retain women in the workplace.

The research question we then pose at this time is

Are men more motivated than women in the workplace and are the rewards in place associated with this increased motivation?

Research Design

A qualitative research approach will be used to gather in-depth personal data by using semi-structured interviews. The sample chosen were selected using the accidental sampling method. The data will be analysed using a theoretical thematic approach. This will be addressed in detail in the methodology chapter.

Ethics

NCI has strict ethical guidelines which were followed throughout the research process. All person's data was kept confidential and in a secure location. Their data was de-identified once the researcher started the process of coding the data. Participants were sent both a consent form and information form before they started which gave them all the details of the research and advised them they could avoid questions they chose not to answer and could drop out of the process if they did not feel comfortable.

Limitations

The researcher was unable to use pre-scripted interview questions as there were no similar areas of research. To try and ensure the validity of the questions posed the researcher conducted two pilot interviews and got feedback, this was then used to alter the questions before the interviews went ahead to ensure their validity.

The interviews also took place over Zoom as Covid-19 meant there was a lot of limitations regarding travelling, many of the interviews could not take place face to face. The researcher to ensure consistency across the board, therefore, did them all over Zoom.

Conclusion

This chapter was designed to introduce the research topic to the reader and give an expectation of the layout of the thesis alongside information on how the researcher will collect their data and how they will present their findings to the reader.

Chapter 2 Literature Review

Introduction

The literature review aims to give the reader a general background on the topic of rewards. It will begin with a brief definition of both performance management and look at the different reward structures that may exist in an organisation.

We then use a wide array of past theorists and their concepts to understand how motivation and engagement work, so that they may be applied to the workplace. This will include research done on rewards by Locke and Latham and their Goal-Setting theory as well as Adam's Equity Theory. We also cover work done on motivational theories such as Hertzberg's Motivation-Hygiene Theory, Maslow's Hierarchy of Needs as well as Vroom's Expectancy theory.

Once the research has covered past theorist concepts it will move into the present-day, looking at how rewards are integral in playing a vital role in both the attraction and retention of staff. We then discuss the concept of Total Rewards and why it is not a useful platform of engagement for an organisation due to the high costings and somewhat limited impact on motivation levels.

We then move a little deeper into the topic of rewards discussing whether financial rewards work as an incentive or if they are a demotivator. We also look at the concept of uncertain rewards and how often for a reward to work it needs to not be a guarantee. We will look at a few studies that were done on this topic that demonstrate a direct correlation with uncertain rewards and higher performance rates.

Once the literature review has fully covered the topic of rewards we then move onto the topic of potential gender bias in reward structures. We will look to see if rewards are set up to motivate one gender over another, if management structures are designed to keep women out of top-level roles and how, if gender bias is found in an organisation, it needs to be removed to ensure organisations can motivate both men and women.

Once we have covered the above topics we will discuss how the literature has helped lead us to the development of our research topic and what the research hopes to achieve.

Performance Management

Performance management is defined as *'a systematic process for improving individual, team and organizational performance'* (p331, Armstrong, 2014), it is used by organisations to try and get desired results by getting employees to perform in a certain way and rewarding them based on this behaviour. It is a way of aligning the company goals with the individual's goals so that they may work in unison (Armstrong, 2014). Agunis (2005) claims there are five elements involved in performance management, they are; feedback, positive reinforcement, agreement, measurement and dialogue. The organisation uses these elements as an instrument of communication to drive employee behaviour.

Goal-Setting Theory

One theory which underpins performance management is Latham and Locke (1990) and the concept of Goal-Setting Theory. This concept looks at how the most effective performance tool is when employees are given goals that are specific, clear and challenging. Goals are used to motivate employees to do their job and improve their performance. Once a goal has been completed, a performance review is conducted and used to review employee's performance on the achievement of a goal. Often rewards are tied to the successful completion of organisational goals (Armstrong, 2009). Employees attach value to the goal as they know they will be rewarded for reaching the goal, this in turn will increase and improve their performance as they try and achieve the organisational goals (Locke and Latham, 1990).

Reward Management

Another way of improving performance is through the process of rewarding employees. Reward management is '*the processes of deciding how people should be rewarded and of ensuring that reward policies and practices are implemented'* (p, 331, Armstrong, 2009). Organisations have reward structures in place that are designed to benefit both the employee and the organisation and are set up in such a way that they align with the organisation's long-term strategy. Rewards can either be financial such as performance-related pay, bonuses and benefits or non-financial, which focuses on both extrinsic rewards such as recognition, development and intrinsic such as challenging work and job satisfaction. Total Rewards are reward systems which combine the two types of reward structures (Eshun and Duah, 2011).

Some typical challenges that managers face with reward management is this concept of one size fits all. Employees will have different rewards preferences based on their background, such as their family life, education, ideologies and beliefs, which will impact what motivates

them. Often managers assume that financial rewards will motivate their employees and often this is not true, or employees are temporarily motivated until the reward becomes an expectation in their eyes. The repetitive nature of rewards will often fail to motivate employees as they lose their appeal over time and what once motivated employees will no longer work (Sethunga and Perera, 2018). Managers are often not open to change and choose not to deviate from pre-existing reward structures as they believe their past success means they are still effective (Eshun and Duah, 2011). As motivating employees often falls on management it is the managers' role to determine what reward structures are effective at motivating their employees, this can only be done if they understand the personalities and preferences of their employees so they can choose a suitable reward. For effective motivation to occur both the manager and the employee need to be aligned on their expectations (Sethunga and Perera, 2018).

Equity Theory

Adams Equity Theory can be used when discussing the concepts of reward and how they can determine an employee's behaviour. This theory suggests that there must be a fair balance between an employee's inputs (labour) and outputs (salary). If an employee does not perceive this balance to be fair this can lead to issues in motivation levels and performance. Employees will seek out ways to balance their input to match their output, this can be seen by them either withdrawing their effort and decreasing their performance if they don't feel the reward is worth their discretionary effort or even leaving the organisation so they can find somewhere where they feel their rewards match their inputs (Kovach, 2018). Employees will often factor in not only the value of the reward but the comparison of their reward to a colleague in a similar role, this can be problematic as employees often overestimate their input and are unaware of the exact input of a colleague (Adams, 1963).

If we apply Equity theory to women in the workplace. Women may be less likely to demonstrate effort if they perceive gender inequality. If women are applying effort for a reward that is smaller and less likely to occur than it does for men they are bound to become demotivated and reduce their input. This can be seen by inequalities such as the gender pay gap. As of 2019 men's median salary is 21% higher than women (PayScale, 2019), in bonus structures, where male directors were reported in receiving a bonus of 36% higher than female directors (Kulich, Trojanowski, Ryan, Haslam, & Renneboog, 2011) as well as organisation where more men progress than women, this can be seen by research conducted

by the Chartered Management Institute where men were 40% more likely than women to be promoted into management roles (Engage business media, 2020). If women don't perceive their input to fairly match their output, they will reduce it. We will discuss this in more detail further into this chapter.

Expectancy Theory

Vroom's Expectancy Theory can be used to determine how an employee values reward. This theory suggests that individuals are happy to put forward a certain degree of effort in exchange for a reward i.e. their actions are driven by an expected reaction (Vroom, 1964). Vroom's model states that employees must make choices and they do so based on what they perceive to be the best outcome. Motivational factors that determine these behaviours are a product of three variables – expectancy, instrumentality and valance. Expectancy looks at what the employee anticipates they will receive based on the effort they exert i.e. if I put in this effort I will get that reward. Instrumentality is when the employee receives a valued outcome after delivering at an expected performance rate. Finally, valence looks at the value that the individual places on the outcome they receive. If they receive an outcome that is not in line with their expectations, they may in turn reduce their effort (Lloyd and Mertens, 2018). If any one of these three motivational factors are removed then the employee will not perform. They must expect a reward, then receive that reward and finally attach value to that reward. There must also be transparency around what the rewards received will be and what behaviours the employer expects to achieve the reward (Vroom, 1964).

When using this model employers should not assume they know what rewards employees value but rather ensure they find out what value employees give to rewards and concentrate on a wide array of rewards, both intrinsic and extrinsic. Employees must also perceive that they have received this reward based on their performance. This is the reason that many bonus systems fail to work, as employees expect them regardless of behaviour. For employees to be motivated to perform, the rewards should not be given when they are under-performing and not meeting the company's expectations (Vroom, 1964).

Motivation

Motivation influences people to behave in certain ways. When people become motivated it is as they expect that a course of action is likely to lead to the attainment of a reward. There are two types of motivation intrinsic and extrinsic. Intrinsic motivation occurs from the job itself and the satisfaction you get from doing it and extrinsic motivation is when someone is given

a reward to motivate them and influence their behaviour (Armstrong, 2014). We will look at motivational theories that will demonstrate how motivation needs to be in place to influence behaviour.

Herzberg's Two Factor Theory

Herzberg's two factor theory looks at motivational levels of an employee based on two factors. The first factor is known as the hygiene factor. This refers to dissatisfiers that can cause negative feelings, these consist of external factors such as a working condition, salary and working environment. The second factor Herzberg refers to is motivators. These are factors than cause an employee to feel motivated and in turn, case an employee to improve their work performance. These are intrinsic things like achievement, recognition and job satisfaction (Forsyth, 2006).

Hygiene factors can make an employee dissatisfied in their role. If an employee is paid a lower salary than they feel they are worth they can become dissatisfied (Herzberg, Mausner and Bloch-Snyderman, 1993). Before an individual can be motivated, the organisation must remove the hygiene factor causing the dissatisfaction. Once the employer has removed this factor, employees will not be motivated they just will no longer be dissatisfied (Kultalahti and Viitala, 2014). Once this is done employers must then use motivators to encourage motivation and employee engagement.

Goh, Koh & Low (2014) conducted a study on the effects of gender on the satisfaction levels of accountants. In this study, female managers were unsatisfied as they felt they were underpaid compared to men. This is an example of a hygiene theory that is acting as a dissatisfier. In this case, the female managers will be unable to be motivated until the hygiene factor, payment, has been rectified.

