



**An Exploratory Analysis into Intrinsic & Extrinsic Employee Motivation in the
Workplace.**

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Abstract:

The researcher identified an issue in a contemporary Human Resource Management setting that exists. The research issue relates to Intrinsic and Extrinsic motivation in the workplace. Whereby an employer shall utilize one source of motivation over another, of which causes an imbalance in the fulfilment of utmost employee motivation. The research delves into the cognitive mind, and by definition what constitutes Intrinsic and Extrinsic motivation as remarked by Human Resource Practitioners, and employees alike. As the field of motivation in a HR setting is considered interchangeable, and subjective. The researcher intends on striving toward a definition of motivation that can resonate with all. The Methodology utilized is a Qualitative approach whereby 8 semi-structured interviews are conducted. The purpose of the Qualitative research approach was to recruit 8 diverse employees, and decipher what constitutes both Intrinsic and Extrinsic motivation. Further to this, to ameliorate potential gaps for organizations instilling motivational systems for the intention of succession. In the field of Intrinsic and Extrinsic motivation in application, the researcher found two key findings. Firstly, the theme that emerged regarding the concept of window dressing. Whereby employees are enticed to work for organizations under false pretenses of an idealism. From an exterior perspective, employers shall portray an image of attractive motivational schemes. However, an employee shall discern an organization's motivational systems as to be erroneous in nature. There is evidentiary support in the findings of the detrimental effects this has on employee motivation. Lastly, despite a significant amount of academic literature outlining the trends in Extrinsic motivational schemes. Intrinsic motivation is considered a phenomena, and a key competitive advantage for an employer in a hypercompetitive world. An emotionally intelligent leader, empathetic environment, and emotional fulfilment translate into heartening levels of employee motivation. Interestingly, showing a positive correlation with enriched dopamine chemicals in the brain that respond to emotional experience and the value identified at work. All in all, Intrinsic schemes tend to not be costly in the design and implementation, however it is held they are not utilized enough to an employer's advantage.

Submission of Thesis and Dissertation

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(Thesis/Author Declaration Form)

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CHAPTER ONE:

1. Introduction

1.1 Introduction

It is an increasingly difficult task for leaders to ensure utmost employee motivation in a diverse and technological advanced workforce. (Al-Asfour & Lettau, p.58, 2014) A diverse workforce can produce a myriad of challenges however, it too can produce bountiful rewards and opportunities if handled correctly. (Raziq & Bakhsh, p.1, 2014) The complexity of five generations in the working relationship introduces challenges to hierarchical management in maintaining the relationship. Conflict may arise from factors such as diverging perceptions, work styles, attitudes and beliefs. (Cucina, et al, 2018) Additionally the introduction of the concept that younger subordinates in a superior role manage their older subordinates, creating a tense dynamic in the working relationship. (Kunze, & Menges, 2017) Singh, Verma & Chaurasia (2020) asserts that the concept of generational difference in study is an increasing phenomena in Human Resource context, as studies strive to comprehend the '*research clusters and thematic evolution of the topic generational diversity*' and the trends that emerge in the workplace in employment motivation. Failure to address such issues in employee motivation can have detrimental effects on organizational performance and productivity. This negatively impacts on organizational competitiveness, reduces efficacy levels, and inevitably results in a higher labour turnover. (Salahuddin, p.2, 2011) Lewis & Wescott, (p.2, 2017) encourages organizations to create an engaging, motivating, and '*problem solving environment*' that yields a culture of continuous learning and improvement, and utmost employee motivation.

1.2 Research Question

The purpose of the research question is to analyse the focal point of utmost employee motivation in the workplace. By analysing employee perception of both Intrinsic and Extrinsic motivation in the workplace. Furthermore, to assess the efficiency of the chosen design and implementation of motivational systems by an employer, in alliance with the Human Resource department.

1.3 Research Aims & Objectives

The aim and objective of this research is to analyse the specific components that drive employee motivation, and the composition of where such motivation stems from. Moreover, the researcher shall investigate the factors that disincentivize an employee toward the succession of utmost employee motivation. It is the critical analysis of what Human Resource Management policy and practice are aligned to the values of employee motivation.

Further observing the ample effect of motivational theorem and strategies on employee perception of motivation and subsequent equity of an employer. Based on the empirical research, academic literature and critical analysis of secondary data within Literature Review.

It is worthy to observe the generations worth of motivational theory, and the gradual progression towards a breakthrough in the field of employee motivation. While some theorems were deemed prerogative or preposterous for their time, the hypotheses are widely accepted whilst resonating with the current generation on a profound level, through cognitive reasoning and scrutinizing the human mind. The research integrates into the mind of an employee and their perception of current trends in the area. It is held that there is a strict adherence and implementation of Extrinsic Reward. Whereas Intrinsic Motivation, emotional intelligence are remarked as a contemporary Human Resource Management entity. It is observed that employers are coming around to the idealism of fulfilling the needs and requirements of employees on an emotional level. In the design and implementation of employee wellbeing schemes, and a flexible total reward strategy. It is the recognition by an employer that motivation requires to revert back to basics, whereby it does not require vast capital or a budget to fulfil the heart of an employee. These themes shall be analysed in further detail throughout the primary research section. A specific gap in the research was the proposed hypothesis of ‘*window dressing*’. As the researcher collated information and responses that exhibited illuminating discovery in the area by the recruited participants. The concept is acknowledged in the Literature Review, and further in the thematic analysis.

Research Objectives:

- Clarification of a contemporary definition of employee motivation in the workplace.
- Understand the specific policies and procedures that align with Intrinsic and Extrinsic motivation within employees.
- Whether Intrinsic and or Extrinsic reward systems are preferred by employees.
- Role of a leader in the installment of employee motivation.
- Identification and analysis of potential gaps in employee motivation.
- Investigation of a flexible total reward strategy to instill employee motivation.

1.4 Sub-objectives

1. To analyse the interrelationship between Intrinsic and Extrinsic Motivation and its effect on employee motivation.
2. To develop a thematic analysis in the investigation of participant perception of motivation.

1.5 Outline of Chapters

Introduction: The purpose of the introduction chapter is the initial acknowledgment of the title of the research study. An introduction is comprised of the research aims, objectives, and 2 sub objectives proposed by the researcher. The installment of an introduction shall inform the reader upon the subject matter, literature, and gaps within the literature. It is an imperative pillar of the research study and shall inform a reader of what to expect in upcoming chapters.

Literature Review: The purpose of this chapter is to provide a critical analysis of respective theories, hypotheses and contemporary research. Moreover, the application of skill and knowledge is relating the research back to the focal point of the research study. It is the critique and opposing reviews of theorems, and its effectiveness of the proposition of utmost employee motivation. It is the composition of a total of 10 proposed sub-sections by the researcher, in the attempt of critically analysing the history and developments in the field of employee motivation.

Methodology: The purpose of this chapter will provide an outline to the research philosophies, research approaches, and the utilization of Quantitative and Qualitative research tools. It delves into the chosen Qualitative approach by the researcher, whilst exhibiting the sampling group and justification of such. It informs the reader of the data-gathering instruments utilized, and semi-structured interviews shall be the composition of the research. It propounds the nature of the ethical considerations and limitations of conducting an interview style in Qualitative research.

Findings: The researcher begins with a brief introduction to the chapter. The purpose of this chapter outlines five separate themes composed from 8 semi-structured Qualitative interviews. The researcher shall directly quote and reference interviewees to corroborate the proposed information as exhibited in the Literature Review.

Discussion, Conclusion, & Recommendations: The purpose of this chapter is for the researcher to conclude upon a discussion of Motivation, in a Human Resource Management setting. The researcher proposes cost-effective recommendations in a reasonable timeframe for the organization to implement. This chapter shall reference the Literature Review, and research aims and objectives to conclude the research, to finalise a final word on the study.

CHAPTER TWO: 2. Literature Review

2.1 Introduction

The contemporary workplace consists of five generations working simultaneously, generating both value and complexity to their working environment. This includes, Generation X, Generation Y, Baby Boomers and Traditionalists, who bring unique and diverging ‘*morals, values, opinions and work ethics*’ into the workplace. (Bartley, Ladd, & Morris, p.1, 2017) Likewise to Spiro, (p.16, 2006), each subset has its unique set of ‘*values, view of authority, loyalty, expectations of their leadership*’, towards their perception of equity, equilibrium and an idealistic work environment. Lakmal, (p.3, 2014) challenges the traditional definition of motivation and proposes a more inclusive approach in the workplace in a physiological sense, of how individuals interact with one another, and ‘*derive satisfaction from their work*’. Employee engagement by stimulating motivation within employees, has become somewhat of a phenomena amongst Human Resource practitioners, as it benefits both employee and employer alike. The objective of employee engagement is for employees to perceive their role as valuable and self actualizing. This equates to the devotion of ‘*discretionary effort and time to work*’. (Pitz, & Matz,p.216, 2006)

2.2 Addressing The Gap; Window Dressing

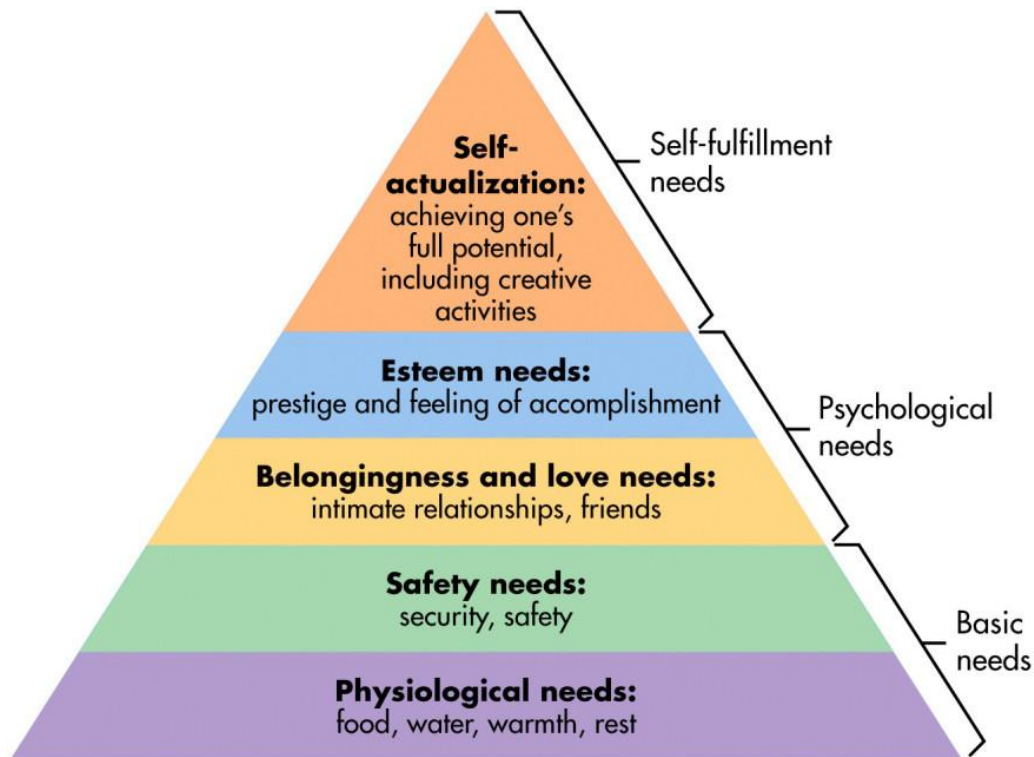
Vassilopoulou, (p.281, 2017) propounds a gap to which organizations have designed an illusion by ‘*window dressing*’ as opposed to an authentic attempt to manage motivation in a diverse workplace. Likewise, Marques, (p.283, 2010) concedes that organizations design an attractive motivational management statement for their website, with the intention of worldwide recognition and collection of awards. Marques challenges hierarchical management to implement attractive incentives in reality as opposed to an illusion. Thomas, et al, (2017) accede that trends like this continue to exist due to employees consciously choosing ‘*not to express what they were truly feeling*’, to which they conceal their grievances towards their workplace as a result of fear in loss of job security, and or upsetting hierarchical management. Such employee behaviour is referred to as ‘*surface acting*’ in the workplace. Welbourne, & Andrews, (2005) proposes for hierarchical management to release the extravagance and refer ‘*back to basics*’ in the restoration of employee energy as it correlates with employee motivation, ‘*job satisfaction, and job performance*’.

