



National
College *of*
Ireland

**Extrinsic motivators as an effective tool for motivating employees working
in multinational organisations.**

The quest for Employee engagement through benefits

A thesis submitted in partial fulfilment for a M.A in Human Resource Management.

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Abstract

The leading objective for this study was to investigate extrinsic motivators as a means to motivate employees with the purpose of increasing employee engagement through benefits. The study was conducted through a qualitative analysis of employees working in multinational organisations.

The study used multiple forms of secondary research by examining key theorists in the area of motivation including Vrooms Expectancy Theory, Locke and Latham's Goal-Setting Theory and Herzberg's Two-Factor Theory of Motivators and Hygiene Factors. The study also plays a focus on extrinsic motivation and what extrinsic motivations are important to employees today.

The researcher used semi-structured interviews to form primary research. Six participants took part all of whom work in multinationals. The participants were asked a series of questions in order for the researcher to analyse and discuss their opinions on motivation.

The findings of this research may be valuable to leaders, Human Resource's personnel or benefits specialist working in a multinational organisation. The findings consider the importance of benefits and the benefits which are becoming more important in the new era of work due to Covid-19.

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1.1 Introduction

Educationalists and psychologists have been examining motivation for long beyond a century. Given the extensive manner of this research, motivation has been explored from almost every angle including physiological, behavioural, instinctual, psychoanalytical and humanistic (Clinkenbeard 2012).

In the last few decades learning psychologists have discovered that motivation is much like other mental practises such as our attention, perception and memory. Motivation is a vital element of learning and can help understand both success and failures (Clinkenbeard 2012). Cognitive theorists Pintrich and Schunk outline motivation as the procedure taken in order to achieve goal-directed activities. Although motivation is seen as a cognitive paradigm, it is unarguably something that is affected by an individual's behaviours.

As motivation cannot be directly measured it is only partially understood. Previous researchers have tried to implement procedures to control motivation in order to try and see an increase in motivation in a certain setting. Today many companies rely on the philosophies and practices developed by researchers to improve employee performance.

1.2 The Research Focus

This research aims to examine extrinsic motivators as an effective tool for motivating employees in multinational organisations. Motivation is an interesting topic as almost all tasks in life require some form of motivation. However, the researcher is interested in learning more about what motivates employees in multinational companies. The reason for choosing this industry is because many employees working in these areas receive substantial benefit packages and the researcher wishes to examine which benefits are most important. The researcher also aims to examine the extrinsic motivation around money, is money really an important factor or do employees gain more satisfaction from other benefits or aspects of their jobs.

1.3 Why focus on motivation?

The reason for focusing on motivation throughout this research is to gain a better understand of what motivates employees to help enhance employee engagement. The researcher also wants

to gain an understanding into the importance of money and if there are other ways to motivate employees other than money. This piece of research will be relevant for company use in order to build incentives and benefits to help better the performance of employees.

The CIPD describe benefits as a means to attracting and retaining staff. Whilst also contributing to employee well-being and encourage required actions, successes, ethics and skills. There are multiple factors to consider when introducing benefits to an organisation and benefits should always support those in people manager roles and align with companywide priorities (Chartered Institute of Personnel and Development 2020).

To encourage effective management of employees the Human Resource Department (HR) should have a focus on employee motivation. HR has a direct impact on enterprise stability, an employee can be motivated by multiple different factors. It is important for HR departments to understand the effect of motivation in the workplace and what motivates employees (Silvia Lorincová et al, 2020).

2.1 Literature Review

2.2 Introducing the Literature

The theorists used to examine the area of motivation in this study include Vroom's Expectancy Theory, Locke's Goal-Setting Theory and Herzberg's Two-Factor Theory of Motivators and Hygiene Factors. All three theories are relevant and linked in relation to this research and after extensive exploration the researcher felt that they were the most relevant in relation to the aims and objectives of this study.

2.2.1 Extrinsic Motivation

“Extrinsic motivation is the importance placed on external rewards such as bonuses and promotion” (Herpen, Praag and Cools 2005). Extrinsic motivational is also described as a form of organised motivation that can be controlled. This form of motivation is usually attained from external resources and can include things such as money, status, rewards and fear of failure. Extrinsic motivation is the motives which encourage an individual to complete a task based on

incentive's triggered by an exterior stimulus. In this case individuals who are extrinsically motivated may not want to complete a task if there is not an incentive. Individuals who are highly extrinsically motivated may only see working as a means to obtain a stable life and to acquire money and benefits (Chiu 2018).

2.3 Vroom's Expectancy Theory

Vroom's Expectancy theory was developed in the 1960's by Victor Vroom, the theory was later developed further by Kurt Lewin and Edward Tolman. Lloyd and Robert (2018) examine how Vroom's theory heavily governs modern debates on motivation and behaviours. Expectancy theory is based around why people behave the way they do. Renko et al, (2012) examine how Vroom's theory is based around the assumption that individual's complete tasks or become motivated to achieve goals in order to receive something in return like a pay rise or promotion.

Vrooms theory examines how we as humans are wired to choose maximising good results and minimising pain. There are three variables that must be present in order to motivate employees according to Vroom's theory, they are as follows 1. Valence 2. Instrumentality 3. Expectancy.

2.3.1 Valence

Lee (2019) explored the first term 'Valence' and remarks that this area of Vroom's theory relates to the value of the reward you will receive for completing a task. This form of motivation can be relevant to some workers but can also have a negative effect on those who are under performers as they feel less motivated by valence rewards like promotions or pay rises as these can often go to high performing employees and so lower performing employees can be deterred from trying to achieve the reward (Lee 2019). In recent years (Laundry et al 2017) discovered that incentivising valence rewards like money can prompt employees to become disinterested in the task and adapt a more 'means to an end' mentality. Garcia et al, 2013 also distinguishes how this can have a negative impact on employees as they adapt competitive behaviours whilst also discouraging team work as employees become more out for themselves.

2.3.2 Instrumentality

Instrumentality is relating to job characteristics. Oldham and Hackman (2010) alongside other scholars such as Fisher et al, (2013) have discovered in recent years' instrumentality is understudied and job characteristics can have a different effect psychologically and in relation to job performance depending on the individual's personal preferences or personality. Individuals who have a higher understanding or feeling of connection in that they can link the present task to how completing it will impact their future will perform better where tasks are more mundane (Husman & Shell 2008). However, Prabhu et al, (2008) discusses how tasks that are more challenging will promote creativity in individuals because of the intrinsic motivation which comes hand in hand with being innovative.

2.3.3 Expectancy

Referring back to Vroom's theory (1964), expectancy is related to the result that he/she can attain by completing a task, for example completing a large project in work may result in achieving a pay bonus. Lee, (2019) discusses how the value of expectancy has deteriorated in the years after Vroom's model was established as working environments turned to rewards in terms of pay and promotions shifting towards 'years of service' instead of hard work. In today's working environment developing this model to enhance motivation in the work place is not successful as it encourages performance management.

2.3.4 Vroom's theory today

Although Vroom's theory may be considered out dated today it is still used as a stepping stone to understand motivation. Motivation continues to be an important conversation in the workplace and employers wish to encourage and motivate their employee to work hard but motivational theories have fallen short of explaining human behaviour at work (Lloyd & Mertens 2018). The majority of theorists focus on single factors that invigorate, leaving a gap in recent studies for a more extensive model of motivation (Humphreys & Einstein 2004).

Whilst it is important to note that many individuals are often motivated by ‘outcomes’ such as pay rises and benefits the researcher also wishes to explore the other forms of motivation which are more personal and individual.

2.4 Locke’s Goal-Setting Theory

Locke and Latham (2019) established their motivational study in 1974 which has continued on to present day research. The researcher wishes to expand on this theory as it acquires a link to Vroom’s theory and expands upon its findings with more recent research.

Locke and Latham (2019) have based their studies on approximately 400 motivational studies. A worthy philosophy must be built upon a clear concept or concepts (E. A. Locke 2003). Locke and Latham (2019) have conducted various research studies on motivation and have discovered that individuals who have precise objectives outpace those who have do-your best mentalities. This is because those who set themselves personal goals or challenges are motivated to achieve their individual achievement.

Locke and Latham (2019, P97) also discovered that the degree of complexity that a goal carries also effects how motivated an individual is to conquer it. They concluded that the most effectual goals for encouraging performance are goals which are explicit and challenging. Moreover, Locke and Latham discovered that goals must be both explicit and challenging and goals can be specific but they may be easy to attain and therefore easier goals resulted in lower performance. Locke and Latham suggest that performance can be controlled by the nature of the goal. However, the goal must be achievable as difficult goals can be motivating to begin with this can be short lived if the individual does not see any progress when they have been trying diligently to accomplish them. Therefore, in order to motivate people in the workplace goals should be stimulating yet realistic.

Locke and Latham (2019) discovered four moderators of goal-performance outcomes. Firstly, feedback is crucial to goal effects. Feedback allows the individual to understand their progress and if they feel that they are not accomplishing the goal at a pace they would like then they can reconsider their effort and strategy going forward. Locke and Latham insist that goals and advice are more effective together than independently of each other. A second moderator is

goal commitment. The research suggests that if the individual is disinterested or not devoted to achieving the goal it will be difficult to motivate their actions. Commitment is particularly imperative when the goal is hard to reach, with more difficult goals individuals will encounter more obstacles and so they must be prepared to overcome them. Commitment can be effected by morals, incentives and viewpoints. A third moderator is ability. Individuals cannot accomplish goals if they do not understand how to. Lastly the fourth moderator is based on situational factors. This is in relation to the relationship between the goal and the performance. If a goal is achieved or not can also be effected by environmental factors such as money, facilities or people. (Locke & Latham 2019).

2.5 Herzberg's Two-Factor Theory of Motivators and Hygiene Factors

Subsequently, after careful examination of both Vroom's and Locke and Latham's theories the researcher has established that a large proportion of motivation is as a result of the 'expectancy' of a reward. Given this establishment the researcher wishes to analyse in further detail what rewards are expected from individuals in the workplace.