The lack of motivators in a workplace can also act as a demotivator. Ellemers (2014) looks at how, when women aren't given attractive prospects such as progression and development it led to absenteeism and turnover.

This theory suggests that women aren't being motivated due to the presence of unsatisfactory hygiene factors. To ensure women are engaged before rewards are given, ensuring things like equal pay between men and women need to be present.

Maslow's Hierarchy of Needs

The final motivational theorists we look at is Maslow and his theory on the Hierarchy of Needs. This theory suggests that employees are motivated by unsatisfied needs. These needs are often structured on a pyramid with psychological needs the largest need at the bottom and self-actualisation at the top. The theory suggests that employees work their way up the pyramid meeting each need until they reach the top. As they meet a need they no longer remain motivated by that need (Maslow, 1954).

There are five hierarchies of need altogether. The first one being physiological needs, these derive from the basic needs that humans need to keep them alive such as food, sleep and shelter. In work-related terms this would be factors such as an employee's basic salary. Employees then move onto the next need once their physiological needs are met, which is the need for safety, this relates to factors that prevent an employee from harm or physical threat, this could be job security, medical insurance or the working environment. On the next tier is social needs, which looks at employees need for social interaction in the workplace, this can be ascertained through things like colleagues, sports clubs or any societies that may form within a workplace. The next stage is esteem needs, this is where rewards can start to become of value to an employee, they need self-accomplishment, self-esteem, admiration and respect, this can be achieved by motivators such as rewards or recognition. The final need is self-actualisation, this need according to Maslow is unsatisfiable, so employees will continue to strive to meet this need (Maslow, 1954).

If the employer can determine which of the needs the employee is on they will be able to motivate them by fulfilling that need (Maslow, 1987). Employees must obtain the basic level of needs before they move up the pyramid to the next need. It is the wants and needs of employees that will impact how they behave in the workplace (Borg, Kraft and Sjunnesson, 2017).

Total Rewards

Rather than choosing between extrinsic and intrinsic rewards, a combination of the two have proved more successful in trying to motivate employees, this is known as Total Rewards. Total Rewards are becoming the new norm in society. Organisations are aware of what their competitors are offering and try to compete to retain staff. An example of a good Total

Reward package is one which includes excellent compensation, health and wellbeing, retirement benefits, flexible working, recognition and many more (Eshun and Duah, 2011).

The issue with providing a Total Reward package is the high cost associated with it. It is hard to recognise which rewards will act as a motivator versus what employees have come to expect but not value. Willis Towers Watson surveyed 1670 employers, of which 49% did not know which of their rewards on offer in their organisations their employees valued (World at Work, 2018). That is nearly half of all the organisations who are trying to motivate their employees and have no idea which rewards are doing so.

Research by Deloitte revealed that 80% of employers are behind in what their employees have come to expect from a Total Rewards system. They conducted a study of 1180 companies that used Total Reward systems. The survey asked employees '*How likely were they to recommend their employer based on their rewards programme?*' The results were statistically much lower than expected. The study showed however the organisations that used analytics to monitor employees' preferences were higher performing than those that didn't (Patton, 2018). This shows that Total Reward packages do work, providing employers measure which rewards work as incentives and employees have a say in what rewards are in place.

Fiscal Rewards as a Motivator

Now that we have covered the different types of rewards that may be on offer in an organisation we can turn our attention to the concept of fiscal rewards as a motivator.

In 1946, 1981 and 1986 a survey was given to 1000 industrial workers who were asked to link 10 reward factors in terms of personal preference, these included things like salary, job security, interesting work and good working conditions. The survey was used to try and establish what motivates employees in the workforce. The study also asked the managers in the organisation to rank what they thought employees would choose as their personal preference. In each survey managers chose a good salary as the number one factor of value for employees, however, employees ranked money as one of their lowest motivators. Those who were motivated by money were under 30. Kovach accounts for this claiming if Maslow's hierarchy of needs model is applied here than the younger employees are trying to meet their physiological needs before they can move onto needs that ranked higher amongst

older workers such as enrichment and promotion. The research also looks at the different preferences of rewards between men and women. Women valued appreciation as their number one preference whereas men valued interesting work. Kovach accounts for this by looking at how women were only entering the job market in this period and therefore needed more assurance on their performance. Overall, the study showed that although money was more important to some employees than others it was not the main motivator for any of the employees (Kovach, 1987).

A more recent study conducted by Meudell and Rodham in 1998 in the licence house sector looked at employees who were hourly-paid workers. This was a one-day pilot study that looked at 57 managers and employees to see what their main motivators were. The results from the findings were that hourly-paid workers had a preference for money-related rewards such as bonuses, promotion prospects and fringe benefits whereas job satisfaction and security ranked very low. In this industry there is a very high turnover rate, so the notion of promotion and advancement ranked low to the employees except for those who had over three years' service. For those employees, competition and promotion were significant in terms of motivation and performance (Meudell and Rodham, 1998).

One of the major factors that Meudell and Rodham (1998) found in this study in relation to why rewards were not working, was that the managers were trying to motivate employees using rewards that motivated themselves. This concept is called self-reference and is seen as one of the major factors behind why reward structures don't work. Managers are not interested in understanding what makes employees motivated, instead they try to use the rewards that worked on themselves. Kovach (1987) in his study accounts for this differently stating that many managers use reward structures as a way of shifting responsibility, i.e. if an employee is unmotivated, a manager can say that this is down to money and as they are not able to increase their salary this, in turn, reduces their accountability over an employee's motivation levels.

Both these studies show that although money acts as an incentive to some employees, it does depend on the individual, their background and the sector of employment they work in. Kohn (1993) has a very different attitude to fiscal rewards, stating that not only do rewards not motivate they can de-motivate employees and lead to long-term drop-in productivity. He believes rewards produce a temporary increase in productivity however this does not result in long-lasting behaviour. He claims that employees who expect no reward perform over

employees who expect a reward, he refers this to a study done by a manufacturing company who removed their incentive scheme. The company originally experienced a drop-in productivity however this soon recovered, and productivity was higher in some areas than before. Kohn believes that rewards will influence negative behaviours such as a decrease in innovation and risk-taking and an increase in repetitive and monotonous behaviour. He believes this style of working will make employees resentful as autonomy is removed and a feeling of control sets in. He also believes those employees who fail to gain the rewards will be de-motivated. Lee and Lawrence (1985) also agree that incentive pay schemes produce a temporary increase in productivity followed by a drop and a culture whereby employees are only interested in contributing to the company in a way that will lead to the obtainment of more rewards.

The findings on money as a motivator are very varied across the board and very dependable on the person receiving the reward. This shows the importance of managers understanding what motivates their employees and the necessity for being able to personalise rewards.

Uncertain Rewards V Guaranteed Rewards

Another topic that we are interested in discovering is if there is any gender correlation between whether employees would choose uncertain rewards or guaranteed rewards. One such study that looks into the motivation effect of uncertainty on rewards is a study completed by Shen, Fishback and Hsee (2015) they looked at how much time and effort people would be willing to invest into an uncertain reward versus a guaranteed reward. In this study participants were asked to drink 1.4 litres of water in 2 minutes for a cash reward. Half of them are told the cash reward is $2 and the other half are told that the reward is between $1 -$2, but not the exact value. The research shows that 70% of the participants who don't know the exact value of the reward complete the challenge in time versus only 43% of those who do know the value.

Another piece of research that backs this up, is the study by Shen et al (2019) which was on runners in Hong Kong where at a running event, runners could earn points for each lap of a 400-meter track they ran in a 15-day event. Half of the runners were told after each lap they ran they would receive 5 points they could then exchange for a gift card of a certain value. The other half were told that after each lap they would receive either 3 or 5 points. The research showed that after the 15-day event was over those who were given an uncertain

number of points per lap overall averaged 1.61 miles higher than those who knew the value of each lap.

This research shows that when rewards are uncertain, the participants are motivated by the unknown and are more likely to expend discretionary effort to gain the potential maximum reward. Jeffrey, Frankel, and Kamenica (2015) account for this by claiming it is the suspense or surprise behind the reward that leads to the motivation. The employees want to know what the reward will be, so they strive to achieve the goal to resolve the unknown. This is considered a pleasant experience for employees to resolve the uncertainty as it creates excitement and in turn increases motivation (Hsee and Ruan, 2016). Employees receive both a financial reward and a mental reward which is uncertainty resolution when they discover what the reward is (Shen et al, 2015)

For employees to feel motivated by uncertain rewards the organisation must ensure only the top performers get the reward. Employees are then motivated by being perceived as a top performer (Zingheim and Schuster, 2007)

Reward and Gender

Now that rewards have been explored in detail we move onto the final stages of the literature review, which is the concept of rewards being unequally established and promoted through organisations. We will give some background information on research done to date that shows unequal reward practices and then move onto how organisations are set up to ensure these practices continue.

Women have very different behaviours and preferences than men. It is due to these differences that women may not be rewarded as much as men, as organisations are set up to reward masculine behaviour (Valentyna Melnyk, 2012). An example of this is competition, many organisations value competition and use it to incentivise their employees. The findings on competition show that women are less likely to perform as well as men (Gneezy, Niederle and Rustichini, 2003). This can be seen by Lightall and Sakaki (2012) in their study of genders pumping up balloons under various stressors. The findings show that men under stress make faster more risk-driven decisions than women who take fewer risks and perform worse.

Women may be less likely to be promoted than men as they are unwilling to put themselves forward and await nomination (Ryan and Branscombe, 2013). This is prevalent in organisations if there is a higher percentage of men. Women are less inclined to contribute their ideas and may feel less valued. This can impact both their motivation levels and how they are perceived in the organisation (Derks, Van Laar and Ellemers, 2006). To counteract this many woman in senior roles may display masculine behaviour. Those who display the preferred characteristics are rewarded for it (O'Neill and O'Reilly, 2010).

