

**IMPACT OF FINANCIAL MOTIVATION ON JOB SATISFACTION IN
IRELAND'S RETAIL SECTOR**

BY

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ABSTRACT

Motivation is the management approach to stimulate employees towards job engagement and job satisfaction. However, management stimulates employees through financial and non-financial motivation practices to support the physiological and financial needs that have direct linked to the job satisfaction. Over the years, motivation has received valuable attentions from researchers all over because of its relevance to job satisfaction. However, there hasn't been a lot of work done in linking financial motivation to job satisfaction in the Ireland's retail sector. This concept forms the basis of this study, which aims to investigate the impact of financial motivation on job satisfaction in Ireland's Retail sector. The methodology employed in the study was quantitative method (survey research design) through gathering of primary data, in which analysis was carried out using tables, charts, percentages and the hypotheses tried with the Statistical Package for Social Sciences (SPSS). This body of work hereby established that all for investigated objectives of this study has been fulfilled and the study accepts all alternative hypothesis and rejects the null hypothesis. It is on this note that the study settles that financial motivation impacts on the level of job satisfaction, financial reward motivate employees to reach goals and objectives within the organization, financial and non-financial incentives play an equal role in making one attain job satisfaction, financial motivation comes ahead of non-financial motivation in terms of job satisfaction, money is the most important form of motivation in job and that employees would leave to another organization with better non-financial forms of motivation.

Key words: Motivation, Financial Motivation, Job Satisfaction, Employee performance and Organization performance.

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DEDICATION

This study is dedicated to my parents and sister, for their love and constant support to the successful completion of this research.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Throughout the years, there has been an abundance of studies on both intrinsic and extrinsic motivation, this analysis will concentrate in particular on financial motivation mainly because wages in the retail sector are particularly perceived as low and its effect on job satisfaction, which, according to Zaraket and Saber (2017), has been found to be one of the reasons that helps to create a connection between employers and workers. This research will also concentrate on the retail industry because this field is one in which the workers are very critical as they are the company's that face and the consumers' first point of touch, their success levels have a direct effect on the customers' purchasing behaviour (Korzynski, 2016).

The company's managers will try to inspire the workforce by different methods and strategies that are classified into financial and non-financial. Financial motivation methods including compensation, incentives, rewards and benefits are also known as extrinsic motivators, whereas non-financial motivation methods are also known as intrinsic motivators, including appreciation, gratitude, positive approach to work, personal development, safe working atmosphere (Yousaf et al 2014)

This motivation is primarily aimed at increasing employee productivity (Noe et al., 2017). At the same time, employee moral growth should be associated with satisfaction at work as employees are given both financial and non-financial opportunities. Financial motivation is effective and the company culture is supported. Employee satisfaction at work will be impacted by wages and facilities of the company, this encouragement is provided to employees by the employer in order to enable the creditworthiness (Joseph, Joshua and Dolapo 2015). It means ensuring the right behavior of employees. It will also help retailers to improve employee satisfaction through financial incentives (Dany and Torchy, 2017). Money is at its best because it helps people to fulfill their basic needs for life. At the same time, money is seen as a symbol of success and accomplishment in that it allows people to satisfy their needs (Saira, Madiha, Sumaira and Anam 2014). In order to improve their profitability, most businesses use the financial motivation to motivate and encourage employee satisfaction. This research report, which focuses solely on financial drive, will examine the impacts of the financial motivation by questionnaire delivery on job performance growth for Ireland's retail market.

1.2 Rationale of the study

As a part-time employee in an Irish retail organization, the researcher is keen on investigating how the employees in this sector perceive motivation and what really makes them satisfied on the job particularly because the wages are considered to be low.

Whether the financial reward for efficiency and work satisfaction is efficient is unclear (Muller and Turner 2017). The company can help to improve its performance by using financial motivation. Nevertheless, some should say financial incentive affects the happiness of employees. Employee happiness at work would be impacted by wages and facilities of the company. Simultaneously employee incentives, benefits and promotion contribute to the happiness of the worker on their job (Reynolds & Warfield, 2017).

This will help workers relate financial motivation to their job satisfaction (Palmer and Hartley, 2016). Many retailers in Ireland embrace financial motivation for work and community satisfaction. Employee satisfaction may, on the other hand, be built through the culture and environment, in which financial motivation and success can increase job satisfaction. The organization maintains, for this reason, that the use of the financial motivation is effective in reducing the number of employees and the discontent of staff (Bondarouk and Brewster 2016). In order to address the effect of financial motivation on job satisfaction, the researchers must concentrate on gathering primary data from 3 retailers in Ireland.

1.3 Research Aim

The study is an investigation into the impact of financial motivation on job satisfaction in Ireland's Retail sector.

1.4 Research Objective

This research is intended to:

- i. Identify factor that contribute to financial motivation in Ireland's retail
- ii. Investigate the factors that affect job satisfaction of the employees in the retail sector of Ireland.
- iii. Examine the impact of financial motivation on job satisfaction in the retail sector in Ireland.

- iv. Recommend strategies to mitigating the impact of financial motivation on work satisfaction in Ireland's retail market.

1.5 Research Question

- i. What are the factors that contribute to financial motivation in Ireland's retail?
- ii. What are the factors that affect job satisfaction of the employees in the retail sector of Ireland?
- iii. What is the impact of financial motivation on job satisfaction in the retail sector in Ireland?
- iv. What are the strategies to mitigating the impact of financial motivation on work satisfaction in Ireland's retail market?

1.6 Significance of Study

Employees are the most significant asset of any organization which gives great competitive advantage because the skills, experience and knowledge of a motivated workforce cannot be imitated as products, technologies or other assets would (Ahmed et al, 2014). This has also led to the increased realization in understanding the various motivations that works for employees. According to Aamodt (2007), a properly motivated workforce would be satisfied and there is a direct correlation between job satisfaction and improved performance and organizational productivity.

As earlier discussed, organizations use both financial and non-financial means to motivate their workforce, but this study which would be focusing particularly on the financial motivations is very significant because it aims to study the impact these motivations really have on job satisfaction and this would provide valuable information to management of organizations as they would be able to obtain more insight and information on how to improve productivity and reduce turnover by satisfying their employees. Saira, Madiha, Sumaira and Anam (2014) found that various factors that can be divided into two categories, financial and non-financial rewards, influence employee motivation. Whilst financial rewards in third world countries such as Pakistan are important for employee values, where inflation rates are so high that people strive to maintain social status, there is no discrimination on the importance of non-financial rewards.

In this end, the result of this study is intended to tackle the problem of encounters of poor productivity in Irish retails and beyond. A better path to encouragement is given by the advice of this study which will help players in the Irish retail market. This would also require a re-evaluation of motivation theories with a view to integrating the worker's aversion to productivity enhancement impact into potential motivation theories. This would be necessary to note that every retail sector that is adapted as an expression of the inspiration paradigm must have resistance feedback before it can tackle the problem of low productivity. The proposed model would thus be a powerful method for managers to overcome motive inefficiency resistance in their various organizations. The aim of every organization is to benefit and contribute to national development; only hard effort will make this possible. The literature documents the abysmal performance in the productivity index in Africa on the global level and also the low contribution that this sector makes to the GDP of the Irish economy. The model should be solved by the step above.

The results of this research are to be published in journals, workshops and conferences to allow university and policy makers to have access to this research. It is intended to add to the currently available knowledge in the area of workers' financial motivation. It will serve as a benchmark for scholars from universities and study centers throughout the world. The findings of the study will result in political changes that will lead to a new approach to addressing employee financial motivation, thereby boosting national economic growth.

1.7 Proposed Methodology

This dissertation would follow a positivist approach that tests and focuses on a single fact. Positivist adheres to the belief that only trustworthy is the "factual" information obtained by perception (the senses), including scale. A quantitative research approach should also be adopted. The study will use primary data collected using electronic surveys. The Questionnaire will be drafted so that the respondents can answer the research questions, and the questionnaires will be self-administered to staff across Three (3) Irish retail organizations' different demographics. Staff from Circle k, Tesco and Spar will be the sample community for this sample. The study will use descriptive statistics to analyze the collected data, and will be presented in tables and chart forms showing their percentages. The analytical package Statistical Package for Social Sciences (S.P.S.S) will be used to produce tables and charts; it will also be used to achieve reliable statistics and to interpret the obtained data. The retrieved

data would then be analyzed so that the analysis issues posed in the dissertation can be addressed.

1.8 Structure

This study is presented with various chapters in a logical way in order to give the readers a meaningful understanding as below:

The first chapter of this study contains the introduction, the background of the study, the rationale, the research problem, the issues relating to research, the objectives and the importance of the research, or of everything that has been underlined in this chapter.

Chapter Two - Literature Review: This chapter summarizes and analyzes critically the secondary information of employee motivation and job satisfaction, the financial and non-financial opportunities, and the contributions of these variables. The study identified many different scientific sources such as textbooks, papers, abstract principles and empirical evidence. The study found many different abstract sources.

Chapter Three – Research Methodology: It is the chapter that addresses study strategies such as research methodology, technique and analysis strategy and approaches used to collect, interpret and present data in accordance with population and survey required for primary data collection.

Chapter Four – Data Analysis and Discussion: This chapter examines and presents the evidence of the primary evidence of the research. The analysis of statistical evidence is conducted, and the results are illustrated using mathematical tables and chart. In addition, this chapter further addresses research priorities and predictions by combining primary data with secondary data and contrasting them.

Chapter Five – Conclusion and Suggestions: This is the last chapter of this analysis report includes the overall overview of the review along with the suggestions based on the conclusions of the test. This chapter also provides room for future research and the shortcomings of the present analysis.

CHAPTER TWO

LITERATURE REVIEW

The latest evidence on the effect of financial motivation on job satisfaction in Irish retail industry is analyzed, described and discussed in this Section. The chapter contains four key divisions; conceptual analysis; theoretical examination; empirical review, summarizing the chapter focusing in particular on the discrepancies in studies. In this way, Ireland's retail sector should critically assess the link between financial motivation and job satisfaction.

2.1 Conceptual Review

The literature focuses on motivation, employee satisfaction, financial motivational factors, job satisfaction, effect of financial motivation for satisfaction of employees and guidelines for a reliable financial motivation approach to ensure the satisfaction of employees.

2.1.1 Concept of Motivation

Motivation is the management approach to stimulate employees towards job engagement and job satisfaction. However, management stimulate employees through financial and non-financial motivation practices to support the physiological and financial needs that have direct linked to the job satisfaction (Tampubolon, 2016). Motivation is done within the context of the directing function of management is close to communication of ideas, plans and objectives in order to provide answers to pressing problems of people and what lead people to behave in certain manners because human beings are dynamic in nature meaning that a motivating factor to a particular individual may not be the motivating factor of another.

2.1.1.1 Intrinsic Motivation

This is known as an individual's motivation or an action itself; the effects of behaviour, success and well being can be described as positive (Deci and Ryan, 2000). This stems from organizational behaviors that are characteristic of the job itself. It is the product of employees' progress in the completion of a task. These incentives are inherently inspired by knowledge and skills, gratitude, recognition, independence, accountability and mutual respect. According to George and Jones (2012), a naturally motivated employee should engage in his work so long as he feels the job is done. The worker is motivated by the fact that he is happy with the job.

2.1.1.2 Extrinsic Motivation

Extrinsic induced activities, such as wages, working conditions, health, protection, elevation etc. are outside the job or business environment. The organization for which the individual works usually determines these motivators. Extrinsic behaviors demand that employees work hard or spend additional hours earning the benefit they bring. It is a practice to benefit financially or socially and for punishment prevention (Ajalie, 2017). George and Jones (2012), as long as external opportunities exist, will dedicate themselves to an externally motivated person.

2.1.2 Financial motivation

The financial motivation efforts are related to management effort to ensure financial safety to the employees. For instance, competitive pay scale, performance bonus, annual increment, commission etc. are financial motivation efforts from the management (Kubica and Szarucki, 2016). As per findings of Jasiyah, (2018) these financial initiatives satisfy financial needs of the employees for which they are primarily engaged to the retail value chain. However, the non-financial motivation efforts are associated to the social belongingness, management recognition, favourable posting, job rotation and leadership.

In the retail sector, the management concentrates on relating the motivation efforts to the employee job satisfaction. The determination of the motivation effort to the job satisfaction is a critical point for the human resource management department of retailers (Huyen, 2020). However, Huang and Gamble (2015) identified that the motivation decision should reflect on the resource constraints of the retailers. In this regard, it can be said that the retailers should consider both financial needs and career growth needs of the employees while designing the motivation strategies.

The employee may therefore be inspired by a successful scheme of acknowledgement and reward (Fuhrmann, 2006). The success depends on how the organization, and how they assess the results of the salary, maintains motivation. The financial motivation is without doubt a high motivation for employees, as money helps employees meet their basic needs as well as their desire for ownership and strength.

2.1.3 Employee Job Satisfaction

Employee job satisfaction is a critical point for the human resource management department of the retailers. This employee job satisfaction is a relative term which defines the gap between employee perception and expectation towards management reward against employee contribution to the retail value chain (Ayman, 2018). The determination of the employee job satisfaction facilitates the management to determine the effectiveness of the human resource management initiatives towards responding to the employee engagement.

In the context of the retail sector, employee job satisfaction reflects on the sense of the employees towards the management regarding the extent to which the management rewards have been able to reflect on the employee expectation (Al-Akeel and Jahangir, 2020). The issues that have influence on job satisfaction and dissatisfaction should be identified from the critical point of view. As a result, Andrasic et al. (2017) stated that the human resource management department will be able to take management indicatives to eliminate dissatisfaction factors and concentrate on satisfaction factors to ensure expected job satisfaction of the employees.