Herzberg developed the Two-Factor Theory of Motivation in 1959. Since then there has been much more research done on the theory. Herzberg proposed the Two-Factor theory claiming that satisfaction and dissatisfaction do not belong in the same perspective. Herzberg disputed that the opposite of satisfaction is not dissatisfaction but instead no satisfaction. On the other hand, the opposite of dissatisfaction is not satisfaction (Hur 2018).

Herzberg established a set of factors which he related with 'satisfaction' and 'dissatisfaction'. When discussing satisfaction Herzberg related these to 'Motivators'. Equally, when examining dissatisfaction these factors are known as 'Hygiene Theories' (Hur 2018).

The researcher recognises that this theory has been recognised for its more practical approach towards motivating employees. The previous theories examined include Vroom's Expectancy theory and Locke and Latham's theory on motivation. Whilst examining these theories the researcher discovered a common understanding of what 'motivates' individuals. Retrospectively both theorists agree that a main implication on motivation is the expectancy of some form of reward. Given this information the researcher wishes to examine what kind of

rewards employees expect. Herzberg examines the factors that influence motivation and also the rewards which are expected, these are known as motivators (Daw & El Khoury 2014).

2.5.1 Table – 1: Herzberg’s Motivational Factors

Motivational factors – Deal with Job content and lead to job satisfaction.

1	Growth	Growth in relation to both personal and bettering skills which will help the individual advance in their role.
2	Work itself	This factor of motivation related to whether the job itself is interesting or boring. If the work is challenging or non-demanding or if the role is difficult or easy can all relate to how motivated an individual is by their job.
3	Responsibility	Responsibility relates to the employees control over his or her own job and being given responsibility for others.
4	Achievement	Achievement relates to the level of satisfaction the employee feels when they complete a work related task.
5	Advancement	The chance to gain a promotion with no gain in responsibility. Responsibility is considered separate.
6	Recognition	Getting recognised for the work that an individual has achieved or a feeling of personal accomplishment.

2.5.2 Table – 2: Herzberg’s Hygiene Factors

Hygiene Factors – Deal with the job setting and lead to job discontentment

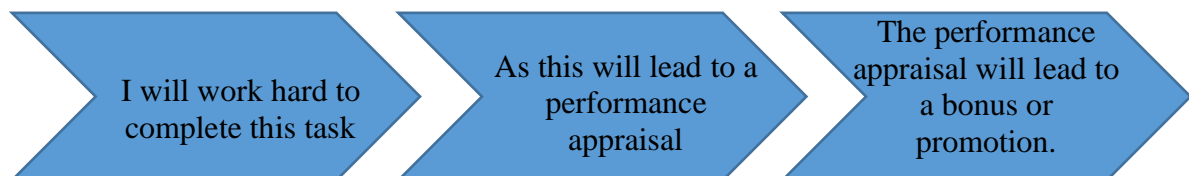
1	Company Polices & Administration	Relates to the employee’s feelings about the company. This can include but not be limited to management style, communication, authority, guidelines, processes and policies.
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2	Supervision	The ability of the supervisor. This includes the supervisor's readiness to teach and guide. Also including the supervisor's fairness and capability of assigning tasks.
3	Interpersonal Relations	The relationships between the worker and his/her supervisors. Both job related and social interactions.
4	Status	Factors that indicate the employee's status at work. For example, having a private office, company car, a personal assistant or a car parking space.
5	Working Conditions	The condition of the working environment. For example, work amenities, light, tools and temperature.
6	Job Security	This factor relates to the employee's sense of safety in their role. This can also include the employee's confidence in the companies' security.

2.6 Theorists Review

Subsequently, it is evident that there is a link between all the theorist's views on motivation. All theorists agree that an element of motivation is 'expectancy' that there will be a reward or favourable outcome once they have completed the goal or task.

The researcher began by examining Vroom's theory of expectancy and developing opinions on this theory. During the examination of Vroom's theory, it was evident that individual's behaviour and tendency to act in a certain way depended upon the strength of probability that the action will be followed with an assumed outcome. The researcher discovered that an individual's incentive to complete this task related to the appeal of the reward or outcome. For example, the thought process of an employee to complete a project which isn't very appealing may look something like the below diagram.



The employee will complete a task not because they want to but because they are expecting a result. A result may not always be as extensive as a bonus or a promotion but can also relate to receiving verbal recognition or a personal sense of achievement. In this case the task may not be completed to the employer or manager's standards as the employee was not bought into the

task itself. Locke and Latham examine the importance of goals setting to retain employee commitment.

However, the attractiveness of the outcome is very important. It is difficult to find the motivation to complete a task if the result is unfavourable. Every individual finds motivation in different forms, a one size fits all approach to motivation through expectancy will not be successful. In some cases, an employee may find no motivation in receiving a pay rise but may be more motivated by the prospect of a levelling promotion. Vroom suggests that it is very important to understand what outcomes are appealing to each individual as this is the key to motivating your employees. As a manager knowing the outcomes that motivate each individual can help monitor the behaviour of your team as the outcomes which each specific team member wishes for can be used to motivate their actions.

Locke and Latham also agree that with the right goals an employer can increase both productivity and motivation and avoid employees taking a 'means to an end' approach. As the researcher has established through Vrooms theory that 'expectancy' is very important in motivating employees the researcher has also examined the importance of the task to retain motivation. Locke and Latham correspondingly recognise that employees will be motivated to complete a goal in order to attain a result however Locke and Latham examined goal-setting in order to make goals achievable and enticing. When goals are not practicable the power of 'expectancy' is greatly reduced. Employees can get disheartened by the prospect of not achieving the goal and lose motivation to gain the reward. Locke and Latham suggest that goals must be attainable and in order to keep up motivation there must be regular feedback on the progress. Setting unspecific or vague goals fails to increase motivation on performance these goal setting factors apply in both high and low complexity jobs. Setting goals helps increase productivity for a multitude of reasons. Goals keep you focused on what's important whilst also helping you remain more persistent and encourages you to rise to the challenge. Vrooms theory recognises that every employee is motivated by different results and so it's important to examine how to fairly set goals. Locke and Latham have a set of characteristics which should be followed when setting goals. These include; task clarity, how challenging the job is, the level of commitment, giving feedback throughout and task complexity.

Herzberg's Two Factor Theory examines motivating factors as part of the Two Factor Theory of motivation also including hygiene factors. Like the other theorists Herzberg's Two Factor theory acknowledges the need for an outcome or the expectancy of a reward after completing

a task. Herzberg's two Factor theory has broken motivators into seven categories as follows; achievement, recognition, the work itself, responsibility, advancement and growth. These factors are important and recognise some of many aspects of motivation through expectancy. Herzberg also recognises that whilst it is important to have tangible goals that can be used to motivate employees through results he also sets out a set of 'Hygiene Factors' which can affect the motivation of an individual. These seven characteristics can alter a person's motivation as they may lose interest in the task if they become frustrated with any of the following; company policies, supervision, relationships, work conditions, status, salary or job security.

Given that there are two factors this means that there is four possible 'states' that an employee can be in when completing a task, they are as follows;

2.6.1 High hygiene and high motivation

This is the ideal situation, this state means that the employee is highly motivated and they have few grievances.

2.6.2 High hygiene and low motivation

In this case the employee has few grievances but that they are not necessarily motivated. This related back to Locke and Latham's theory as in this case the pay and working conditions are favourable but the task at hand is not challenging or is uninteresting therefore the employee is not motivated to complete the task.

2.6.3 Low hygiene and high motivation

The employees are really highly motivated but they have a lot of complaints and are therefore unhappy in their role. For example, the task is interesting but the pay and working conditions are falling behind competitors.

2.6.4 Low hygiene and low motivation

In this situation the employee is not motivated and the hygiene factors are not satisfactory.

In Conclusion Vrooms Expectancy theory has recognised the need for tasks to be relevant to the employee as employees 'expect' certain outcomes from complementing tasks or goals. Although the power of expectancy is very important in motivating employees as recognised by all theorists Locke and Latham acknowledge the need for clear goal setting. An employee may

be motivated to receive a reward but if the employee is not clear on the tasks they have to complete in order to attain this goal then the power of expectancy is no longer a useful resource in motivating employees. Herzberg's two factor theory recognises this through a series of 'Hygiene factors' these characteristics can affect the employee's motivation to complete a task. For example, an employee may be very motivated by the prospect of receiving a pay bonus but in order to remain motivated the steps needed to achieve this goal must be clear and attainable and Hygiene factors must be satisfactory.

Herzberg's motivation factor's and Vrooms expectancy are closely linked. In this aspect of motivation, the researcher recognises the need for outcomes and rewards as otherwise it is hard to motivate employees. Vroom recognises that employees have a need for a reward once a task is completed whilst Herzberg looks more closely into the reward characteristics which motivate. All three theorists recognise that each individual is motivated differently and so motivators will need to be adjusted. Whilst Herzberg and Vroom have established the need for results Locke and Latham examine the importance of goals setting. Where the expectancy of a reward may be appealing Locke and Latham suggest that the goal itself must be motivating too. In this case the goal must be clear, challenging but not over challenging, the employee must be committed and bought in, feedback must be given regularly negative feedback should be done constructively, task complexity and highly complicated goals should be broken down in stages for the employee. Once all of the necessary aspects of motivating employees have been set in place Herzberg has examined the external aspects of the task which can de motivate known as Hygiene Factors. No matter how motivated the employee is by the prospect of a reward Hygiene Factors can affect the performance of an employee as they become more disheartened and lose trust in the organisation.

2.7 Theorist Review expanded

Locke and Latham expanded their Goal-Setting Theory in 2019 where they compared it to other motivational theorist's including Vrooms Expectancy Theory and Herzberg's Two Factor Theory of Motivation. The research is based on more than 50 years of studies in the area of motivation with thousands of participants (Locke and Latham 2019).