This research shows that rewarded behaviour is based on displaying masculine behaviour the organisation highlights as being 'desirable'. Women's performance may improve when they can act in a manner that is more suited to them. This can be seen by Busch and Bush (1998) they showed in their research when women are given job clarity and are aware of what is expected from them they have higher sales targets than men. Krishnan (2009) also argues women out preform men as they possess valuable skills such as conflict resolution, ability to adapt and inspire.

Often an organisation's setup will not motivate a woman based on her preferences. This can be seen by Byrne & Worthy's (2015) study where women were given a choice between an immediate reward or to potentially maximise their future reward but with a higher risk of receiving it. Women, in this case, chose the immediate reward and men the higher future reward with the risk of receiving it. This shows that women prefer a guaranteed smaller reward than a risky bigger reward, which is often what organisations will give their employees to create a competitive environment. We can see in the study done by Valentyna Melnyk (2012) that men are more incentivised by money than women. Thus, if an organisation uses performance-related pay such as a bonus system, or KPIs, men will be more incentivised to perform than women.

The Role Management plays in continuing gender bias

One of the places where gender bias can be seen is the lack of women in management roles (CSO, 2017). There are many reasons for this, starting with the many barriers women face preventing them from moving into management roles, such as the perceived bias that if a woman has children she won't be as dedicated or motivated as a man even though there are no findings that prove this correlation exists (Kirchmeyer, 2002). Fewer women are developed and given as many management opportunities as men as they are seen as less

valuable due to the perceived higher cost – i.e. maternity leave (Graddy and Pistaferri, 2000). Women are often given promotions in organisations that are used to try and placate them with recognition and a title, however, there are many studies in place that show these promotions are hollow as they are given far fewer responsibilities or duties than their male counterparts (Powell, 1993). They also have to have far more promotions than a man who reaches the same level through far fewer promotions (Kirchmeyer, 1999).

Women are given far fewer resources than men and are often placed in management roles to try and improve an organisation that is already in decline (Castilla & Benard, 2010). Women in management roles are often managing lower sectors in an organisation where they are expected to manage employees only of the same gender (Sinclair and Kunda, 2000). Those that do manage men deal with issues of disengagement from their male subordinates as they are perceived more negatively in the organisation for having a female manager. This can be seen in a study where motivation levels of teachers were tested, and a positive correlation was found between turnover amongst managers and employees of different genders. This correlation was even stronger amongst men that had female principals over women who had male principles (Grissom, Nicholson-Crotty and Keiser, 2012).

Women are also given less autonomy over the employees they manage. They have less control over the rewards they can give their employees, how they structure their team and the goals they set (Reskin and Ross, 1992). This is extremely important as employees' engagement levels are shaped by their relationship with their manager and the culture they work in. If the manager has no say over the reward structures in place they will be unable to motivate employees as their knowledge on their employees' preferences will be pointless. A male counterpart however is given a lot more autonomy, they can set objectives, goals and KPIs motivating their team in the process, which leads to promotion and progression for their employees (Foster, 2017).

Another issue that can be perceived in organisations is the role mentors play. Men often mentor men and women mentor women. In many organisations, an employee who has been mentored by a man is seen as more desirable (Eddleston, Baldridge and Veiga, 2004). They may have more valuable contacts than their female counterparts which will open more doors and continue the cycle of men in management (Ostroff and Atwater, 2003). Men are more likely to try and progress their male employees as employees identify with their gender and try to replicate themselves in their subordinates. They introduce male subordinates to a wider

framework and encouraging them to take advantage of this influential network to try and progress. On a more obvious route they often also put more men forward for more promotional opportunities (Eddleston, Baldridge and Veiga, 2004).

70% of employee engagement levels (Foster, 2017) are cited as having a direct correlation between the relationship between an employee and a manager. As mentioned earlier employees are often more motivated when their manger is the same gender, having men in senior management roles will hurt female employee's engagement levels and in turn their will be higher female turnover in organisations.

The future for women in the workforce

The Gender Pay Gap Bill introduced in 2019 is one such measure the country has taken to try and close the gap that exists between men and women's salary. This amends the Employment Equality Act 1998 and requires employers to publish information on the remuneration of their employees by reference of the employees' gender. If there are any differences in the remuneration, they have to justify the differences and measurements must be taken to remove these differences (House of the Oireachtas, 2019). This will commence with companies with over 250 employees and will eventually drop to companies with over 50 (Brady, 2020). This law expects to boost the women in Irelands earnings to over €3 billion (Kennedy- Burke, 2020).

Unfortunately, the gender pay gap will not have any influence on the many barriers in place to keep women out of management. The everyday practices that are set up will continue to un-intentionally favour men over women, this is known as the paradox of equality (Castilla & Benard, 2010). These barriers need to be removed as women are critical to the workforce now more than ever before. Women bring diversity and a different skill set and way of thinking than men. In a period where innovation is critical to an organisation success, ensuring women are not blocked from entry and ensuring organisations are set up in a way that gives women the best resources and motivators to allow them to flourish in their roles, is essential. Research has shown that men and women who work together are more productive and the companies they work for have an improved financial gain (Lagarde and Ostry, 2018).

It is the hopes that the research will help organisations to ensure they have reward structures in place that motivate both men and women, in turn decreasing turnover amongst both genders.

The Research Question

Having completed the literature review we have shown how motivation is integral to ensuring strong performance in an organisation and how rewards help feed that motivation. Patton (2018) has shown how organisations that implement Total Reward systems have an overall better performance than organisations who have no system in place, even though many of these organisations are not aware of which rewards are beneficial and are high cost.

We have shown how women and men are treated differently in organisations and how most systems in place are designed to both reward and motivate men. Women's preferences are not considered and thus their turnover is higher and engagement lower (Krishna, 2009).

We have also discussed the topic of whether money works as a motivator and if guaranteed bonuses work to motivate employees. The findings on this have been varied and show how this comes down to an employee's background and the type of working environment they are in. The literature review has shown the necessity for Total Reward systems in the workplace for variation in reward preferences. Further research in this area may highlight the need for personalised reward systems as opposed to pre-selected Total Rewards.

We also addressed the barriers in place in companies to prevent women from both entering them and progressing in them. The researcher believes they have sufficiently, through the research shown a gender bias does exist in organisations and the need for companies to address this area.

This researcher plans to interview both male and females to see if they have different preferences in rewards. We hypothesise that overall, men will be happier with the rewards systems in place in their organisations and thus, in turn, more motivated and engaged.

That brings us to the gap in the research to date, are men more motivated than women in the workplace and are the rewards in place associated with this increased motivation?

We have set out to answer this question in our research.

Conclusion

The literature review was designed to give the reader background knowledge on the many different types of rewards in play in organisations. Although Total Rewards are becoming more and more popular and are certainly a step up from basic fiscal incentives, it is this

researcher's belief that organisations need to give employees a choice on the rewards in place in their organisation as to what they believe will motivate them.

We have spoken in detail about the many motivational theories that exist, we will apply some of these theories to our completed research to determine if the theories can account for the participants motivation levels and preferences of rewards.

We have shown through the pre-existing research that there is an underlying theme of gender bias both in how employees are rewarded and promoted. We will try to establish in our research as to whether the participants feel motivated in the workplace and if there is any correlation between their motivation levels and their gender. The research aims to try and remove gender bias and in turn improve performance and engagement in the workplace for both men and women.

Chapter 3 Methodology

Introduction

This chapter discusses the methods that were used in this research and the justification for why these methods were chosen. The methodology should give the reader a clear understanding of how the research was conducted, why it was conducted in this manner and how it was analysed to determine the findings in the next chapter. It will also address any potential limitations and ethical consideration.

Research Design

Research as defined by Saunders et al is the '*collecting and analysing of information in a systematic way in order to find something ou*t' (Saunders, Lewis and Thornhill, 2007, p.5). Research can either be qualitative or quantitative.

Qualitative research is an observational method of research used to collect data, this data is not measured in numbers but used to make sense of an activity or process, it allows you to determine a conclusion from your data (Babbie, 2010). It is used to try and understand the reason behind why people choose certain things and can only be discovered by in-depth analysis.

Some examples of qualitative research include interviews, focus groups, case studies, ethnography and group interviews (Denzin and Lincoln, 2003). Interviews can be done face to face, via Skype/Zoom or over the phone and can be structured, whereby the interviewer asks each participant identical questions and does not deviate much from the set agenda or semi-structured whereby the interviewer has a list of questions and topics but will use different probing questions on each participant and finally un-structured interviews whereby the interviewer enters into the interview with no pre-set questions (Saunders et al, 2007).

The other approach that can be used in research is known as quantitative research. Quantitative research is used to collect numerical data that is used to interpret information from large sets of data (Flick, 2014). This type of research is fact-finding it is used to discover the what's behind the research, such as, what number of people were working in Ireland 2015? A census which is a quantitative tool would be used to gather this information, whereas qualitative research is used to interpret data, such as, why were these people not working in 2015? (Barnham, 2015).

Some examples of quantitative research include surveys, polls and questionnaires. Unlike qualitative, where the use of open-ended questions is needed for elaboration, in quantitative research questions should be clear and close-ended either a yes/no response or the selection of a value provided by the researcher, often numerical (Babbie, 2010).

This research followed a qualitative approach over a quantitative approach so as to understand the data at a deeper level to develop concepts around the information gathered (Warren and Karter, 2010). In the case of this research we weren't looking to simply prove that reward structures are set up based on male preferences but instead to know the participants' views on the reward structures in place and how this impacted their motivation levels. This would not have been achievable using a questionnaire and would not have given the same level of in-depth information. This researcher believes that the essential information gathered will have come from the probing questions as themes develop that could not be pre-planned for. Smaller amounts of in-depth data can only be achieved through prolonged discussion and diving into the deeper layer to discover the participants' true belief (Barnham, 2015). Therefore, quantitative research was ruled out as we believe the information gathered would have been too limited and would not have allowed us to explore other themes across our participants (Anderson, 2009).

The researcher followed a cross sectional method. Babbie (2020) describes a cross sectional study as an observation of a sample made at one point in time. This means the study will be limited at understanding the casual process that occur over time.