The employee job satisfaction factor has direct impact on the employee performance throughout the retail value chain. The employees with higher job satisfaction are likely to be engaged more with the retail value chain. As a result, belongingness with the retail value chain is created which has direct impact on employee performance (Tampubolon, 2016). As, employees dominate throughout the retail value chain, their performance has direct impact on the organisational performance. As per findings of Sinambela (2020) employees at the retail store has direct interaction with the end customers. The motivated employees have the opportunity to influence purchasing decision of the prospective customers. As a result, motivated employees can be utilised to develop a positive brand value.

Workplace work satisfaction is a direct effect of an organization's employee success at various rates. This is one of the most important widely discussed subjects in the fields of corporate etiquette, organizational performance, personnel and management of human resources. Employee satisfaction in simple words is a good impression of the job done, combined with the task and vision of the company and a state of consciousness (Ali, Bin, Piang and Ali, 2016). Job satisfaction is a sensitivity that comes from the feeling that one's job meets the expectations of one's personal work. A person wants to achieve their

quantifiable resources through deliberate or unintentional work. Employee satisfaction is the extent to which employees significantly think about their jobs. In short, satisfaction with the job is a product of many hierarchical workplaces that affect the worker. Such attitudes may relate to working characteristics such as safety at jobs, working conditions, compensation and rapid complaint abstraction, the workplace and ability to progress and incentives for involvement in decision-making and other marginal remuneration.

However, in the context of demotivation which leads to dissatisfaction, employee performances have negative influence throughout the retail value chain. The absence of financial motivation results in lower job satisfaction as the employees have limited financial safety to fulfil their basic needs (Shaikh and Siddiqui, 2019). At the same time, the absence of the non-financial motivation results in lower loyalty towards the employer. As a result, belongingness with the retail value chain degraded which has adverse impact on overall employee performance.

Accordingly, any form of retail or company the job satisfaction of the entire workforce plays a key role and can efficiently enforce their policies through a set of satisfied workplace organization. Many studies have found that job satisfaction in a company directly affects employee performance at numerous levels. Workplace satisfaction is linked to efficiency and motivation of the workforce (Kiviniemi et al, 2002). Meyer et al. Indicate He explained (2002) that job satisfaction reflects the sensitivities of the employee's job or work environment and takes the employee 's commitment to his or her job into account. It is a rather sensitive approach to the environmental characteristics of the learning environment.

2.1.4 Impact of Financial Motivation on Employee Job Satisfaction

Motivation is a driving force, which influence individuals to improve their productivity and working skill which helps the organisation to increase their profitability. Motivated employees are self-driven toward their responsibility in the organisation and work with passion and enthusiasm for the betterment of the organisation (Kubica and Szarucki, 2016). In a general sense, employees work for some financial and non-financial rewards and how far they go depends on how motivated they are in the working sector. Kadapure and Dasar (2018) identified that apart from financial rewards there are some other motivational factors which include promotion, job security, bonus, increments of salary, working environment, recognition etc. are also work as highly effective motivational factors for the employees.

Moreover, motivation develops a sense of belonging and loyalty to the employees toward the organisation and they are always ready to work hard for the organisation. Motivated employees are easy to instruct according to the company policy which facilitate the company to gain short term and long term goals as well as to help to ensure sustainable development (Jasiyah, 2018). Companies need to identify the motivational factors that the employees need to be fulfilled in order to motivate them to obtain the best effort for the company from them.

To this end, pay, incentives, fringe benefits, transport facilities, medical and life assurance facilities and benefits like holidays and paid meals are the financial motivations.

Pay: Payment mechanisms that are equal and responsive to workers' expertise and preferences are known as payment methods. Employees are provided with a cash incentive for compensation. For the purpose of motivating individuals to be able to make them more motivated than any other award, income is ranked at its top, since individuals need resources to meet the basic needs of their life.

Fringe benefits: A benefit offered to the workers is regarded as marginal wage benefits. It is the availability of fringe benefits that influences the morale of the workers. The introduction of fringe benefits builds a work environment that is positive and inspiring and can improve efficiency and revenue. The staff would contribute to management success, growth, efficiency and cost reduction. In reality, the benefit of fringe employees plays an important part in encouraging employees to make more efforts, as are financial incentives. Earnings are certainly a major driver for the employee, but the fringe benefits are meaningful. To managers it is necessary to recognize that the workers must have decent working conditions and fringe benefits to do their best (Saira, Madiha, Sumaira and Anam, 2014).

Transportation: Inadequate transport infrastructure causes work force problems and their emotional strain. Costly, poorly available and inconvenient are what one could describe the public transport to represent. Only in the major cities of the country the government also can not have adequate transport facilities for passengers. Hostile surroundings and a lack of infrastructure decreases workforce participation. The need for more viable alternatives to travel for workers is also stronger. Official transport services will reduce their financial burdens and emotional stress for staff who worked away from their workplace and had their

own travel plans. Organizations need to provide support to their workers because empowering employees will be very beneficial.

Life insurance: Life insurance for a fixed premium at the same rate of pay every year during the lifetime of the insured.

Health insurance: If the employer covers the health and surgical costs of the employee, they are considered as health benefits. It is an opportunity and attracts workers because over time, insurance benefits have improved and health coverage. Financial benefits are given to the health care provider. This provides hospital stay benefits, appointments and medication expenses.

Pay holidays: The enterprise protects the health of an employee through compensation for their vacations. If employees work for more than 7 years, they're qualified for 7, 15 and 20 years. This holiday may be of benefit for staff who require additional time for the care or performance of older parents.

Pension: a voluntary pension that employers earn and which they get after a certain amount of time during their working lives. The pension bonus cannot be paid by employees who have left or terminated prior to retirement.

Meals: Some companies gave workers free meals every day with an infinite number of coffee and soft drinks. Most businesses provide workers with free food at the cafeteria.

From the above, Wasito's (2014) results illustrate the effect of material rewards on motivation, whereas the greater the reward given to the client, the greater the motivation for his work. Resource benefits are one of the organization's direct payments that surpass the daily salaries received by employees at work. The Organization takes the view that employee motivation for doing their job is influenced by the compensation system in general and in particular the material reward system.

2.1.5 Factors affecting Financial Motivation and Job Satisfaction in Retail Sector

The determination of the factors that drive the retail value chain towards the implementation of motivation at the workplace has received strategic importance. The key objective of providing financial motivation is to develop employee loyalty among the employees so that employees can transmit the organisational brand to the end customers (Huyen, 2020). An impressive compensation package by the company management can reduce employee turnover which can reduce employee recruitment cost in the long run. Huang and Gamble (2015) argued that employee loyalty is one of the key factors which are essential to ensure sustainable development of the organisation. Employees are directly involved in developing customer relationship with the organization which requires an employee satisfaction and loyalty toward the organization.

Financially, satisfied employees usually do not like to switch their job because of high compensation and remuneration package which causes high employee loyalty among the employees (Al-Akeel and Jahangir, 2020). Highly satisfied employees are comparatively more dedicated to their operational activities which push the productivity and profitability rate to be high. Moreover, Andrasic et al. (2017) stated that highly satisfied employees, high rate of productivity and profitability facilitate the organization to increase reputation in the entire business industry of the nation.

In the retail sector, the determination of factors that have impact on employee job satisfaction is very crucial. In this regard, Herzberg's Motivation-Hygiene or Two-Factor Theory (1959) can be stated. This theory has demonstrated the factors that contribute towards the positive satisfaction and negative satisfaction (Armah, 2018). For instance, in order to eliminate dissatisfaction, the retail management should ensure a competitive compensation package, work environment safety and job security. On the other hand, the factors that have positive impact on the employee job satisfaction are management recognition, career growth opportunity, increment, pension scheme and employee participation in shareholding (Ayman, 2018). In the context of the retail sector, management ensures long term employee commitment with the retail value chain. As a result, a satisfactory employee retention rate can be maintained. Ultimately, cost efficiency can be ensured through higher employee retention.



Figure 1: Herzberg's Two-Factor Theory

Source: Chopra (2019)

In the context of the retail sector, employee job satisfaction has a value addition on the retailer value chain. For instance, the group of employees with job security, competitive compensation package, management recognition, definite career growth and safe work environment has positive impact on retail value chain through their performance (Al-Akeel and Jahangir, 2020). On the other hand, the group of employees having negative job satisfaction are more likely to switch between one retail value chains to another retail value chain. As a result, the retail value chain gets deprived of from the service of the experienced employees.

2.1.6 The Application of Maslow's Hierarchy of Needs Theory as Sustainable Strategy to Implement Financial Motivation to Ensure Employee Job Satisfaction

Maslow's Hierarchy of Needs theory (1943) has reflected on the required management effort towards the fulfilment of both financial and non-financial needs of the employees. However, this theory has suggested that the responses of management should follow a sequential step (Andrasic et al. 2017). The five stages of need are physiological, safety, social, esteem and self-actualisation. The theory suggests that the needs should be fulfilled by following a sequential phase. In this regard, both financial non-financial needs should be fulfilled sequentially.

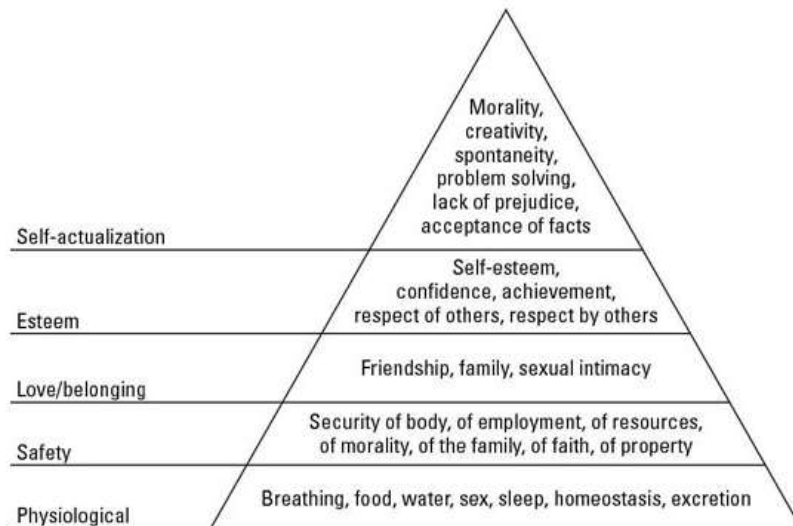


Figure 2: Maslow's Hierarchy of Needs

Source: Armah, (2018)

In the context of the retail sector (good), the application of Maslow's Hierarchy of Needs has facilitated the retailers to apply both financial and non-financial motivation tactics. The application of this motivation theory has given strategic advantage to the management of the retail sector (Ayman, 2018). For instance, while responding to the *physiological* needs, the management should ensure a competitive pay scale to the employees so that they can satisfy their basic needs such as food, shelter and clothing. In the second phase, the management should respond to the *safety* needs of the employees (Chopra, 2019). In this phase, investment is made to ensure group insurance and work place safety for the employees. Such initiatives are indirect financial motivations for the employees.

In the third phase, the management responds towards the *social* needs of the employees. This social need includes team activities, work groups, working community development and employee union (Ghimire, 2019). In the retail sector, the management has supported employee union so that a collective bargaining role can be performed by the employee union representing employee interest. The management has the opportunity to apply financial motivation approaches towards responding social needs (Huang and Gamble, 2015). For instance, by arranging annual excursion, management will be able to create a mutual understanding between the management and the employees. This mutual understanding will facilitate the management to understand the management support that the employees need to add value to the retail value chain.

In the fourth phase, the management responses towards the fulfilment of the *esteem* needs. In order to fulfil the esteem need, the management ensures training, job rotation, team leadership and management recognition. The financial efforts are given to enhance employee job skills which are directly related to the employee job satisfaction (Huyen, 2020). The final stage of the Hierarchy of Needs theory is *self-actualisation* need. This phase requires management responses towards employee loyalty, confidence and trust on the management (Jasiyah, 2018). In the context of the retail sector, the management has strategic options to consider financial aspects towards the fulfilment of the self-actualization need of the employees.

For instance, team leadership and promotion within the organizational hierarchy strategies should be implemented as a response to self-actualization. In this regard, the financial support is ensured through research and development (R&D) activities (Kadapure and Dasar, 2018). For example, employees are given opportunities to contribute to the research and development activities to improve services and product innovation. In the retail sector, the management has strategic concentration on product innovation and service development to ensure competitive edge over the retail market (Kubica and Szarucki, 2016). In this regard, the experienced employees are engaged with the R&D activities to contribute to the retail value chain.

2.1.7 Risk Analysis of De-motivated Employees with Less Job Satisfaction in Retail Sector

Lack of motivation among the employees in workplaces in day to day operations can be a long term risk factor for business organizations including the retail sectors of the industry. Employees, who are directly engaged in maintaining company equipment and tools in daily basis, require maximum attention and safety policies while operating (Shaikh and Siddiqui, 2019). Financial motivation is one of the effective motivational factors which drive the employees to increase their working skill so that production and profitability boosts up. However, a strategic explanation of the probable risks of de-motivated employees in the organisations including retail business has demonstrated below:

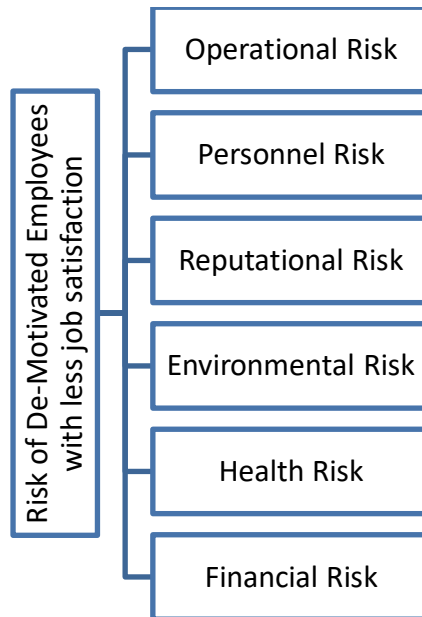


Figure 3: Risk Analysis of De-Motivated Employees with Less Job Satisfaction.