2.3 Role of Leader in Multigenerational Workforce

In a globalised economy organizations strive to remain highly competitive in the industry. Despite significant literature in the area, Kerr, & Hynes, (2018) propose that leaders lack pivotal knowledge into how potentially “*diverging motivational needs of the various generations*” influence motivational strategy as they equate to favourable organizational outcomes. This is fulfilled by emotionally intelligent leaders who actively manage the divergence. Emotional intelligence within leaders is a quality that fosters collaborative working environments that motivates all employees intrinsically. Njoroge & Yazdanifard, (p.4, 2014) Spiro, (p.16, 2006) emphasizes a challenge facing leaders in all sectors is a basic principle of creating an environment that meets “*the needs and expectations*” of employees, as depicted in the psychological contract. Additionally, such an environment will encourage employees to optimise their productivity and innovation at work. It is imperative for leaders to develop a degree of accountability in their role in motivating employees, furthermore not neglecting the topic of variance as it arises. Wood & Windston, (p.85, 2005) argue that leaders who fail to take accountability are those who are predisposed to believe that accountability is associated with negative connotations and it is avoided as it develops a blame culture.

2.4 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs by Abraham Maslow (1970) is observed by Mathes, (p.1, 1981) as *"five classes of needs that are hierarchically organized"*. It is denoted that cognitive needs are the pit of the pyramid, and followed by *"security, belongingness, esteem, and self-actualization needs"*. It is held that physiological needs are required to be met, prior to that of security needs. Likewise, security needs are to be fulfilled, prior to belongingness. Carberry & Cross, (p.136, 2014) contend that Maslow's Hierarchy of Needs that pay on the pyramid is of a lower priority when an employee addresses their cognitive requirements. However, if psychological needs are fulfilled, it is discerned that pay shall not correlate with higher levels of motivation as elements such as *"self-esteem and self-actualization"* become imperative to contentment in the workplace. Armstrong, (p.351, 2011) expostulates that the need of *"self-fulfilment"* shall never be fulfilled. The justification of this is when a lower ranked need is fulfilled, Human Beings by their very nature intend on satisfying the next objective. As verbalised by Armstrong, *"Man is a wanting animal"*. Furthermore when an individual attains a scarcity mindset, thus instilling motivation into their work regime to fulfill unsatisfied needs. It is held that *"psychological development"* is referred to as a continuum, and as individuals experience cognitive development it is not observed to be a *"straightforward progression"* and of high complexity. There is significant evidentiary support that concludes Maslow's theorem as widely accepted in the field of Human Resources. Wahba (p.514, 1976) interegotes upon the *"empirical validity"* of Maslow's theory. It is delineated that the hypothesis is based upon the wishes an individual aspires to be as opposed to the actuality of their competencies. Moreover, the *"low-order, high-order"* system is not remarked as not remaining operative. Armstrong acknowledges further criticism of the *"rigidity"* of the pyramid. Thus suggesting that the hierarchy is not as simple as it is perceived to be.



2.5 Motivation

The term motivation is derived from the Latin word for ‘*movement, (movere)*’. Carberry & Cross, (p.192, 2014) discern that motivation is the ‘*strength and direction of behaviour, and the external factors that influence people to behave*’ in a favourable or lucrative manner. Taylor, (p.193, 2017) remarks the earliest approach to motivational theorem is dated from historical ‘*Greek Philosophies of Hedonism*’. Hedonism is referred to as the nucleus for driving Human behaviour. In simplistic terms, individuals strive toward ‘*seeking pleasure, and avoiding pain*’. It is remarked that individuals shall remain motivated if they associate positive attitudes and actions with appraisal schemes and tangible rewards. Likewise, Armstrong, (p.317, 2009) articulates that motivation refers to an employees ‘*motive*’ for doing something. It is held that employers shall control the narrative of leading positive direction of behavior, hence influencing individuals, cognitive reasoning, attitudes, and actions.

As cited in Taylor, (p.193, 2017) Arnold et al, (1991) propounds the three components of motivation, *“direction, effort & persistence”*. *“Direction”* refers to what an individual is attempting to do. *“Effort”* is reflective of how much an individual is trying. Lastly, *“Persistence”* is the duration of how an individual tries to achieve their greatness. Henry, (p.1, 2020) contends it is simply unjust and negligent for employers to adopt a *“one size fits all”* approach to motivation in the workplace. Mr. Henry debunks the atypical guide to a one size fits all approach, in the proffering of *“pay, perks, and promotions”*. It is delineated that each and every organization attains an unique *“motivational code”*. An employer is advised to strive toward understanding the cognitive drive and mind of employees. If an employer shall align their organizational values to that of their employees, success will be a given. As of 2021, Roepe, (p.1, 2021) refers to the regeneration of motivation within the highly *“stressed and fatigued”* employees. The author challenges traditional approaches to motivation, accepting that employers are required to adapt a resilience to change, and remain open-minded to innovative remedies.

Zare, (p.1, 2013) incorporates a component of spirituality into the area of intrinsic motivation. It is acknowledged that spirituality is subject to interpretation. However, Zare propounds that spirituality shall be defined as *“expressing our desires to find meaning and purpose in our lives is a process of living out one’s set of deeply held personal values”*. In correlation with workplace motivation, individuals develop an innate drive to form a strong connection with their colleagues, and consistently align their personal values to that of the business. Whereby, Extrinsic motivation refers to an individual of whom thrives upon the succession of a task, in the knowing they shall receive a tangible, or monetary reward that they perceive of value. Extrinsic rewards instilling motivation within employees have existed for generations. Hajduk, (p.2, 2017) contends that *“money alone”* is not conclusive to motivation in the workplace. The authors associated Extrinsic motivational tools with that of *“routine and bureaucratic jobs relied on pay to motivate staff”*. In an advanced and technologically driven era, this has engendered a significant shift in expectation and opportunities withheld in the workplace. Employers significantly rely upon their employees to assist in the decision making problems. Furthermore, to think on their feet to alleviate issues in a swift manner. It is concluded in incorporating an equilibrium of both intrinsic and Extrinsic factors. Hajduk, (p.2, 2017)

2.6 Intrinsic Motivation

Amongst the earliest workings of Ryan & Deci, (p.1, 2000) the art of Intrinsic motivation is observed as an individual who actively engages in an activity, *“for the inherent satisfaction rather than for some separable consequence”*. To be motivated simply reverts back to an individual feeling *“moved”* to do something, in divergence to external rewards or pressurization. The authors acknowledge the hypothesis of White, (1959) whereby the phenomena that is Intrinsic motivation has derived from an exploratory analysis of animal behaviour. Astoundingly, upon investigative research it was held that both animals and human beings share a remarkable likeness in behaviours. In conclusion, both entities are remarked as *“playful, and curiosity-driven”*. In the earliest existence of civilization, these behaviours were exhibited even within the absence of *“reinforcement or reward”*. Di Domenico, & Ryan, (p.1, 2017) certify this by their submission as *“neuroscience as the new frontier”*. The mastery of Intrinsic behaviours are remarked as emerging from *“ancient tendencies that are subserved by dopaminergic systems”*. Therefore the cognitive resource of dopamine in the event of a positive consequence, demonstrates that Extrinsic motivation attains the potential to *“undermine”* that of Intrinsic motivation. Whereby individuals actively engaging in the receipt of Extrinsic validation, will validate their response by obtaining a reward or physical entity or *“avoidance of punishment”*.

Extrinsic validation is not an innate behaviour that human beings are born into, it is of educational learning that is taught. To be motivated simply reverts back to an individual feeling *“moved”* to do something, in divergence to external rewards or pressurization. Likewise, individuals who lack an *“impetus or inspiration to act”* are portrayed as *“unmotivated”*. On the contrary, an employee who learns to activate a motivational cognitive response, and is energized towards their endeavors, is observed as *“motivated”*. By their innate nature, human beings consistently act upon and significantly adapt to the surroundings. All of which is based on the intrinsic motivation of the *“ongoing interactions with the environments”*, which the authors refer to as *“intrinsic motivation”*. (Ryan & Deci, 2000. p.2) Furthermore, it is remarked that employees need to feel like *“causal agents”* whereby this stems from the basic human need for individuals to feel competent, and self-actualizing towards the fulfilment of objectives. Therefore, the multitude of activities that employees engage in will determine their unique level of intrinsic motivation. Reeve, (p.2, 1996) accedes this notion as it is observed that intrinsic motivation is based on the *“organismic need for competence and self-determination”*.

It is the specific internalised and external events that an individual's unique perception of competence and self-determination will decipher intrinsic motivation. In the event of an external entity, if the event is referred to as positive, it will *“enhance”* intrinsic motivation. Meanwhile, in the event whereby the external entity is referred to as negative, it has the potential to *“diminish”* Intrinsic motivation entirely. In relevance to contemporary Human Resource Management, Intrinsic motivation in the workplace takes place when an employee truly discerns a sense of value to their work. Moreover, one must perceive their role as *“interesting, and challenging”* and receive a degree of autonomy to conduct a duty. Armstrong & Taylor, (p.194, 2017) emphasize that a key fragment to optimum intrinsic motivation is the advancement and opportunities that are proffered to employees. Furthermore, it is that of such opportunities for employees to showcase their unique skill set, and to develop upon their competencies and unique abilities. Intrinsic motivation is observed as the work itself, as opposed to the creation of Extrinsic measures through reward. Mahaney & Lederer, (p.43, 2006) advise that intrinsic rewards reflect that of interpersonal and career growth as opposed to a monetary or tangible reward. Intrinsic rewards include, enhanced status, *“recognition, praise from superiors and co-workers, personal satisfaction”*.

An array of literature supports that Intrinsic rewards positively correlates to improving an individual's self-esteem and confidence in the workplace. (CIPD, p.40, 2015) Munir, (et al, p.88) supports the utilization of Intrinsic rewards, such non-monetary rewards include, *“social recognition, praise, and genuine appreciation”*. Of which ensures utmost emotional fulfilment whilst engaging in activities in the workplace. Legault, (p.1,2016) vocalizes that Intrinsic motivation is *“non-instrumental in nature”*. Whereby, the Intrinsically motivating action is *“not contingent upon any outcome separable from the behaviour itself”*. Arguably, Sandals, (p.122, 2012) propounds that individuals who are actively engaged upon an activity that is *“intrinsically worthwhile”* would truly devalue the art of Intrinsic motivation by offering tangible assets. Despite an employer's intention to remain upright, by offering money in this instance would deflate an employee's motivation by *“crowding out their intrinsic interest or commitment”*. According to Peterson, (2018) of the CIPD, urges for organizations to *“fire up people’s sense of intrinsic motivation”* and to truly apprehend what Intrinsic motivation means to them. It is that of hierarchical management commitment to help their employees *“find meaning and purpose in their day-to-day work”*. In correlation to this, it is for leaders to develop an understanding of the unique contribution that their employees make to the organization.

2.7 Extrinsic Motivation

Extrinsic motivation as defined by Armstrong & Taylor, (p.192, 2017) is referred to as, the motivation that occurs “*when things are done to or for people in order to motivate them*”. Extrinsic measures can include Extrinsic rewards such as “*incentives, increased pay, or promotion*”. On the other end of the Extrinsic spectrum, it can also include a punitary route through disciplinary action, “*withholding pay or criticism*”. Armstrong & Taylor remark that Extrinsic motivators can have an “*immediate and powerful effect*”, however it shall not be utilized for long-term succession. According to Mahaney & Lederer, (p.43, 2006), Extrinsic rewards are “*external*” to the job itself. Extrinsic rewards consist of monetary or tangible benefits such as “*pay, fringe benefits, job security, promotions, private office space, and the social climate*”. Likewise, Ryan & Deci, (p.7, 2000) postulate that Extrinsic motivation is a “*construct*” that persists when an individual engages in an activity to attain “*some separable outcome*”. As an Intrinsic motivator will emphasise the utmost quality of working life, and shall connect to employees on a deeper, more sentimental level. The reasoning for this, is an individual who assigns a sense of value to their work, does not reside in their satisfaction nor their fulfilment from Extrinsic means. Therefore, it is held that an equilibrium of both Intrinsic and Extrinsic motivators and structure is favourable for long-term furtherance.