Interviews

Interviews were chosen over other types of qualitative analysis to try to understand each participant personal opinion regarding how they feel around the topic of rewards. It is this researcher's belief that if group interviews or focus groups were used, the lack of anonymity and group conformity may impact the answers given. Observational and ethnographic research were also not used as they would have been too time-consuming and un-plausible (Babbie, 2010).

Of the interviews previously mentioned, semi-structured interviews were selected. In a semi-structured interview, the researcher will take the respondent through pre-determined issues and topics. Although there are pre-determined questions, the interviewer can still guide the interview into a free-flowing conversation, insuring flexibility to steer questions into areas that may be rich in data desired. A rigidly structured interview has no flexibility which limits

the respondents to elaborate on a point and the more formal the approach the less comfortable the respondent may be, which may impact their answers (Crowther and Lancaster, 2009). Unstructured interviews weren't used to keep the researcher on point as we only allowed for 30 minutes for each interview to ensure relevance and validity of the data.

The researcher tried to find pre-established questionnaires that could be amended for the use of this research, however, was unable to find anything suitable. The questions were created by the researcher using the literature review as a guide to the areas that need to be addressed further. To ensure the questions were suitable the researcher tested them using pilot interviews and then made the necessary changes after the pilot was completed. Interview questions can be seen in Appendix 3.

Procedure

Before each interview, a participant was sent both a consent form and an information form outlining the reason for the research and some background on the process. Although it was the researchers hope to conduct the interviews face to face, the outbreak of Covid 19 meant that all interviews had to be conducted over Zoom. The consent form and information form can all be found in the appendices.

Validity can be defined as '*a term describing a measure that accurately reflects the concept it is intended to measure' (*p.153, Babbie, 2010). Reliability, on the other hand, refers to the degree to which results remain consistent over a period of time (Bell, 2010). In order to ensure that the interview was both reliable and valid – in that it was gathering the information for which it was intended and the information given was consistent across the interviews, a pilot interview was conducted. As our study was done using a mix of both female and male participants we used one male and one female on our pilot. This also allowed us to alter any questions that gave irrelevant information and to ensure the data could be applied to a wider representative.

Sampling

Sampling refers to '*the deliberate choice of a number of people to represent a greater population'* (p,201, Anderson, 2009). Sampling is used as it is efficient and one of the most reliable and valid methods of gathering information on a wider population (Morse and Niehaus, 2009).

For the purpose of this research the method of accidental sampling was chosen for the interviews this refers to a sample chosen by the researcher for reasons of convenience or practicability. The benefit of this approach is that the researcher is more likely to gather the data, but the negatives are that the data has the potential to be biased and have potential limitations on how relevant the data is as a representative of the population (Anderson, 2009).

The researcher selected 12 respondents, 6 female and 6 males for the interviews, all known to the researcher. This will be a large enough sample to be representative and small enough to prevent information saturation. Saturation occurs when the interviews no longer gather new relevant information (Mason, 2010).

Participants

The participants ranged from the ages of 25 to 65 and all work in corporate organisations across Dublin. The interview selected a range of organisations and sectors to allow for potential differences in reward structures depending on the size of the companies and the industries people work in (Paydata, 2020). Many of the participant's chosen work in the IT industry, the reason for this is as the industry is notorious for having high turnover and excellent reward structures (Johnson, 2018). It is the researcher's belief that if one industry was selected we would start to see information saturation.

The participants length of service was mixed, some participants have stayed in their companies for a few years, to ascertain what measures the organisation had done to retain them as well as participants who were new to their organisations who were also selected to see if the rewards in their current company were their reason for joining.

Secondary Data

The above method of research design is known as primary data. We have also used secondary data to complete our research. Secondary analysis looks at pre-collected data from research this will include books, journals, websites and previously done surveys. This data has been undertaking by other researchers for a different purpose but some of the information may apply to our study (Babbie, 2010). This researcher will reanalyse this data to determine if it helps our theory and can aid in the conclusion of the hypothesis.

The researcher used some books to gather information, but the majority of information came from journals, as well as online newspapers, census and various academic websites. Some of

the databases include google scholar, EBSCO, Emerald, ProQuest and SAGE, all were accessed via the NCI library database.

The researcher did reach out to one organisation to request research the company had completed on the different values of rewards received by both men and women however this was unfortunately not received on time to include in the study.

Data Analysis

Thematic analysis is a qualitative research method that is used to analyse, identify and report themes in data. The researcher has chosen to use thematic analysis as it is a flexible approach that allows the researcher freedom to explore the data and not limit or minimise it. It has also proven to give a rich detailed account of data (Braun and Clarke, 2006). There are two main methods of thematic analysis inductive and theoretical. An inductive approach is where the themes are collected from the data itself. Transcripts are coded without being put into pre-established themes or criteria, in this sense the themes are data-driven (Patton, 1990). The other approach which we have chosen to use is theoretical analysis, this is where the researcher creates themes from the literature review that drives their data analysis. The researcher is less concerned with identifying themes throughout and instead, is focused on the data that helps them prove their research question (Braun and Clarke, 2006). This method was chosen as we were interested in developing the themes we have established in our literature review and answering our specific research question.

The researcher has decided to follow Braun and Clarke (2006) six method approach to thematic analysis. The first stage is familiarising yourself with the data, this was done through repeated reading of themes found in the literature review and by transcribing the interviews and becoming very familiar with the data. The next stage is creating codes, this was done by the researcher by selecting data that fell into the initial themes that they had chosen from the literature review and coding the information they extracted into meaningful groupings using excel. From this we moved into the next stage, which was creating themes, this was done by analysing the codes and collating the information into sub-themes that fell under the initial themes. The themes were then reviewed to ensure they were helping to answer our research question and finally each group was named and defined. This process was not linear but instead allowed the researcher to continuously develop themes, merge themes and remove themes by constantly reviewing the transcript and the literature.

Limitations

As previously stated, the approach of accidental sampling will limit the validity of the data to a wider representative group. The researcher allowed for interview bias in the interviews whereby the interviewees try to answer the questions favourably. This was limited by using the semi-structured interview approach and by not using any leading questions.

As the interviewees were carried out over Zoom the interviews seemed more forced and less relaxed than the researcher had originally planned for. The researcher tried to minimise this by having a brief chat with all the interviewees before the interview to try and relax them.

The researcher also came across severe time limitations as Covid 19 meant a disruption to the usual working hours, resulting in an increased workload and therefore a limited time to conduct the interviews and transcribe them.

Ethical Considerations

Ethics refers to the adherence to a '*code of behaviour in relation to the rights of those who are subjected to your work'* (p.72, Anderson, 2009). We hope to counteract any ethical concerns by ensuring employees completed a consent form and were given information on the purpose of the research and how their data will be stored before the interview took place. This was done so that participants had as much information as possible on the intended research and were given the option to either opt-in or out. They were also informed they could withdraw their consent to use their data up to two weeks after their interview was complete. The consent and information form can be found in the Appendix. The researcher also provided the participants with their contact information as well as their dissertation supervisors details should they wish to acquire any further information.

All data collected was confidential and anonymous for all of our subjects as we de-identified all the data once it had been coded. This has been done to ensure no harm comes to the participant's based on the contents of their interviews. All the interview transcribes are stored on a password-protected laptop. All the participants were advised ahead of time that although we may use quotes from their transcripts it will be completely confidential and there will be no way of identifying them through the data used.

 We have also submitted an ethics form to NCI for evaluation prior to the interviews taking place to ensure we were carrying out the research in an ethical manner.

Alternative Considerations

The researcher originally considered doing a mixed-method approach, using quantitative research by conducting a survey to go alongside the interviews. The researcher decided not to do this as they felt the findings may be too broad and make it harder to analyse the data when comparing with the interview transcripts.

The researcher also considered doing a group interview but felt that the participants may be less forthcoming with information and may also be influenced by each other's answer. The pilot interviews were then used to ensure the interview was an appropriate method to collect data.

The researcher originally was going to use an inductive approach in their thematic analysis but found such strong themes emerged from the literature review it was changed to a theoretical analysis so as to build on the pre-existing literature.

Conclusion

The purpose of this chapter was to give the reader an understanding of how data was collected for the research. We discussed the methods used and the rationale for choosing such methods as well as the justification of why they were chosen over others. The researcher discussed qualitative research, why interviews were chosen as their selection method and how the sample was selected. The researcher also discussed the method that was used to analyse the data. In the Appendix, the information form, consent form and a copy of the interview questions we used can be found.

Chapter 4 Results

Introduction

This chapter will discuss the findings that came from the interviews.

Participants were asked questions regarding their family life, details of the company they worked for, management in their companies and their opinions around their organisations. The questions can be viewed in Appendix 3.

Although the researcher does not believe twelve people will be a sufficient representation of a wider population they tried to make this as representative as possible by using as diverse a group of people that they had access to. Participants are a mix of ages, races, nationalities and genders.

Thematic Analysis

The researcher has chosen to use theoretical thematic analysis building on the themes identified through the literature review. These themes are

- Rewards as a motivator
- Gender and Reward

These were the starting themes and from them sub-themes were identified throughout the interviews using the method of coding. Gibbs (2007) refers to coding as how you define the data you are analysing. Coding forces the reader to make judgements about the meaning of the transcripts they are reading (Denzin and Lincoln, 2003). The researcher coded the interview transcripts using Excel.

Theoretical thematic analysis was chosen as the researcher's primary goal was to determine if there was a difference in motivation levels of men and women and whether this had to do with the reward structures in place in their organisations. The literature review had already confirmed the reward structures set up in organisations were aimed at men, the researcher wanted to build on this literature in their research. Although the research conducted provided several other themes and insights, the researcher has chosen to steer clear of these to prevent the data being saturated with information and instead will offer these as potential future areas of research in the conclusion section.