Source: Sinambela (2020)

2.1.7.1 Operational Risks

Non-attendance or absenteeism of the employees due to lack of financial motivation may occur disruptions in day to day operational activities of organizations including the retail sectors in Ireland (Tampubolon, 2016). Absence of financial motivation may lead the organization toward chronic or continued failure of the employees to perform day to day operational activities which may lead the organizations to lose their profitability and reputation in the long run (Jain and Sharma, 2019). The work environment can be worsening due to the involvement of dissatisfied and de-motivated employees in the organization which may affect the work quality and overall productivity of the companies which also includes the retail sector.

2.1.7.2 Personnel risk

Organizations desire to reduce turnover among employees (are you going to look at this in your primary research? if so tell the reader) and to keep them long time in the organisation as recruitment and training is costly process. High turnover among employees due to lack of sufficient motivational factors disrupts the day to day operational quality as well as quantity (Koneru, 2019). Moreover, this scenario can jeopardize the strategic plans of the organizations.

2.1.7.3 Reputational Risks

Company morale can be hampered or broken down due to absence of motivational factors including financial motivation. Employees, who are not satisfied with their organization, often quit their organization, which influence the organizational reputation (Adler, 2015). The employees of an organization including retail sector directly serve the customers and it is obvious that the employees should be satisfied to satisfy the employees. As customer feedback influence the company reputation, it is essential to ensure customer satisfaction and before that employee satisfaction is a must for the organization in order to increase organizational reputation (Aguinis, 2016).

2.1.7.4 Environmental risks

Dissatisfied employees of the organizations manifest their dissatisfaction to the outside of the company which hamper the organizational environment. Customers face the bitter environmental factors from a negative organizational environment which affect the company profitability as well as the goodwill of the company (Armstrong, 2017). Moreover, companies should follow the local and international regulations to ensure a strategic organisational environment.

2.1.7.5 Health Risks

Employees who are mentally not satisfied with their rewards and remunerations from the company easily face health including stress related diseases which can jeopardize the work flow of the employees in the workplace (Banfield and Kay, 2016). Stressed and de-motivated employees can cause accidents and while working with different types of machines and tools which may bring massive financial and non-financial loss in the organization. Recognizing the risk factor related to stressed people and removing those should be one of the key priorities of the organizations including the retail sector of Ireland (Berman et al. 2016). Ensuring health safety in the working place requires responsible treatment of the management authority regarding employee motivation.

2.1.7.6 Financial Risks

Employees are the biggest asset for any organization when they are well motivated and positive toward their own organization. Highly motivated employees will put their best to boost up the organizational productivity, profitability and reputation which will lead the

organization to gain short term and long term goals (Bratton and Gold, 2016). However, absence of motivational factors including financial motivation can create difficulties in providing their best effort which may causes financial risk for the retail organizations of Ireland. Lack of financial motivation will increase absenteeism of the employees in workplace which can affect the overall productivity and profitability of the organization including retail sector as employees are the essential part of organization (Brewster et al. 2016). Moreover, in retail sector employees are directly connected with the ultimate customers of the business so it is necessary to ensure employee satisfaction to ensure customer satisfaction.

2.2 Theoretical Framework

But Burns (2015) says process theories aim to describe how activity is triggered, guided, sustained and avoided. There are many theories describing the idea of motivation and employee satisfaction. Expectancy, Equity Reinforcement and Goal setting are the four core forms of process theories. However, this study only takes into consideration Maslow's theory of needs, and Herzberg's theory of two factors. The content theories aims to consider basic needs, rewards, and the task or job itself, as significant elements leading to employment quality when analyzing the internal variables affecting the actions of workers (Abbot and Doucouliagos, 2003). Examples are the Maslow theory of need hierarchy, the two-factor theory of Herzberg, the McClelland theory and the theory of Alderfer's GRE.

2.2.1 The Principle of Needs of Abraham Maslow

Abraham Maslow postulated hierarchy of needs in the book entitled Motivation and Personality (Maslow, 1954). He stated that human needs can be classified into five groups and organized in the order of the smallest to the most important. These included basic or physiological needs, safety, affiliation, appreciation and self actualization needs. He assumes that a person is primarily driven before contemplating others to satisfy physiological needs first. This is because physiological requirements otherwise known as basic requirements are essential for the survival of an individual. Once these basic needs have been met, the people who are now moving up the hierarchy to meet security needs are no longer perceived as primary motivating elements. The cycle is ongoing until the needs for self-realization are fulfilled. In a workplace the rationale for the lack of vital needs, such as food, the air and

water, in workers, is in some degree reasonable as it would have little effort in the workplace to have any significant impact on productivity.

In the business environment, that means that employees would lack moral to work and deliver outstanding in their job performance for the organization if they were unable to fulfill their needs. Maslow thought that needs cannot be fully met because needs that have been more or less achieved are no longer a motivator. In an effort to improve profitability, administrators therefore need to consider the role of their workers in the hierarchy, so as to inspire them in the light of the need to tailor motivating instruments to their needs (Robbins, 2001). In this theory, businesses understand those elements which awaken or influence a worker's behavior and work level within a company in particular in the areas of management. The theory has been that people have various needs which are active at different times and which can affect behavior only if they have not fulfilled their needs (Obikeze, 2005). For this purpose, administrators are obligated to determine and understand the current needs of their employees in order to properly inspire their personnel. Maslow's model basically specified that needs, like physiological and safety, need to be met before those high motivators, such as appreciation and self-fulfillment, are pursued.

2.2.2 Two-Factor Theory by Frederick Herzberg

Frederick Herzberg established that the behavior of employees in organizations is determined by two completely distinct variables. Hygiene and motivators are included. Herzberg observed that the driving force behind the satisfaction at work of an employee was the workplace contents and/or aspects of the job itself; in the mean time, factors that tended to cause employee discontent were connected to the employment context; he called factors of hygiene (Herzberg, 2000). The factors he considered were related to work satisfaction.

Hygiene factors are factors which remove dissatisfaction at the moment. Elements of hygiene are defined as elements of upkeep that are important for avoiding discontent. On the other hand, these factors do not guarantee the completion of jobs and motivation of employees on their own. These are variables that are not specifically related to the job but relevant to the work context (Smerek & Peterson, 2007). Therefore, managers are urgently required to make hygiene elements available to reduce employee dissatisfaction, but to make sure that there are motivators, because those factors motivate employees and ultimately result in satisfaction. The motivators include the work-related factors including work-related difficulties, job successes, appreciation and accountability, opportunities for growth and advancement.

Herzberg (1987), on the basis of his research, then recommended that, to ensure satisfaction in the workplace, the following organizational requirements should be guaranteed: provision of motivation and opportunities for progress and appreciation of results, fitness of skills and duties among the workers, guaranteeing opportunities to learn and to improve. For this study, the principle of motivational hygiene is therefore important because it shows that the hygienic aspects and the working environment are key to the prevention of job dissatisfaction and inspiration, including learning and opportunities to develop, challenging tasks, awards and recognition of success, development, and growth opportunities. Therefore, anchors in this theory are the relationship between motivation and productivity.

2.4 Empirical review

There are a few studies in the literature that examine the financial and non-financial incentives and their effect on several variables. For example, Al-Nsour (2012) examined the impact of financial and non-financial rewards on Jordanian universities' organizational success. Based on evidence from this analysis, a clear correlation between financial and non-financial rewards and organization's success was found. The analysis also shows that financial compensation was widely considered as non-financial incentives.

Naldöken et al. in terms of outcomes (2011) analyzed the employee motivation financial compensation policy in a public hospital. This application motivated the health professionals, which benefited from these financial incentives, was concluded in the study. The study was unable to give a detailed analysis of how it came about its conclusion which is what this dissertation would prove in its analysis.

Pouliakas (2008) tested the non-monotonic effect of monetary incentives on employment satisfaction. The study was used to analyze the relationship the strength of bonus/profit-sharing payments and the value gained from the work with the British Househow Panel Survey (1998-2005). The results of this study show that limited amount of financial incentives had a very important impact on the well-being of the workplace, while large sums of financial incentives had a positive effect on them. The researcher then suggested no financial incentive unless appropriate financial incentives were given. Pinar et al., (2008) in order to evaluate the factor that affects employee satisfaction at work, surveys were carried out in a number of establishments. The job itself was the most affected dimension, according

to study results, for employees who were blue-collar satisfied and payment and promotion were the second dimension. This work was found to be lacking recent literature, which this very research is out to ensure the body of literature is updated.

Arnolds and Venter (2007) sought to determine the driving forces impacting manufacturing and clothing retail firms. Blue-collar workers are given leave and retirement plans for early hires, according to the study results, the most significant individual compensation gain. The main motivational compensation group for both blue-collar and frontline workers are fringe benefits (paid vacation, sick leave, and loans on housing).

Rina and Siti (2018) Financial benefits: impact on workplace motivation. This research uses research method methodology with the path analysis approach and research measurement using semantically differential-scale questionnaires, while the study population consisted of 43 employees. Research results show that the research variable dimension is valid, and the financial incentive relationship variable has a positive effect on the motivation of employees.

A study on the impact of economic and moral rewards on the organizational performance was carried out by Elumah, Ibrahim, and Shobayo (2016). The thesis aims to investigate the effect on the success of Nigerian University employees of financial rewards and moral awards. This study aims to investigate the role of Nigerian universities in meeting the societal needs of the employees, to know the approach of implemented incentives and to know the level of performance in Nigerian universities. Six universities were selected for this research in Nigeria and the Social Science Statistical Packages (SPSS) programs were used for the assessment. The key results show that there are adequate opportunities for workers in Nigerian universities. Financial rewards came first while moral rewards came second. The organizational efficiency has also been found to be high. The relation between financial and social encouragement and the organisation 's success was also negative. The thesis finally reported additional research to enhance the understanding of Nigerian college incentives and organizational performance.

Kaneez and Safia (2016) explored the effect of competitive compensation on workers' success. The study's main goal was to determine the level of motivational incentives and analyze the impact of these incentives on employee performance. The target population was 15 different Karachi banks. The sample size of the study was 154. The research was based on

simple random sampling, where 15 banks from 41 banks were selected. For the distribution of the respondents an fair proportionate stratified sample was used. Questionnaire was collected for data. The data have been analyzed by SPSS. The study found various ways to motivate workers, including incentives for monetary and non-monetary appreciation. Hypothesis studies have shown that the productivity of workers affects competitive opportunities. The study concluded that while incentives influence workers ' efficiency, they did not commit themselves and could switch their positions if they had better opportunities. The report shows that monetary rewards are inadequate. For workers who not only doubt their employment, but also increase their dedication to their organization, capacity building strategies should be introduced.

Inspiration in personality character in building professionals living and working outside the region was studied in United States by Krammer and Sommer (2012). Quantitative technology and questionnaires on websites called zoomerang have been taken into account. The emphasis is on the factors that motivate building professionals living and working outside the US. The method was adopted for descriptive analytics. The results of the study show that there is no link between the personality characteristics of individuals and success in international business. We also find that the host countries' administration and these building organizations have also fought against one another. However, in Africa, particularly Nigeria, where such an issue is not taken due account cannot be guaranteed the effectiveness of the questionnaire administration process.

Ndulue & Ekechukwu (2017) published a report on the impact of compensation on employee performance. The main objective of the study is to learn the effect of payments on employee performance in brewery industry from Guinness Brewery Plc, Benin City, Edo State. In the study, the respondents were successfully provided with 376 questionnaires and a total of 237 questionnaires. Research findings have shown that compensation has a significant impact on employee efficiency. The correspondence concluded that the level of employee involvement would be influenced by compensation. In order to improve employee productivity, it was proposed that the administration of Guinness Nigeria Plc Benin City, Edo State would improve their salary packages, travel allowances, sick leave etc.

Ibojo and Asabi (2014) reviewed the impact on manufacturing industry, A Reputable Food and Drinking Industry case study by compensations management. A case study was conducted. The questionnaire was used to gather the necessary and relevant information from the respondents. The results of the findings show that there is a good connection between good health and staff performance, which suggested that the model is statistically significant. The findings of the study indicate that the successful health service and the performance of workers have an significant relationship. The report proposes a decent wage for workers to improve productivity.

The effect of a workplace on the inspiration and de-motivation of Australian builders was examined by Smithers and Walker (2010). They studied existing literature and try to compare results around various parts of the world based on Herzberg's theory. Their review indicates that intrinsic motivators motivate construction workers in the UK, the USA and Australia, while suggesting that de-motivators constitute a major impediment to production. The data collection approach for quantitative surveys was used in their analysis. We order the respondents to identify the determined factors according to their significance with a Likert scale of four points. The analysis was performed using the relative value index (RII) and grade agreement factor (RAF). ANOVA assessed the Accord degree. They conclude that there is no motivational effect on the number of days spent by white collar workers on site each week. However, they present that the environment at the site has an effect upon performance and a great de-motivator if it is not discussed. This conclusion appears to ignore literature findings that the less inspired the more days a week the employee spends. Workers want more time and are glad if work is done at the weekend. As the study was conducted, the generalisation test can not be passed. It is due to the lack of the sample size, the population structure was uncertain and the questionnaire administered without any law.

The related employer-employee information was used to examine the correlation between employees' subjective health in the UK and their job success by Bryson, Forth and Stokes (2015). As a result, the rate of additive efficiency was calculated at ordinary least squares (OLS) because that is more closely approximate to continuous scale. Both analyzes have been analyzed so that the likelihood of sampling at a workplace is taken into account. The analysis shows a clear, positive and statistically significant link between average job satisfaction and workplace performance. The results are present both in cross-sectional and panel analyses

and are dependable for various methods and parameters of measurement for the model. On the other side,

A research on the ways to make staff more productive was undertaken by Krekel, Ward and De Neve (2019). The report examined the evidence and discussed this issue in a meta-analysis of 339 independent studies, including the wellbeing of 1.882.131 workers and the success of 82.248 business units in a client database of Gallup, representing 230 independent organizations from 49 industries. The study found that the relationship between employee satisfaction with their employer and employee engagement and customer loyalty is significant and strongly positive, and the strong negative relationship with personnel turnover. As a result, greater employee well-being is linked to higher business unit efficiency.