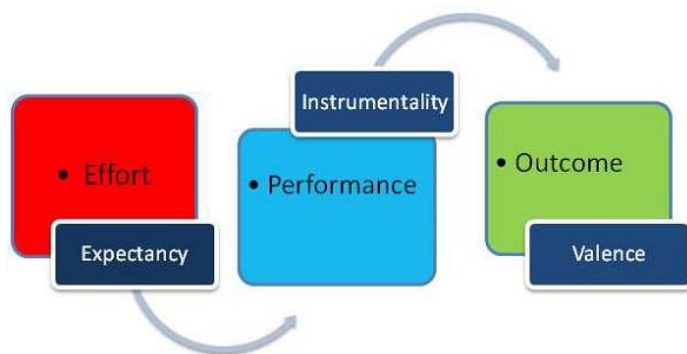
In the review by Bernstein, (p.1, 1990) introduces the Extrinsic hypothesis of “*Carrots & Sticks*” in response to the literature of Ryan & Deci, the conceptualization of the Carrot & Stick motivational approach is of relevance to both Intrinsic and Extrinsic nature. Hoffman, (p.3, 2015) discerns that leaders typically utilize this approach by rewarding desired outcomes (*carrot*) and to punish unfavourable outcomes (*stick*). The “*carrot*” is code for an Extrinsic reward that is typically of monetary nature. Hoffman discerns that the utilization of the carrot technique is not “*wrong*”. However, significant obstacles occur when the idealisation of an Extrinsic incentive solely is perceived as the primary source of optimum motivation. It is held, it is acceptable to award individuals for a job well-done, however it is completely another narrative when such a carrot is utilized to control human behaviour. (Hoffman, p.4, 2015) Hoffman further discerns that this technique is prevalent amongst organizations worldwide, however the results vary and should be reviewed on a case-by-case basis.

Legault, (p.1, 2016) postulates that Extrinsic motivation refers to the performance of a favoured behaviour conceding that is deemed of satisfaction or enjoyable to engage in. Legault concludes that Extrinsic motivation is "*instrumental in nature*" whereby an action or activity is performed, in order to gain an outcome separate from the origin of the action itself. Armstrong, (p.326, 2012) contends that motivation is likely to occur when there is a clear "*perceived and usable relationship between performance and outcome*". Of which is referred to as a means of optimum employee satisfaction. The utilization of an incentive or bonus scheme is effective if the interlink between "*effort and reward*" is clearly identifiable and the value of such reward is worth the effort entailed in the activity. Armstrong concludes that Intrinsic motivation derived from the work itself, can be more propitious than Extrinsic motivation. As in a psychological sense, Intrinsic motivational outcomes are controlled by the individuals. The calculation of an outcome is based on their experience, whilst engaging in favourable attitudes, behaviours and actions towards achieving positive outcomes.

2.8 Vroom's Expectancy Theory

The Expectancy Theory as adapted by Victor Vroom (1964) is considered a "*cognitive process motivational theory of motivation*". Furthermore, Expectancy Theory is based on the proposition that individuals discern an interlink between "*the effort*" they put into their role, "*the performance*" that they achieve from their effort, and "*the reward*" they receive for both the outstanding effort and performance. An employee shall be rewarded for their efforts and positive performance outcomes, and therefore induce a balanced action of motivation. Likewise, Expectancy Theory is the presumption that, "*people expect particular actions to achieve a desired result (expectancy)*" and the desired result is something worth gearing toward or avoiding entirely. (*valence*) (Hollyforde & Whiddett, p.77, 2002) According to Vroom, (1964) it is imperative for an individual to discern the difference between both "*valence*" and "*value*". As Vroom contends that there may be a significant discrepancy between the "*anticipated satisfaction of an outcome*" (*valence*), and the actual satisfaction that it bestows upon an individual. (*value*) Thus inducing that this theory is based upon expectancy as opposed to the experience itself. Armstrong, (p.142, 2009) reviews that Vroom's theorem is suggesting that individuals need to attain both "*ability and motivation*" for optimum performance. As there is a powerful correlation between both the ability and motivation, if either variable is "*zero*", this equates to ineffective performance in the workplace.

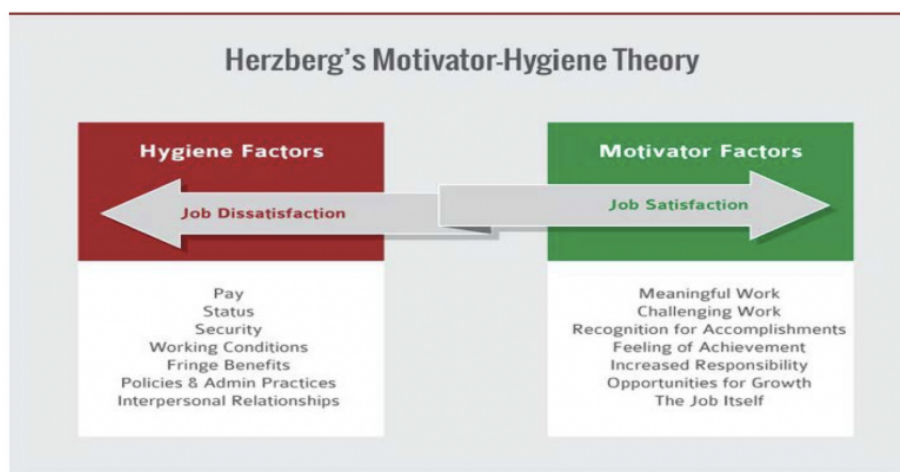
It is observed that the effects of ‘*motivation on performance are dependent on the level of the worker*’. Likewise, the relationship of ‘*ability to perform is dependent on the ability of the worker*’. Thus suggesting that the effects of both variables, ability and motivation on performance, are ‘*not additive but interactive*’. All in all, Lunenburg, (p.1, 2011) an individual is motivated to believe that calculated efforts will result in good performance. An individual shall be rewarded (‘*instrumentality*’) and the value derived of the rewards proffered is highly favoured (‘*valence*’).



2.9 Herzberg’s Motivation Hygiene Theory

Herzberg’s Motivation-Hygiene theory is a model composed by Frederick Herzberg in 1959. Armstrong, (p.328, 2009) refers to this theory as the ‘*two-factor model of satisfiers and dissatisfiers*’ following an investigative analysis by Herzberg into the causation and effect of job satisfaction and dissatisfaction collated from the feedback of accountants and engineers. As articulated by Furnham, et al (p.766, 2013) Herzberg’s theory postulates that satisfaction and dissatisfaction ‘*were not two opposite extremes of the same continuum, but two separate entities caused by different facets of work*’. These extremes are referred to as hygiene and motivational factors. Hygiene factors are Extrinsic characteristics of a job that contribute to employee ‘*dissatisfaction*’ if not acknowledged or met. Examples include ‘*supervision, working conditions, company policies and salary*’. On the contrary, motivators refer to the Intrinsic aspects of the role itself, which includes ‘*achievement, development, responsibility and recognition*’. Upon examining the determinants of Herzberg’s theory, it is remarked that Intrinsic factors are an integral part of employee motivation. As asserted by Kian, (p.2, 2013) as imparted in the title ‘*motivation*’ are the Intrinsic factors that will influence job satisfaction.

Whilst the “*hygiene*” factors are the Extrinsic factors to alleviate the possibility of employee dissatisfaction. It is held that an emphasis placed on hygiene factors shall not equate to utmost employee motivation. Extrinsic measures shall activate an employees “*willingness to work*” whilst Intrinsic measures will determine their perception of “*quality of work*”. Armstrong, (2009) defends the critiques of Herzberg theory, the justification of defense stating that the theory has thrived because of its colloquial and accessible language. Furthermore, Herzberg’s theory is based upon “*real-life*” synopsis rather than an idealisation amongst academic literature.



2.10 Total Reward Management

The contemporary definition of total reward is referred to as, the amalgamation of both Intrinsic and Extrinsic reward proffered to employees, in return for high discretionary efforts, and optimum motivation. It is an organizational response to increased globalization and strenuous competition amongst industries, to portray an image of a great place to work. (Anku-Tsede, & Kutin, p.2, 2013) Armstrong, (p.745, 2009) contends a total reward approach is holistic in nature, and reliance shall not be placed on “*one or two reward mechanisms operating in isolation*”. It is held that the concept of total reward shall acknowledge all aspects of work that are valued dearly by employees. This includes “*development opportunities, being rewarded fairly and flexible working*”. An employer's attention shall remain to attract, motivate and retain high calibre employees to an organization. It is an imperative component of “*employee empowerment*” whilst encouraging employees to impart their best-self in the workplace. (CIPD, P.1, 2021)

Thompson, (p.3, 2004) proposes that a “*cardinal rule*” of total reward is the vertical alignment of pay, reward and compensation benefits to that of the organization core values, and mission statement. An employer must comprehend an efficient total reward strategy that exceeds traditional or substandard remuneration packages. An employee must integrate meaningful tasks to the employee experience. Of which will not cost an organization large amounts in their budget assigned for total reward per annum.

2.10.1 Trends in Reward Management

A “*one size fits all*” approach in a contemporary setting rarely yields favourable outcomes in employee motivation, and job satisfaction. Yet according to Bussin, & Rooy, (p.2, 2014), a myriad of organizations implement this approach as it is considered less strenuous. However, Gladwell, Stone, & Hammond, (2010) contend that there were no significant differences in satisfying a multigenerational workforce. In the face of financial and job uncertainty, in particular to today’s climate, this developed an awareness amongst employees as they considered a job with some flexible or “*expected benefits*” was better than a job with none at all. Likewise, Njoroge & Brijball (p.1, 2016) urge organizations to discern that employee motivation and engagement exceeds the typical implementation of monetary reward systems for a multigenerational workforce. “*In motivating today’s human capital, organizations have to engage their minds and captivate their hearts*”. Employees irrespective of their demographic and age profiles, intrinsically seek both a fulfilling, and motivating environment that allows for the integration of their core competencies and strengths towards organizational goals. (Nnamboozee & Brijball, 2016) The quintessential stereotype is to assume that Generation X prefers intrinsically related factors, and Millennials seek extrinsically related factors. Krahn & Galambos, (2014) assert that baby boomers truly value “*self actualization*” in the workplace if their role allows for self-fulfilment and status recognition. Furthermore Generation Y has a low tolerance for boredom, and seek projects that will allow them to meet their “*personal ambitions and goals met*”. (Mahmoud, et al, 2020) A relevant gap in the literature is the assumption that one subset of individuals are more attracted to Intrinsic or Extrinsic reward systems, however an amalgamation of the two components is highly favoured.

2.11 Conclusion

All in all the assumption that employee motivation derives solely from Extrinsic means can be considered outdated. Employee motivation exceeds the typical reward systems, and in a diverse workforce. It is held that cognitive, and Intrinsic measures can provide a deeper understanding and value proposition in employee motivation. It is favoured that organizations discover the root of employee motivation prior to the application of reward and performance appraisal schemes. Hierarchical management attains an imperative role in maintaining such working relationships, and leaders have the power to inspire all employees towards individual and organizational goals. However, leaders must be authentic in their approach, as employees potentially may suppress emotions due to a lack of communication in the employment relationship.

CHAPTER THREE:

3. Methodology

Headings adapted from NCI postgraduate handbook. (p.31, 2020)

3.1 Introduction

Somekh and Lewin (p. 366, 2005) state that the most prevalent definition of methodology states it is the *“general approach to research linked to the paradigm or theoretical framework”*.

Moreover, a method being a subset of the methodology. The method is observed as the *“systematic modes, procedures or tools”* utilized for the collation and scrutinization of data.

Mackenzie & Knipe, (p.6, 2006) accede this notion by remarking methodology is the *“collection of methods or rules by which a particular piece of research is undertaken”*. Furthermore, it is that of research philosophies and theorems that will strengthen a specific area of research.

Armstrong (p.176, 2009) outlines that the core of good research is based upon three varied components. Firstly a researcher is required to partake in *“continually testing, reviewing and critiquing other ideas”*. Furthermore a researcher must be willing to impart unique ideas. At second, a researcher must review the information collated both thoroughly and critically. It is not sufficient to propound statements, in the absence of an explanation or further justification. Lastly a researcher is advised to *“generalize the research but within stated limits”*. In other words, a researcher must absorb the information to develop an understanding, of which they can apply the information in other sections where applicable.