<u>**Theme**</u> **1: Rewards as a Motivator**

This research is looking into the motivational levels of employees based on the different types of rewards they receive this has led to the development of the theme, rewards as a motivator. The researcher wants to develop this further and look into the different types of rewards and how they motivate people which has led to the following sub-themes:

1. Money as a motivator
2. Total Reward linked to higher motivation levels
3. Organisations with no rewards have higher turnover
4. Employees receiving flexible work patterns more motivated

Money as a motivator

The participants were asked two questions which were centred around the theme of money the first question was

'Do you feel your salary is fair for the work you do?'

Seven out of twelve participants said they felt their salary was fair for the work they do.

Four out of the five of the participants who said they didn't feel their salary was fair were women. One woman said

'No, I don't, I negotiated it to be much higher than it was, and I still think it's lower than the amount of work that I do'

The one male who said he didn't feel his salary was fair stated

'Not, in this industry. Engineers aren't paid nearly enough in this country, in comparison to other countries they make a lot more'

The second question was

'Would you say you are motivated by money?'

Seven out of twelve participants said they felt motivated by money. Out of these seven when asked would they work harder for a higher reward they each said yes.

Four of the seven participants said that they had a fair salary and were happy with their reward packages. In contrast, the other three participants who said they were motivated by

money but had a salary they didn't feel was fair, selected some form of monetary reward when asked what rewards they would choose.

Employees receiving Total Reward packages more motivated

The next theme addressed was as to whether employees who were receiving Total Rewards were more motivated than those with either no rewards or only one type of reward on offer. Total Rewards as defined by the world of work consists of 'compensation, well-being, benefits, recognition and development' (World at Work, 2020). Of the twelve participants, five were receiving no rewards, two received an annual bonus and the remaining participants all received a mix of Total Rewards including online platforms of recognition, vouchers, holidays and fiscal rewards.

Participants were asked

'Would you prefer a guaranteed cash bonus of €1000 or the opportunity to earn €250 a month based on performance?'

All those on Total reward Packages stated that they would prefer to take the risk.

Interviewee number 12 when asked why he would prefer the reward with the risk stated

'Id fancy my chances of making a lot more than €1000'

Another employee when asked if he would work harder if he was guaranteed a reward stated

'I don't think I would work as hard if I was guaranteed anything, it's because of the risk I feel motivated, if you're guaranteed let's say 1% Commission, without doing anything, I wouldn't work half as many office hours'

All five of the employees who received Total Rewards said they were motivated in the workplace, giving different reasons accounting for this such as liking the job itself, liking the product they work with and they found the role challenging.

Of the seven employees that received either a once-off guaranteed bonus or no reward, five were unmotivated and two were motivated. The two that were motivated said this stemmed from intrinsic satisfaction, from the job itself. When these participants were asked what rewards, they would choose they selected a complete mix of rewards such as flexibility, recognition, time off, monetary rewards and perks such as health insurance. In contrast, those

who received Total Rewards stated they were either totally satisfied with what was in place or stated one additional reward they would like such as progression or recognition.

Organisations with no rewards have higher turnover

One of the questions posed to the participants was

'If you are unhappy in your organisation what are you looking for in your job searches?'

Of the five participants who received no rewards, all bar one was looking for a new job. When asked this question participant 11 stated

'The company mandate, what the company is about as a whole. I think I didn't really pay attention to that as much before, but I realised it makes a huge difference, it's very important to truly understand what the company is about'

Of the four participants with no rewards looking for a new role, none of them were looking for rewards, instead they focused on good company culture and recognition.

All the participants bar one who received Total Rewards weren't looking to leave their company. Participant 8 had been in her company for three and a half years and was looking to leave as the company had put a hiring freeze in place and she couldn't progress further in the organisation.

Employees receiving flexible work patterns more motivated

Of our twelve participants, eight could avail of flexible working practices, either working from home or flexible hours. Of these eight only two had a formalised working from home policy the rest of the participants said it was considered standard company practice. Of these eight, three participants said working from home was allowed the odd time but wasn't common practice. The other five could work from home or had flexible working arrangements which they availed of regularly. Of these five all were motivated bar one when asked why she wasn't motivated stated

'I like my current job, however, I have been there for three years and it has become a little boring and repetitive'

When asked why she had stayed so long she stated

'the flexible hours; I can start anytime between 8.30 -10 and finish between 5- 6.30'

The four employees who couldn't avail of flexible work practices weren't motivated in the workplace. There was a direct correlation between motivation and flexibility as several of the participants when asked what they were looking for in their job searches chose flexibility. This can be seen by participant 6 who stated.

'More flexibility and less working hours'

Theme 2: Gender and Rewards

Having looked at the correlation between rewards and motivation the next theme we want to address is the topic of rewards and gender. This will be broken down into two parts.

Firstly, the researcher wants to address if men and women have different reward preferences. This will be addressed with the two sub-themes

1. Men are more motivated by fiscal rewards than women
2. Women are motivated by rewards that aren't fiscal

Then the researcher will address the gender bias that exists in organisations by discussing sub-themes that appeared during the interview.

3. Women don't receive feedback men do
4. Men aren't aware of gender bias, women are

Men are more motivated by fiscal rewards than women

According to Byrne and Worthy (2015) women prefer immediate fiscal rewards that are smaller but have less risk than men who prefer larger more risk-driven rewards. The research attempted to verify this by asking participants the question

'*Would you prefer a guaranteed a cash reward of €1000 as an annual bonus or the chance each month to get up to €250 based on performance?'*

Only one of the six men stated they would prefer €1000 guaranteed; the rest chose the risk driven reward. The man who chose the guaranteed reward stated

'€1000 guaranteed, I don't trust the system would be implemented fairly for the €250 a month'

In contrast three of the women said they would prefer the risk driven reward and three said they would prefer €1000 a month. Participant 9 stated

'€1000 annual bonus, I would hate to have to prove myself every month!'

When women were asked what rewards, they wanted the majority of women (5 of 6) chose non-fiscal based rewards. Of the six women, only one was receiving regular fiscal rewards.

One female participant stated

'Employees need to be paired with a mentor outside of their own division so that there will be more collaboration'

In contrast, all the men received some form of financial reward each year. The majority of the men were happy with the financial reward structures in place and felt their salary was fair. The one male who wasn't happy with either when asked what reward he would like stated

'I suppose a bonus at the end of a project if the project has gone well would be good, because at the moment you finish your project and you launch straight into the next one, and there's no differentiation between the two'

In contrast participant 7 who was receiving financial rewards when asked what he would like stated

'I think that they manage it quite well like I mean there is loads of different rewards like even on an Org level'

Women are motivated by rewards that aren't fiscal

It was much harder to find an over-arching theme amongst women's preferences to rewards than men. Although monetary rewards were identified as a preference amongst men, the findings were the opposite amongst women. The commonality between the women was that they were all motivated by non-monetary rewards. Some of the women wanted recognition from their manager, others wanted public recognition for the work they had done, others wanted a mentor system set up in the organisation, some women valued flexibility. One woman said she wanted a mix of rewards

'I would probably choose health insurance, working from home and extra annual leave'

Four out of six women felt un-motivated in the workforce, of these four women, they received either no reward or one annual bonus a year. Of the two employees who were motivated one received a mix of Total Rewards and the other was motivated by the job itself.

'It's nice to get things done, you can see things from the start to the finish, and you get a design and you make it work and then you see the end product. I really like the sense of achievement'

Of the six women, only one was motivated by status, when asked the reason for this she stated

' Yes I am motivated by status, I think status leads to the way you're perceived and respected and the way you're treated, unfortunately in my position with the role I am in I have received a lot of negative stereotypes due to my status, so yes I do think status is important'

Women don't receive feedback men do

In the interview, participants were asked several questions regarding their relationship with their managers, if performance appraisals were done in the organisation and in general how they felt about the level of feedback given.

Of the six women we interviewed, two had never received any feedback or performance appraisals to date, three had received an annual appraisal and only one received consistent and regular feedback from their manger.

Participant number 9 stated

'I think just a really clear line of communication where you're acknowledged, not only as an employee but as a person. I think that to me would be much more important than money as a reward, showing their appreciation, that would go a really long way'

Of the six women, we interviewed five said if they could choose any reward they would choose some form of recognition as a desired reward.

In contrast, every single man had received some form of appraisal the majority (all bar one) received continuous feedback alongside an annual appraisal. Each of the six participants at the annual appraisal received a salary increase. Of the six, five men said there was some form of recognition platform in place in the organisation where they would receive public recognition as well as private one to ones with their line manager.

Of the six men, only one participant, number 6 said he would like to receive more recognition as a reward as this was tied to progression.

'Recognition is important in terms of visibility to the wider org and to my managers manager up the chain, to show you know that I am doing well to help build my brand, because that's what leads to future progression and also leads to more money,

In contrast to participant 6 who wanted recognition for his own advancement, participant 7 a woman wanted feedback to improve in her role and for self-development

'So, I personally made a template with the feedback I want for my own personal development, I want negative and positive feedback'

Men aren't aware of gender bias, women are

The last theme we'll be discussing is the perception of each gender as to whether gender bias exists in their organisations,

Of the twelve employees we interviewed, all twelve had a CEO or managing director that was male and only three out of twelve participants had a female manager.

Each participant was asked the below questions

'Do you feel that gender plays a part in rewards or recognition received in the organisation?'

Five out of the six men did not believe gender played any part in the reward or recognitions received by employees. The one male who did believe gender played a part worked for an organisation that conducted regular surveys on gender bias in organisations he stated

'Yes, we have done all sorts of surveys: women receive more awards, give more awards, but at a smaller value. Guys will get fewer rewards but at a higher value'

Of the women when asked the same question three out of six of the participants perceived there to be gender bias in the rewards and recognition system in their organisation.

Participant 9 stated

'It is kind of like a boys club, five or six people are individually recognized by the senior management, they almost have like a separate portfolio of work that's just between, them and management and the rest of the surveyors, most of whom are female are kind of just left to do their own scoping, their own scouting of work. I definitely don't see that level of camaraderie between directors and women, as I do directors and kind of male counterpart'

The participants were also asked a much more general question on gender bias

'In your opinion do you feel men and women are treated the same in your organisation?'