Eva (2017) has conducted a research on well-being in the workplace, wellness improvement and employee productivity. The qualitative study is based on individual interviews with semi-structured sales representatives. The interviews were recorded and transcribed. The content of the analysis was qualitative. The results show that participants perceive the well-being of the workforce, believe that the employer is concerned about its well-being and appreciate efforts to sustain it, often pointing to membership and leadership factors. You recognize that job well-being, workplace health promotion and employee productivity are intertwined and have a beneficial impact on each other. The results presented suggestions for enhancing workplace productivity: e.g., maintaining a safe atmosphere, health benefits, providing instruction, pursuing rewards and acknowledgments, and appreciating aspects of appreciation and affiliation.

The Ogunlan and Chang (1998) research examines driving factors affecting the artisans and laborers of Thailand; Parkin, Tutesigensi and Büyükalp et al., (2009) concern construction workers in Turkey in general. The Maslow and Herzberg theories were used; nine and 10 motivators were identified respectively, while through motivating factors reported the same number. A quantitative approach for conducting research was used by its authors. Data were obtained in questionnaires and interviews. Bar diagrams used rating and the descriptive method were used for analysis. They compare motivate and de-motivating influences in these countries. We are driven and de-motivated by their absence by extrinsic motivators. The conclusion of this study is that Asian artisans and workers are motivated by extrinsic income, more efficiency, and de-motivated by lack of money and disrespect among superiors.

Ayeitan and Olotuah (2006); Aiyewalehinmi (2013) have been motivated by quantitative research designs based on their influence. Fourteen motivators were found by Aiyewalehinmi (2013), whose target population included managers, casual workers, employer organizations and syndical officials. In combination with correlation, he used the main component factor (PCF) to get the factor of loading and matrix of each group of respondents. His findings show that the factors which motivate these groups of employees have no significant relationship. He related this to the ethnic richness of the various groups.

Sharma and Monika (2017) examined the role of motivating and empowering employees to improve their engagement in the Indian automotive industry, as assessed by their affective, persistent and regulative dedication. A random sample was used for collecting data from the NCR (National Capital Region), India, with 242 employees working from the Indian Automotive Industry, consisting of two vehicle and two auto-components firms. The analysis data showed a positive relation between empowerment & motivation factor organizations and employee commitments through linear regression analysis.

A study on effective team building in workplaces was carried out by Fapohunda (2013). This seeks to provide a team with the best possible outcomes to promote self-help, constructive engagement, organizational skills and the opportunity to collaborate together as a team to solve challenges. The study used descriptive architecture. The study concluded that the benefits of collaboration are based on multiple factors, including the atmosphere and community of the organisations, team leadership efficiency, the motivation of workers, the pay and incentive structure and the level of workplace autonomy. The Commission therefore recommended that effective teambuilding provide organizations with many benefits, such as improving good communication, improving productivity and creativity, implementing better operating policies and procedures, ensuring clear work aims and a climate of collaboration, resolving joint problems and increasing confidence and support.

2.4 Summary and Gaps in Literature

A summary of the literature reviewed and the gaps in literature are provided in this section.

2.4.1 Summary of the related literature

While the idea of motivation is commonly recognised as a mechanism for the achievement of a high degree of employee productivity and organizational success, it is also very complex, subjective and unique to an individual. This means that what motivates one person might not

attract another, since people vary in terms of wishes and needs. Therefore, the motivation principle must be used positively for companies, employers and their managers, in order to create positive collective attitudes, actions, high levels of success and productivity among their employees. The motivational factors, intrinsic or extrinsic in nature, can improve organizational effectiveness, but the proper combination of both factors is critical because each one is not ignored or preferred by any factor.

Intrinsic motivation factors are, at any rate, as important as extrinsic motivating factors. There is a particular combination of principles that managers will seek to ensure that highly motivated employees come and remain. It is because it is unlikely that efficiency will also increase with rising motivation. So far as efficiency is concerned, the health of an employee should also not be taken for granted with respect to healthcare, wages, relationships with employers, as well as supervisors, training and development as well as working conditions. Managers should strive to ensure that staffs are extrinsically motivated to keep up their work emotionally. It is therefore necessary for corporations and businesses to realize that employees are as necessary as their customer base and an obstacle to the survival of any individual organization.

It is important to note, however, that in other literatures, there may have been some criticism of the ideas explored in the Maslow hierarchy for the theory of needs, the theory of Herzberg two-factor and Vroom's theory of expectation. Nevertheless, they are still important in today's more dynamic and diverse work environment. While these theories for one reason or another have been ignored for most scientific works, they should not be dismissed but should rather be seen as a basic paradigm that has contributed greatly to the field of motivation and expanded our understanding of the working process. This has also established the foundation for future researchers who might continually create new and improved levels of workplace satisfaction and employee motivation. The testing of a theory cannot always be the best method of evaluating its validity (Smerek & Peterson, 2007). It is because theories which remain the test of time, are part of common assumptions about exploitation of society and continue to make suggestions for future scholars. This group contains the hierarchy of needs, wo-factor theories and expectancy.

Finally, the analysis of empirical studies concludes with the viewpoint (Davies, 2000), which demonstrates both the intrinsic motivation and the external motivation to the employee's well being as being necessary for the development, efficiency, growth and performance of any organization.

2.4.2 The Literature Gaps

There is already little literature given the growing impact of financial motivation on employee job satisfaction in the Irish retail market. The implementation of financial motivation has ensured the workers financial stability. Management efforts to implement financial motivation should, however, be linked to short-term and long-term value in addition to employee career growth (Carbery and Cross, 2015). The issue of job satisfaction should also be given strategic importance while the retailers design the strategies for financial motivation. The issue of employee satisfaction at work has always been a crucial issue for the retail sector (Cascio, 2016). Nonetheless, after studying previous publications, market reports and research results on applying financial motivation to the retail sector, it was found that the topic of applying financial motivation to employee job satisfaction in Ireland's retail sector needs empirical study. Through this point of view, it can be assumed that by illustrating the impact of financial motivation on employee job satisfaction, the research report should be able to bring benefit to the Irish retail market (Dessler, 2019). As a result, through financial motivation, retail business management should be able to add value.

Among other aspects, the existing studies in this relation have concentrated on intrinsic or extrinsic motivation primarily on efficiency, and the related studies have also neglected to consider the impact of financial motivation on employee job satisfaction in the Irish retail sector, creating a gap for the study. It was found that very few studies were done in Irish regarding the financial motivation for the retail sector. While validating some empirical works, this study bridged the gap between existing literature by proving the impact of financial motivation on employee satisfaction in the Irish retail sector.

2.4.3 Summary and Gaps

The chapter discussed what other scholars had written about the impact of financial motivation on job satisfaction in the Irish retail market. This also focused on the different motivation theories. There was also discussion of the various variables relating to financial motivation. Therefore, this research was designed to fill in the knowledge gaps between the financial motivation and job satisfaction of the employees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to identify and outline the methods used in relation to the research provided in this dissertation. The research is based on the information gathered in the previous chapters. This chapter will also identify the objectives and the design for the research, justification for the research as well as the way the data was collected. Finally the limitations of the research will be examined.

3.2 Objective of the research/Research Aim (including objectives)

The objective of the research is to examine the impact of financial motivation on employee job satisfaction in Ireland's Retail sector. The research aim include to:

- i. Identify factor that contribute to financial motivation in Ireland's retail
- ii. Investigate the factors that affect job satisfaction of the employees in the retail sector of Ireland.
- iii. Examine the impact of financial motivation on job satisfaction in the retail sector in Ireland.
- iv. Recommend strategies to mitigating the impact of financial motivation on work satisfaction in Ireland's retail market.

3.3. Research Framework (Saunders et.al 2019)

The research framework is used to explain, in a diagrammatic way, the individual steps taken during this study. It's typically used by researchers as a tool to critically look at the research scale. The Saunders Research Onion demonstrates the phases involved in a research work development and was designed by Saunders et al. (2007). In other words, in the onion layers, the stages of research are explained in greater detail. It offers an important step forward in developing a study methodology. Its adoption is on its adaptability to almost any form of research methodology that can be used in different ways (Bryman, 2012).

Saunders et al (2019) found that one could go from the outer layer to the inner layer by using research onion. — The onion layer is seen externally and describes a wider study process stage (Saunders et al., 2019). The external layer must first be unpacked. For an objective to

be attained, it is important in science to take the right steps, firstly to cover one step before moving on to another.

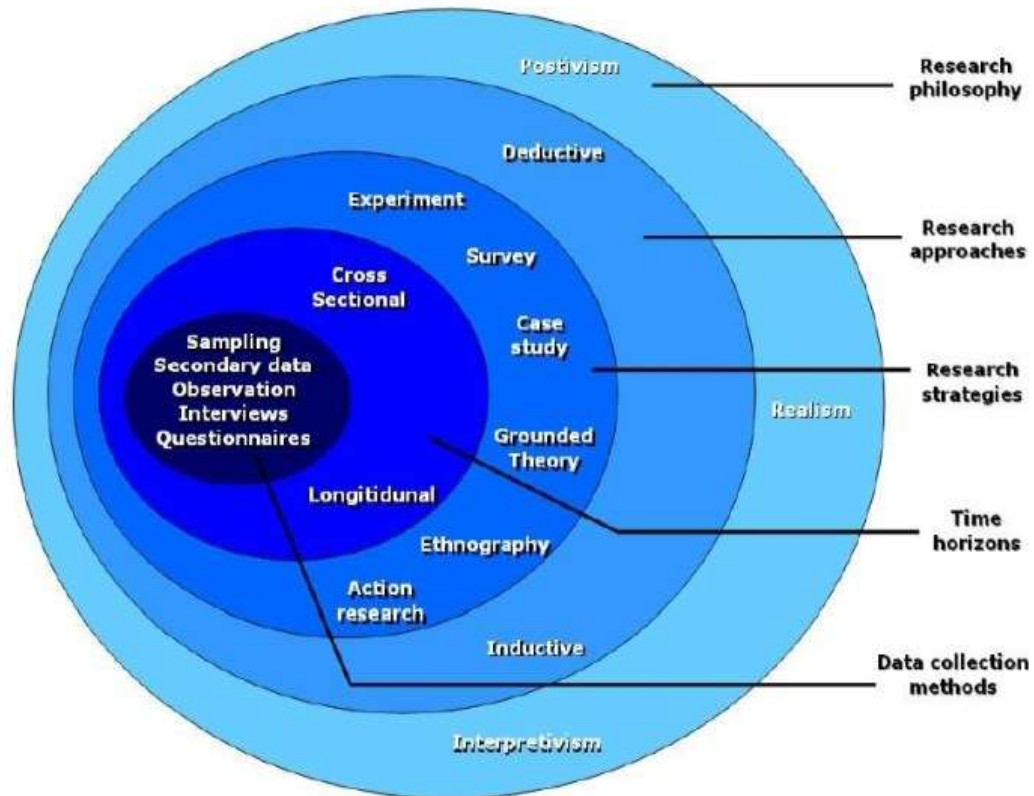


Figure 3.1: The research onion (Saunders, Lewis & Thornhill, 2019)

The Saunders Research Onions Layers

Using the research onion paradigm, the technique is to stretch from the external layer of the research onion to the internal layer. The outermost layer is the philosophy of research which sets the stage for the research process and defines the method taken in the second phase as a research approach. The third layer is to follow a research strategy and the time frame is set in the fourth layer.

The fifth step represents the description of the methodology for data collection. The advantage of research onion is that it consist of having a sequence of stages in which the different approaches to data collection can be viewed. The following phases include research philosophy, research approach, research strategy, research choice and the research time frame.

3.4 Research Philosophy

A research philosophy for the analysis would show the process by which these data are gathered, processed and used. It is used as a method of recognizing financial motivation in the Irish retail sector and employee job satisfaction in the same manner that physical science showed the natural world's complexities (Corry, Porter and McKenna, 2019). According to Omotayo and Kulatunga (2015) research philosophy is defined as a way or belief which determines the data gathering, its analysis and use. Keeping in view the research objectives and hypothesis, this study is focused on the impact of financial motivation on employee job satisfaction with numerical facts and quantitative findings (Sharp and Saunders, 2011).

3.4.1 Positivism

The role of the researcher in positivist studies is objectively limited to data collection and analysis. Positivism is a type of scientific development, which is continually, correlated with experimentation with quantitative analysis. The researcher recognizes the fact that knowledge should be objective and free from the values and convictions. This work guarantees that the proposed hypotheses are in accordance with the empirical approach to the development of knowledge. Positivist work by Ade, Witt, and Lill (2018) is very useful in formulating a knowledge testing hypotheses when maintaining a empirical approach to knowledge development through performing analysis using quantitative approaches by models, tests, and surveys.

3.4.2 Realism

It is a philosophical philosophy that concentrates on the notion of a reality beyond human thought and convictions. It includes several thoughts of positivism and scientifically questions 'what is reasonable knowledge'. The method takes a practical approach to data development and promotes data analysis and data comprehension (Saunders et al., 2007). There are two styles of realism: critical and direct. It is direct when the investigator's interpretation depicts his senses on the world. All the researcher encounters in critical realism are thoughts and images of real events, but not actual objects.

3.4.3 Interpretivism

Interpretivism is a research approach trend, and prefers the use of qualitative data collection methods. The interpretativism is more contextual than empirical, according to Saunders et al (2012). It is therefore based on people's thought and emotion, which describes social behaviour.

The researcher adopted positivism to get an understanding of the relationship between motivational factors and employee job satisfaction. This is adopted amongst other due to it highlights the difference between carrying out research on people rather than tangible objective and it is limited to the interpretation of the data collected which makes it objective.

In addition, there are popular data collection methods associated with each research philosophy as illustrated in the table below.