Schwandt (p.364 ,2007) advises the researcher to design and implement a *“systematic approach”* to their research study. The research itself should align with that of the researcher’s core values, beliefs and perception. The research problem and objective shall remain easily identifiable, a topic that engenders intrigue and is deemed worthwhile to research. It is advised that a researcher must understand the composition of valid statements and justifications in their research study. A researcher is required to select and implement their preferred collation of data for optimum results. Lastly, a researcher must assume both a logical and cognitive-reasoning based mind whilst tackling their research problems, and research study.

3.2 Research Philosophies

Research Philosophy is remarked as a “*system of beliefs and assumptions about the development of knowledge*”. Despite the authors discerning that this statement is “*profound*”, it is held that individuals shall impart several types of assumptions through the research study. Furthermore, this includes assumptions regarding “*human knowledge, (epistemological assumptions)*”, the reality of the assumptions collated is referred to as “*ontological assumptions*”. Lastly, a human being's personal values will influence the overall research process as observed as “*axiological assumptions*”. It is concluded that it is that of the assumptions that mold how you apprehend the research objectives, and that of the Methodology that aids the researcher to analyse their insights. (Saunders & Thornhill, p.123, 2012) Williams, (p.1 2007) contends that the research process as a whole is “*systematic in that defining the objective, managing the data and communicating the findings*” of which will exist within frameworks and pre-existent regulations. It is held that such frameworks and regulations intend on educating fellow researchers upon the what and “*how to perform*” the research study. It is concluded that different research instruments shall be utilized depending on the context of the research study.

Armstrong, (p.203, 2009) articulates that research can be based upon a philosophy of “*positivism, or phenomenology*”. The justification for positivism is for researchers to redirect their focus on all relevant facts “*observable reality, look for causality and fundamental laws*”. Moreover it is the reduction of said phenomena to its most simplistic state, “*reductionism*”. Armstrong concludes that positivism is associated with that of statistical analysis, whereby it is referred to as deductive in nature. Phenomenology focal point is uncovering the meaning of phenomena as opposed to the factual meaning associated with them. It is held that researchers utilize this method to comprehend the reality of the situation. The approach is deemed as “*holistic, covering the whole picture, rather than reductionist*”. Upon the collection and analysis of data collated, the purpose of this method is for the researcher to develop idealisms that justify the meaning. It is concluded that the reality is “*socially constructed*” as opposed to “*objectively determined*”. Whereby it is referred to as inductive in nature.

3.3 Research Approach

The fundamental approaches to a research study are both Quantitative and Qualitative research. Kothari, (p.5, 2012) outlines that both components are placed into subcategories detailing “*inferential, experimental and simulation*” techniques to a body of research. The Inferential approach outlines the accumulation of data in relation to demographics, such as age and gender. The research shall proceed in sampling a select portion of the population, whereby a researcher may impart questioning or observations to “*determine characteristics*” of the population. An Experimental approach consists of enhanced autonomy and command of the researcher over their “*research environment*”. It is held that the Experimental Method includes the “*manipulation of variables*”. The justification for this is for the researcher to establish the cause and effect in the relationship of variables. The “*Simulation approach*” is the establishment of an “*artificial environment*” whereby specific information and data can be recorded. The art of simulations attempt to instill a sense of real life, in actuality. & lastly, the “*Qualitative approach*” is the study of the cognitive mind, detailing an individual's attitudes, perceptions and unique behavioural systems. The responses gathered shall be considered “*non-quantitative*” in nature. As they are remarked as a vast contradiction to that of Quantitative research. An example of a Qualitative approach is the likes of semi-structured interviews, and focus groups.

3.4 Deductive & Inductive Research

A researcher shall conduct their research in a Quantitative or Qualitative manner. Anderson, (p.3, 2010) emphasizes the imperative nature of a researcher choosing a research method most appropriate to their research study. A researcher must contemplate as to what they intend on investigating in detail, and discern if the specific research method adopted shall resonate with the research aims and objectives. Moreover, the scrutinization of the research method that shall yield insightful data for a further critical analysis. Hyde, (p.83, 2001) articulates the two “*approaches to reasoning*” for a researcher to acquire contemporary knowledge. The two approaches are “*deductive, and inductive research*”. A deductive research approach is a “*theory testing process*” whereby the proposed theory is established prior. It shall test as to whether a specific theory will resonate in a particular setting. An inductive research approach is a “*theory building process*” as the researcher will critically observe the specific setting, to inspect the “*phenomena under investigation*”. Prior to the research, the researcher was informed to instill a method that shall provide meaningful results to the research study. Therefore, both an inductive and deductive approach was utilized. As the researcher prior to the commencement of the research study acquired knowledge through secondary data. It is that of a research study that challenges a researcher to undertake their own primary research to obtain data for analysis.

3.5 Quantitative Research

Armstrong, (p.181, 2009) denotes Qualitative Research as “*empirical*” as it is accumulated upon the “*collection of data that is measured and quantified*”. The basis of Quantitative study is a remarkable amount of statistical analysis, and the utilization of questionnaires, Quantitative surveys and experimentation. Likewise, Ahmad et al, (p. 2829, 2019) articulate that Quantitative research consists of “*methods of natural sciences*”. Furthermore, Quantitative research enables the natural cause and effect utilizing that of “*mathematical, computational and statistical methods*”. The collated research may be assigned into subsets or categories, thus producing a visual experience for the researcher. As the information is exhibited on a mathematical basis, in contrast to that of the articulation of language or human behaviour. Daniel, (p 94, 2016) debunks the very nature of Quantitative Research, as the approach itself does not vitalize or necessitate “*imaginative, critical or creative thinking*”. Moreover, the research shall lack the human connection imparted from scientific Qualitative Research methods. It is remarked that the researcher will act as an “*observer, always outside looking in*”. There is a likelihood that the research shall accumulate a thorough response through numerical means. Following the researcher conducting an initial Quantitative questionnaire yielding over 60 responses, upon analyzing the data it was deemed to contradict the very nature of the dissertation. The questionnaire was then retracted, as the researcher strived to understand the participants on a profound and emotional level. In simplistic terms, Apuke, (p.41, 2017) advises the researcher in search of the “*who, how much, what, where, when, and how many*” to instill Quantitative Research methods. Following a review, the researcher discerned that a Quantitative was not appropriate, as it prohibits the participants from expressing their utmost beliefs on a topic, as opposed to a Quantitative design, limiting the participant to a specific answer.

3.6 Qualitative Research

Qualitative Research refers to the collection of ‘*highly informative and meaningful*’ information propounded by the participants. Boddy, (p.2, 2016) According to Faryadi, (p.769, 2012) Qualitative Research deals with the ‘*contextualization, interpretation, understanding and perspectives of respondents*’. It is revealed that specific individuals' perceptions and views are recorded through the utilization of surveys and interviews. The author contends that a Qualitative method is somewhat subjective, as the information collected may be reflected in an individual's emotional state or perceptions of a subject. The researcher must attempt to alleviate this by making a judgement on the individuals relevant to the research study. It is held that the investigation in this method is ‘*descriptive*’, thereby stating that the research cannot predict the outcome of information. Armstrong, (p.181, 2009) contends that a Qualitative method intends on gaining insightful information into situations based upon Human behaviour and Human Interaction. Thus such meaningful information can be apprehended by the researcher on a profound level. It is observed that Qualitative research may not be simply reduced to numerical data. It includes ‘*interviews, case studies and observations*’. In contrast to its Quantitative counterpart, inducing numerical and statistical data, Qualitative research produces ‘*narratives or stories*’ by individuals describing in depth their experiences or perceptions of a specific subject matter. Based upon Armstrong’s hypothesis, the researcher concluded that the most relevant utilization of research was Qualitative Research.

3.6.1 Justification of Qualitative Research

The objective of the Research Study is to activate an emotional or cognitive response from participants. This simply could not be conclusive to that of Quantitative Analysis whereby the results are generated into a numerical and or statistical analysis. The purpose of this dissertation is to delve deeper into the Human mind, and that of employees. To observe and analyse body language, articulation, tonality were of utmost priority to the researcher. Hence, justifying the utilization of an interview and careful consideration in the recruitment process of participants.

3.7 Sample Group

Chander, (2017) refers to a sample size as the amount of participants required in a study to answer the chosen "*research question*". For this study, there will be a total of 8 participants.

3.7.1 Justification of Sample Group

The justification for 8 participants is the intention to provide an equitable division of individuals with diverse age profiles. A Qualitative method sample size is smaller than Quantitative due to their contrasting nature of the two. (Dworkin, p.1, 2017) In return, Fincham, (p.1, 2008) states that a reasonable number of participants will ensure an accurate response. For the purpose of the Research Study, the researcher discerned that in order for the Qualitative research method to accumulate an accurate response, to make it as diverse as possible. As it is discerned in the Literature Review, the modern workforce is diverse in an array of areas such as age, gender and preferences. Moreover, the ideal of the "*one size fits all approach*" has been debunked, hence rendering the decision to include a diverse scope of individuals to interview.

The researcher strived for efficient Qualitative insights, whereby this would not have been possible in the instance of recruiting one specific age or gender demographic. Furthermore, an emphasis was placed on Intrinsic and Extrinsic motivation for employees in the workplace. By placing a scope on one specific industry, in this instance it would not have yielded favourable responses for the research study. The objective of collating the Qualitative Insights was to observe how Human Beings are driven, and by selecting individuals from diversified industries it allowed me to develop a thematic analysis and correlation with all individuals.

A participant table has been presented below to exhibit the diversification of participants.

Banerjee & Chaudhury, (p.1, 2010) propose that for all research questions to be answered, it is highly improbable to collect data from an entire population. It is held that research studies are conducted upon a "*sample of studies*" as opposed to the extended population. Hence inducing a requirement to select a specific sample. As it is remarked, it is not financially feasible for researchers to conduct a Research Analysis nor draw a Thematic Analysis conclusive to an entire population. Therefore, there is an array of sampling techniques that can be utilized to analyse efficient data. A significant challenge for the researcher is to alleviate the potential of predisposed bias that will influence the results of the research study. To rectify the issue, the researcher must take careful consideration of who to employ in the study, and their relevance.

3.8 Non-Probability Sample

Taherdoost, (p.22, 2016) asserts that in a “*non-probability sample*” is associated with Qualitative Research, and is widely accepted for yielding efficient results. Non-probability samples will focus on a specific sample that is relatively small with the intention of drawing upon a “*real life phenomenon*”. As opposed to analysing “*statistical inferences*” to the population as a whole. It is concluded that for this sample method to be deemed of optimum effect, there is a requirement for the researcher to identify a “*clear rationale*” for identifying what participants are most suited to the study. Upon selecting the relevant participants for the Qualitative Interview, it was imperative to utilise the findings of the non-probability sample. The individuals that were recruited to partake in the research were chosen based upon a “*purposeful sampling technique*”.

3.9 Purposeful Sampling & Interviewee Table

Palinkas et al, (p.1, 2013) deem purposeful sampling highly valuable to Qualitative Research Study. Whereby when a researcher is subjected to limited resources to conduct the research, this allows for the selection of participants to facilitate “*information-rich*” conclusions. The sampling technique entails the identification and selection of participants that the researcher feels attain sufficient knowledge or experience in the area of study. Moreover, the researcher must calculate an individual's availability, “*willingness to participate, the ability to communicate experiences, in an articulate, express and reflective manner*”.

Participant:	Age:	Gender:	Employment:
1	21	Female	Personal Shopper
2	23	Female	Student Teacher
3	24	Male	Charity Co-ordinator
4	27	Female	Procurement Manager
5	28	Male	Banking Manager
6	35	Male	HR Generalist
7	57	Female	Customer Services
8	58	Male	Manager

3.10 Data Gathering Instruments

Following research in interview design to which Lietz, (2010) denotes that the concept of an interview is considered a “*sophisticated cognitive process*”. With the participants provided with an opportunity to present an answer typically if the use of language “*question wording*” is clear, will yield desired results for the researcher. Colosi, (p.1, 2006), affirms that interviews are amongst the most commonly used methods for collecting data for educational purposes.

3.11 Interview Process

As an implication of the COVID-19 pandemic, this caused a significant disruption into the intended interview schedule. By adapting a resilience to change, the interviews were conducted via an e-commerce facility utilizing Microsoft Teams. With an exception of two interviews that were conducted face-to-face as they are within the same household. Whilst respecting and considering COVID-19 guidelines, individuals were increasingly willing to participate, whilst doing so in the comfort of their own home. Following an extensive planning and preparation of questions process, the interviews were scheduled for a duration of 2 weeks, as of August 2021. Following the final interview, it then led to the organization of notes and careful transcription of each interview into Word Documents for the development of a thematic analysis. Prior to the interview taking place, the researcher remained in regular liaison with the participants. Key ethical considerations, and compliance to General Data Protection Regulation were of utmost importance to the researcher.