In contrast to the earlier question five out of six women said there was gender bias in their organisations, the majority of women referred to the level of men in senior management in the organisation.

'I think it's very male-dominated. I think in my company compared to other banks there's a lot less females. In my organisation they are starting to promote more women but mainly at the top, I think in the board of directors in there's only two females out of twelve'

Participant 1 said

'Most women who are in higher positions have had to choose between family life and job life. I've seen that be a detriment to their career when they take off to go on mat leave. There aren't very many women in positions of power, and I have been in situations where, as a woman, my voice isn't heard in a boardroom and other women's voices aren't heard either'

In contrast, all the male participants' bar number 7 stated that they felt that there was no gender bias in play in their organisation.

Participant 7 stated

'There's a lot of emphasis on what's wrong and studying what's the difference. We sell to HR departments; our buyers are predominantly women. So, if we go into a sales pitch, and we're saying, this is what we're finding about men and women and we're trying to remove bias, the buyer is on your side. But I still think there's a typical bias. We haven't cured it within our own organisation yet'

Conclusion

This chapter discussed the major themes that were identified in the course of the interviews. Originally the researcher had identified two more themes from the literature review, one was the impact of the managers relationship on motivation levels. This was dropped as it was decided it was a separate issue than the original research question. The other theme identified was men and women having different reward preferences. This was merged with the topic on gender bias and all went under the theme gender and rewards this was done to try and prevent repetition of facts and to try creating a more natural flow of the data.

In this chapter the researcher has shown that there is definitely an association between motivation levels and gender and how employees who receive a mix of Total Rewards have

much higher motivation levels than those who don't. Overall, the research showed that men received more recognition and rewards than women and had a higher motivation level as a result of this.

The researcher has also shown through the interviews that men and women prefer different rewards, men valuing monetary rewards and women flexibility and progression. This has been linked to the findings also identified on gender bias in organisation. The researcher has shown that in most organisations' men have feedback in the form of appraisals, one to ones or even mentors. Women on the other hand received either no feedback or extremely limited. Five out of the six women we interviewed perceived gender bias in their organisation mostly to do with the senior roles being filled by men.

Chapter 5: Discussion

Introduction

The purpose of this study was to determine if organisations reward structures were set up based on men's preferences. The findings showed that men and women have very different reward preferences and that in almost all cases the men in our study were more motivated than the women and had access to rewards they preferred.

In the previous chapter, the findings from the research were presented. This chapter will now evaluate and analyse these findings against previous studies that were mentioned in the literature review so that conclusions may be drawn on the research.

This chapter will also discuss some of the limitations that the researcher came across as well as the strengths of the research. Finally, the researcher will make some practical recommendations for employers on different reward structures that could be implemented.

Overview of Findings

The research question posed at the start of this dissertation was

Are men more motivated than women in the workplace and are the rewards in place associated with this increased motivation?

The research attempted to answer this question by looking at two central questions – do rewards work as a motivator and do different genders prefer different rewards?

We will now explore the findings discovered in the interviews and relay it back to the relevant literature.

Money as a motivator

The overall findings in our research study showed that employees who were not paid a fair salary were demotivated. If we relay this back to Herzberg's two-factor theory, unfair pay is the dissatisfier. Employers will be unable to motivate their employees until the dissatisfier is removed (Herzberg et al, 1993).

Our research showed that employees who were given either an annual bonus only or no rewards were demotivated. Employees who received a fair salary and a mix of Total Rewards were the most motivated. This shows that money does work as a motivator, but it needs to be applied in conjunction with other rewards.

If we apply Maslow's (1954) model, the employees who received no recognition (self-esteem need) are unable to be motivated in the workplace until this need has been met. For employers to get the full value out of fiscal rewards they need to ensure employees basic needs, such as fair salary is met as well as ensuring that they are recognised in the workplace, otherwise annual bonuses given to employees will not be valued and will not motivate.

Employees receiving Total Reward packages more motivated

Total Rewards are reward structures consist of a mix of both financial, such as performance-related pay and non-financial rewards such as recognition (Eshun and Duah, 2011). This topic requires further discussion as the research to date has shown that Total Rewards do motivate employees, however are considered costly and there are many queries around which of the rewards used work to motivate employees (Pregnolato, Bussin and Schlechter, 2017).

The researcher found that the findings are in line with the literature on this topic, employees who received Total Reward packages all said they were motivated. Each participant accounted for their motivation to different things but the majority of them attributed the motivation to either the job itself, the culture or some form of reward they were receiving. In contrast, those who received no rewards, or one fiscal reward had a much lower motivation level.

This research highlights the importance of having several different forms of rewards available to employees. As the research has shown the participants were motivated by different rewards, this backs up the research done by Deloitte stating that Total Rewards are costly as employers aren't certain of which of the rewards work (Patton, 2018. This highlights the need for personalised rewards to reduce cost and focus on rewards that truly motivate.

Organisations with no rewards have higher turnover

The findings in this research showed the majority of participants who were looking for other opportunities outside of their organisations had either no rewards or only an annual bonus. This can be analysed using Maslow's (1954) hierarchy of needs. Employees physiological needs were met in that they all received a basic salary, their safety needs were met in that almost all of the cases the employees were happy in their working environment and their social needs were met as they all worked in teams. The employees who received Total Rewards were motivated and engaged as they were at the top of Maslow's pyramid and were working towards self-actualization. In contrast, the rest of the participants were constrained

as their self-esteem need was not being met as they were receiving neither recognition nor rewards. In most cases, the employees were in their organisations for at least two years and as they perceived these needs would never be met they were looking to leave their organisations.

Vroom's (1964) expectancy theory can also be applied. Vroom's theory suggests that employees put forward effort in exchange for a reward i.e. their actions are driven by an expected reaction. Employees, therefore, who aren't rewarded, aren't motivated to exert effort as they don't expect to be rewarded for it. The majority of employees who received no rewards said they would work harder if they were to be rewarded for it. In contrast, many of the employees receiving Total Rewards said they didn't think they could work harder.

The research has therefore proved within our sample employees who were rewarded weren't looking to for alternative opportunities whereas those who were looking had no or low rewards. Overall, the research showed an association between turnover and a lack of rewards.

Employees receiving flexible work patterns more motivated

There has been a recent trend towards the move towards flexibility in the last 10 years. In research undertaken by Burnford (2019) he showed that 92% of millennials identify flexibility as their top priority, 80% of women want flexibility and the majority of workers over 50 are looking for some form of flexibility.

The research undertaken has added to the pre-existing research on flexibility as it has shown participants who receive flexible work arrangements have higher motivation levels. Of the employees who were not in receipt of flexible work practices, they were looking to leave the organisation and many of the participants cited flexible work arrangements as something they would be looking for in their job searches.

Flexible working is a great tool for employers to draw upon as it is far cheaper than other rewards and can also lead to a better work environment where employees are much happier and more motivated. Happier workers are generally harder workers (Boatman, 2016). Flexible working also recognises that not all people work the same way and can't be productive at all times. Employees who do work 9-5 have periods in the day where their output quality is less as they are not productive at certain times. By allowing employees to work flexible hours they get to choose when they are most productive, guaranteeing better results for the employer (Logue, 2018). It is also a significant cost saving method for

employers as they can reduce their office space and even cut pay, as many employees would take a drop in salary for a more flexible work environment (Rodionova, 2016).

Men are more motivated by fiscal rewards than women

The next part of the research looks at the different reward preferences between men and women, starting with how men value fiscal rewards and women don't.

In the research carried out, all the men were motivated by some form of fiscal reward and all received some form of fiscal reward. As some of the men worked in sales-driven roles, the competition was high, and rewards weren't guaranteed. If we apply Vroom's model (1964) to the research, the men valued fiscal rewards in place in their organisation and thus were motivated to expend effort in exchange for it.

Shen et al's (2015) research done on uncertain rewards showed that participants who didn't know the uncertain value of a reward were more likely to exert effort than participants who did know the value. The research was in line with this as the majority of male employees valued a higher cash reward that was unknown over a certain fixed amount that was guaranteed.

Valentyna Melnyk (2012) in his research showed that men were more incentivised by money than women. This shows in companies, especially sales-driven companies when rewards are tied to competition, men will be extremely motivated and driven to achieve the reward. If companies are using fiscal rewards for men they will achieve their target of motivating men but at the cost of demotivating women.

Women are motivated by rewards that aren't fiscal

The findings on women in the study showed that women were more motivated by intrinsic rewards preferring things like challenging work and recognition. The majority of women weren't motivated in their roles and most were looking for a new opportunity. The majority of women were not receiving reward packages in their organisations.

Byrne & Worthy's (2015) study showed when women were given a choice between an immediate guaranteed reward or an unknown future reward of higher value, the women would pick the immediate reward. Our research was in line with this as the majority of men chose the unknown future reward and half of the women in our research chose the guaranteed

reward. The reason being they were un-sure they would make as much with the unknown amount. Men, in contrast, were far more confident in their ability to make more money with the unknown reward.

Our research showed women overall were unmotivated in comparison to the men and did not receive the rewards they wanted. Busch and Bush (1998) in their research showed women outperforming men when they were given clarity and direction. If companies wish to retain women and ensure they add value to the company, they need to look at implementing rewards such as flexitime and recognition that women value.

Women don't receive feedback men do

One of the rewards women valued was recognition. In this research, all the women said they received either no feedback or one annual appraisal. Men, on the other hand, received performance reviews as well as monthly meetings and check-ins with their manager. All the men who received feedback said it was of value to them.

If we relay this research back to the literature, Corell and Simard (2016) in their study on feedback and progression, account for men progressing faster than women by saying that it is due to the less specific feedback that women receive. 43% of the women in their study received less specific feedback in comparison to men (60%) who receive feedback that allowed them to develop. They also showed a correlation between vague feedback and overall lower performance with women, but not with men. When the women in their study did receive feedback, it was overly focused on their communication style being quite negative. 76% of women's reviews used the term 'too aggressive' in comparison to just 24% of men. In many cases, the negative feedback combined with the lack of self-esteem means women are often missed for promotional opportunities and far less likely to put themselves forward (Ryan and Branscombe, 2013).