Table 3.1: Philosophies of research and methods of collecting data

Philosophies of research	Positivism	Realism	Interpretivism
Popular method of collecting data	Highly structured, large samples, Measurement, quantitative, but capable of using qualitative approaches.	Be it quantitative or qualitative must fit into the study matter for it to be chosen.	Small samples, in depth Study, qualitative.

.Source: Philosophies of research and techniques for collecting data (Saunders, Lewis & Thornhill, 2012)

3.5 Research Methodology Approach or Research Methods

Burns and Burns (2008) define research as a structured review or investigative process into a particular problem or topic leading to new or enhanced information. This research will be discussed following numerous methods and approaches of research. Smith et al. (2008) the word "Method" refers to the techniques used to collect and analyze data. Methods of research are techniques and procedures used by researchers to collect and analyze research data. The

research methodology includes questionnaires, evaluations, interviews and non-statistical and quantitative methods (Saunders & Lewis, 2012). Saunders et al (2012) describe the methodology as the basis of research. The methodology includes the theoretical and philosophical theories on which the research is focused but also the techniques used in the course of the research.

The two concepts that the research onion's contains in the second layer are deductive and inductive. Bryman (2008) for our research methods two forms are provided which we can choose from: deductive and inductive. To decide which research methodology is ideally suited to this analysis, we will look into it in more detail.

Deductive approach

The most growing method of connecting theory to research is through deductive approach. This method is based on conclusions from a collection of theories to be inferred (Kumar, 2011). In the deductive approach, the hypothesis or inference is based on a previous theory and the analysis methodology is then formulated in order to check the hypothesis (Silverman, 2013). The deductive method is particularly suited to the positivist approach, which enables hypotheses to be formulated and statistically testing of predicted result to an acceptable degree of probability (Snieder & Larner, 2009). It is defined by the general development of theory and knowledge and is then evaluated by the related research process against it (Kothari, 2004). It is the most common progress in the field of theory and knowledge.

A deductive approach can, however, also be used in qualitative research techniques, even though hypotheses resulting from existing research will, in those circumstances, be formulated differently from hypotheses (Saunders et al., 2007). Deductive approach uses a questionnaire to create an empirical understanding that helps equate people's understanding with empirical facts. The data collected helps verify or reject the question, allowing the process to be repeat. The deductive approach is viewed by Saunders et al (2012) as a scientific research. In order to test hypotheses, researchers collect data on a existing theory. The outcome of the tests will then alter the theory of verify it (Cooper and Schindler 's, 2008).

Inductive approach

The inductive approach is the opposite of the deductive method based on hypothesis formulation premises and scientific data (Saunders et al. 2012). To analyze trends and patterns, and construct a conceptual context, the researcher collects data. The researcher then makes the argument and makes it comprehensive (Collis and Hussey 2009). The inductive method enables a hypothesis to evolve rather than a pre-existing method as in the deductive method. The difference between the two approaches is clearly demonstrated here. The inductive method is characterized as a transition from the specific to the general (Bryman & Bell, 2011). While this can be viewed as the point in the development of new theories, it is true that it can be seen as an integral part of an existing theory when data are analysed (Bryman and Bell, 2011). This method is generally used by qualitative analysis. Specific phenomena are interviewed and data can be analyzed to identify patterns among interviewees (Flick, 2011). However, this methodology can also be used in positivist methodologies, where data are first analyzed and important trends are employed.

Therefore the researcher chose a deductive method as that is more suitable for the intent of the study. This approach enabled the researcher to test the different hypotheses presented in order to describe the impact of the financial motivation on employee job satisfaction.

Three forms of research methods that exist are: exploratory, descriptive, and casual.

Exploratory research: this is 'preliminary studies to clarify the exact nature of the question that needs to be addressed.' This is meant to ensure that more analysis can be taken into account during an experiment, as well as to determine the research goals, to gather data and to refine subjects that are difficult to classify without an exploratory test. Questionnaires are also directly linked and some interviewees received phone contact. However, surveys are more reliable than interviews. Therefore, gathering information with a questionnaire is fairly straightforward. This method to evaluating and clarifying the relationship between variables is well correlated with the use of this data collection technique (Bryman and Bell, 2011).

Descriptive research: The goal is to define a group, situation or phenomenon clearly and systematically. We will respond to questions like what, when, where and not why questions. A descriptive research design may employ a wide variety of quantitative and qualitative methods to investigate one or more variables. Bell (2005) notes that survey research is suitable for this form of study, which typically uses predefined estimating scales. The

answers may be predefined by a closed question. Researchers may use pre-coded responses to predict all possible answers. This also provided both descriptive evidence and empirical testing with the theoretical dimension. Many of the questions have been answered with open questions. This provided an opportunity for respondents to express their opinions. The open question nevertheless generates large amounts of data that could take a long time to process and analyze. Because the respondents have limited space, the answers will also be succinct (Bell 2005).

Causal research: this is carried out to know the degree and essence of causation-effect relationships. The effect of particular modifications to current requirements, new processes, etc. may be studied in the form of causal research. The causal studies analyze a situation or a particular issue in order to clarify the relationship dynamics between variables. Experiments are the most commonly used approaches to collect primary data in explanatory studies.

3.6 Data Collection Technique or Research Strategy

This is a technique and process involving phases in the collection of data, analysis and evaluation methods from other assumptions. The study therefore focuses primarily on the essence of the problem. Bryman and Bell (2011) A qualitative, quantitative, or mixed analysis is possible.

The qualitative method enables us to analyze in depth or detail the collection of issues and not to limit research to predetermined categories of analysis. It enables detailed information on fewer people and smaller events to be collected. It enhances the understanding of the study population. The main downside of this qualitative approach is that it limits generalization possibilities.

In the quantitative method, however, standardized measurements are necessary to allow individuals to position their different perspectives and experiences in a limited number of pre-determined categories to which number is allocated (Cmsterdam and Price 2009).

The quantitative research is appropriate in this study. Data will be obtained through an auto-administered survey questionnaire; quantitative research which examines the relationship among variables is the most relevant method to use. Probability is also used in this method to ensure generalization. The researcher also plans to distribute the questionnaire to the

interviewees in this dissertation, and make the inquiry for this study. With all of these possibilities, a survey (Google form) would be conducted by the researcher as the easiest way to collect data for this study. The approach will be used to examine the relationship between variables of financial motivation and employee job satisfaction in the environment of the Irish retail market and how financial motivation affects employee job satisfaction. Considering that the use of surveys (Google forms) is also linked to the deductive method chosen for this investigation, it is mainly an exploratory study; the study aims to answer the questions and it is of considerable importance to guide research towards a specific objective. Nonetheless, the small number of questions the researcher may have placed in the questionnaire is the drawback of this method. It took the study time to ensure the selected sample is representative of the entire population.

3.7 Data Collection Methods

Data collection is essential to all research. Google drive, an electronic platform for the design and publishing of surveys to deliver questionnaires to the respondents' mailbox, will be used for the collection of data.

3.7.1 Primary quantitative data collection

Primary data will be obtained to satisfy unique requirements of this research, for it does not exist and has to be collected (Bryman and Bell, 2011) In order to gather the primary data, the researchers employed semi-structured questionnaires. According to Saunders and Lewis (2012), web-based questionnaires, postal questionnaires, mailing, telephoning, and face-to-facing questionnaires are the five ways by which the questionnaire might be shared. In addition to studying academic studies using survey questionnaires, Baruch and Holtom (2008), cited by Saunders and Lewis (2012) have found that the response rate of online and telephone delivery studies has been higher than traditional on paper-based questionnaire distribution. The researchers therefore approached the survey primarily through a web-based approach (Google forms).

3.7.1.1 Semi structured questionnaires

The primary data will be collected through semi-structured questionnaires comprising a combination of open and closed questions. The same questions will be posed in equal order to all participants (Collis and Hussey, 2009). The questionnaire was anonymously completed. The replies will be provided to the researcher by the respondents in their mailbox or online

media (Facebook, LinkedIn, and Twitter) via the hyperlink to the initial questionnaire sent by the researcher in an individual way. However, questionnaires are more reliable than interviews. The gathering of data using a questionnaire is therefore fairly straightforward. The use of this data collection technique is well linked to an exploratory approach which allows researchers to explore the relation between variables and explain them (Bryman and Bell 2011).

3.7.1.2 Relationship E-questionnaires

Online questionnaires (Google forms) will be used in this study. The researcher will be sending a hyperlink to the online questionnaire to the respondents. They will be asked to answer the questionnaire respectfully and to give the questionnaire to colleagues who use the questionnaire online. The researcher will also circulate the questionnaire on the internet forums of the employees of the organizations chosen as sample study. For many reasons, the study opts for online questionnaires. Since the research requires a broad respondent, online questionnaires (Google form) are cheaper than hard copy questionnaires to obtain reliable results (Bryman and Bell 2011). Second, E-questionnaires are faster than paper-based surveys. This way the researcher will work in a large population in a short time. The results could then be tracked online in real time and get a summary of the outcomes at any time.

The main disadvantage of this approach is that the sample group was limited as the research is limited to Internet users. It also omitted those who do not have the technological skills from taking part in the questionnaire.

3.7.1.3 Structure for the development of the questionnaire

Semi-structured questionnaire will be given to the respondents in order to understand whether Ireland's financial motivation will replace or complete employee job satisfaction in the future in order to give online users an opinion on the retail connection. According to Bell (2005), this research method, which generally uses predefined measurement scales, was ideal for this survey. The answers may be predefined by a closed question. Researchers can use precoded responses to predict all possible answers. The theoretical aspects and scientific research have also been established by this design. Many of these topics have been answered with open questions. The interviewees will be therefore able to share their opinions. The open question nevertheless gives large volumes of information to process and analyze for a long time. Due to the small space available to the respondents, the answers will also be concise (Bell 2005).

3.7.1.4 Pilot test and outcome

In this study, a pilot test will be used. A pilot test will be performed to check whether the items in the questionnaire works and to detect potential natural weaknesses (Saunders and Lewis 2012). Therefore, before the actual research is carried out, problems found can be resolved during this process. The aim of the pilot test will be to help the researcher determine whether everyone would understand clearly the importance of issues and questions asked. It is easier to correct pilot errors than to try to do so after the final questionnaire is sent. Prior to sending it to potential respondents who were online users in this area, the researcher reviewed the questionnaire among friends.

3.8 Sample Selection

The research techniques and procedures that reduce or eliminate prejudice in data collection and analysis are appropriate. For this study, the obtained data will be assessed against the theoretical context. During this research the hypotheses that were already made through investigations in selected and scientifically validated interviewees will be analyzed and tested with data. However, since the population of the study was difficult to determine, the researcher used the Taro Yamani process, which was used to calculate the sampling size of the study when the population of the study is unknown. The following is the definition:

$$n = \frac{z^2pq}{e^2} \quad \text{----- Equation 1}$$

Where

n = Sample size needed

Z = 1.96

P = probability of success 0.5

q = probability of failure 0.5

n = 384

384 are the minimum population sample result and the researcher will use this number to distribute the questionnaire to the respondents.

3.9 Data Presentation and Analysis

All data collected will be analyzed and interpreted via the narratives. The interpretation of the results was based on mathematical analysis and quantitative approaches. Data analysis involves the use of software for the analysis, which this study will be adopting the scientific package for social science (SPSS) software in the analysis. For the purposes of data interpretation, this dissertation followed the descriptive approach. A concise analysis using percentage and frequencies, as well as other concise objects, reveals shifts in responses and opinions.

3.10 Ethical Considerations

Ethics refers to ethical principles surrounding the actions of the researcher in the investigation. The researchers are people who care for the quality of life of other citizens as noted by Mugenda and Mugenda (2003). Therefore they must be decent people and are not allowed to work or study for personal gain with negative consequences on others. There are other ethical considerations that a researcher may prevent or follow during study, including privacy, anonymity, plagiarism and theft. Ethical questions emerge from human participation in almost any research, whether directly or indirectly. Therefore, the study will ensure protection for the persons involved. The contribution to the workplace was private and voluntary, taking account of social values. There were no easy and fast guidelines to take part in the test. Questionnaires will be given to workers willing to complete them. While there were no questions about full names or identities in the questionnaires, the answers were confidential. The study must, however, ensure that the referencing guidelines are followed. Participants' right to privacy will be completely respected.

And the following steps are introduced to execute the research in an ethical manner. A topic information sheet (consent form) will be provided to respondents, which gave them a brief introduction to the study, and told them of their rights as participants. The respondents have the right to opt out of the research. They were granted the permission to participate in the study while in filling out the questionnaire.

3.11 Limitations

It is perceived that Non-responsiveness of respondents might be the main problem with the survey design. A number of respondents might inaccurately answer the questionnaire while the questionnaire might not be followed by others. In order to provide a clear explanation of the study problems and promote discussions of the findings, the respondent's data will be systematically analyzed. Despite the different limitations that the researcher might encounter in developing the methodology, this section provides a direct example of all measures taken by the researchers to ensure the validity and reliability of the data submitted for research purposes. Ethical criteria that meet these two requirements will also be taken into account in the present work. The research nevertheless will solve those problems by explaining to those respondents who were willing to do so the nature of the analytical instrument (questionnaire), describing the value of the sample and anonymity.

3.12 Conclusion

Within this chapter, the researcher was given the opportunity to discuss the methods and measures of research adopted for this research and explained why the methods of research listed above were selected. This dissertation was able to define the context for the research. The chapter that follows discusses the findings, analysis and interpretation of the data collected.

CHPATER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATIONAL AND FINDING DISCUSSION

This chapter includes data presentation, analysis, results interpretation and discussion of findings. It is composed of two segments. The first segment presents information about the respondents' demographics. The second section discusses findings concerning independent variables and sub-variables. Data is analyzed using frequencies and percentage analysis and the presentation of data using tables was done.

4.1 Data Presentation

The research carefully examines vital questions in relations to the objectives and the research responses from respondents have been represented by use of table and single percentage.