Following a review the specific participants were chosen, and informed months in advance of their potential role in the Research Study. An information sheet and consent form were emailed approximately one week prior to the commencement of the interview process. The participants were informed of their responsibility to provide a signed copy of their consent form. The researcher also took the liberty of issuing a FAQ, questions and answers to help the participants grasp an understanding of their role, and to manage their expectations of participation. The purpose of the Qualitative Research study was explained to participants in detail, to alleviate miscommunication. The participants are encouraged to express any questions or grievances they may discern throughout the interview process and beyond.

3.11.1 Interview Style

Knapik, (p.2, 2006) educates upon a researcher ensuring an empathetic interview environment for the participants to be involved in. Furthermore, in interviews the participant may tend to divulge information of sensitive nature. It is instructed for the researcher to “*actively listen*” and provide a “*duty of ethics*” and care to all participants. Brinkman, (p.3, 2005) accedes to this notion thereby stating that “*intimate and caring*” exchanges between parties are the ideal format for interviews. The interview style was of high consideration to the researcher. Due to the intention of receiving an expressive answer. Despite the initial intention to gather all participants into a single Focus Group. It would be simply unjust or naive to believe that all individuals shall communicate themselves, in an open and candid manner. The researcher, from experience, discerns that individuals shall remain vulnerable, and tend to not communicate their utmost truth in a group setting. It would simply appear contradictory for the researcher to promise utmost anonymity and confidentiality to all participants. In the event of a participant disclosing organizational information that may be traced back to their statement by others, the researcher gave utmost consideration to alleviate all risks. The researcher demonstrated a duty of care to the participants prior to the commencement of interviews. Hence, the researcher finalising a one-on-one interview is the most evident style to proceed with. A semi-structured interview style was favoured as DeJonckheere, (p.1, 2019) remarks that it is widely accepted in Qualitative research study. Moreover, it is comprised of a “*dialogue*” between all parties, whereby the researcher can delve into the innermost thoughts of the participant. It is somewhat flexible in the approach, and allows the researcher to collate open-ended data, whilst gaining clarity.

3.12 Data Analysis

The utilization of Qualitative data analysis for educational purposes has increased in recent years, in contrast to Quantitative data it provides in depth information and insight into the *‘attitudes, beliefs, motives, or behaviours of people’*. (Wong, p.1, 2008) The purpose of the research study is to gain cognizance of the attitudes, behaviours and perceptions that influence motivation. To conduct an efficient data analysis, all 8 interviews were recorded and transcribed into individual documents. Following a thorough review of the responses provided and the information collated, the process of ensuring utmost compliance to GDPR regulation and anonymity of the participants began. Nowell et al, (p.1 2017) challenge the reliability and or trustworthiness of atypical Qualitative methods. Thereby stating that a *‘thematic analysis’* shall allow the researcher to conduct research in a *‘precise, consistent and exhaustive manner, through recording, and systematizing’*. The researcher shall discern as to whether the research will be deemed as viable.

Braun & Clarke, (2006) extensive study into thematic analysis has provided the grounds to support this approach as a modified Quantitative Method for research. Thematic data is defined as, *‘systematically identifying, organising, and offering insight into, patterns of meaning (themes) across a dataset’*. It is held that a thematic approach to data analysis provides both flexibility, point of entry and accessibility into the most complex and *‘conceptually challenging’* research studies. In contrast to that of a Quantitative field of research a thematic analysis is relatively straightforward and does not require advanced intellect or know-how. As the researcher delved into developing a thematic analysis, the information absorbed quickly and the results encapsulated highly detailed and intellectualized responses. *‘A theme is a coherent and meaningful pattern in the data relevant to the research question’*. (Braun & Clarke, p.3, 2006) For the researcher seeking to develop a cognizance in the area of Intrinsic and Extrinsic motivation, this was a favourable Qualitative Research method..

The researcher relied upon the workings of Braun and Clarke, (2006) as a guide to develop upon an effectual thematic analysis. In simplistic terms a thematic analysis allows for the researcher to organize their data into an array of themes. The initial phase of developing a thematic analysis is the *‘familiarisation with the data’*, whereby the researcher is advised to immerse & become *‘intimately familiar with’* their data, and what it means for the participants. It involves referring back to the audio recording, and developing a transcript to take record of observations. *‘Coding’* refers to analysing a word, enunciation or phrase that the researcher deems are propitious for the nucleus of their research. *‘Pithy labels’* allows the researcher to identify a potential theme through coding, and the researcher may use labels and refer to it at a later stage.

Lastly Braun & Clarke, (p.2, 2006) propound the imperative nature of searching and reviewing the themes. The searching phase by the researcher is referred to as an “*active process*” whereby the themes are not concealed within the data, and are awaiting to be discovered. It is a process that implies the researcher shall intend on constructing a thematic analysis themselves. Upon further review, the researcher is advised to compose a narrative and study in detail the relationship between all themes. The researcher is advocated to split the themes into subsets or sections, to gather the development or contrasting nature of the thematic analysis.

3.13 Limitations

As of 2021, COVID-19 has brought about a climate of uncertainty and despondency globally. As of February 2021, Citizens Information provided details of strict restrictions set to continue to May at minimum, this provides an obstacle in my gathering of information that is General Data Protection Regulation compliant to my participants. With the potential of meeting up with the participants unlikely, and the study will be technologically based, will foster the potential of technical difficulties. To which participating in college in a remote setting as opposed to attending college has proven to be a learning curve and a challenge at times. This may have detrimental effects to my data analysis, and may produce delays in my study.

3.14 Ethical Considerations

The National College of Ireland ethical application form and policy highlights the potential of ethical risks that may affect the participants of my study. It can affect in both a physical and or social manner to which the ethical considerations were highly informative and illuminating. After deep contemplation, it is concluded that my study will be anonymised, as I understand that in compliance to “*Data Protection Acts 1988-2018. The General Data Protection Regulation (GDPR) (EU) 2016/679*”, I attain an obligation to ensure the utmost confidentiality of the participants involved and to develop an awareness of the implications of my negligence. (Gov.ie, 2020) The interview will be anonymised with the use of actual names, and the potential of facial recognition via video will not be utilized. An unique number will be provided to the individual to which their identity cannot be traced. Any information that is gathered will be stored safely with an encrypted password on my phone and or laptop in the occurrence of theft. I strive toward creating an communicative environment of mutual trust and confidence with the participants, alleviating the potential of anxiety detrimental to the individual's well-being. No event, or the gathering of any information and data will take place without all participants consent and signature of a verified agreement form.

CHAPTER FOUR:

4. Findings

4.1 Introduction

The purpose of this chapter is to develop upon a “*thematic analysis*” as issued in chapter 3. The emergence of five themes allows for the researcher to grasp a deeper understanding in their area of research study. The information was collated and analysed through the utilization of 8 “*semi-structured*” interviews whereby all participants varied in age, and overall employment. The researcher intentionally recruited a diverse audience as opposed to focusing specifically on one specific target audience or industry. The researcher strived to develop upon an emergence of themes and analysis, as the human mind is a complex and profound entity. However, the researcher strived to observe if reverting back to basics in motivation was deemed propitious in nature. As the researcher designed open-ended questions in preparation. The researcher intended on challenging the participants, in an empathetic and expressive environment. The findings are presented following the themes that emerged from the thematic analysis.

4.2. Motivation In The Workplace

The researcher is not naive to the fact all individuals attain an unique composition of core values, beliefs and working styles. The participants were issued with a total of 14 questions to develop understanding of each participant’s discernment towards overall motivational factors and their perception of employment. Prior to delving into the field of motivation, the researcher delineated a total of 8 demographic questions. With the intention of observing where an individual is at in their life, and to ease the participants into a more intricate array of questions. The general consensus issued by the participants was the belief that there is simply no approach to satisfy all employees. A median theme developed is the over usage of tangible rewards by an employer to fulfill their employees. It is held that an equilibrium of tangible and intangible motivational tools by an employer is satisfactory to the participants.

Participant 1: *“I can't speak for other organisations, but generally there is always more to be done. When my friends and family talk about it there is a lack of praise or intrinsic measures done. A lack of support in the workplace, maybe there are improvements to be made”.*

Participant 7: *What a lot of people don't acknowledge is the sheer amount of planning that goes into the design and implementation of an effective reward strategy. You have to think of the organizational values and align the strategy with that, and what resonates with the business. It isn't as simple as people think, that's why I am in constant communication with the team and HR function to achieve greatness in the area”.*

Participant 8: *“I do not believe in a ‘one size fits all’ approach. I think the workplace is an ever changing place. Employers may have been on the brink of successfully motivating their employees before, but now, there is always going to be one person unhappy”.*

From the above narratives, there is evidentiary support to corroborate that there is simply no “one size fits all” approach in the motivation of employees. Participants 1, 7 and 8 clearly discern that it would be an impossible task to ensure utmost satisfaction. However, the participants identify there are significant improvements to be made by employers to achieve higher levels of employee motivation. As participant 7 is a manager, the participant supports the researchers proposition of active listening by an employer.

4.2.1 Intrinsic Motivation As The Way Forward

The participants were asked a total of 13 questions in relation to Intrinsic Motivation. As the concept of Intrinsic Motivation is an imperative component of the dissertation, the researcher strived to obtain as much insight as possible. The purpose of this section is to analyse as to whether the participant is Intrinsically or Extrinsically motivated. By implementing cognitive or emotionally based questions. To reflect upon my proposed literature of appraisal schemes correlating with positive chemical responses in the brain, such as dopamine for long-term motivation. The researcher began by enquiring if a participant had an understanding of what intrinsic motivation is, and if their organization discerns what it means to them.

Participant 1: *“Yes, I think obviously to feel it within yourself is the most important. Getting things for free and money will lose its value but that inner feeling is important to me”.*

Participant 2: *“Emotional fulfilment is better for me. I want to feel good everyday working in charity isn't about perks so I like to think I'm making a difference”.*

Participant 3: *Yes, it makes me happy. It's nice to be recognised or looked at for a job well done. It (IM) is important to me, morale and good behaviour are important to me. I think about that before I look into a company, I want to feel proud to stand behind them”.*

Participant 7: *“With this question I would be considered the manager, and leader of a big team. In my experience I spent so much time and money in offering a competitive reward scheme, without even consulting with the team first. I could have saved a lot of time and effort when I realised what the employees really wanted did not cost me a budget”.*

The initial theme that arose was the widespread response received by participants, in respect to emotional fulfilment, and meaningful employment. Out of five themes analysed, this initial theme generated the largest and most thoughtful response amongst the participants. The participants' facial expressions at times lit up, as they actively engaged more in the interview. As they associate meaning and value to their role through Intrinsic motivation. Participants 1,2 and 3 discern a sense of value with emotional fulfilment, and perceive that as important.

A flexible work-life balance, and flexibility in a Reward system was deemed favourable. This showed a positive correlation with motivation in the workplace. By an employer providing flexibility in an employees roster, and providing a sense of autonomy to the participants. This is accompanied by positive facial expressions, an upbeat in their tonality of voice, and the utilization of words associated with emotional fulfilment and contentment.

Participant 3: *‘From what I have seen they (management) are flexible with personal matters and accommodate you, providing course days, which for me means time off in lieu, it's great!’.*

Participant 2: *‘There are staff days, and half days, it really gives me a boost, it's the little things. I have the freedom to be independent. They give me freedom to do what you want. It makes the job better’.*

Participant 7: *‘I offered flexibility in employees' work a few years back when it was beginning to become popular. Flexibility means different things to everyone, so it's important to really listen to what the people want. With COVID (19) the staff are adjusting to working from home full-time, however I know they will appreciate the gradual return to the office’.*

The researcher observed the simplicity of what truly makes the participants happy at work. Despite an array of wonderful tangible and monetary assets proffered to employees, an empathic environment, combined with an emotionally intelligent employer go hand in hand in ensuring utmost employee motivation. If an employer issued a reward or designed a motivational tool with meaning and thought behind it, it would be better received by employees. Please observe how the participants were not offered alternatives of monetary value, but that of emotionally fulfilling. Which includes an employer actively acknowledging an employee for their time, and extensive efforts.