This association between feedback and progression can also be seen in our study, of our twelve participants only two women progressed in their organisation as opposed to four men. All the women desired feedback on their performance, yet none of them received sufficient feedback. The research showed men received far more feedback and progressed more frequently than women in their organisations. Men also mentioned using contact or

networking to help develop themselves, whereas women did not mention this and those who did was to outline how there was no mentor available to them.

Organisations should take from this that women need more recognitions and direct feedback on their performance. This is a very cost-effective measure that will work to retain and develop women.

Men aren't aware of gender bias, women are

The last theme to explore was how each gender perceives gender bias in their organisations. In our findings, the majority of women perceived there to be some form of gender inequality in their organisations, as opposed to men who perceived there to be no gender bias. The women noticed gender bias was prevalent in access to promotions and opportunities to progress.

Out of all of the participants we interviewed there was a man in the top CEO or managing director role. The majority of both the men and women reported into a male manager. Of the six female participants, we spoke to none of them were in senior-level roles whereas two of the men were managers and two were supervisors.

Women are up against many barriers that prevent them from entering management roles such as lack of feedback (Shen et al, 2015), a perceived bias that women won't be as committed to organisations (Kirchmeyer, 2002) or that organisation see them as less desirable (Graddy and Pistaferri, 2000). Women are given far fewer opportunities to progress and do not have the same access as men regarding a strong network or mentor who will help progress them in the organisation (Eddleston, Baldridge and Veiga, 2004).

Although only half of the female participants claim there is a correlation between gender and the rewards received, this research says otherwise. All of the men across the different organisations received some form of fiscal reward and recognition, in contrast, the majority of women didn't receive either.

Recommendations for organisations

The research has shown the majority of women in their organisations feel demotivated and disengaged from the lack of rewards and recognition in place. Ideally, organisations should implement personalised rewards. As a new reward system can be quite expensive, the organisations could start with training managers on how to give employees feedback that will

help develop them in their careers and create an appraisal system whereby employees get feedback monthly. As recognition was received so well by the men and wanted by the women, this would be a considerable motivator that is low cost for organisations.

The implementation of a networking system whereby women have access to both male and female mentors and are given targeted goals and deliberate feedback would be of great value to women. Mentors give employees information and knowledge that allows them to develop and progress faster, as well as opening them up to a larger network of people that provide areas of access that an employee could not reach on their own (Rampton, 2016)

In many of the organisations, there were more men than women employed, to combat this companies should look at recruiting more women, especially into senior management roles. There is a multitude of research available to organisations on how to get more women into male-dominated organisations, as can be seen in some of McKinsey studies research on getting women into STEM careers by creating pathways for them such as developing girls coding skills (McKinsey, 2019).

Organisations must remove the barriers to allow women into senior-leadership roles. Research by Huang, Krivkovivh, Stratikova, Yee and Zanoschi (2019) shows that when women get into senior-leadership roles they are then promoted at a higher rate than men. The barrier women face is that initial first step into leadership that is blocked. The study showed for every 100 men promoted, only 72 women are promoted. This leads to long term issues as there are fewer women at the top to advocate the need for more women, which means far fewer women in the talent pipeline are being groomed for leadership roles. Organisations could tackle this by bringing in diversity targets whereby they need to have a certain percentage of women in management roles.

Ensuring to get feedback on the rewards in place in organisations is essential as we saw from the Deloitte (2018) study, if there are Total Rewards on offer that aren't motivating and engaging employees, they should be eradicated. Employers can do an annual survey; this is usually quite cheap to implement and allows them to get feedback on the rewards in place.

Limitations

With all research comes limitations that may impact the validity of the data collected. Firstly, the researcher used the method of accidental sampling to gather their sample population. This means the data subjects may have answered the questions with bias to please the researcher. The researcher chose this method as these were the participants they had access to. This study would have been better if a larger sample was chosen through the method of snowball-sampling across a cohort of organisations to get a more representative sample of a wider population.

The researcher used qualitative research to gather the data, for reasons of convenience and to gather in-depth information. Although the researcher believes this method is the most applicable for the research undertaken if quantitative research was used it would allow the research to be broader and the results more objective with greater accuracy. If the research was combined and a mixed method was used this would give the benefits of both forms of research.

The interviews were too broad, which meant the researcher was limited in both their time, as it took a long time to transcribe the interviews and code them as well as trying to limit the data collected to answer the research question. The interviewer, however, did identify a several other topics that will be addressed in the recommendations for future research section.

Strengths

The participants involved were all very interested in the research and the data gathered from them was very rich. As they all worked in different industries and were at different levels it led to diverse and very different viewpoints which made the research interesting.

One of the participants worked for a rewards-based company and was able to offer a lot of insight and spoke of some of the research his company had conducted. This greatly added to the research, particularly, as his company had done a lot of research on gender bias and how they are working to identify and reduce it in their organisations.

The researcher spent considerable time on transcribing the interviews, by the time it came to coding they were already aware of several themes and were able to use what they felt was the strongest themes throughout.

The final chapter will go through the significance of the findings as well as recommendations for future research.

Chapter 6 Conclusion

Introduction

This research set out to explore if women were less motivated than men in the workplace and if the rewards on offer were the reason for this. After reviewing the literature and analysing the findings from our interviews, the researcher has identified an association between reward structures and the motivation levels of employees as well as discovering higher levels of motivation across men based on the rewards they receive. This was expressed both through academic literature as well as the findings uncovered.

The researcher believes the summary of findings proves the necessity for organisations to move to personalised rewards.

Summary of Findings

Overall, the research conducted was in line with the content in the literature review. Below are the key findings the researcher has discovered from both the primary research and the secondary research

- Men and Women are motivated by different rewards

- Men are more motivated by fiscal rewards

- Women are motivated by a blend of intrinsic rewards such as job satisfaction and job enrichment

- Men receive far more feedback on their performance and are given a lot more constructive feedback to help them progress

- Men are more motivated as a result of the rewards in place and are less likely to leave their organisations as a result of this

- Men receive more rewards that they value

- Women receive fewer rewards

- Organisations with Total Reward systems have more motivated and dedicated employees

Recommendations for future research

One of the topics identified during the literature review was the negative attitudes both organisations and employees have to female managers. In the course of the interviews, the researcher discovered how many of the employees attributed having a positive relationship with their manager as extremely important to the overall performance and happiness. The researcher has therefore under covered an area of further research as the impact of female managers on motivation levels of their subordinates and if there is a difference depending on the gender of the employee. The research question posed could be

Do men or women with female managers feel more or less motivated in the workplace than colleagues with male managers and if so are men with a female manager less motivated than women with female managers?

Another area identified through the interview process was that many of the women in the study were looking to move on as they were unhappy in their organisations. Further research could be undertaken to examine turnover rates amongst women and what the main contributing factors to this are. To narrow the research this could be looked at with women in organisations who receive Total Rewards, to see what contributing factors aside from rewards impact women's decision to leave an organisation.

The researcher also believes their research could be expanded on by being carried out as a mixed method of research using both quantitative and qualitative research. Researchers could use a semi-structured interview as has been done in this study but with a wider representative sample alongside a survey with polar questions used. This would give more accurate findings on men and women's preferences and be more representative to a wider audience.

Significance of the findings

The researcher discovered an association between men receiving more rewards than women and being more motivated as a result of this. The findings of the research are significant as unless organisations adapt their rewards process women will continue to have higher turnover rates and be less engaged than men.

The findings showed higher levels of feedback given to men and more recognition and in turn promotions received by men. This shows an unfairness in play as many of the women in our

research were being held back from progressing as they had not been given any tools to develop themselves further. This means organisations may not be tapping into all their potential talent and reducing their maximum performance. Research has shown that organisations with diverse teams are more productive as well as innovative (Taylor, 2014). By developing women and giving them mentors organisations will end up with more women in senior management roles and more diversity throughout the company as a result of this.

The research also showed that money only acted as a motivator when received in conjunction with other rewards. This shows that companies should spend more money on more rounded rewards and invest a lot more into recognition platforms over monetary rewards. Annual bonuses provided no extra motivation to employees so companies could re-invest this money into rewards the employees may value more, without bringing any additional cost to the employer.

Recommendations

Organisations should move away from current practices of annual Christmas bonuses as they give no measurable benefit to organisations in terms of employee's motivation, engagement or loyalty. If employers need to use performance-related pay as part of the organisations' strategy to make sure it is used in conjunction with other rewards.

For larger organisations that can afford it, visual recognition on some form of reward management platform could be invested in where employees can recognise and praise one another. This could be linked to a form of monetary reward. For organisations where this is not feasible having town hall meetings where managers praise employees in front of one another could be undertaking or emails from managers where individuals are signalled out based on their performance.

Employers could provide employees with a mentor in organisations that are invested in their development and gives significant training and mentorship to help with their development. Employees should be given different mentors throughout their time with the company to increase their network and chances of promotion.

Finally, organisations that use Total Reward system should do engagement surveys and classify which rewards are working on motivating and engaging. They should either invest more into rewards that are the major motivators for most employees or if possible move to a personalised reward system.

Implications of findings

The first area to address is the current engagement, motivation levels and attitudes of the employees, this could be done by getting the employees to complete a survey. This could be done internally by the HR department either by custom creating one and using the likes of survey monkey to implement or could be done by an external provider such as Great Place To Work or Willis Towers Watson. For a smaller organisation with less money they could do themselves, this will be at a lower cost but will take time to create and send out the survey as well as analysing the results. For a larger organisation with more money and more resources, they could work with one of the external providers as mentioned. This will be a higher cost

but significantly less time will be expended. Cost on surveys is done per head and by the level of detail required in the survey. This process would take about 2-3 months to allow for, creating the criteria in the questions, working with an external provider (if using), promoting the survey to employees, time for employees to complete and finally gathering and analysing the results.