Locke and Latham claim that goal-setting will only be effective if the goal is set properly and if it works successfully in increasing the team's output. For example, researcher want their

findings to be relevant and succeed in meeting the research objective otherwise their work is null and cannot be published. Herzberg's two factor theory was a contending theory to the Goal-Setting Theory. Herzberg's theory was concerned about the extrinsic factors of the job or as they described them 'hygiene factors'. These factors included aspects of the job such as pay and Herzberg's theory claimed that these factors cause job dissatisfaction but not job satisfaction. Herzberg's theory claimed that the aspects of the job that are motivators are more around the job itself. This theory was based upon two studies and did not focus directly on employee performance unlike Locke and Latham's Goal-setting theory (Locke and Latham 2019). The methodologies which were used in both Herzberg's two Factor Theory and Locke and Latham's Goal-Setting Theory were known as critical incident technique (CIT), this type of methodology was originally formed as a method of analysing jobs not for research on job satisfaction. Interestingly studies which were conducted using different methodologies did not duplicate identical findings that Herzberg's Two Factor Theory found (Locke and Latham 2019).

Another competing theory to Locke and Latham's Goal Setting Theory was Vroom's Expectancy Theory. This theory states that employee's choices are made by 'valences' of the expectation of a result after completing a task. This theory was examined using deduction, however it turned out in later years that employees do not usually have extensive thoughts on the expectation of a result after completing a task and Vroom later admitted this (Locke and Latham 2012). However, Vroom later found that similarly to Herzberg's theory and Locke and Latham's Goal-Setting Theory that feedback is crucial and so feedback can be used to help adjust the levels of expectation which an individual feels and so once the task is more attainable

3.1 Research Question

Extrinsic motivators as an effective tool for motivating employees working in multinational organisations.

The quest for Employee engagement through benefits

3.2 Introduction

This segment comprises of the framework used for this research and incorporates the contextual reasoning of the research and motives for undertaking this study. This division also provides a synopsis the aims and objectives for this research.

Throughout this study the researcher aims to establish broadly the main extrinsic motivators which help motivate employees. This paper will focus on a multitude of external factors which can help motivate employees including benefits which organisations offer in return for dedicated work. The challenges that will be explored will include the disadvantages of offering employee benefits to motivate, if offering extrinsic motivators really help employee engagement and motivation and the cost challenges of competing to offer enticing benefits.

The research will be based on large multinational companies. The research will be focusing on employees working in these corporations and will be collecting data on what motivates and influences them in the workplace. The research will focus on extrinsic motivators such as recognition, money and flexibility.

More and more multinational companies are expanding their benefits packages in order to entice and retain the best talent. Brun and Dugas (2008) state the importance of recognition on employee engagement and say that recognition can be offered in four different forms such as; personal recognition, recognition of work, recognition of results and finally recognition of job dedication. Kowalewski and Phillips (2012) conducted a recent study on incentives and found that employees are motivated by appreciation, when the work is interesting, feeling part of the team and decision making.

This research aims to demonstrate the effects of extrinsic motivators and show how they can affect and influence employee motivation within multinational organisations.

3.3 Research Aims

The fundamental aim of this research is to explore and define extrinsic rewards and benefits that can be offered in effect of motivating employees. The research aims to examine characteristics of extrinsic motivation and how certain rewards and benefits can be used in a positive manor to motivating staff in the modern workplace.

The research is focused on multinational organisations as more and more corporations of this nature use their benefits packages as a form of tempting and retaining talent in an already competitive market.

3.3.1 Research Objectives

1. Investigating the nature of motivation and understanding which extrinsic motivations are important.
2. Are financial enticements as imperative as they are portrayed from the employees' viewpoint?

3.4 Research Design

This study focuses on extrinsic motivators and how successful they are in encouraging employee engagement and motivation through benefits in multinational organisations. The researcher has chosen a research strategy which is centred around qualitative research which generates textual data. This technique appears to be the most applicable way to explore and collect information which is relative to extrinsic motivators in the form of benefits and how successful they are in motivating and engaging employees in the workplace. The researcher concluded on this method of research as it was evident that the topic of motivation and how to motivate employees will need to be assessed in an ethnographic nature where quantitative research is empirical in nature. The qualitative research strategy is also recognised as the socio-anthropological, where by it is explanatory of a multitude of factors which can affect research. This method necessitates detailed reflexions and clarifications whilst supposing that it is impossible to state exactly what fundamentals are important and should be considered to the elimination of others (Ochieng 2009). Subsequently, the most appropriate data gathering method for this study is semi-structured interviews. Semi-structured interviews allow the researcher the opportunity to ask follow up questions based on the participant's responses to the questions which will be asked. Unlike stringently planned interview questions, which tend to provoke diminutive responses obliging only a single code for each one, semi-structured interviews tend to produce more unrestricted, inconsequential responses that often require numerous codes instantaneously (Campbell, et al. 2013).

To conclude the researcher aims to use semi-structured interviews to measure and evaluate employee motivation. Specially focusing on understanding which extrinsic motivators are important and the importance of financial benefits to the modern workforce.

4.1 Methodology

4.2 Introduction

The researcher has chosen to focus on extrinsic motivators and how successful they are in encouraging employee engagement and motivation through benefit. This section of the paper will examine in detail the research design of this study. It will cover the types of research considered and why the researcher chose to use qualitative research. This section will also cover the type of qualitative research that will be used and how the information collected will be analysed. The researcher also aims to examine the limitations of the research and ethical concerns that will be taken into account.

The researcher aims to answer the question ‘Extrinsic motivators as an effective tool for motivating employees in multinational organisations. The quest for Employee engagement through benefits’. This research sought to establish whether extrinsic motivators were a strong enough tool to motivate employees in the workplace and were benefits important in enhancing extrinsic motivation. This section will focus on the methodological approach used for this study. In order to achieve the results, you wish to obtain it is important to use the most suitable data collection method. The researcher will provide more clarification on the method used to process the data in this section. This part of the thesis will also examine and explain the research scale used and how the data was treated after it was collected from the partakers. The ethics concerning the research study that was deliberated in the research will also be reviewed and discussed in this segment.

4.3 Previous Research Paradigms

In order to investigate a research matter, reasonable understanding from other scholar’s examination must be taken into account. This is recognised as the theory of epistemology, which ‘establishes satisfactory acquaintances with a field of study’ (Saunders, Thornhill and Lewis 2009).

4.4 Research Methods Considered

The researcher considered a number of research methods before deciding qualitative research was going to yield the best results for this study. Other research methods that were considered include;

4.4.1 Quantitative Research

This form of research is based upon methodological philosophies of positivism and neo-positivism. This type of research method requires statistical analysis to be used (Adams 2007). In quantitative research numerical data is collected but is investigated using mathematical methods. Typically, this type of research is used to examine a specific phenomenon. (Muijs 2004). Quantitative research is usually used to find out numerical information or an answer to a numerical question. Therefore, the researcher felt that the requirements of this study were too broad to examine it using numerical data as motivation is usually around opinions and feelings and can't typically be statistically defined.

4.4.2 Longitudinal Studies

Longitudinal research comprises the study of a group on more than one occasion. This type of study offers extensive results as the same data is collected from individual's over a long period of time. This type of research is usually used in the medical field to examine the causes of diseases, it is also used by the government to examine income and expenditure (Adams 2007). Bringmann and Albers (2020) state that individual's motives do change over time although the researcher is aware of this the limitations of the study did not allow the researcher to conduct this study over a long time period.

4.5 Research philosophy

Research Philosophy is 'a system of opinions and expectations about a development of knowledge.' (Saunders , Lewis and Thornhill 2016). In other words, the research philosophy is an idea following the choice of the researcher's method of gathering and examining information. A researcher can assume three philosophical tactics; Ontology, Epistemology and Axiology (Saunders , Lewis and Thornhill 2016).

The Ontology metaphysical method is the belief of the researcher about how the topic should be perceived. This can be built upon either subjectivism or objectivism and are both satisfactory behaviours to shape effective information. Subjectivism is constructed on the interpretation

that the social singularities of social performers are as a consequence of their discernments and actions.

On the other hand, the epistemology has to do with the knowledge that is adequate in a meticulous field of education.

The resource researcher is more concerned about the resources or the entities which signify realism, while the feelings researcher places more emphasis on the outlooks and thoughts of the participants (Saunders , Lewis and Thornhill 2009). This approaches places more importance on people rather than objects and this kind of researcher usually adopts a qualitative approach to research.

Axiology studies ‘judgement about value’ (Saunders , Lewis and Thornhill 2009). This type of researcher is apprehensive about their own morals and the ethics played in the research process.

For the purpose of this study the ontology style was implemented. This type of research philosophy has been adopted based on the fact that the activities and sensitivities of employees are founded on external influences. Employees actions and motivations are based on a multitude of external factors such as leadership style, benefits and general workplace approaches to employee wellbeing.

4.6 Research Method Chosen

Research is a meticulous examination, reflective analysis or probing experimentation aimed at the unearthing of new facts and answers. In a broader context research may convey a topic of enquiry in relation to the gathering of evidence, interoperation of data or the reconsideration of existing models in light of new concepts or particulars (Adams, Hafiz and Raeside, Research Methods for Business and Social Science Students 2014). There are two main types of research methods, qualitative and quantitative. Qualitative research is used where the researcher wants to use a representational approach and investigation, this method of research also permits a more comprehensive understanding of social phenomena within a normal setting (Ahmad, et al. 2019). Bernard (2006) also explains qualitative research as an ‘interpretive study’ which allows a researcher to tell a story from themes. Quantitative research is the more prevailing research framework in social sciences. Quantitative research uses mathematical data which involves the gathering and evaluation of information and/or open-ended observations through methodologies such as; interviews, focus groups or ethnographies (Ahmad, et al. 2019).

The researcher has chosen to examine the research question proposed using qualitative research. To provide rational for this decision the researcher decided that a qualitative approach would provide a better fit for gaining an understanding into human behaviour, motivations and attitudes. Qualitative research seeks to observe the meaning, perspectives and understandings of the participant's behaviours (Woods 2006). Although qualitative research is usually done in the field and is an observational exercise the research has chosen to examine and collect data using semi-structured interviews. This will allow the researcher to ask participants open ended questions, this exercise has been chosen as it is not rigid or controlled and will allow the participants to express their own views naturally (Lowhorn 2007). Although quantitative is a popular method for gathering information some questions cannot be answered using this method. To uncover reasons for pragmatic patterns, especially undistinguishable or unforeseen ones, qualitative designs are needed (Busetto, Wick and Gumbinger 2020).