4.2.2 The Imbalanced Utilization of Extrinsic Reward

A total of 13 questions were propounded to each of the participants. As Extrinsic Motivation is of the nucleus of the dissertation, such questions were imperatively analysed by the researcher. The purpose of this section is to collate responses, if the participant is extrinsically motivated, and is motivated by rewards of monetary value. As my proposed literature suggests that once a task is successfully completed, does Extrinsic Motivation experience a specific peak point? The answers remained inconsistent, and not heartening in terms of a positive association of Extrinsic Motivation through Reward..

Participant 1: *“Praise as opposed to monetary value, it's a 70/30 thing, praise won't pay the bills, but in moments of hardship, praise gets me through”.*

Participant 2: *“Extrinsic rewards provide me with the security to buy the things I want, and money is not the most important thing, I want to feel secure. A pension is also really important to me, getting up the salary ladder and for job security”.*

Participant 7: *“In my experience you cannot focus specifically on one area than another. It is about finding the balance that resonates with the needs of employees. By offering financial rewards solely you're not thinking about the other half who don't care for it”.*

There is a short-term motivation associated with the utilization of Extrinsic Rewards. The researcher observed that participants 1,2 and 7 shall receive a burst of energy if they know they shall be rewarded for a successful task. However, this energy did not gain momentum, and it is not considered a long-term motivational tool for an employer.

Participant 3: *“I would work much harder if I knew I was guaranteed a big reward or some time off in lieu. But, to be honest, emotional fulfilment is better for me. I want to be emotionally happy, you could be on loads of money and be miserable”.*

A prevalent theme discussed by the participants was the over-utilization of Extrinsic rewards by employers, and the emergence of conflict and competitiveness amongst employees. Extrinsic Reward and Motivation yielding inconsistent answers and results within the participants. 3 out of 8 participants acknowledged Extrinsic Reward for motivation, however discussed the emergence of a toxic working environment, and intense competition within teams.

2 out of 8 participants presented a positive association with Extrinsic means for motivation. Hence Intrinsic Motivation exhibiting positive behavioural and emotional outcomes, rather than Extrinsic Rewards in the workplace.

The below quotations refer to three participants, who discuss the complexity and competitive nature of Extrinsic Motivation through the utilization of Rewards.

Participant 2: *‘I definitely think money changes people, and employees get competitive with one another though, but maybe just a little bit (extrinsic rewards) makes people work harder’.*

Participant 1: *‘My job (environment) can be toxic and it can involve favouritism, the wrong people might be rewarded and I think it's unfair. It might keep people motivated, but watch it’.*

Participant 4: *‘In a retail environment, I've seen commission change people, and create a toxic working environment, with high value sales everyone wants a piece. A little bit can motivate teams to perform better, and when managers promote good news stories, and mention good sales. Praising and showing employees off, it will motivate people to better themselves’.*

A prevalent theme that emerged was the occurrence of competitive and toxic working environments, in the unequal distribution of Extrinsic Rewards. Participants 1,2 and 4 outline the detrimental effects this has on employee motivation, and the interactions amongst teams.

Participant 6: *‘When I worked in my first job at 14, one of the bosses would come in with sweets or treats for the team. At the time, this whole reward system wasn't heard of. But it made such a lovely memory for me to look back on, and when I say the team worked harder when the boss came in that day!’.*

Participant 7: *What can I say, I am motivated by the finer things. I have a company card, and receive an annual bonus. These things might not matter to some people, but for me I'm personally all about the image, as a manager, there is a certain image I want to maintain’.*

Participant 8: *If we are talking about a good salary I would be more motivated. I don't necessarily feel that money is a bad thing, once the distribution of rewards is fair and controlled by management’.*

Participants 6,7, and 8 outline that Extrinsic reward plays a pivotal role in an individual's perception of self. Furthermore, the image that an employee strives to pertain to. However, in this instance Extrinsic Reward was observed as not remaining a long-term component of motivation, with participants visibly less animated when speaking about Extrinsic means.

4.2.3 Window Dressing, The New Frontier

As imparted in the Literature Review, the research discerned the concept of “*window-dressing*” by organizations fascinating, and intrigued to witness the participants' perception on the topic. For this set of questions, the researcher utilized a conversational approach, intending on collating as much facial and vocal expression in detail as possible. The participants were asked if they knew what the concept was, while the researcher provided an example, and requested the individual's opinion.

Participant 3: *“Yes it is so common for organizations to want to portray a certain image, and remain competitive, look at Google and organizations trying to match that”.*

Participant 5: *“Organizations will advertise themselves in a regard and then when you’re employed, it’s like it’s swept under the carpet”.*

Participant 8: *“I think companies want to attract the best, maybe pretend they’re something they’re not”.*

Participants 1, 2 and 3, this question provoked a slight pause and triggered an emotional response within the participants. As the researcher described an example, the participants were able to relate that to their own experience or current employment. Whilst the term was not something they are familiarized with entirely, it provided food for thought. The participants were highly intrigued and engaged within this question. The researcher initially did not want to include this question, however it proved to be highly illuminating to observe the reflexes.

Participant 6: *“I always was aware of the idea, but the way you explained it has definitely opened my eyes to something I’m experiencing right now”.*

Participant 4: *“I once started a job, and it didn’t even meet my expectations, it was highly disappointing and since we are talking about motivation, I was very let down”.*

Participant 1: *“Window dressing when it comes to advertising the company values but once you are in the job there isn’t as much interest when it comes to employees”.*

The researcher identified an emerging theme, as the participants now have a full apprehension of the concept “*window-dressing*”. In the instances whereby a participant did not initially comprehend the parlance, they could connect to their experience, and the emotions accrued. It is accepted that organizations window dress to attract high calibre employees to the company.

4.2.4 The Employment Relationship Role in Motivation

Based upon my literature review and the hypothesis of leaders' role in motivation. Do employers talk the talk, or actively sought out methods to motivate employees. Furthermore, continually remain open and welcoming in their stance towards employees. The participants were welcomed to answer 10 questions with the title '*support in the workplace*'. The purpose of this set of questions is for the researcher to observe body language, and the articulation of expressions by the participants.

A specific question propounded to the participants yielded varied responses.

“Does management actively remain in the loop with employees, as opposed to being disconnected and focused on their own duties”?

Participant 3: *“I have a good relationship with my manager and I want to impress them and do better, you wont try as hard for someone you don't click with”.*

Participant 2: *“Yes they (management) take the time to talk to me, and provide me with advice and their own experiences. My boss has so much experience and knows he has been in my shoes”.*

Participant 6: *“A big source of my motivation comes from the inspiration I get from my managers. If they are uninterested or they just don't want to know, then that's the approach I'm taking!”.*

From the above narratives it can be seen that a source of employee motivation is monitored by the working relationship with an employer. May that be deemed a negative experience, outlining poor motivation. Or, positive interactions enhancing employee motivation is evident within the participants. An employee will determine their input and level of motivation based on this.

The below quotations exhibit a theme of negative association with hierarchical management, and its pessimistic effect on employee motivation. As discussed in the literature review, this supports the hypothesis of leaders controlling the narrative of employee motivation in the workplace.

Participant 1: *“No, I dont have the best relationship with management, if they are not fond of you they won't discretionarily speak to you, they are there to do the job, not to help me”.*

Participant 8: *“I think it's okay to say the hellos, but I do have a good relationship with my manager. I always keep it about the work, and focus on the jobs they provide to me”.*

Participant 4: *“In my job, we do daily morning briefs, where managers gather the employees per department and have a discussion. I suppose it's more about the sales and performance, but managers do ask how everyone is at the start and the end”.*

It is held that a negative relationship with a manager would not yield discretionary efforts towards goals and objectives by an employee. However, the participants would refer to their focal point being that their managers are purely doing their job. As the overall focus is directed upon performance as opposed to employees feelings, or personal discussions of any kind. In this instance managers are perceived on a pedestal or hierarchical pyramid of management. The participants associate their manager in a professional setting, as opposed to a personal setting. The participants detail their managers' lack of discretionary efforts to get to know their employees on an interpersonal level. As the nucleus of all interactions reverts back to organizational performance, and organizational outcomes.

4.3 Conclusion

All in all, the 8 semi-structured interviews were highly insightful. The researcher did not expect the level of detail or information provided by the interviewees. Prior to the commencement of the interviews, the researcher was prescient in speculating the gravitational pull towards Intrinsic Reward, and Motivation! The researcher took an extensive period of time to transcribe the interviews, and whilst doing so, had many moments of personal fulfilment, as the information collated matched that of the Literature Review, and direction of the dissertation. The ‘*one size fits all*’ certainly did not resonate with the participants. As it was clearly identified that the workplace is a diverse and complex entity. Whereby motivation shall be considered to be a phenomena that may be close to perfection however, never fulfilled entirely. An employee shall attain a diverse set of skills, abilities and working styles. Motivation in the workplace is not a straightforward process, it is a challenging objective for employers and employees alike. The participants' preference regarding Intrinsic and Extrinsic reward varied on a case-by-case basis, however the emergence of common themes were observed and developed upon by the researcher. An employer in alliance with the Human Resource department, should revert back to basics in the design and implementation of a flexible total reward strategy. Based on the responses provided, the most motivating of reward schemes to motivate employees, does not have to exceed the capital set aside for a budget per annum. All things considered, in extenuating circumstances, and interviews conducted in a digital platform, the experience exceeded all expectations, and the information collated being of utmost value to the research study.

CHAPTER FIVE: Discussion, Recommendations & Conclusion

5.1 Introduction

The purpose of this research study was to evaluate the Intrinsic and Extrinsic motivational factors that resonate most with employees in the workplace. Furthermore, to develop a cognizance as to what specific variables constitute utmost employee motivation. As emotional intelligence has dominated the world of Human Resources, employee wellbeing has become somewhat a phenomena amongst the best fit employers. The researcher strived to delve deeper in the area of Intrinsic motivation and what it means to the 8 participants recruited and beyond! The questions of which were strategically planned to activate an emotional and thoughtful response process. There were 5 separate sections that contained a unique subset of questions. Of which included, demographic questions, Intrinsic and Extrinsic motivation, overall motivational factors, and support in the workplace. In order to develop perceptive Qualitative insights, the researcher discerned that this was a necessary process for the collation of high calibre information.

5.2 The Mind of Motivation

Prior to the interviewer delving into the Intrinsic and Extrinsic subset of questions, the interviewees answered a set of questions outlining generalised motivation in the workplace. Following the demographic subset of questions this enabled the researcher to interpret a brief synopsis of the mind, and thought processes of an individual. As the age and gender profile of the participants varied, there is a predisposed bias or stereotype within motivational literature. Of which states that motivation shall translate into something different for each individual. However despite this notion, the researcher attained an ability to develop upon a thematic analysis that exhibits trends within general motivation in the youngest, and most mature of the participants. (21, versus 58 years of age) As the Literature Review acknowledges Maslow's Hierarchy of Needs, as this resonates within employees, more so than before. As an individual shall long for a meaningful connection to themselves, to others, and to the work they integrate themselves into. An integral fragment of the Literature Review, was to revert to the historic background of motivation. Motivation is a quotidian concept investigated by many. For the researcher, it was indispensable to delve a layer deeper into the cognitive, scientific and behavioural framework of Intrinsic motivation, to differentiate their review from others.

As observed in the Literature Review, the Expectancy Theory (1964) provided the basis of the cause of effect variable in reward and motivation. Whereby Expectancy Theory is based on an employee rewarded for their efforts and associate positive emotions toward discretionary effort in motivation. It also refers to the avoidance variable, whereby a negative association is discerned by employees for poor productivity and overall motivation. This is clearly evident within the participants. As the researcher observed an influx of employee motivation referrals, when an individual associates equity and equilibrium with positive levels of motivation.

As postulated in the Literature Review, Spiro, (p.16, 2006) outlines the role of a leader in employee motivation. Of which, an employer shall fail to construct a motivational environment, if the needs and requirements of employees are not fulfilled. For the participants, a leader holds an influential power of controlling the narrative of which motivation operates. May this be discerned in a negative manner, causing a deficiency of motivation generated for employees. Or remarked in a positive connotation, a leader who magnifies motivation by their morality, equity, and articulated interactions within the organization. A 2016 survey presented by PWC details that 55% of employers discern that a lack of trust is a cautionary tale and threat to the organization. However, despite over half of employers perceiving this, what exactly is being done to alleviate the issue? Likewise Craig, (p.1, 2017) suggests for organizations lack of trust-fueled cooperation as the neglected ingredient in society, resulting from unobtainable attempts to remain competitive, it is remarked as the survival of the fittest, where the weakest are left behind.