Once the organisation has the results they can now look at the reward programme they will be implementing. For a larger organisation that works across several locations, especially internationally implementing a recognition/ rewards-based process that is done on an intranet where all can see is essential. One such company that can be used for this is Workhuman who provide a social recognition and continuous performance management platform. They charge the company a licencing fee and then a percentage of each reward that is awarded. Although this is a high cost to the employer it would be extremely beneficial in terms of attracting, retaining and engaging employees. As the company provide rewards in voucher form, the employee gets the benefit of choosing a reward they value. Usually, a recognition implementation process would take about 2-3 months. The rewards given will then to then be evaluated by the organisation to determine what is the amount that is required in order to motivate employees. Once the minimum amount has been confirmed the organisation can then start awarding rewards based on the value of the work done. The company should allow for 6 months overall for the entire project.

If the organisation was smaller and therefore unfeasible to implement software as outline above management could recognise good work done via emails, such as a weekly email from a director who has been informed of good work by managers and then praises the employees on a companywide email. This is no additional cost to the company and a relatively small amount of time and effort is invested in this process.

Implementing mentors can be done regardless of the size of an organisation. Mentors should not be an employee's direct manager but someone who works in a different department. Employees could be assigned a mentor for a period of 6 months to a year. Objectives should be set for both the mentor and mentee and realistic goals that they can meet. Time should be laid aside for them to meet once a month. This is a low cost to the organisation with only potentially the costs of further development that is identified needed. This will provide intrinsic satisfaction to both.

Most of the recommendations we have made surround the idea of recognition as this was the biggest topic that was identified in the research as most valuable to employees. Having managers give feedback often is critical and helpful to their development, is very low cost and invaluable to the employees. For any of the plans to work effectively, a budget should be pre-determined by the company and an amount of time envisioned pre-set.

Personal learning

The dissertation process was rewarding as the researcher was extremely interested in the topic of rewards and had not considered that organisations reward structures could be set up in a gender bias manner.

The knowledge ascertained in this dissertation will be extremely helpful in guiding me when setting up reward and appraisal systems in organisations in the future.

It has also reinforced my idea of developing my skillset in the topics of reward and working towards a role where motivating employees is at the forefront. This is an area I believe will have a lot more attention in the future as organisations compete to retain talent.

I have found working on one academic piece to be very challenging and my eagerness to get as much content from participants as possible left me with a very large amount of work to transcribe. Time management became an issue towards the end, and I felt a lot more rushed in the analysis section than throughout the rest of the dissertation. If to undertake a piece of research again I will ensure to carry out the qualitative research months in advance of the analysis piece.

The main skill I believe I have gained is analytical skills. To be able to analyse the findings in both my research and from other academics was extremely difficult and one I believe I got stronger at throughout the dissertation. I learnt how to present my research in a concise way, where the findings shine through and the reader stays interested.

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Appendices

Appendix 1: Consent Form

☐I agree that I have voluntarily agreed to take part in the research study

☐I understand that I can withdraw my consent at any time

☐I understand I can withdraw my permission to use data from my interview within two weeks of the interview taking place

☐I understand the purpose of the research study and have been given the opportunity to ask questions on the topic and what my data will be used for

☐I understand by participating I will be asked to do a 30-minute interview with the researcher and asked questions of both a personal and professional nature

☐I understand that I will not benefit in any way from this research

☐I understand all the information I have provided for this study will be treated confidentiality

☐I understand that in the report of the results of this research my identity will remain anonymous, this will be done as the researcher will not include details on my name or the company I work for or the names of any people I speak about

☐I understand that signed consent forms will be retained on the researchers Docusign account which only she has access to until the results of the dissertations are released

☐I understand my interviews transcripts which has had all the information which identifies me, removed, will be retained for two years in a secure location only the researcher has access to

I confirm my ticking all the boxes above I will agree to the terms of the research study

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Research Participant   Date

I believe the participant is giving informed consent to take part in the research

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Researcher   Date

Appendix 2: Information on Research Study

An exploratory study into whether the reward structures that are in place in Irish organisations are equally motivating across genders.

I would like to invite you to take part in the research study of the topic as outlined above. Before you decide if you are willing to take part in this study, you need to understand why this research is being done and what your part would be if you chose to take part.

Please take time to read the following information carefully, ask any questions if there are any areas you do not feel have been covered or are not clear to you.

This has been sent to you well in advance of the intended time frame for collecting data to give you time to consider if you wish to take part or not.

Background on why I have chosen this topic and what it is about

I am extremely interested in human resources (HR) and looking at how HR can help a company make a business more profitable by driving engagement and motivation levels. The main source of talent in any successful business is the people. In Ireland talented people are in high demand with companies aiming to attract and retain people with strong educational backgrounds mixed with excellent experience. To do this, companies use reward strategies such as money, extra paid vacation, fiscal rewards etc. I wanted to use this research to determine whether the rewards that have been given by top companies are motivating employees and retaining them. I am also interested in whether the rewards are equally valued across genders.

What will taking part involve?

If you agree to take part in the study I will ask you to consent to a 30-minute interview with myself to ask you a list of questions. These will be centralised around the themes of motivation, the reward structures available in your organisation, the impact of management on motivation and of course your opinion on this topic.

Why have I chosen you?

I have been very careful in my selection and have chosen participants from as diverse an audience as possible, covering a range of ages, races, nationalities, education levels and professions. I have asked you to participate as I believe you will be interested in this topic and the results of my findings.

Do you have to take part?

As you can see I have also sent you across a consent form, you need to consent if you wish to take part, this process is entirely voluntary, and you can refuse to take part. If you do consent and are asked a question you don't wish to answer you can do this also. You may also withdraw your consent at any time without any consequences, however, note once the interview has taken place you only have two weeks where you can withdraw your interview from being used. This is because after that time I will have de-identified your data and so will no longer be able to pair it with you.

What are the possible risks and benefits from taking part?

The benefits to this research are that it could add to the literature pool of information on this topic. and may aid organisations in establishing suitable reward structures for the benefit of both company and employee alike.

There are no physical risks to you taking part in this research. It is possible that due to the personal nature of some of the questions you may become distressed during the interview process. Should this happen, do please feel free to stop the interview or refuse to answer any questions you dislike.

How will I keep your data confidential?

Your name and any identifying characteristics bar your gender will be removed from the interview transcripts. I will not name your company or your role or anyone you wish to discuss (eg-manager).

I have included a consent form that gives more detail on this area, please review carefully before signing.

How will the data be collected, stored and protected?

The interview will take place over zoom or face to face and I will transcribe notes. Once we have completed the interview I will type up the notes and destroy the transcribed version. The notes will be

kept on my laptop that is password protected. I will also add a password onto word so only I can open secured documents. The data retention policy dictates I must keep your de-identified interview for two years after the research has been published. Signed consent forms will only be retained until the results have been given on my dissertation.

What will happen with the results of the research?

The results will be published on the NCI website in 2022. If you would like a copy of the completed dissertation please advise and I will email one across in September 2020.

Who should you contact if you want further information?

You can contact me directly at my student email – x19135114@student.ncirl.ie or my thesis supervisor April Hargreaves at April.hargreaves@ncirl.ie

Appendix 3: Interview Questions

<u>Employee Background</u>

Q1: What industry are your working in?

Q2: What is your position?

Q3. How long have you worked in for the company for?

Q4. What attracted you to the position you are in?

Q5. What has been the mean reason for you staying in your organisation?

Q6. Can you give details on your family life – children, partner, pets etc?

Q7. Are you the primary carer in your family? (if applicable)

Q8. How old are you?

<u>Company Background</u>

Q9. Does your organisation have any flexible work arrangements?

Q10. Could you work from home (pre-covid) in your role? Did you avail of this?

Q11. Describe your overall benefit package: pension/ health insurance/ AL etc?

Q12. How often are appraisals done in your organisation?

Q13. Are there any platforms of recognition in the organisation if so what are they? If unaware probe -have you read employee handbook? Are their memos sent out from managers etc?

Q14. Are there any rewards if so what are they? How does one get rewarded in the Org? How long before you received your first reward? If unaware probe -have you read employee handbook? Is their memos sent out from managers etc?

Q15. Do you feel that gender plays a part in rewards or recognition received in the organisation? Have you noticed if men or women receive more rewards in your team? Can you account for this if yes?

Q16. Do you feel employee engagement exist in your organisation? If yes – how can you tell employees are engaged?

Q17. Do the rewards change often? Do employees get to contribute ideas to the reward systems? Have you contributed to suggestions if so what?

Q18. Do you work as part of a team? Are you rewarded for work done as part of the team or as an individual? Which would you prefer?

<u>The role of management in your organisation</u>

Q19. What gender is your direct manager? What gender is the CEO/ Managing director etc in your Org? Do you feel your managers gender may impact how you are rewarded?

Q20. Does your manager give you feedback often? Is it constructive mostly positive or negative?

Q21. Would you describe your relationship with your manager as positive or negative, Why?

Q22. Have you progressed in your Org – if so what was the process – internal interviews, recommended by a manager etc?

Q23. Do you have autonomy in your job? Is this important to you?

Q24. Is there room for progression in your Org? How does the company promote this?

Employee Opinion

Q25. What do you value most about your current organisation?

Q26. Do you feel you have a voice in your Org?

Q27. If you are unhappy in your Org what are you looking for in your job searches?

Q28. Do you feel motivated in work? If so what do you think motivates you the most?

Q29. Do you feel your salary is fair for the work you do? Do you get any additional bonus? Commission? Etc for good work

Q30. Would you say you are motivated by money?

Q31. Is status important for you? If so how do you try and ensure you achieve it?

Q32. If you could make a recommendation to your Org on the rewards/ recognition process what would it be?

Q33. In your opinion do you feel men and women are treated the same in your organisation?

Q34. Do you think the rewards in your company is integral to ensuring the organisation achieves its strategy?

Q35. Do you believe the effort you exert in the workplace is tied to the rewards you will receive? Would you work harder for more rewards? Less so if no reward?