4.7 Qualitative Research Methods

This section of the paper will examine a number of qualitative research methods that the researcher took into consideration before finally deciding to use semi-structured interviews and why the researcher felt this method was most appropriate to examine the effects of extrinsic motivators on employees within multinational organisations.

4.7.1 Observations

Observations can be a great way to gain insights into a particular setting as opposed to conveyed actions or feelings. Qualitative research can be both conducted with or without participants. In participant's observations the researcher is part of the research setting, for example someone who is conducting research on employee participation in team meetings in the financial sector but the researcher is currently working in the financial sector. In non-participant observations the researcher is external looking in (Busetto, Wick and Gumbinger 2020).

4.7.2 Focus Groups

Focus groups are a social method of gaining research data through casual group deliberations on a precise subject (O'hEocha, Conboy and Wang 2011). In comparison to other methods such

as interviews and surveys, the interconnecting and synchronous group conversation allows participants to deliberate, correspond or oppose each other's views. This method is useful in obtaining a deeper shared meaning of the responses (Trembley, Stahl, and LeRouge, 2011). Focus groups involve a small number of participants, usually between 8-10 people. The session is led by the researcher and they follow a script or set of questions. Focus groups can be good as they are a fast, laidback way of obtaining information. However, the downsides of focus groups are that participants are not always as open as the researcher would like especially if the topic is personal and therefore information can be inaccurate (Busetto, Wick and Gumbinger 2020).

4.7.3 Semi-Structured Interviews

Semi-Structured Interviews are the chosen method of data collection for this research for a number of reasons. Longhurst, (2003) determines that talking to people is an exceptional way of collecting information, however in our everyday lives we tend to talk quickly and not take particular care in interpreting exactly what people mean. Krueger and Casey (2000) also agree that interviewing is about talking a matter through but also more importantly it's about listening and paying attention to the opinions of the interviewee. It's about making the environment open and allowing the participant to share their thoughts without being judgemental. Semi-Structured interviews are categorised as unrestricted questions and the interview questions which the researcher has prepared are used as a guide. The guide will include a wide-ranging set of questions and can comprise of sub-questions too. The pre-defined topics and questions can be taken from a multitude of sources resembling; the literature, aforementioned research or introductory methods of data collection examples of data collection would be document study or observations (Busetto, Wick and Gumbinger 2020). The main purpose of semi-structured interviews is to allow the interviewee to talk naturally and express their opinions in an open-minded matter, therefore the interviewer does not have to stick rigidly to the pre decided questions and can skip some questions if the interviewee is unable to answer or if the interview has already gone on for long enough (Longhurst 2003).

4.8 Measures

The researcher chose qualitative analysis to undertake their study. Semi Structured interviews were used in order to obtain data and information on the topic. The discussions were semi-structured in the format described by Saunders et al (2000) *'the researcher will have a list of*

themes and questions to be covered although these may vary from interview to interview. Questions were arranged to provoke opinions about the crucial impacts of benefits in the workplace.

Participants were informed that they may be asked relatively open questions. The researcher aimed to keep the questions aligned with the topic and rarely did a participant expand on other topics and therefore the researcher was pleased with the effects of the semi structured interviews. The questions were prepared solely by the researcher.

Example questions

Example questions used to examine employee's opinions on benefits

- Are you motivated by the team moral and a sense of team spirit?
- Do you find you manager has an impact on how motivated you are in the workplace?
- In your opinion does the work environment affect how motivated and satisfied you are at work?
- Do you find that you are motivated by the chance to do different things or increase your skills?
- Are you motivated by the chance to obtain a promotion?
- Are you motivated by money?
- Would you take a job that you don't particularly like in order to get more money?

4.9 Sampling

When researching a topic, it would be ideal if we could sample the entire population or sample set in relation to the topic we are study but this would be unrealistic so that is why we study a 'sample' of the required people (Acharya, et al. 2013).

Having selected this, the next step is articulating a sample strategy. This incorporates the number and type of participants in which data will be collected from (Arcury and Quandt 1998). As this research is based around the extrinsic factors which motivate employees within large multinationals predominantly participants who fit this criterion will be selected.

4.9.1 Sampling method

In academic studies, scholars often use sampling methods to answer questions tied to their own dynamic research (Allison, et al. 2019). In order to obtain resourceful and real pragmatic information the researcher will judiciously pick the interviewees. Participants can range between the ages of 27 - 32. The reason for this age boundary is because as we get older our motivations may change so it is best to keep the age range small in order to receive more accurate results. Freund (2006) claims goal focus varies as a result of age-related factors, it has been proven that younger adults focus more on striving for gains and higher levels of performance during their earlier career in order to have a more chilled later career. The researcher also aims to achieve a 50/50 split in gender representation as results may vary if the researcher focuses heavily on one gender.

The sample method chosen will be snow-ball sampling. In this sampling method the original respondents are selected by probability and non-probability methods, further participants will be obtained through details provided by the initial respondent's (Acharya, et al. 2013).

4.9.2 Sample Size

In order to decide on an appropriate number of participants the researcher examined the sample size which other theorists used. In a recent study in 2008 based in South Africa which was aiming to expand on Maslow's Hierarchy of Needs the researcher for this study used 146 participants, however the form of data collection used was online surveys (Navarro 2009). The researcher felt in this case using semi-structured interviews that this quantity of participants was too high and may lower the standard of the results. The researcher also felt it would be difficult to attain a high volume of individuals who were willing to take part in the study given the security ties within modern companies. Another study conducted in 2008 expanding on Vrooms Expectancy theory seen a total of 38 participants' this research also used questionnaires to collect data (Navarro 2009).

In order to make this research attainable and realistic within the time frame the researcher has chosen to use 6 participant's for this study. This number of participants will still allow the researcher to examine the topic which in this case is the extrinsic factors which motivate employees.

4.10 Data Gathering

Creswell, (2009) explains qualitative research as an examination and thoughtful consideration of the opinions people or groups attribute to societal or human problems. Qualitative research stipulates a greater understanding into mind-sets, opinions, beliefs and actions of individuals or groups. In order to gain more information on the topic of extrinsic motivation and what could potentially be used as reward incentives to help greater employee motivation the researcher has decided to use the form of semi-structured interviews.

A recent survey by the Office of National Statistics, (2015) in the UK found that *'In 2015 over three quarters of adults in Great Britain used the internet every day, or almost every day.'* This information suggests that many individuals with the demographics for this study will be comfortable using technology. The study is also focusing on individuals who are working in multinational firms and so the researcher understands that participants will be familiar with using video calls as a form of communication. The researcher has decided this is the best form of communication with participants as we are currently experiencing a worldwide pandemic known as Covid-19. The outbreak was declared a public health emergency on January 30th 2020 (World Health Organisation 2020). Given the risk posed to participants the researcher has decided to conduct all interviews over video call.

4.11 Analysing the Data – Thematic Analysis

The researcher has chosen to analyse the research proposed with a qualitative analysis known as Thematic Analysis. Braun and Clarke (2006) outline thematic analysis as *“a theme as capturing something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set.”*

Thematic analyses is a system for recognising, examining, and describing patterns or themes with information (Braun V. Clarke 2006). Boyatzis (1998) recognises the benefits of using thematic analysis and how it can elucidate multiple aspects of a subject matter. Thematic analysis is not dependant on theory and can be used to analyse data across a multitude of academic approaches (Aronson 1994). Creswell 2003 describes thematic analysis as a method of quantitative research which helps identify issues proposed by the studies contributors (J. Creswell 1994). Rubin and Rubin (1995) suggest that analysis is invigorating because a

researcher can uncover different themes, this is a natural aspect of analysis and may researchers use thematic analysis without knowing they are doing so.

While carrying out thematic analysis it is important to identify our own preferences and opinions on the topic we are researching. It is essential during the research stage not to give our participants ‘a voice’ or to encourage them to give views that we agree with (Fine 2002).

The researcher aims to use Braun and Clarke’s approach to analysing the data which involves six phases:

4.11.1 Phases 1: Familiarising yourself with the data

The first step of thematic analysis is similar to all types of qualitative analysis. This step involves getting to grips with the data by reading and rereading the data in order to evaluate the trends. The researcher will compose one to one interviews; throughout the interviews the researcher will be collecting notes which they will be evaluating at this step. At this stage the data will be studied for a lengthy period of time and the researcher will highlight re occurring topics within the data that may be of interest going forward in the study. This stage is casual but the researcher will be aiming to identifying potential themes (Braun & Clarke 2006).

4.11.2 Phase Two: Generating initial codes

Systematic analysis begins at stage two, the researcher will aim to generate codes or ‘trends’ within the data at this point. Braun and Clarke (2006) say the codes are the initial stages of building a brick built house, describing the development of the code as the ‘bricks and tiles’. Codes will identify and label specific areas of data.

4.11.3 Phase Three: Searching for themes

At this stage the research starts to make some sense and the researcher will be able to identify themes in the codes. Braun and Clarke (2006) describes a theme as *‘capturing something important about the data in relation to the research question which represents some level of patterned response or meaning from the data set.’* Generating themes has been compared to an archaeologist digging for subject matter, the researcher analysing the data in depth to establish themes (Braun & Clarke 2006).

4.11.4 Phases 4: Defining and naming the themes

At stage four the researcher will develop a group of themes which have been identified through the data. The researcher will examine the themes in relation to how they support the data. When all the themes are identified, the researcher will move on to considering the ‘validity’ of the themes that have been identified. The accuracy and meaning will then be displayed using a ‘thematic map’ the researcher will now be able to tell a story using the information collected (Braun & Clarke 2006).

4.11.5 Phase 5: reviewing the themes

Phase five of thematic analysis involves finalising and reviewing the themes and how they relate to the coded data and the entire data set. In order to do this the researcher will need to make sure the themes make sense in relation to the data and the research being proposed. Braun and Clarke (2006) recommend the following key questions when defining and naming the themes;

- Is this a themes or could it just be a code?
- Does this theme help me evaluate something useful in relation to my data set and research question?
- What does my proposed theme include or exclude?
- Is this theme thin or thick? Meaning is there enough meaningful data to support further investigation.
- Is the data set coherent?

4.11.6 Phase 6: Producing the report

The final stage involves a last conclusive analysis of the data and then the researcher can proceed to write up the findings.