Table 4.1: Analysis of Response Rate of General Respondents

Copies of Questionnaire administered	Copies of Questionnaire Received	Response Rate (%)
100	85	85

Source: Compiled by the researcher

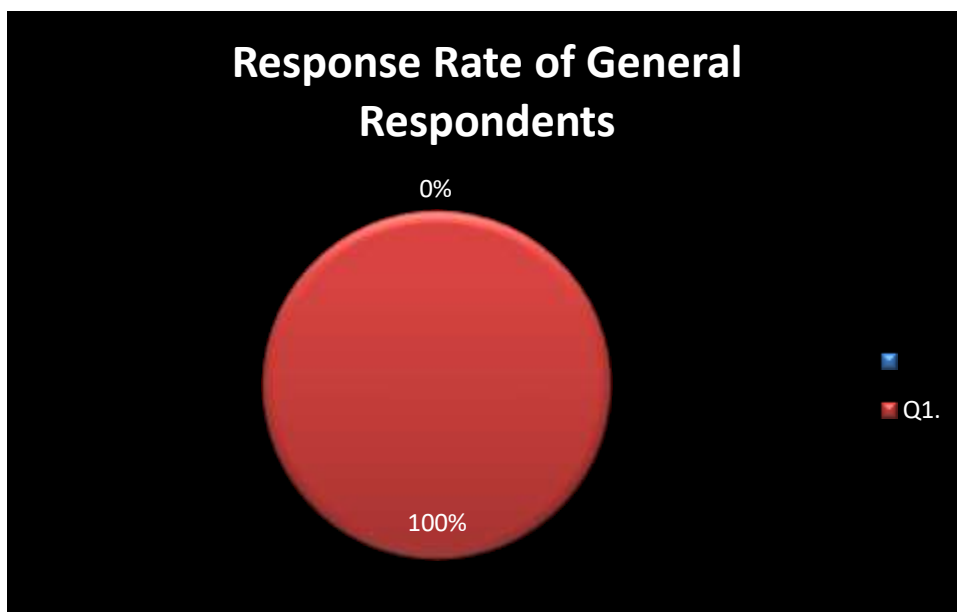


Figure 1: Copies of Questionnaire Received

Table and figure 1 shows that a total of 100 questionnaire was administered to respondents and 85 questionnaire representing 85% was filled. Therefore, the outcome presented in this chapter is based on the 85 copies of the questionnaire which were correctly filled and submitted.

4.2 Background information about respondents

Table 2: Demographic Data of Respondents

Demographic and Personal Information		Population of Respondents	
Characteristics	Response option	Frequencies	Percentages (%)
Gender	Male	34	40
	Female	51	60
	Total	85	100
Age	18-25	30	35
	26-35	35	41
	36-45	10	12
	46-60	10	12
	Total	85	100
Company	Circle k	34	40
	Tesco	25	29
	Spar	26	31
	Total	85	100
Working experience	1-5 years	32	38
	6-10 years	36	42
	Over 10 years	17	20
	Total	85	100

Source: Compiled by the researcher

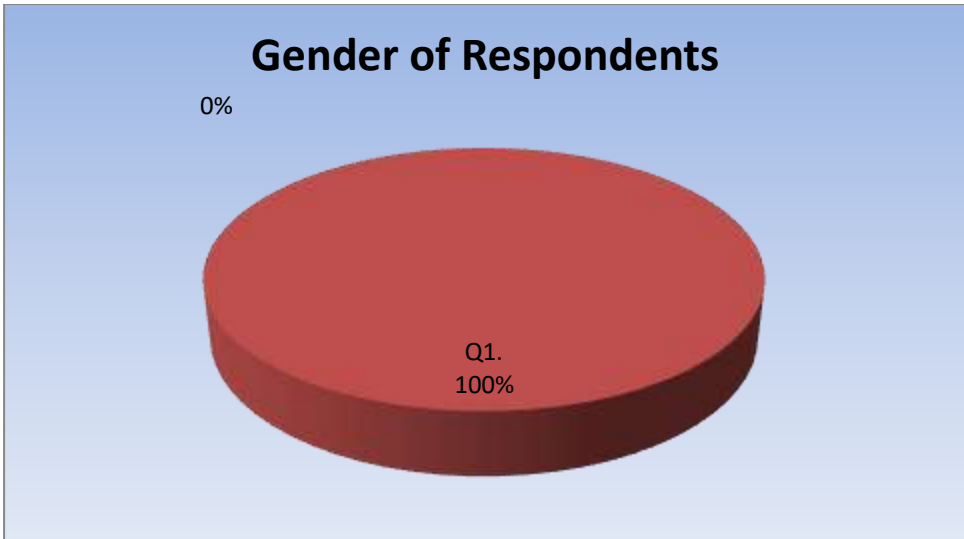


Figure 2: Gender

Both Table 2 and Figure 2 display the study respondents' gender data. It can be seen from the table that 40% of the respondents are male while 60% are female. It is an indicator that there is a rational recruitment strategy in place in the Irish retail sector where both males and females are given equal job opportunities.

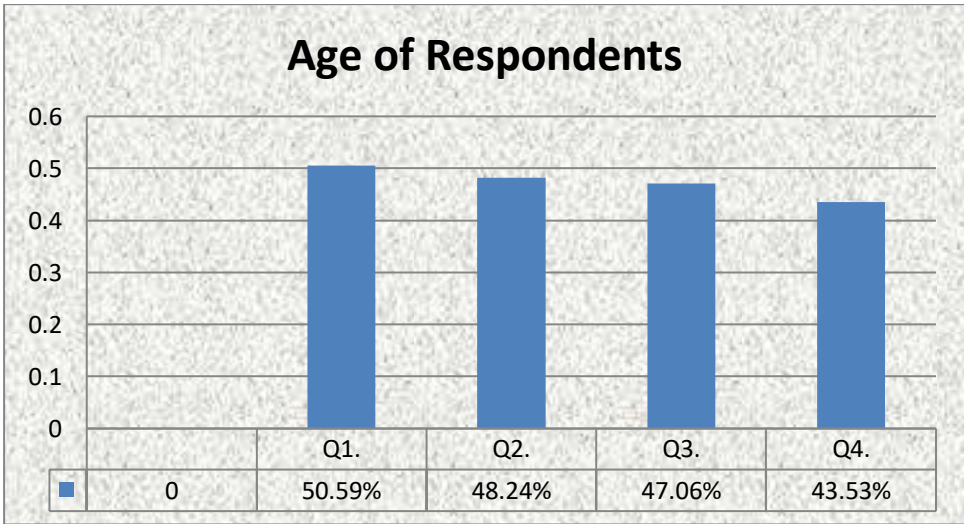


Figure 3: Age of Respondents

In addition, Table 4.1 and Figure 3 showing the respondents' age range: 30 respondents were between the ages of 18-25 representing 35%, 35 respondents representing 41% between the ages of 26-35, 10 respondents representing 12% between the ages of 36-45 and 10 respondents representing 12% between the ages of 46-60. This means that the majority of

respondents are aged between 26-35 years. This may be an example of the recruitment strategy in place in the Irish retail industry that targets on the youths.

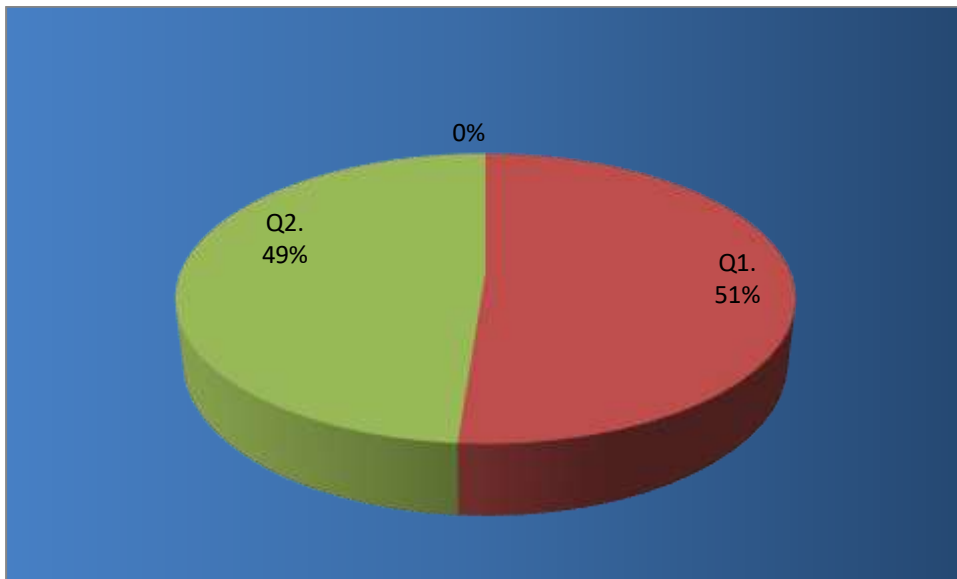


Figure 4:Company of Respondents

Furthermore, the table 2 and figure 4 above shows the recruitment status of the company: 34 respondents representing 40% are employees of Circle k, 25 respondents representing 29% are employees of Tesco while 26 respondents representing 31% are employees of Spar. This shows that the majority of the respondents are employees of Circle k.

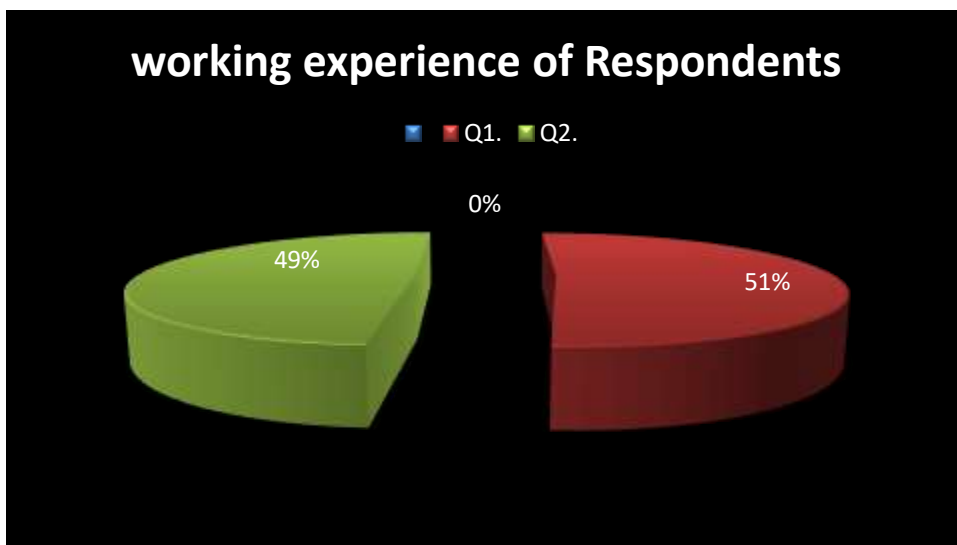


Figure 5:working experience of Respondents

Moreover, Table 2 and Figure 5 display the respondents' job experience: 32 respondents have between 1 to 5 years of working experience representing 38%; 42 respondents representing

42% have 6-10 years of experience; 17 respondents representing 20% have over 10 years of work experience. This indicates that most respondents have career experience of 6-10 years as since from the study findings.

4.3 Data Analysis and Interpretation

In this research the data analysis includes the detailed description of all factors based on the distribution of frequencies and percentages. Each segment demonstrates the effects of the frequency analysis of the participations responses. In relation to financial motivation on employee job satisfaction, analysis and interpretation have followed respectively with the following statements. In the table below: SD= Strongly Disagree, 2D= Disagree, N= Neutral, A= Agree and SA= Strong Agreement.

Table 3 Responses on impact of Financial Motivation on Employee Job Satisfaction.

S/N	Financial Motivation on Employee Job Satisfaction	Number of Respondents/ Percentage (%)					TOTAL
		5	4	3	2	1	
1.	Financial motivation impacts my level of job satisfaction positively	43 50.59%	29 34.12%	10 11.76%	3 3.53%	-	85 100%
2.	Financial rewards motivate me to reach my goals and objectives within the organization	41 48.24%	28 32.94%	9 10.59%	2 2.34%	5 5.89%	85 100%
3.	Financial and Non-financial incentives play an equal role in making me attain job satisfaction	40 47.06%	34 40.0%	8 9.42%	3 3.53%	-	85 100%
4.	Financial motivation comes ahead of non - financial motivation in terms of job satisfaction	37 43.53%	24 28.26%	22 25.88%	2 2.35%	-	85 100%
5	I would still be satisfied if my salary was my only form of reward in the work place	25 29.41%	15 17.65%	10 11.76%	17 20.0%	18 21.18%	85 100%