Recommendations

The researcher advocates an Intrinsic approach as the basis for utmost employee motivation in the workplace. To focus solely on this component prior to the design and implementation of Extrinsic means for motivation. The researcher recommends a direct line of communication from top-down management. It is both cost-effective and practical for an employer to inaugurate in policy and practice. By scheduling staff meetings, and one-on-one meetings with employees, this action shall yield favourable Intrinsic outcomes for motivation. The timescale would involve an employer dedicating to these measures on a daily basis, for the long-term basis and succession of an organization. By prioritising communication this acts as a motivational enhancement. As the researcher recommends for an employer to engage in constructive feedback sessions with employees. As this will encourage open and honest interactions within the employment relationship.

5.3 Intrinsic Motivation, The Concealed Epitome of Motivation

Intrinsic motivation has become an unparalleled force to be reckoned with, in the area of Human Resources. As propounded in the Literature Review, the earliest workings of Ryan & Deci (2000) introduce a more refined definition of motivation. Further to this, Intrinsic motivation is introduced in intricate detail, which provides the basis of a phenomena in the area. According to Humphrey & Miao, et al, (p.1, 2018) in a hypercompetitive universe, an emotionally intelligent leader translates into satisfied employees, a higher degree of productivity, lucravity, enhanced discretionary efforts and enticing higher levels of organizational commitment. The researcher gathered that a high percentile of interviewees stated, it is the absence of civility, or level of disconnect from employees, that shatters their intrinsically motivated mind from exhibiting discretionary efforts. Despite a high level of participants showcasing self-motivated characteristics, the connection to hierarchical management remains of utmost importance to maintaining motivation. In accordance with the statements issued by the interviewees, it supports the workings within the Literature Review of Di Domenico, & Ryan (p.1, 2017). Whereby the participants experience a wave of positive energy in association with positive outcomes. All of which will encourage employees to conduct such actions and behaviour on a continuum.

The hypothesis by Armstrong & Taylor (p.194, 2017) remarks that employees tend to observe their working environment upon deciding their level of input or motivation. As the majority of participants claim that the environment itself, direct or indirect communication play a pivotal role in moderating motivation. If participants discerned a negative association with their working environment, this would yield a deficit in their overall motivation level. Peterson (2015) as discussed in the Literature Review advises for an organization to develop upon a definition of motivation and reward that translates into the uniqueness of the organization itself. An employer shall institute best fit schemes, prior to consulting with their respective employees. As there is evidentiary support presented by the participants of whom state, an employer may have a generalised idea of what motivation means. However, an employer may not comprehend what it means to their employees. Alike the hypothesis provided by Armstrong & Taylor (2017) the participants clarify that, Intrinsic motivation is observed as the quality of the work itself, as Extrinsic motivation is associated with the reward yielding motivation.

Recommendations

The researcher recommends for employers to instill team-building activities that equate to enhanced employee morale, teamwork and motivation. As team-building can be costly, the researcher recommends for an employer to invest in high-end activities once or twice per annum, depending on the size of an organization, it may set the organization back under €5,000. To maintain employee morale, the researcher recommends for an organization to engage in low-cost team building activities. Of which are both cost-effective and interactive for employees. This may involve a manager gathering a team around a circle, and encouraging employees to voice what they admire about one another. All of which enhances comradeship and trusting working relationships. The researcher recommends that employers plan a unique activity per month. In terms of a timescale, if an employer shall set-aside a minimum of 30 minutes per month, as this will yield favourable results on motivation.

5.4 Reward Them Once Shame on Me, Reward Them Twice, Shame on You

A key component of the Literature Review corroborates that an equitable division of reward is essential toward instilling motivation within employees. (Thompson, p.3, 2004)

The researcher gathered a significant amount of evidentiary support from participants in respect to the inequitable division of reward by an employer. In further detail, the inequitable division of reward to the wrong calibre of employees, and the detrimental effect on employee motivation. Participants referred to favouritism by an employer as a prevalent theme. The researcher proposes that an employer rewarding the wrong employee once, justifiable in their case, as they may have overlooked the minuscule details. However, to reward the incorrect employees on a continuum and beyond the first occurrence. An employer, prepare to meet your wrath, the demoralized high calibre employees. It is held to some extent an employee shall witness favouritism in their workplace. May that be in an overt manner, or a covert manner. It is simple Human nature to connect with some individuals more than others. However, how does that concept translate into the field of Human Resources? The researcher affirms it doesn't.

Fleischmann, (p.1, 2015) accedes this notion as it is remarked that favouritism shall manifest its way into organizations in the most subtle of circumstances. In a contemporary setting, where an organization attains a strict dress code, and looks the other way for one employee, whilst penalising the next. This may manifest in a more perceptible manner, whereby an employer shall issue an employee with an incentive or bonus, whilst other employees anticipate the reward to this specific employee. All of which is based on the connection that an employee has with the rewarded employee.

Lastly, the occurrence of a manager spending discretionary time with specific employees, whilst avoiding specific employees entirely. Needless to state, this may not be the employer's intention, however, in a professional setting this has a detrimental effect on organizational culture. Arasli, et al, (p.3, 2019) vocalize that upon an employee witnessing favouritism in particular to the distribution of rewards, an employee may perceive a breach of the psychological contract in the employment relationship. Furthermore, this causes an array of distress and despondency within employees. Employee burnout and exhaustion were keywords associated with favouritism. As employees will not attain the mental capacity to tolerate this for a prolonged amount of time. Interestingly, the participant claimed s/he would be more accepting if this was a personality trait of their manager. However, on this occasion it was simply a case of an employer being selective with their discretionary time, and of whom they share their time with. In accordance with the Literature Review, all employees seek both a fulfilling, and motivating environment that allows for the projection of their core competencies and talents towards organizational goals. (Nnambooze & Brijball, 2016)

5.5 Recommendations

The researcher advises for an employer, in alliance with the Human Resource department, to devise flexibility in their reward scheme. In the design and implementation of a personalized cafeteria style approach. This contemporary design requires an employer to actively listen to the specific requirements of an employee. In contrast to an employee investing large sums of capital in Extrinsic reward schemes that do not resonate with the needs of their employees. It provides an employee with a degree of autonomy to decide what rewards shall be proffered by an employer. An employee shall refer to a menu, and choose the array of perks that resonate and support their interpersonal growth, partiality and lifestyle. An employer should intend to fulfil an equilibrium between work-life balance, reward, and options that ensure job security. Such options may include, time off in lieu, and working from home. Job security features can include profit sharing schemes, pension and healthcare schemes. An employee shall receive a fixed amount of money allocated to spend on their menu per annum. If an employee exceeds the fixed total, they are encouraged to invest their own income. A time-frame for a cafeteria plan shall pertain to an extensive amount of planning by an employer. However, such investment in time will equate to cost-efficiency by the optimization of reward schemes proffered to employees. It ensures that employees perceive value in their reward system. Moreover this will enhance overall employee motivation, productivity at work, and employee morale. It alleviates the cost of the schemes not required by employees. Both parties in the employment relationship shall witness significant reductions in their taxation per annum. All in all, strengthening the employment relationship.

5.6 Recommendations For Future Research

The researcher proposes for employees to evaluate their stance upon both Intrinsic and Extrinsic motivation and its effect on employees. Academic literature has now debunked the “*one size fits all*” approach due to the complexity of accommodating a diversified workforce. Employee motivation is subjective and remains highly unique per organization. As this is in alignment to the mission statement and values of an organization. What is deemed best practice for a specific industry, may not resonate nor align with an employer attempting to imitate the strategy. This recommendation for an employer is to develop a cognizance with their employees.

It is held that there is no perfect definition as to what constitutes a perfect motivational strategy. As discussed in Chapter 5, an employer can seek out contemporary systems, and implement the correct strategies, and it still remains an unsuccessful endeavor in the enablement of employee motivation. There is a certain rhythm or equilibrium involved in the attempt to encourage utmost employee motivation. However, some employers are unable to find their rhythm, as detrimental organizational outcomes, such as high labour turnover and demotivation occurs by employees. The very basic necessity of an employee is to discern a sense of value, in both themselves and the meaningful work that is assigned to them. This basic principle of motivation can be overlooked by employers and placed on a lower ranking of priorities.

As of the collection and analysis of primary data, the researcher established that employers utilise the carrot & stick approach as outlined in the Literature Review, in a contemporary setting. Whereby individuals are enticed by glamorized incentives issued by an employer in return for enhanced performance toward a specific goal or objective. Whilst this hypothesis is not considered incorrect, the narrative shall shift if it is implied that a leader is utilizing this technique to establish control or power over the employees. However, in a contemporary setting, employees remain perceptive and will attain a high level of awareness of these variables. Of which shall have the opposite effect on employee motivation as intended by an employer. However, once a leader shall distribute incentivization and reward to encourage their staff, and motivate enhanced performance, it remains a highly effective tool.

5.7 Conclusion

The objective of this Qualitative research study was to explore the factors that pertain to utmost employee motivation. Whether that may be in an Intrinsic manner, or an Extrinsic manner. It was imperative for the researcher to develop an utmost understanding of the literature assigned to motivation in the field of Human Resources. Furthermore, to discern the gradual developments of motivation based upon generations of historical propositions by authors. The researcher referred back to the two research objectives, as a strict guide to follow for the study. The two sub-objectives are as follows;

- 1. To analyse the interrelationship between Intrinsic and Extrinsic Motivation and its effect on employee motivation.**
- 2. To develop a thematic analysis in the investigation of participant perception of motivation.**

Furthermore, the researcher developed a set of research objectives, all of which were discerned an integral pillar of the research. It allowed the researcher to remain solely focused in these specific areas. As there were times, the researcher had discovered an array of intellectual literature, however it did not resonate or support the overall theme and direction of the study. The researcher proceeded to organize 8 semi-structured interviews in alignment with the chosen Qualitative research method. The interviewees recruited started from age 21 being the youngest, and 58 remaining the most matured participant. The researcher utilized the "*purposeful sampling*" technique, whereby the participants were chosen as they were remarked by the researcher of providing insightful information, based on their experience in their field. The interview contained 5 sections, as per section contained a set of sub-questions. The researcher concluded to separate the sections, for optimum Qualitative insights collated.

The researcher was fascinated with the art of emotional intelligence, and behavioural or cognitive behaviour from a notably young age, than most. Emotional intelligence, once perceived as an idealism has dominated Human Resource literature, and remarked as a significant competitive advantage for employers. Based upon the emergence of cognitive based research and hypotheses propounded, the researcher concluded to base the study around this phenomena. As the field of motivation has been researched by an innumerable amount of students prior. The researcher intended on investigating this exploratory analysis from a different angle. As the term motivation is vastly broad, with contending definitions of the term. The researcher intended on acknowledging the historical background of the subject matter, and welcoming the contemporary era for motivation in the workplace.

The area of motivation is subjected to amendments to accommodate the needs and desired fulfilments by employees. In this instance the researcher attained an ability to debunk certain methods that were said to yield favourable results. The researcher discerned that a significant level of academic literature did not acknowledge the area of motivation as a whole. In contrast it focused on a specific fragment of motivation, whilst urging employers to follow this best-fit policy and practice. However, within 5 generations working in alliance, this is unreasonable for an employer or leader to assume such a method shall work efficiently.

Primary research tends to focus on one specific demographic at one time, for example an age group or specific gender towards their perception of motivation. The researcher was challenged to recruit a diverse range of interviewees. With the intention of proving a thematic analysis can be developed because as Human beings, despite hierarchical order, will resonate with one another on an emotional level. Such as the need of Human connection and emotional fulfilment, whilst Extrinsic reward inhibiting employee motivation shall remain indifferent, with little to no interference as per demographic.

It is remarked that leaders that once debunked the concept of Intrinsic motivational tools, are now installing Intrinsic systems for employee well-being, and a key strategic tool to maintain a professional and lasting employment relationship. The researcher discovered just how much influence a leader upholds in controlling the narrative of employee motivation and overall employee morale. The majority of participants within their interview acknowledged the detrimental effects of their level of motivation, simply following an apathetic interaction with their manager. An illuminating discernment, whereby an employer may be instilling the correct policies and procedures into a work regime. However, if an employee can discern a sense of insincerity or mistrust in their employer. Such efforts conducted by an employer will not yield favorable organizational outcomes. These findings were an integral part of the study, as it perfectly resonated with the research included in the literature review.