4.12 Ethical Principles

Throughout the gathering and examination of the data it is vital that no harm is caused to partakers (Saunders , Lewis and Thornhill 2016). Previous to undertaking the study the researcher was aware of the documented ethnical procedure specified by NCI.

Throughout the study the researcher was conscious of the rights and discretion of the participants. Previous to the participants agreeing to partake in the study the researcher made them aware of the interview process, the background of the research and the context in which the information collected will be presented. At this point participants were made aware that any information they disclosed would be entirely confidential. The researcher assured the participants that at no point would their information be distributed to a third party and that the purpose of accumulating this data was exclusively for the purpose of this research. Previous to beginning the interviews with the participants they are reminded that their involvement in the study is completely voluntary and the information collected will be handled with strict confidentiality whilst given them the opportunity to withdraw their consent at any time.

Once the research has been completed the researcher will inform all participants that their recordings have been deleted and have not been shared with any external media devices or any third parties. All individuals who partake in the study will be legally an adult above the age of eighteen. Should the participants require any more information the researcher will provide them with their name and contact number should any individual wish to contact the researcher at any time. The researcher is content that no entities were treated in an un-ethical way throughout the development of this study.

4.13 Data Analysis Strategy

The data that has been gathered from all the contributors will be accumulated and transliterated. The information will be reviewed and summarized in an excel spreadsheet, to ease handling understanding of the data. The qualitative data will be organised into themes so that the researcher can code the information for examination. Thematic analysis will be applied as a methodology to systematise the data in a regulated manor. Thematic analysis is used to organise data whilst conducting qualitative research (Saunders , Lewis and Thornhill 2016).

4.14 Unit of Analysis – Case Study

Case study methodologies examine a subject matter in detail, case studies combine and examine multiple sources of data. The case that is being examined may be a program, event, activity a person or people. (Range 2019). Case studies can be used as comprehensive form of

qualitative analysis and are usually best used in social research settings (Bartlett and Vavrus 2017).

4.14.1 Limitations

This study is based on employees working in multinational organisations. Therefore, all 6 participants will be working in this industry. The reason the researcher chose this industry to examine extrinsic motivators and benefits was because large multinationals typically offer an extensive range of benefits and extras.

4.14.2 The participants

Interviewee 1

Interviewee 1 is 27 years of age. He is male and currently working in a large multinational Tech company. This participant has 4 years' experience working in this industry between two different firms. He has a degree in Sports Science and after completing this degree he decided he wanted a job that would allow him work a regular 9-5 job instead of the extensive hours which would come with becoming a physio or sports coach. He now works as a recruitment Sourcer in his current role but has previously worked as a Recruitment Coordinator.

Interviewee 2

Interviewee 2 is a female; she is 30 years of age. This participant also has a degree in sports science but after working as a fitness coach for many years she decided to pursue a job which would grant her a better work life balance and income. Interviewee 2 has worked in family run businesses up until her last two years working in a large multinational. She now works as a Recruitment Sourcer in her current role.

Interviewee 3

Interviewee 3 is a male and he is 29 years of age. This participant has a degree in Commerce from UCD and a MA in Marketing from UCD Smurfit School. This participant has a tenured career working in Sales in many different multinational Tech companies.

Interviewee 4

Interviewee 4 is female and is 32 years of age. This participant has worked in large financial services for the majority of her career. She works as a HR Business Partner and has been at her

current company for two years. She has a HR degree from DIT and a CIPD qualification from NCI.

Interviewee 5

Interviewee 5 is a male and is 31 years of age. He has done extensive travelling working globally since he was 21. He has a degree in Engineering and has worked in large multinationals since graduating college.

Interviewee 6

Interviewee 6 is a 26-year-old female. She has a degree from DCU and is currently studying a Masters in HR. She historically worked in a crèche but after being given more responsibility in the office of the crèche she decided she wanted to pursue a role in HR. She is currently working in financial services in the HR field.

4.15 Conclusion

In the methodology chapter the writer has explained the selected technique taken for this research. There is no worldwide approach to conduct a body of research and on evaluating opinions. Using a qualitative approach for this research was suggested as the most fitting method of data collection and evaluation given the fact that the research is based on contributor's personal opinions.

5.1 Analysis and Findings

5.2 Introduction

This section aims to assess the information gathered from each of the semi-structured interviews and discuss the outcomes applied by the researcher's actions.

This chapter will provide the circumstantial differences between the participant's interview questions in detail. The interviews were targeted at both male and female participants all participants were aged between 27 – 32 and were non parents working full time. The participants were asked various questions in relation to their motives at work including managerial effects on their performance at work, if the benefits which are currently offered to

them help them maintain motivation at work and if money comes into account in their engagement at work.

The aim of this chapter is to present the findings of the study. The questions throughout the semi-structured interviews references workplace flexibility, work life balance, engagement, satisfaction and motivation in work.

5.3 Results Analysis

The researcher formed a total of 18 questions that related to the central theme. The researcher then led 1:1 interviews with six participants who were working in large multinational organisations. Throughout the study the 6 participants gave their interpretations and thoughts on what motivates and influences them at work. The interview recordings were then transcribed by the researcher and the qualitative data was collected and used to articulate the discoveries.

The participants can be recognized by the title interviewee 1 to 6. By titling the participants in this manner anonymity is consistent throughout the research. Every question that was asked to the participants were themed in order to uphold consistency with the researches goals that were outlined in the methodology chapter.

- **Initial questions:** Ensured that participants were relevant to partake in the study. For example, they fit the age demographic and worked at a multinational organisation.
- **Questions 1 - 4:** Examines the participant's current career and what enticed them to apply to this role. This part of the interview also covered the benefits that are currently offered in their role and if these benefits are important to them or help their performance at work.
- **Questions 5 – 13:** Evaluate Extrinsic motivators. This section of the interview was necessary to assess how significant things such as salary, rewards purpose and autonomy are to them. Throughout examining these questions, it was evident if intrinsic or extrinsic motivators were more important to the specific individual.
- **Questions 14 – 18:** Are based around the individual's mind-set when considering the sacrifices, they would take in order to receive a higher salary e.g more travel

The research included a mixture of professions, as the researcher used the snowballing effect the participants typically came from similar roles. The research was conducted with the following participants, two recruiters, two HR personnel, one salesperson and one engineer.

5.3.1 Findings – Research Objective One

In the methodology chapter the researcher has outlined the opening objective for this thesis. During this section of the research the interviewer aims to establish what motivates people at work and if money plays a factor in the motivational levels of the participants. Aside from this the researcher wishes to examine the effects of organisational policies, managers, team moral, work environment, chances to increase skills and how promotions effect employee motivation.

1. What was your main driving factor when deciding on what career you were going to take?

This question was used to see if participants deemed salary as a deciding factor when choosing their career.

A total of 50% of the participants said they chose their career because they enjoyed ‘helping people’. One responded said; *‘I wanted a role that made a difference in the organisation, for example in HR it’s about promoting and providing opportunities for people. Alongside helping people along their careers.’*

Out of the participants who gave this reason two worked in recruitment and one worked in HR. Given these career choices and the caring nature required it is not that surprising that professionals in this field of work said this.

Out of the other participants the engineer said job availability and opportunity to make money. The salesperson said they fell into their role and a lot of their friends worked in sales. The other HR personnel previously worked in a crèche where they found the office admin side of the job interesting and so wanted to pursue a job change in a role that was heavily admin based.

2. What is your main driving factor when applying for jobs?

This question was asked to the interviewees to determine the main forces behind applying for a job. The researcher was interested to see if salary, benefits, working environment, workplace flexibility or job security came into consideration.

Interviewee 3: *“Ideally I know people who work there and they have a good reputation as an employer.”*

Interviewee 4: *“Reputable company, working for a company that’s about doing good, so what I mean by that is working for companies that are linked to great places to work and that the company has clear goals and objectives.”*

Other participants deemed salary, good working hours, gaining knowledge, an interactive role and helping others as important factors when applying for a job.

3. What kinds of benefits are currently offered in your job?

The participants were asked this question to determine whether they had an extensive set of benefits that were offered by their company. This question was important to set the stage for the next question which was based around how these benefits effect their performance.

The benefits that were offered amongst the participants varied, these are displayed below:

Interviewer 1	Interviewer 2	Interviewer 3	Interviewer 4	Interviewer 5	Interviewer 6
Pension Scheme	-	Pension Scheme	Pension Scheme	Pension Scheme	-
Healthcare	-	Healthcare	Healthcare	-	-
Shares	-	Shares	-	-	-
Wellness Benefits	-	Wellness Benefits	-	-	Wellness Benefits
Free Food	Free Food	Free Food	-	-	Subsidised Food

-	-	-	Annual leave entitlement	-	Career break for 6 months after 3 years
Bonus Scheme	-	-	Bonus Scheme	-	-

The graph above displays all the benefits that were mentioned by two or more participants. It is important to note that although Interviewee 2 only mentioned the ‘Free Food’ which was relatable to everyone else this interviewee also has the many of the other benefits mentioned however this was evidently an important factor for this participant. Other benefits mentioned include:

Interviewee 1: Gym membership and travel bonus

Interviewee 2: On-site nail technician, Hairdresser and barber, snacks and barista

Interviewee 3: No extra benefits mentioned

Interviewee 4: General life and disability cover

Interviewee 5: Salary, company car, driver and rent allowance

Interviewee 6: Longer maternity cover, QFA Exams covered, online learning platform, free subscriptions to pep talks, gym membership

4. Do you think these benefits effect your performance?

This question was asked to the participants to determine whether these extra supports offered by their company were really important to them and if they think they help their work ethic at all.

Majority of the participants said that the benefits which they are offered in their roles would not play an influential factor on their performance in the workplace.

Interviewee 4: *“They are there as a plus factor, I wouldn’t say that they would be something that would sway my mind.”*

However, two participants argued that the benefits which they are offered do play a role in how they perform at work.