Source: Compiled by the researcher

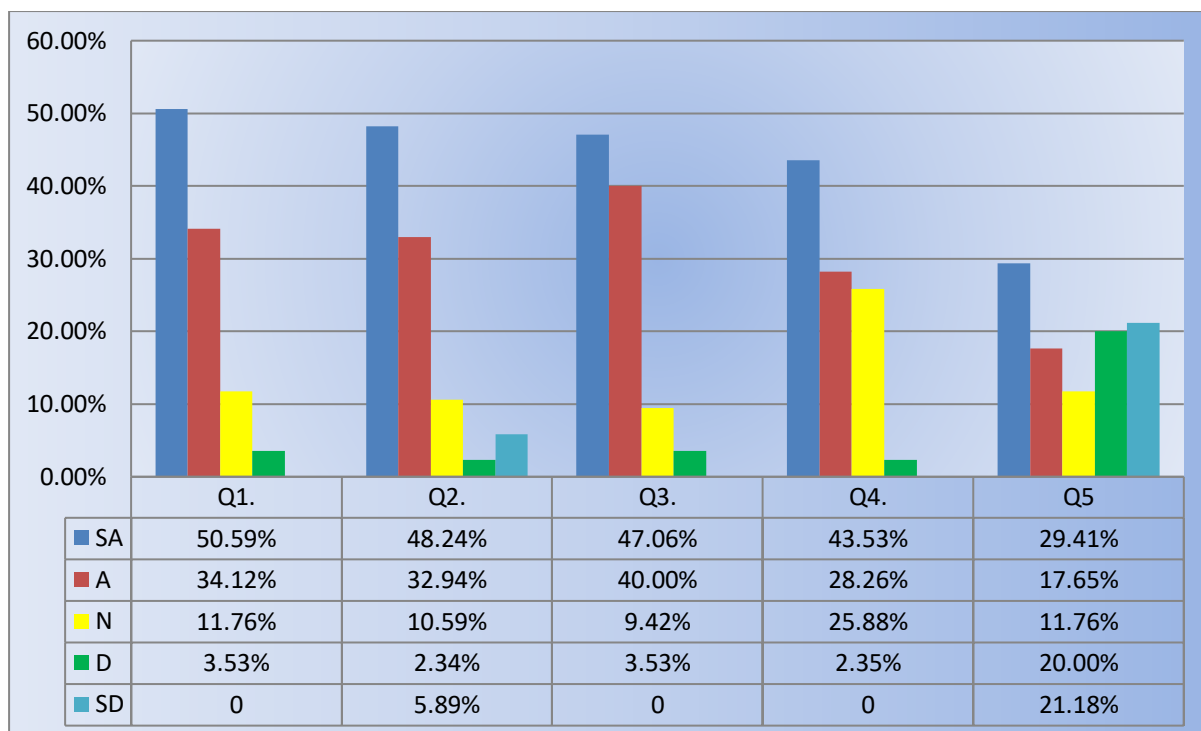


Figure 6: Financial motivation impacts my level of job satisfaction positively

Interpretation

Table and figure above shows the descriptive statistics of financial motivation on job satisfaction in accordance with the table 3 and figure 6 of the respondents indicated that the financial motivation impacts the level of job satisfaction positively as 50.59% strongly agreed, 34.12% agreed, 11.76% were neutral while 3.53% disagreed and respondent who strongly disagreed were none. We therefore conclude based on the majority response that financial motivation impacts on employee level of job satisfaction positively. This is supported with the findings of Wael and Farouk (2017) that there is a significant relationship between financial rewards and job satisfaction. Furthermore, job satisfaction bears positive relationship on employee performance. This agrees with the findings of Kubica and Szarucki, (2016) that motivated employees are self-driven toward their responsibility in the organization and work with passion and enthusiasm for the betterment of the organization. This is further supported by the findings of Agbenyegah (2019) financial rewards are critical to motivate employees in order to make ends meet and better their socioeconomic status in unstable economy.

Table 4: Factors that affect job satisfaction of the employees in the retail sector of Ireland

S/N	Employee Job Satisfaction	Number of Respondents/ Percentage (%)					TOTAL
		5	4	3	2	1	
6	I appreciate a comfortable and conducive working atmosphere	34 40.0%	17 20.0%	16 18.82%	14 16.47%	4 4.71%	85 100%
7.	I'm pleased with the nature of my job	35 41.18%	34 40.0%	16 18.82%	-	-	85 100%
8	My firm is doing a great deal to improve my job security	41 51.25%	28 35%	9 11.25%	2 2.5 %	-	85 100%
9.	My job offers opportunities to put my skills and abilities to use.	20 23.53%	11 12.94%	17 20.0%	27 31.18%	10 11.76%	85 100%
10.	I'm fine with my immediate supervisory relationship.	16 18.82%	19 22.35%	12 14.12%	21 24.71%	17 20%	85 100%

Source: Compiled by the researcher

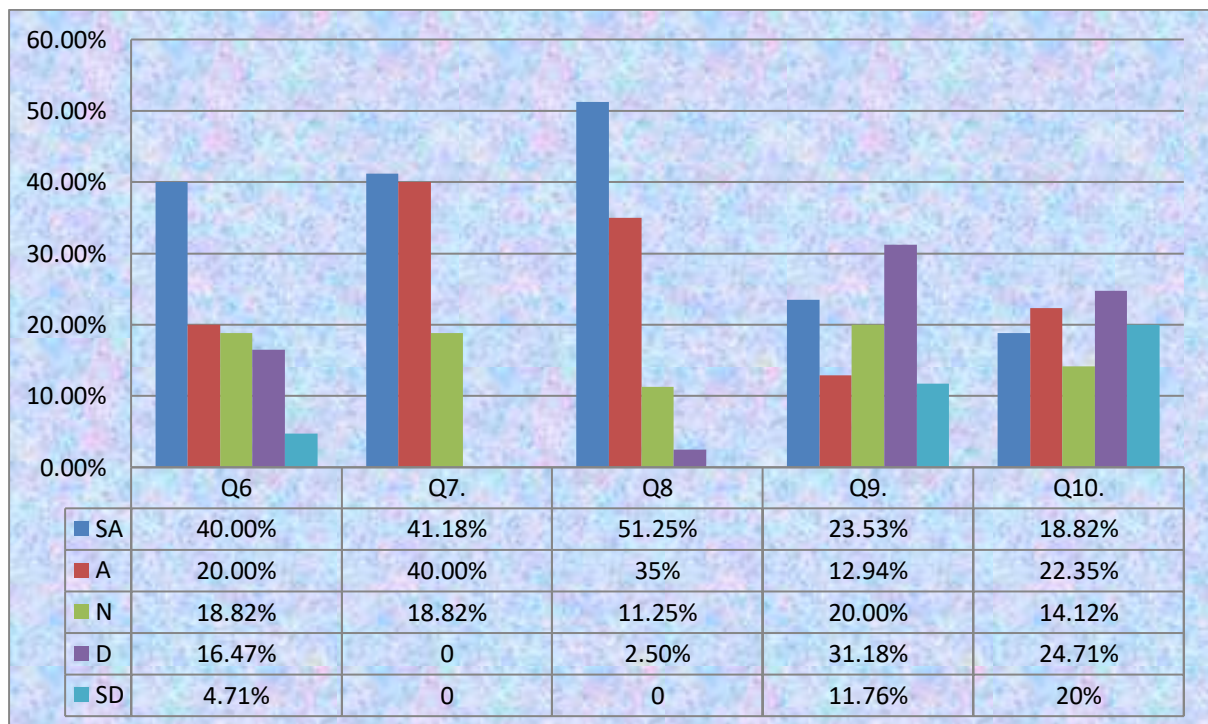


Figure 7: My firm is doing a great deal to improve my job security

Furthermore, table 4 and figure 7 show firm's great deal to improve employees job security as 51.25% strongly agreed, 35% agreed and 11.25% were neutral. At the other side, just 2.5 per cent of the overall respondent disagreed and none disagreed strongly. Therefore we infer that the great deal of the business is to enhance the job security of employees. Data from Heydy and Toni (2017) resulted in findings that validated the literature review, and suggested that workers are more likely to demonstrate improved performance in their workplace when it comes to the protection offered by unionized organizations. The findings suggested that the protection provided by organizations participating in the union can be used as a indicator of improved job efficiency, and to some degree of the actions of the employee within the organization. Nonetheless, this contradicts Gholamreza, Ali and Hamid (2011) findings that shows there is a gap between work security and job satisfaction for employees but it is not significant.

Table 5: Factor that contribute to financial motivation in Ireland's retail

S/N	Financial Motivation	Number of Respondents/ Percentage (%)					
		5	4	3	2	1	TOTAL
11	I am satisfied with my wages	50 58.82%	20 23.53%	4 4.71%	5 5.88%	6 7.06%	85 100%
12	I receive other forms of financial motivation other than my wages	34 40.0%	17 20.0%	16 18.82%	14 16.47%	4 4.71%	85 100%
13.	I would rather have my financial motivation increased than the non-financial motivations	48 56.47%	22 25.88%	2 2.35%	7 8.24%	6 7.06%	85 100%
14.	The non-financial motivation is very important to me	17 20.0%	18 21.18%	10 11.76%	21 24.71%	19 22.35%	85 100%
15.	A decrease in the monetary incentive would lead to dissatisfaction	51 60%%	34 40%	-	-	-	85 100%

Source: Compiled by the researcher

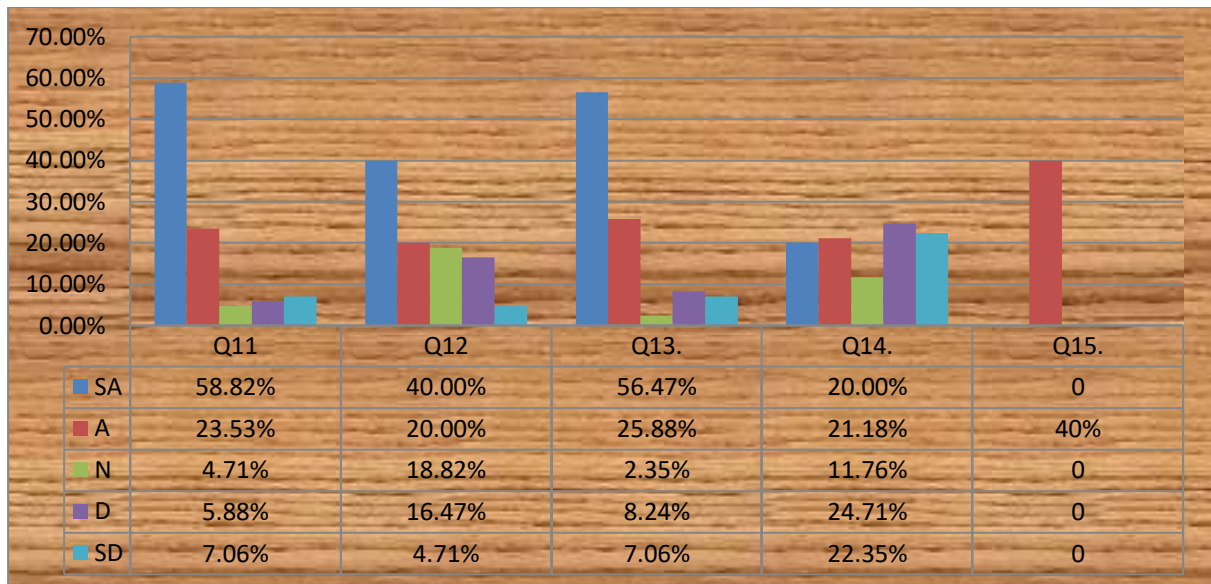


Figure 8: Employee decrease in the monetary incentive would lead to job dissatisfaction

Furthermore, Table 5 and Figure 8 show that Employee decrease in the monetary incentive would lead to job dissatisfaction as 60% strongly agreed, 40% agreed and neutral were none although disagreed none and none strongly disagreed. It implies employee decrease in the monetary incentive would lead to job dissatisfaction. This is in line with Ovidiu-Iliuta employee's (2013) findings that dissatisfactions caused by monotonous jobs and client pressure could weaken the performance of the organisation. Therefore, absenteeism rates for employment may increase and workers may leave the company to joint rivals providing better working conditions and higher benefits. Not all individuals are the same so different techniques should be used to inspire each one. One employee, for example, may be motivated by a higher salary, while another may be motivated by job satisfaction or a better work environment. It is backed by Fatma and Firdouse 's findings (2017) that Shinas College of Technology workers are driven by salary and duty allowance, rather than other monetary incentives / benefits.

Table 6: Strategies to mitigating the impact of financial motivation on work satisfaction in Ireland's retail market

S/N	Financial Motivation on work Satisfaction	Number of Respondents/ Percentage (%)					
		5	4	3	2	1	TOTAL
16.	Non-financial incentives impact my job satisfaction level positively	32 37.65%	24 28.23%	22 25.88%	2 2.35%	5 5.88%	85 100%
17	I would leave to another organization with better non – financial forms of motivation	20 23.53%	30 35.29%	16 18.82%	12 14.12%	7 8.24%	85 100%
18	Money is the most important form of motivation in my job	34 40.0%	17 20.0%	5 5.88%	15 17.65%	14 16.47%	85 100%
19	Both forms of motivation are important	35 41.18%	45 52.94%	5 5.88%	-	-	85 100%
20.	I am satisfied with my job	31 36.47%	25 29.41%	9 10.59%	12 14.12%	8 9.41%	80 100%

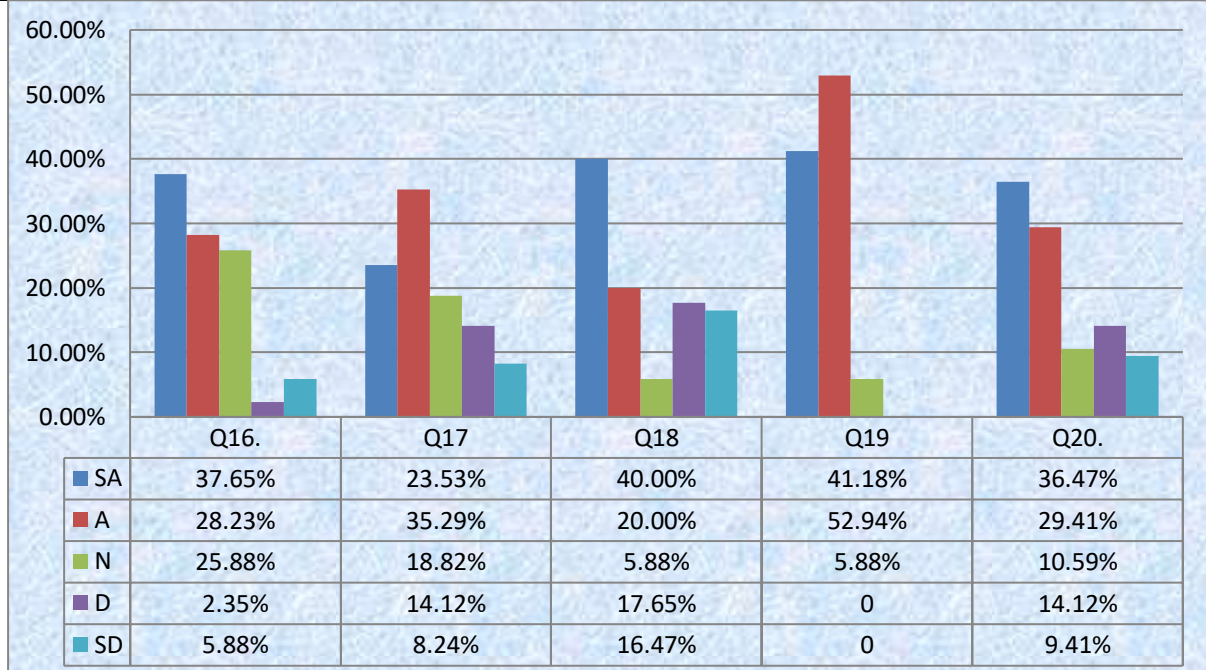


Figure 9: Money is the most important form of motivation in my job

However, Table 6 and Figure 9 above indicate a higher proportion agreed that financial motivation is ahead of non-financial motivation in terms of job satisfaction as 40.0% strongly agreed, 20.0% agreed and 5.88% were neutral, the 17.65% minority disagreed while 16.47% strongly disagreed. This means that financial motivation in terms of job satisfaction is ahead of non-financial motivation. This is in line with the findings of Rina and Siti (2018) that financial incentive relationship variable has a positive effect on the motivation of employees. Elumah, Ibrahim, and Shobayo (2016) agreed that financial rewards came first while moral rewards came second. The organizational efficiency has also been found to be high. The relation between financial and social encouragement and the organisation 's success was also negative.