Interviewee 1: *“I would say so, probably in a positive light, you know you don’t have to worry about going home to cook dinner. You don’t have to worry about anything outside of work you can focus on the job when you are in work so it makes you more productive.”*

5. In terms of motivation what would you say is your main motivator in work?

This questions received a mixed response with 50% of participants saying money was their main motivator at work. Interviewee 3 also mention intrinsic motivators such as feelings of achievement and the competitive side of doing well in comparison to your peers. Interviewee 4 exclusively mentioned opportunity and recognition and being a trusted advisor as their motivator at work. Interviewee 5 mentioned the satisfaction when a task is completed and that they would not have to worry about it anymore. Interviewee 6 spoke about skills development and the opportunity for promotion and to build their career.

Although these were other factors mentioned in what motivates the participant’s money was mentioned by 3 out of 5 partakers who were asked that question. Rynes et al 2004 claims that money is not the only essential motivator, and is not always the most significant either nevertheless it is an imperative motivator for many people.

6. How satisfied are you with your current job?

The results of this questions seen that 66.67% of participants were satisfied with their current jobs rating them 8+ out of 10. Factors that came into discussion when they were describing why they like their roles included:

Interviewee 1: *“Totally satisfied. Really happy. I’d say for the first time in majority of the jobs that I’ve felt this happy.”*

Interviewee 2: *“10 being absolutely satisfied I would say I’m a 9 out of ten, the only thing that would be missing is that I am on a contract and I know there is an ending deadline.”*

Interviewee 3: *“I would say very satisfied. So on a scale of 1-10 I would say 8.5.”* Follow up question from interviewer: *“What is it about your jobs that means you are rating it 8.5?”* The interviewee then listed the following:

- I like my manager, he leaves you to it and doesn't micromanage you.
- I like the team; everyone is easy to get on with.
- Senior leadership is very transparent and there are no surprises.

The participants who were not as satisfied with their roles did not express specific reasons as to why they were not totally satisfied. The researcher decided it would be unethical to push the participants for reasons on this matter.

7. Would the way organisational policies are put into place affect your satisfaction with your job?

3 out of 5 participants who were asked this question said yes the way policies are put into place would affect their satisfaction with their job. Participants mentioned characteristics such as communication and policies around their own working contract which they found frustrating. One participant answered with the following response;

Interviewee 4: *“Yes I definitely do think so, a talking point at the moment is flexible working and how employees will be monitored during the process. I think policies are really important as part of motivation. Flexibility is key. It's not about having black and white procedures there needs to be some grey.”*

On the other hand, 2 participants said no that policies would not affect their satisfaction with their role. One participant remarked that they are not aware of the policies in their company. Whilst the other participant who agreed that policies does not affect their role said that *“it would be quite rare that you would need a manager's approval.”*

8. Would you prefer to work as part of a team or work individually? Why is that?

This question was asked to 3 out of the 6 participants and received a mixed response, Interviewee two chose working as part of a team, Interviewee 5 chose individually and Interviewee 6 said a mix of both stating:

Interviewee 6: *“A mix of both, I like team collaboration but I also like being responsible for my own work.”*

9. Are you encouraged by the team moral and a sense of team spirit?

In response to this question 5 out of 6 participants said that they were encouraged by a sense of team spirit and team morale.

Interviewee 2: *“Yes, I totally agree with the whole sense of team morale, the last few months working remotely and working on your own you definitely miss that team morale. If you have a question when you’re in the office its really easy to ask a teammate.”*

Interviewee 4: *“Absolutely, if you don’t have team morale and collaboration it’s very hard to work as you spend so many hours in the workplace.”*

Interviewee 6: *“Yes, it’s very important to me. Team morale helps drive projects and helps people find other ways of doing things.”*

Contrastingly, Interviewee 5 said that they did not find a sense of team morale helped encourage them at work. This participant has worked in China for the past three years where many colleagues and clients did not obtain a high level of English proficiency. Interviewee 5 said: *“No, I was working with people who nearly had no English and I managed just fine.”*

10. Do you find your manager has an impact on how motivated you are in the workplace?

All participants said that they feel their manager does have an impact on how motivated they are at work.

Interviewee 1: *“Yeah, definitely. I think, you know, depending on how they set up the team or how they set up as well that your responsibilities that's definitely going to have a direct effect on your performance.”*

Interviewee 2: *“Yeah, definitely. I think this is 100% Yes, I think, a manager can have such an effect on your motivation and your work ethic as well. How you receive feedback or praise I think is really important, I would need to receive feedback to remain motivated, in the form of constructive, positive and negative. So, yeah, I think I would definitely say, for me anyway I think it affects my motivation”*

Interviewee 3: *“I'd say he does, and I'm not sure if it's always positive. I work in sales so as it nears the end of quarter, I get a lot of pressure piled on to kind of force deals in, and which in a lot of cases loses deals more than brings them in or dramatically reduces the size of them by slashing the price in half, just to get it over the line at the end of the quarter. And so yeah I mean the manager definitely impacts performance. I'm not sure if it's always in the right way.”*

Participants who were currently managers were asked if they think they have a direct impact on their direct reports motivation and they responded with:

Interviewee 4: *“I think it's really important to know exactly how your team is feeling like if people are feeling in any way demotivated. And I think that's really key to be able to understand the reasons behind that very much from the early stages. Nothing should ever fester. And I do think as well it's important to really get a sense of your team what motivates them sometimes I notice what might motivate one person doesn't always motivate another person. So it's really important to have a flexible approach as well but at the same time that you're showing and fairness and consistency across your team.”*

11. In your opinion does the work environment affect how motivated and satisfied you are at work?

In response to this interview question there was a unanimous response that yes the work environment does affect how motivated and satisfied you are at work. Lyons (2001) claim that environmental and personal factors have been proven to have an influence on job performance. In recent years more advanced studies haven proven that although the environment may have

an influence on your job performance it may not have a direct affect and job performance may also be as a result of alternative influences such as attitudes, personality or motivation (Gaoua 2010).

Interviewee 4: *“Yes absolutely, And I think it’s really important that’s if the environment doesn’t suit you. I think people need to reconsider their options, and they also first of all need to look at well what's the reason for that. For me it's all about going in, feeling part of a team feeling that you can ask questions, feeling that you're trusted. Knowing how your team are actually I suppose interacting with others is a big thing. And, as well as that how they're actually performing in their roles as well so it's about not letting anything go unnoticed.”*

Interviewee 6: *“Yes absolutely, when you walk into negative work environment it dictates how you feel about the job. But if you walk into an environment where people are encouraged to grow and learn, and collaborate better. I think it absolutely impacts how you see your job and how you see your value within the company.”*

12. Do you find that you are encouraged by the chance to do different things or increase your skills?

All participants agreed that learning and development was particularly important to them. All participants were encouraged by the chance to increase their skillset and whatever opportunities that were available in their workplace to do so appeared to be utilised by all interviewees.

Interviewee 4: *“Yes, I would certainty say that’s the case. So, I suppose one thing in my role is. Every day could be a different day, and that's one thing that really interests me. And I think the fact that there's so much change happening as well. That's a big piece. I'm lucky that I'm able to work with anywhere from our employee rights to our executive teams so being able to have that opportunity while maybe if you worked in a bigger organization you might not necessarily always have that and what motivates me is, you're given that opportunity from the bottom to the top.”*

Interviewee 5: *“Yes, I am always looking to improve.”*

13. Are you motivated by the chance to obtain a promotion?

All interviewees agreed that they are striving for a promotion the main topics that were mentioned around the advantages of gaining a promotion mentioned by a lot of the participants were the opportunity to take on more responsibility or to challenge themselves. The seniority aspect that would come with a promotion. Also mentioned was the career opportunities that would open up as a result of a promotion. Lastly, many participants mentioned the fact that a promotion would entail a salary increase and the fact that a lot of the admin or tedious aspects to their role would no longer be their responsibility.

5.3.2 Findings - Research Objective Two

The second aspect of the research conducted is to analyze the importance of money. The researcher based this part of the interview on future jobs and what extent the participants would go to in order to receive a higher salary when given the opportunity.

14. Are you motivated by money?

This question prompted a mixed response from the participants were some honestly said that they were motivated by money others were more concerned about career progression and the chance to further their skills.

Interviewee 3: *“Yeah, I mean money is just a direct consequence of doing well. And so, you know, a lot of our financial compensation is based off performance. I would get paid less if I wasn’t performing well so yeah money is always a motivator in my role, whether it's you're motivated to bring in more revenue for the business or motivated to bring in more money for yourself. Money is just a motivating factor in day to day life.”*

Interviewee 4: *“Money is a factor in everything. And I think it's always fair say I think my biggest motivation will be more around career opportunity, and being able to I suppose expand your career, and for me to take on more responsibilities key for me to be able to come more senior as I progress in my career as well. And so for me it's more about an opportunity and promotion, as opposed to money.”*

15. Would you take a job that you don’t particularly like in order to get more money?

Out of the 5 participants that were asked this question 4 said that they would not be interested in taking a role that they did not like in order to receive more money. One interviewee said that they would consider taking a role that they don't like in order to receive more money. Participants who wouldn't mentioned that aspects such as remote working/flexibility, opportunity for career advancement and once they can live a decent standard of life on their salary they would be happy.

It appeared that money did not seem to be a deciding factor when making a job change. However, participants did not say that they would be particularly happy about going down on the pay scale. Pink 2009 said that once people are reasonably paid the importance of money is not as strong and in fact Pink suggested not overpaying employees as this can lower extrinsic motivation and therefore have an impact on creativity and innovation in the workplace. Maslow however claims that in some cases money is important, his motivation theory saw the lower levels of needs including shelter, survival, food and drink which all are obtained through employment and money.

Interviewee 3: *“Probably not, I like what I do and I wouldn't consider myself overly greedy as long as I can afford a decent standard of living I am happy.”*

16. Would you take a new job that doesn't offer much opportunity for advancement in your career order to achieve more money?

In response to this question all participants said that they would not be interested in taking a role that did not offer opportunity for advancement in order to receive more money. Majority of participants were very set on this decision and said that career progression is much more important. However, one Interviewee said that they would consider it.

Interviewee 2: *“That is a hard one, I would say Yes I would because you can always upskill yourself outside of work.”*

17. How do you feel about taking a new role that requires a lot of travel in order to receive more money?

The response to this question was that majority said no they would not be interested, however two participants said that they would consider it. They said they had no responsibilities like a mortgage or children so they would consider more travel with their work if it made sense financially. For those who did not want to travel 2 out of the 4 already commuted for 4 hours per day so they were not interested as “work-life balance” was very important to them. The other 2 participants who said no they would not be interested did a lot of travelling in their current roles and so stated that they would not be keen to do this again.

Interviewee 3: “I wouldn't be overly interested I like having a routine and we do a bit of traveling with work, whether it's over by for meetings in the UK or whether it's over and back to the US for training and conferences and yeah it's not as good as it sounds, there's a lot of, you know, jetlag and rushing around to meetings.”

Interviewee 5: “A few years ago yeah no problem not really anymore, I would maybe consider doing 30% travel at the most.”

18. Would you be discouraged to take a job at a company that doesn't offer benefits like your current company? E.g Canteen, Gym etc.

In response to this question 4 out of 6 of the participants said they would not be interested in taking a job that did not offer the same benefits. Out of all the benefits that were mentioned healthcare and pension were mentioned by all 4 of these participants as the most important were a lot of the other benefits offered were not that important to them. For the two who said they would not be discouraged by a role that did not offer the benefits that they were currently on they said that they believed their company did not offer competitive benefits currently so they would be interested in seeing what else is available. Interestingly when the participants were asked a follow up question of which companies they would look at if they were considering a career move all of the participants said direct competitors of their current company.

Interviewee 1: “I don't think so. Obviously, there's some benefits that are probably quite important and you probably would need to see in a company so you know like health insurance and pension some of those kind of important ones but you know some of the other stuff we mentioned wouldn't be as big of a motivating factor for me in terms of moving job. I wouldn't

be overly motivated by you know some of the smaller benefits that might be or might not be on offer, but yeah, there would have to be kind of certain benefits that would need to kind of continue on. If I was to move to a new job.”

Interviewee 4: *“So, the benefits are currently in place for me are the standard benefits that I look for in terms of any job offer or job position. And if it was a case that maybe there was something as an alternative option to those benefits maybe that would be something to consider. As time goes on and you get a bit older, you do consider things like your healthcare and your pension, more than what you would have previously.”*

5.4 Key Learnings

Throughout the analysis process it was evident that there were a number of themes that related to the literature examined in this thesis. The researcher aims to discuss the crossovers in more detail in this section.

5.4.1 Work Environment

Having a good work environment and atmosphere was important in all of the answers given by the participants. They all said that the work environment affects your mentality at work and it's important for innovation and creativity that the environment is favourable. In Vroom's Expectancy Theory instrumentality is relating to job characteristics. Oldham and Hackman (2010) alongside other scholars such as Fisher et al, (2013) have discovered in recent years' instrumentality is understudied and job characteristics can have a different effect psychologically and in relation to job performance depending on the individual's personal preferences or personality. Likewise Herzberg's Two Factor Theory describes work environment as the condition of the working environment. For example, work amenities, light, tools and temperature. Herzberg's theory claims that should these elements of the working environment be unfavourable employees will be more likely to be dissatisfied.

5.4.2 Learning and Development

All participants viewed learning and development as an important aspect of work. They all claimed that they strived to advance their skills and learn in the working environment. Referring back to Vroom's theory (1964) expectancy related to the result that he/she can attain by completing a task, for example completing a large project in work may result in achieving

a pay bonus. Locke and Latham (2019) discovered that individuals who have precise objectives outpace those who have do-your best mentalities. This is because those who set themselves personal goals or challenges are motivated to achieve their individual achievement. Moreover, Herzberg's two Factor Theory also touches on learning and development in the form of "Growth" Herzberg claims that the opportunity for growth and development in the workplace is vital to retain employee engagement. Given these findings it is no surprise that all participants in this study were thriving towards a promotion. Which relates back to Vrooms expectancy theory and how individuals assume that completing tasks or become motivated to achieve goals in order to receive something in return like a pay rise or promotion.

5.4.3 Pension and Health

Pension and healthcare were mentioned multiple times by participants as the two benefits which were most important to them. In a way it was surprising that these two benefits were so important to participants of such a young age. However, although Maslow's Hierarchy of needs was not mentioned in the literature of this study it is worthy of pointing out Maslow's Theory on Motivation, Maslow claims that in order to achieve motivation the basic needs of an individual must be met first which include; Psychological safety such as food and shelter or basic needs like getting a salary and safety which indicates job security, safety and stability (Ghatak and Singh 2019). The topic of pension and Healthcare could be related back to the importance of psychological safety and security. Herzberg also speaks about security in the form of job security but this can also include the employee's belief that the company is reliable and will look after them.

5.4.4 Recognition

It was evident from the findings of the study that many of the participants felt motivated by the recognition they receive at work. Recognition plays a part in keeping employees engaged and motivated at work according to Herzberg. Getting recognised for the work that an individual has achieved or a feeling of personal accomplishment is important to help encourage employee and reassure them that they are doing a good job. Vroom also recognises that employees have a need for a reward or recognition once a task is completed. Locke and Latham (2019, P97) also discuss that the degree of complexity that a goal carries also effects how motivated an individual is to conquer it. Moreover, Locke and Latham discovered that goals must be both explicit and challenging and goals can be specific but they may be easy to attain and therefore easier goals resulted in lower performance. Locke and Latham (2019) state that feedback is

crucial to goal effects because it allows the individual to understand their progress and if they feel that they are not accomplishing the goal at a pace they would like then they can reconsider their effort and strategy going forward.

6.1 Discussion

6.2 Introduction

The purpose of this research was to determine what extrinsic motivators help motivate employees working in multinational organisations. With the purpose of concluding on which benefits are most effective in satisfying staff and which benefits they see as most valuable. The final chapter will discuss the conclusion of this research. Recommendations for change, improvement or enhancement will be made to help improve current practices. Alongside the recommendations made the researcher aims to set out a plan for their implications within a realistic time-frame, demonstrating awareness for potential costs.

Objectives

1. Investigating the nature of motivation and understanding which extrinsic motivations are important.
2. Are financial enticements as imperative as they are portrayed from the employees' viewpoint?

6.3 Sample Demographics

The researcher would like to begin this chapter by discussing the demographics of the chosen sample. The data gathered throughout this research was from 6 different individuals, four work in the tech industry and two work in financial services so therefore it is important to realise that the sample used cannot represent all industries and also the participants are unique and will have different opinions. Therefore, the findings of this research can be considered as a representation of opinions of a small sample and not the opinions of the wider population.

6.4 Overview of the Findings

This section will assess the findings of this study in conjunction with the work of previous scholars who led studies on the topic of motivation. The researcher will make comparisons with their findings and the literature review. The researcher gained an understanding of motivation through the literature review, the researcher focused on 3 main studies which included Vrooms Expectancy Theory, Locke's Goal-setting theory and Herzberg's Two Factor Theory.

6.5 Objective 1 – Findings

What is the main driving factor when making a career choice and do benefits play a part in this decision? Firstly, the researcher aimed to discover what made the participants pick the career that they currently have. The purpose of evaluating this is to help understand what are the motivating factors around career choice.

Motivation cannot be defined generally as motivational factors are continuously changing and entirely dependent on each individual's personal situation such as their age, the stage they are at in life and the career which they are in. (Borg, Kraft and Sjunnesson, 2017) The findings of this research can agree that this statement is true as everybody is different and has made decisions based on different factors. The researcher gained an insight into the main driving factor when deciding on the career, the thought process behind applying for jobs, the benefits the participants are offered in their roles and if they think these benefits affect their performance.

1. Investigating the nature of motivation and understanding which extrinsic motivations are important
2. Are financial enticements as imperative as they are portrayed from the employees' viewpoint?

6.5.1 Extrinsic motivators

To begin, Intrinsic motivation typically means inside the object or person whereas extrinsic means outside. Extrinsic motivation is extensive and there can be multiple different types of

extrinsic motivation. It can be things such as giving employees the opportunity to develop their skills. Allowing autonomy so the employee knows that their skills are trusted. Making goals as meaningful as possible and specifying a justification for proposed goals (Güntert 2015). To make an employee extrinsically motivated the higher purpose of a goal or vision must be emphasized in accumulation with market-accurate pay and recognition based on neutral judgments (Rawolle, Kehr and Glaser 2008). Employers must assist career advancement. Whilst also supporting retirement and life planning. It is important that employers support their employees job with their family responsibilities such as allowing flexible schedules and working from home policies (Locke and Schattke, Intrinsic and Extrinsic Motivation: Time for Expansion and Clarification 2019).

6.6 Investigating the nature of motivation and understanding which extrinsic motivations are important

In response to objective one of the study the nature of the motivation is entirely specific to each individual. The researcher found that no two participants were exactly the same in their responses. However, there were factors that were mentioned which elude to the findings in my literature review. Herzberg's two Factor Theory. This theory looks at both job satisfaction and job dissatisfaction and the participants in this study mentioned some coinciding points.

6.6.1 Intrinsic

1. Growth – The opportunity for job advancement was important to the participants in this research study, when asked if increasing their skills was important 100% said yes.
2. Work itself – The results of this questions seem that 66.67% of participants were satisfied with their current jobs rating them 8+ out on 10
3. Responsibility – The participants were asked about the desire for a promotion and all interviewees agreed that they are striving for a promotion. The main topics that were mentioned around the advantages of gaining a promotion mentioned by a lot of the participants were the opportunity to take on more responsibility or to challenge themselves.

4. Achievement – The participants were not directly asked about their feelings on achievement but Interviewee 3 mentioned feelings of achievement and the competitive side of doing well in comparison to your peers as one of their main motivators in work.
5. Advancement – As previously stated all participants are striving for a promotion.
6. Recognition – When asked what your main motivator in work is Interviewee 4 exclusively mentioned opportunity, recognition and being a trusted advisor as their motivator at work.

6.6.2 Extrinsic

1. Company policies and Administration – 3 out of 5 participants who were asked this question said yes the way policies are put into place would affect their satisfaction with their job. Participants mentioned characteristics such as communication and policies around their own working contract which they found frustrating.
2. Supervision – 5 out of 6 participants agreed that your manager has an impact on your motivations at work. Interviewee 3 said one of the main reasons why they were satisfied with their job was because they like their manager and they did not get micromanaged.
3. Interpersonal relations – 5 out 6 participants said that they were encouraged by a sense of team spirit and team morale.
4. Status – Although the participants were not directly asked this question Interviewee 4 mentioned that they like the recognition which comes with the seniority of their role at their age.
5. Working conditions – When asked about the working conditions the three participants who were asked this question agreed that having a good working environment was important for motivation.
6. Job Security – Those who were on a contract rated their job satisfaction lower than those who were permanent employees.