4.4 Discussion of Findings

Within this chapter, the researcher examined the effect of financial motivation on job satisfaction within Ireland's retail sector, and presented survey results conducted in this report. Nevertheless, the data transmitted by electronic means based on the questionnaire will address how the interpretation of such findings has helped to achieve the research objectives and answer the research question.

Table 4.3 indicates the impact of financial motivation on job satisfaction. This is proven as 84.71% agreed that financial motivation positively impacts on job satisfaction. This is in line with the results of the medical employee conducted by Naldöken et al. (2011), who benefited from these financial incentives, were highly motivated by this incentive.

Regarding Financial Rewards motivates employees to reach goals and objectives within the company with 81.18% agreeing to the assertion. This supported with the discovery of Pouliakas (2008) which discovered that small amounts of financial incentives results in a highly significant impact on employee job satisfaction, whereas large amounts of financial incentives have a positive effect on them.

Financial and non-financial rewards play an equal part in getting me to attain job satisfaction as indicated by a majority of 87.06% of the respondents. This contradicts the Elumah, Ibrahim, and Shobayo (2016) findings that there was also a negative relationship between financial and moral rewards and organizational performance.

Financial motivation comes ahead of non-financial motivation in terms of job satisfaction, as suggested by a majority of 71.79% of the respondents who agreed to the statement. It is also

consistent with Al-Nsour (2012) results that were financial incentives were highly regarded than non-financial incentives. The findings of Rina and Siti (2018) also show that the research variable aspect is true and the financial incentives relationship component has a positive impact on the motivation of the employees.

58.82% agreed that they should leave to another organization with a better non-financial incentive. Kaneez and Safia (2016) concluded that the workers were not loyal to their organisations and were likely to leave their positions if they came up with better opportunities. Krammer and Sommer (2012) endorse this in that there is no connection between the personality trait of individuals and the performance in international business.

To testify to the importance of monetary reward which is accepted by 60% of the respondents that money is the most important source of work motivation. Saira, Madiha, Sumaira and Anam (2014) findings indicate that financial benefits are important for employee motivation in third world countries such as Pakistan, where rates of inflation are so high that people struggle hard to sustain their social status.

CHAPTER FIVE

CONCLUSION, RECOMMENDATIONS AND PERSONAL LEARNING STATEMENT

The chapter includes a review of the findings, conclusions and recommendations. The research work aimed to explore the impact of financial motivation on job satisfaction in Ireland's retail market.

5.1 Implication of Findings

The study's implications are discussed under the following subheadings: management practices, industry, and society.

5.1.1 Management Practices

Management research in terms of financial motivation and job satisfaction is improved as various approaches to financial motivation in the Irish retail sector as well as job satisfaction are provided in this study. It should also be noted that academics and management practitioners will integrate the results of this study into their teachings.

5.1.2 Industry

The organizations in the industry are hereby enjoined to create a favorable atmosphere that will produce positive employee performance. These include having appropriate financial incentives, and structuring them to enhance employee performance.

5.1.3 Society

Society, too, will become a better place when employees work with organizations that have their best interest at heart. Employees won't need any unrest or industrial action, and that will keep society at peace.

5.2 Recommendations and an Implementation Plan

The Researcher made the following recommendations on the basis of the research findings:

1. Retail industry manager must ensure sufficient incentive for the workers of Irish businesses. Employee well-being should be given due attention, and health and well-being programs should be planned to fit the interests and wellbeing of workers.
2. Management should promote reciprocal connections between employees and their managers to encourage a sense of unity among staff. Managers should also ensure staff are active in decision-making systems and have the ability to share their opinions.

3. Management must also ensure that they create a work atmosphere conducive to fair working practices for workers, as well as have the necessary equipment and services for the staff to ensure consistency in the execution of their respective duties.
4. In the end, effective planning of job tasks is a secret to achieving organizational productivity. An adequate compensation schemes in the form of monetary or non-monetary rewards are necessary to ensure that workers are productive. Management should ensure that the rewards and benefits are equally, fairly and competitively allocated to the workers.

5.2.1 Implementation Plan

- i. The management of Irish retail sectors needs to implement a scheme of monetary rewards that will foster staff productivity to the company's growth and facilitate employee satisfaction.
- ii. In order to ensure continuous performance improvement, Irish retail companies should establish and introduce a rigorous career development training program for the employees, which will make them comfortable, agile and effective.

5.3 Contribution to Knowledge

5.3.1 Concepts

The study has contributed to the understanding on the subject by reinforcing and putting forward the various viewpoints of the experts through wider perspectives on the concepts of financial motivation, job satisfaction and motivational strategies and also job satisfaction.

5.3.2 Empirics

The study which focused on empirical studies indicates how financial motivation can help in improving job satisfaction. This work as such is complementary to existing studies. The study made the following contribution to findings: 84.71% agreed that the level of job satisfaction is positively influenced by financial motivation and 81.18% agreed that financial rewards motivate employees to achieve goals and objectives within the business. Financial and non-financial rewards plays an equal part in getting one attains job satisfaction 87.06%. Financial motivation come head of non-financial motivation in terms of job satisfaction as suggested by a majority of 71.79% that agreed. 58.82% agreed that they would leave to another organization with a better non-financial incentive. 60% agreed that money is the most important form of job motivation. The study therefore concludes that financial motivation has a positive and significant impact on job satisfaction of Ireland's retail sector employees.

5.3.3 Theories

The research added to the theories by discussing several theories related to the financial motivation and job satisfaction. Related theories for this study are: Maslow's hierarchy of needs theory, Herzberg's two factor theory, McClelland's theory and Alderfer's ERG theory. The McClelland suggests that the Need Theory is essentially based on three kinds of needs, motivating a person with a profound desire to use appropriate actions to fulfill his needs. The three needs are needs for achievement, the need for power (needs of power), the need for relationship (needs of affiliation).

5.4 Personal Learning Statements

These sections offer a personal development of the researcher over the time frame of the dissertation. This area is concerned with the style of learning, new academic and professional abilities gained by the researcher during the program and how learning led to enhancing the capacity of the researcher to make a difference to future work. Researchers will also explore approaches to continue and extend this learning.

5.4.1 Learning Styles

The learning style is the general pattern which offers learning guidance. Learning style can be described as many of the characteristics, behaviors, and mentalities that in a given circumstance inspire a person to learn. Keefe (1979) claims that "learning styles are trademarks of intellectual, viable, and mental behaviors that fill the marks of how students see, interact, and react to the learning condition as moderately stable." Kolb (1984) set out four styles of learning through this method. This is looked into as follows:

Activists: These are the people learning by performing. Activists have a welcoming attitude towards learning, including themselves entirely in new experiences without predisposition. They follow their instincts more and when deciding on preference tends to follow their feelings. A person who is activist is good at communicating with others, they enjoy interacting with others.

Reflectors: These people learn by watching and pondering about what has happened. They may abstain from jumping in as passive observers, and like to observe. They would want to sit back to view experience from multiple opposing perspectives, collecting data and taking time to work towards an appreciate conclusion. They are open-minded, polite and careful.

Theorists: These are learners who like to grasp the theory behind the practices. They need templates, concepts and experiences to get involved in the learning process. They want to

analyze and draw into an effective and valid 'theory'. An individual who is a theorist in the pursuit of any study is precise, detailed and consistent in conceptual thinking. .

Pragmatists: How to implement what has been learnt in the real world is what this group of learners want to know.. Conceptual ideas and games are of limited use except when they see a method for putting the thoughts in their lives without hesitation. They are experimenters who test new thoughts, ideas and methods in order to check whether they work. A person who is a pragmatist enjoys challenges and faces obstacles to achieve their goals.

From the abovementioned, the researcher has developed a personal learning style. In doing this, the researcher completed the Learning Style Questionnaire from Honey and Mumford. Among the four learning styles, the researcher has uncovered that the researcher is more like a Reflector. That implies that the researcher learn by observing and thinking. Prior to drawing a conclusion, reflector likes to be careful in gathering of data and experimenting. Therefore reflector before they have a different point of view, they tend to look at issues from multiple viewpoints which fits the researcher learning style (Honey and Mumford, 1992).

5.4.2 Personal Learning outcomes and self-analysis during the learning process

As one of the requirements for the completion of this course the researcher needs to carry out an academic research. In the first semester, the researcher wasn't enlightened and was confused as to how to about carrying out the academic research, coupled with other academic and social activities which are time demanding on the part of the researcher.

The course done in the second semester titled research method allowed the researcher to clearly see the study cycle and enabled the establishment and the carrying out of this dissertation. This allowed the researcher to find and analyse the background information on the topic. This assists with estimating the resulting quantitative research. Moreover, techniques used to gathering data have permitted the researcher to figure out how to evaluate effectively, which were another challenge to the researcher as it had never been done before by the researcher. The researcher would now be able to prepare research rapidly and viably. The researcher could utilize more opportunity to write and focus in his learning process.

5.4.3 Team working skills

Teamwork skills are basic for the researcher success in this work. Team working is increasingly more current in the advanced working condition and these days numerous organizations incorporate this basis at their recruiting process. In addition, by going through this course the researcher has come to understand that it is important to realize how to function with a team effectively and to give a beneficial work. The researcher has improved in leadership, having figured out how to oversee and contribute ideas in a team. Team working skills have helped the researcher to turn into a successful manager in his future profession.

5.4.4 Personal Communication Skills

Personal Communication is the researcher sharing of information between hercolleagues and the immediate environment and individuals. The researcher has upgraded his communication skills during presentation before the schoolmates: researcher has figured out how to address audience members facing them without having to be reading notes, looking and utilizing non-verbal communication effectively. The researcher would now be able to communicate effectively with lecturers and colleague. The personal communication procured by the researcher during the learning and execution of this dissertation has improved his capacity of good communication and has upgraded career prospects. In this manner, the researcher will keep on improving his communication skills until the researcher can pull in audience attention during presentation.

5.4.5 Personal management skills

Self-management skills are the capacities that permit the researchers to control their emotions and activities. These skills are significant so as to accomplish productively research and improve researcher profession objective. Through the dissertation stage, the researcher figures out how to adjust and utilize time productively. Presently, the researcher can work more profitable and achieve assignments unhurriedly on schedule.

5.4.6 Plans to sustain personal learning and conclusion

A learning plan is best arranged by the researcher with the direction and backing. As we are living in a knowledge-based society, learning and improving skills were the researcher primary educational objective. This is the reason that made the researcher to stepped up to go through this course program. Learning is lifelong (Honey and Mumford, 1992) and will never stop. Obviously, the researcher will keep on learning during future profession. Thusly, it will

be vastly important to become a viable lifelong student. The researcher has now the ability to be more objective and have basic analysis skills before making decisions. This shows that the researcher has improved in this decision making skills as it will particularly be valuable in the researcher's future profession where these skills can be applied successfully. All modules in the program gave the researcher the chances to grow new knowledge for the research process and to apply what he has learnt to practice. This dissertation along these lines, has given fantastic learning result to the researcher in personal and future profession advancement.

CHAPTER SIX

CONCLUSION

This study has added to human resource administration new information and practices. The examination adds to the business learning by affirming the relevance of the idea of financial motivation relatedness to employee job satisfaction and job performance. Motivation is a psychological factor that decides the course of the actions of an individual within an organization, as well as the degree of commitment of an individual and the degree of determination of a person. The ultimate goal of this study was to establish the relationship between financial motivation and job satisfaction in the retail sector in Ireland. From the results, it has been concluded that: financial motivation impacts on the level of job satisfaction, financial reward motivate employees to reach goals and objectives within the organization, financial and non-financial incentives play an equal role in making one attain job satisfaction, financial motivation comes ahead of non-financial motivation in terms of job satisfaction, money is the most important form of motivation in job and that employees would leave to another organization with better non-financial forms of motivation.

The research so far shows that the monetary reward has a direct effect on employee productivity i.e. an enticing financial benefit would improve the productivity of most workers to work hard. It can therefore be expected that workers enjoy monetary rewards, and expect them to. This is very clear from the above discussions that management needs to understand the right kind of monetary reward for their workers so that employees are highly motivated to put their best efforts to complete their work. It would improve the commitment of workers to the company, enabling them to be more successful with job satisfaction. It is therefore possible to implement monetary reward policies for progress in Ireland's Retail market. Furthermore, the research confirms that employees don't always seek financial benefits. Managers should therefore consider providing monetary rewards to improve their results.

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