It is evident from the research that all factors of extrinsic motivation are important in some manner to employees. The importance of each differs between each employee as each person's working situation is different. The researcher believes from their conversation with the participants that all of the extrinsic motivators mentioned about are important and were possible organisations should strive to keep a reasonable standard in relation to these motivators in order to obtain employee satisfaction.

6.7 Are financial enticements as imperative as they are portrayed from the employees' viewpoint?

In response to this question it is evident from the research that money is important to employees but once they can live a decent standard of living they are not as concerned about money. All participants were asked multiple questions surrounding the concept of money. All participants agreed that money was an important factor to them however once the research delved deeper there were some other factors which were important to the participants.

Some participants honestly said that they were motivated by money and money alone whilst others described more enticing factors such as career progression and the chance to upskill. When the participants were asked if they would take a job they don't like in order to obtain more all except one said no they would not many participants were also not interested in a new role that didn't offer much opportunity for advancement in order to achieve more money. The researcher received a mixed response on travel, the participants were asked if they would take a role that required more travel in order to achieve more money and many participants said no. This could be as a result of the different stages in which the participants are at in their life.

Herzberg stated that money is a useful tool to help reduce employee dissatisfaction but stated that in the long term money is not as important as other factors. 90% of manager's think that employees chose to leave their organisation for better money, however studies show that disengagement is a process by which employees become dissatisfied over time and not as a result of one particular factor such as money (Branham 2005).

The results of this study would suggest that money is important but once a certain level of satisfaction is obtained with the money which is earned employees will look for other rewards such as promotions, upskilling, recognition, general job satisfaction, flexible working and more responsibility/seniority.

6.8 What rewards or benefits are the most important when attracting good employees?

In response to this question it is clear that the majority of employees are offered extensive benefits packages in their roles, these benefits can be seen below.

Interviewer 1	Interviewer 2	Interviewer 3	Interviewer 4	Interviewer 5	Interviewer 6
Pension Scheme	-	Pension Scheme	Pension Scheme	Pension Scheme	-
Healthcare	-	Healthcare	Healthcare	-	-
Shares	-	Shares	-	-	-
Wellness Benefits	-	Wellness Benefits	-	-	Wellness Benefits
Free Food	Free Food	Free Food	-	-	Subsidised Food
-	-	-	Annual leave entitlement	-	Career break for 6 months after 3 years
Bonus Scheme	-	-	Bonus Scheme	-	-

At the end of the interview all employees were asked if they would be discouraged to take a role in a company which did not offer the benefits which they are currently offered. 4 out of 6 participants said that they would be put off taking a role at a company which does not offer the benefit packages they receive. The other two participants said that they would be reluctant. However, when asked if they were to look for a new job where would they look all participants named industries similar or the same to the one they are in.

Pension and Healthcare benefits were mentioned throughout the interview by almost all participants as being very important and by which they would not like to lose. Many said they found this beneficial as it set them up for their future and that the healthcare packages also covered their spouses and dependants which they found invaluable.

7.1 Conclusion and Recommendations

The purpose of this chapter is to conclude and recommend based the information which has been presented in this research study. This conclusion will respond to the research question which was “Extrinsic motivators as an effective tool for motivating employees working in multinational organisations. The quest for Employee engagement through benefits”. The conclusion has been established through the primary data gathered from the semi-structured interviews and the secondary data gathered from the Literature Review.

This study chose to examine motivation from an extrinsic prospective extrinsic motivation is motivation to complete a task as a means to an end. For example, extrinsic motivators come in the form of grades and money (Kretchmar 2019). Intrinsic motivation can be seen when those completing a task find it enjoyable or are motivated by internal factors rather than completing the task as a means to an end. (Pintrich and Schunk 2002).

The researcher found that after completing this research there are further studies that they would like to recommend as beneficial. Given that the research has explored a multitude of areas in relation to extrinsic motivators the finding suggests it would be beneficial to explore the important benefits which were mentioned by the participants. Such as pension schemes, healthcare, reward systems (recognition) and opportunities to upskill. These benefits were deemed as important by the participants so the researcher would recommend that multinational companies review their benefit packages surrounding these topics in order to try and enhance their competitiveness in the market, retention of staff and employee job satisfaction.

Given the recent worldwide pandemic known as Covid-19 the researcher also recommends a further study or industry analysis on the effects and benefits of working from home. Not surprisingly many participants mentioned the advantages of working from home during the interviews, one participant said that workplace flexibility is more important than other incentives such as money. A recent survey of 229 HR units showed 80% of employee were working from home early into the pandemic and that they foresee an increase in remote

working after the pandemic (Gartner 2020). Given the prospect that Covid-19 will alter trends towards working from home it is evident that the variety of work arrangements should be examined in further detail. Further research should explore whether and how working from home during the quarantine period affected efficiency, creativeness and innovation (Kniffin et al, 2020) It is important to remain competitive in an ever changing environment and so the researcher suggests that companies review their working from home policies were appropriate and viable.

8.1 Implications of findings

For the purpose of answering this question the researcher wishes to use Interviewee 3 as an example. This participant works at a global Tech company which like many of the other participants currently offer a large range of benefits.

8.1.1 Current benefits

Interviewee 3's company already offer an extensive list of benefits including unlimited paid time off, companywide mid-year break at the start of July alongside 10 other company wide holiday days throughout the year, life insurance, medical and dental insurance, DAC Tax saver ticket scheme, reimbursement of up to 1500\$ per semester when attending college part time, Equity in the form of stocks and share and an employee stock purchase plan were employees can purchase stocks at a discounted price.

8.1.2 Implications

As the company currently offers a large range of benefits and is very competitive in the market the researcher suggests that this company reviews their work from home policy. The researcher suggests making working from home optional going forward. It is evident that many companies in this industry are considering this going forward. Due to the Covid-19 pandemic Twitter has already said that their employees can work from home 'forever' (The Irish Times 2020).

8.1.3 Cost

The cost imposed by offering this benefit will be extremely low as the employer currently rents the building which employees work from. Multinational Tech companies spent million on their facilities and office each year. For example, Googles head office in Dublin offers a wide range of benefits on campus including 5 restaurants, 42 small kitchens, a pool, gym, spa, onsite

doctor, dentist, nurse and physio and recreational areas. The cost imposed by all of these facilities is huge and therefore the cost of implementing a flexible working arrangement for multinationals would be low.

9.1 Personal Learning Statement

The researcher found completing this piece of research very difficult yet extremely rewarding. Not only has the researcher gained an understanding of the complexity of completing a piece of research but also learned a lot about themselves personally.

9.1.1 Completing the Research during Covid-19

It was an extremely stressful time for a multitude of reasons but completing this during Covid-19 was especially tough. Not being able to meet the participants in person posed as a small hurdle given the technical difficulties which come alongside recording conversations over the phone. The researcher felt that conducting the interviews would have been much easier and more natural if the participant and researcher could have met in person. However, the researcher did feel that given the current pandemic the participants were more in touch with the benefits they were being offered which was beneficial. For example, many companies were offering an allowance to buy work from home equipment or an increase in the wellness allowance which they already receive. Completing this research at this time also brought to light “working from home” as the researcher did not directly ask questions about WFH it was not surprising that many participants mentioned it amidst a pandemic. Therefore, this allowed the researcher to think about WFH in a different context were this topic may not have been mentioned if we hadn’t of been in the midst of quarantine.

On a personal note the researcher realized the stress which can occur when completing a piece of academic work to this extent. The researcher has realized that paying particular care and attention to wellness is very important when working long hours and also completing a piece of work to this volume simultaneously.

9.1.2 Research learnings

In hindsight there are particular parts of the study that the researcher would have done differently. Looking back the work may have been less strenuous if the researcher had of used a qualitative computer aided programme to analyse and code the data from the interviews. Coding the interviews by hand was tedious and it took up a large proportion of the researcher's time re listening to all the interviews multiple times.

The researcher also felt that it may have been beneficial to interview more participants. Having interviewed 6 participant's researcher feels it may have been beneficial to interview some others who are at a later stage in their career. As the maximum age of participants in this study was 32 it may have brought a new dimension should individuals later in their career had of been studied.

In conclusion the researcher hopes that this study and its findings will be beneficial for future research in the area of motivation.

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11.1 Appendix

11.1.1 Interview Questions

1. **What was your main driving factor when deciding on what career you were going to take?**
2. **What is your main driving factor when applying for jobs?**
3. **What kinds of benefits are currently offered in your job?**
4. **Do you think these benefits effect your performance?**
5. **In terms of motivation what would you say is your main motivator in work?**
 - **Do you think benefits affect your performance at work?**
 - **If so what benefits incentivise you to work harder?**
6. **How satisfied are you with your current job?**
 - **If yes, what makes you satisfied with your role?**
 - **If no, what makes you unsatisfied with your job?**
7. **Would the way organisational policies are put into place affect your satisfaction with your job?**
8. **Would you prefer to work as part of a team or work individually? Why is that?**
9. **Are you encouraged by the team moral and a sense of team spirit?**
10. **Do you find your manager has an impact on how motivated you are in the workplace?**
 - **Please elaborate**

11. In your opinion does the work environment affect how motivated and satisfied you are at work?

➤ **Please elaborate**

12. Do you find that you are encouraged by the chance to do different things or increase your skills?

13. Are you motivated by the chance to obtain a promotion?

14. Are you motivated by money?

15. Would you take a job that you don't particularly like in order to get more money?

16. Would you take a new job that doesn't offer much opportunity for advancement in your career order to achieve more money?

17. How do you feel about taking a new role that requires a lot of travel in order to receive more money?

18. Would you be discouraged to take a job at a company that doesn't offer benefits like your current company? E.g Canteen, Gym etc.

➤ **If you were to change company tomorrow which companies would you look into?**