5.8 Personal Learning Statement

Following the completion of my BA (Honours) degree in Human Resource Management, I decided to further my education in pursuit of a MA of Arts in Human Resource Management. From an early age I was fascinated with the art of emotional intelligence and human interaction as that followed suit to my present day. It was truly the cognitive aspect that enticed my fascination with the art of Human Resources. As a year of fear and despondency, I decided to embark upon a Masters, with the intention to satisfy my thirst for knowledge, and enhance levels of self development and furtherance in my career. Upon all of my endeavors in Human Resource Management thus far, there is no other role I could view myself in.

It was only when I turned 16, upon my first job I met Jessica Melia. Ms. Melia's essence and managerial style has remained unparalleled to anyone I have met. In the complexity of working in a diverse working environment, Ms. Melia never faltered, exhibiting strength, compassion, an inimitable level of professionalism and inspiring leadership to all. At the time, I recall being in a state of complete admiration. Furthermore, to discover her background was Human Resources, and her educational background spoke for itself. As a 16 year old, I had merely an awareness of what Human Resources was. Upon embarking upon my Leaving Certificate, I researched into the HR field, and it was at that moment, I knew I found my calling. Ms. Melia took me under her wing, instilling the imperative nature of education and continuous learning and development on a daily basis. Although I may have overlooked it at the time, it was certainly the pivotal turning point in my life. As the HR saying goes, it was ‘*where to go, and how I am going to get there*’. It certainly was a serendipitous case of the right place, and the right time. Everything fell directly into place, and has proceeded upward at the speed of light, ever since. From that single interaction, I knew in my life Human Resources would remain a part of me. Albeit, I aspire to always remain unique and myself, but always keep Ms. Melia’s teachings in my back pocket. I intend on having that impact on others, as Ms. Melia had on me, each & every day.

The modules leading up to the Masters in HRM programme truly prepared me to undertake the monumental task of a dissertation. Upon each and every submission thus far has taught me to apply an array of critical thinking, analysis, and cognitive reasoning to all examinations. Upon delving into the most complex of academic literature, I developed a critical eye for collating the information most relevant to my dissertation and research objectives.

As a Human Resources Generalist as per 2021, the dissertation has allowed me to infuse all of my learning, development and newfound skills into my role. I have broadened my knowledge into several fields of the HR function, as opposed to focusing solely on one entity. I find myself reverting back constantly to the HRM programme, and Masters for the purpose of knowledge and continual learning.

The dissertation itself was increasingly challenging, as I found myself entering unforeseen obstacles that caused an array of delays to my work. Such challenges became evident as I fell behind on time management, an area I once prided myself upon. As I thought, my level of expertise presented in delving into academic literature, and extensive research. It was that of the high calibre level that a dissertation entails, that truly pushed me to a new-found limit. Certain areas such as the interviews experiencing delays as an implication of COVID-19 proved to be strenuous at times, but I overcame it all by reminding myself of the light at the end of the tunnel.

Upon partaking in modules in Reward Management and Cognitive Behaviour, I discerned what better way than to pair my two favourite subject matters into one dissertation. As I continuously keep up to date with trends and academic literature, it was the Research Study that proved to be most insightful. As trends continually emerge in the areas of Intrinsic and Extrinsic Motivation and Reward, I thought this contemporary aspect of HR was most suited in compliment to my existing role in HR. As five generations exist in the workplace, I have always been fascinated by the prospect of employers ensuring utmost employee satisfaction. As HR practitioners have now debunked the “*one size fits all*” and best fit HR practice, to that of a more flexible approach. As Motivational theorems and hypotheses have existed for decades, this area specifically I intended to analyze in detail. As emotional intelligence is being referred to as the critical requirement of employers in the digital age, I sought out to conduct my own personal research in the area. The level of intellect I have attained is inconceivable, in areas such as a Qualitative Research Study, analysing the data collated, and developing a thematic analysis has truly been of utmost benefit to me. “*The more you learn, the more you appreciate there is always more to learn*” is a phrase of relevance here, and a phrase I refer to on a daily basis. As I reflect upon my dissertation, it has allowed me to develop both on a personal and professional level. It has taught me the true meaning of perseverance, and patience. The dissertation has truly captivated my mind and heart, inspiring me to continue to seek more knowledge, and engage in a culture of continuous learning and development. I am most grateful for the experience it has incurred.

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Appendix:

1. Consent Form:

Participant Consent Form:

“An Exploratory Analysis into Intrinsic & Extrinsic Employee Motivation in the Workplace”.

Consent to partake in research:

- I voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves, (brief outline of participation will involve)
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research, my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of the people I speak about.
- I understand that disguised extracts from my interview may be quoted in published papers, final dissertations, meetings with respective supervisors, and presentations.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first, but may be required to report this without or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in Miss. Barron’s recording device, for the purpose of such research Miss. Barron shall have access, and ensure it is utmost secured with security passwords without fear or trepidation of negligence of consequences implicating breach of consent. This will be until the exam board confirms the results of Miss. Barron’s dissertation.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years from the date of the exam board.
- I understand that under the Freedom of Information legislation, I am entitled to access the information I have provided at any time, while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Signature of research participant:

Date:

.....

.....

Signature of participant:

Date:

.....

.....

I believe the participant is giving informed consent to participate in this study:

Signature of researcher:

Date:

.....

.....

Information Sheet:

I invite you to partake in a research study. Prior to participation in this survey, please carefully read each component of the consent form. Please take the time to read this information sheet thoroughly as this will help to manage your expectations in participating in the interview. You attain the right to ask questions or review information that you provide. With reassurance that the information collated by the researcher, is in utmost confidence and security. Please take your time in your decision on whether or not you decide to partake.

The research topic I am investigating is as follows;

“An Exploratory Analysis into Intrinsic & Extrinsic Employee Motivation in the Workplace”.

BACKGROUND OF RESEARCHER & INFORMATION DETAILING STUDY:

My name is Jennifer Barron. As part of my Masters in Human Resource Management at National College of Ireland, a key component of this course is the dissertation. Furthermore, an imperative research method is a qualitative research study. The objective of my research study is to develop a further cognizance into intrinsic and extrinsic motivational factors in the workplace.

Theories of motivation in key Human Resource Management literature have existed for decades. The world of optimum employee motivation is ever-changing, and updating by the day. With authors showcasing best practice, and further studies into emotional intelligence as the way forward. This interview will allow me to develop a cognizance of what truly motivates employees in the workplace. Whether that may be in an Intrinsic manner, such as self-actualisation and emotional fulfilment in the workplace. Or may that be through Extrinsic motivational factors, such as pay increments, and incentives. It is often discussed that an equilibrium between the two is favoured.

However, in a technological advanced era and developments within economies worldwide, is there truly a one size fits all approach towards optimum employee motivation and employee engagement? As of 2021, there are now five generations of employees working in alliance together, resulting in an increasingly diversified work environment, and a potential obstacle in the role of hierarchical management & HR to maintain employee motivation. In the design and implementation of relevant theories, and unique approaches based upon organisational culture, values and their mission statement.

WHY HAVE YOU BEEN CHOSEN TO PARTAKE?

I have chosen you specifically to take part, as I discern your profile, demographics and experience in the world of work will be most suited and insightful to my research study.

WHAT WILL TAKING PART ENTAIL?

The content of this qualitative research study is your participation in an interview. During the interview I will ask you an array of questions detailing both Intrinsic and Extrinsic motivational factors in the workplace. My objective is to analyse your responses and the information collated which will allow me to develop a thematic analysis for the conclusion of my dissertation.

The interview shall not exceed 30 minutes, and it will proceed in a location that we mutually accept suitable for you. In the era of COVID-19 a remote setting shall be an alternative option if you wish to proceed in this manner. For your information, for the duration of the interview you will witness me taking notes. Following the interview I will proceed in transcribing the information and responses you provided throughout the meeting.

This option will include an audio/video recording that shall be processed in utmost compliance to GDPR regulation, anonymity and confidentiality for your peace of mind. Utmost compliance to General Data Protection Regulation, (GDPR) is prioritised. Furthermore, the information and data collated from this research survey is held securely and solely for the purpose of research. Security, and ethical considerations are key components of this survey, and significant measures have been taken to prevent negligence of this manner. Rest assured that all identities will remain confidential at all times. In the event that I proceed in quoting your statements, you will be protected as I intend on labelling the participants, '*participants, a, b and c*' etc. Demographics such as Gender, Age and Position of Work shall be stated, however this information is generalised and it will never be traced back to you.

WHAT IF YOU DECIDE TO WITHDRAW FROM PARTICIPATING?

Please understand that in the event of a question that may trigger an unwanted emotional response, or you simply withdraw from participating. You may voluntarily withdraw from the questionnaire, without any implications or repercussions of any kind.

WHAT ARE THE ADVANTAGES & DISADVANTAGES OF TAKING PART?

I am increasingly aware that Qualitative research of this nature may engender feelings of fear and trepidation for your current employment. Upon reading this information sheet, I hope to secure your utmost trust and confidence in protecting you. By partaking in the interview you shall find it most beneficial and of educational value. It will allow you to discern what truly motivates you. As I reviewed my finalised questions, I myself took a moment to discern what I truly value within my employment.

I encourage you to express yourself fully as you may decipher what truly motivates you at an optimum level. Moreover, to take your own notes throughout the meeting for your viewing. I have planned every aspect of the interview to alleviate any potential risks. Based on COVID-19 regulation and the use of electronic devices, we may experience brief technical difficulties, of which we will work together to resolve the issue.

As I delve into questions that are cognitive and emotional in nature. If you wish to take a break or reschedule at any time, please be assured this is not a problem. As I have scheduled all interviews with sufficient time between, and your level of comfort is highly considered and valued.

HOW WILL INFORMATION PROVIDED BE RECORDED, STORED AND SECURED?

Utmost compliance to General Data Protection Regulation, (GDPR) is prioritised. Furthermore, the information and data collated from this research survey is held securely and solely for the purpose of research. Security, and ethical considerations are key components of this survey, and significant measures have been taken to prevent negligence of this manner. Please remain assured that all identities will remain confidential at all times. Data and information collated will be stored in a password encrypted file and laptop. In the event of disposal of such information, it will be in compliance with GDPR legislation and best practice. The interview shall be conducted and recorded on my mobile phone of which is password encrypted. Or in the manner of One-On-One interviews, the same manner applies whereby I intend on utilising a mobile device to record the interview. This information shall be recorded and stored for the duration until my dissertation has been accepted and corrected by the examinations board, and respective dissertation supervisor. Please refer to the “*Consent Form*” I provided that outlines..

- “*Under the Freedom of Information legislation, I am entitled to access the information I have provided at any time, while it is in storage as specified above*”.
- “*I understand that I am free to contact any of the people involved in the research to seek further clarification and information*”. Refer to the contact details below.

Point of Contact For All Enquiries or Grievances:

Jennifer Barron; (*Researcher*)

Dr. Julius Nyiawung (*Dissertation Supervisor*)

Email: jenniferbarronx@hotmail.com

Email: Julius.Nyiawung@mu.ie

Phone Number: 0868961428

Phone Number: 0852121106

Please accept my utmost gratitude for participating in my Research Study.

Interview Schedule:

An Interview Schedule was developed following an extensive array of research and critical analysis in the Literature Review. The questions were thoroughly prepared in detail, prior to the interview. The interview structure is outlined in detail below.

Part 1: Demographic Questions

Questions 1-8

The purpose of this initial section of the interview is to develop an understanding of the participants. Furthermore, the questions proposed are relatively general, somewhat colloquial in language. As I intended on ensuring the participants did not receive questions of a high level of detail right away. It also acted as a guide to allow me to decipher the suitability and reliability of the participant to my research study.

Part 2: Motivation In The Workplace Questions

Questions 9-21

The purpose of this section is to implement generalised statements of Motivation in the workplace to the participants. Upon careful planning, the intention was to discern the participants perception of their employment and rule out the potential of a predisposed bias that may affect their judgement. As if an employee is subjected to a complex working environment, this may issue an imbalance in the information they discern for the research study.

Part 3: Intrinsic Motivation Questions

Questions 10-34

The purpose of this section is to analyse as to whether the participant is Intrinsically or Extrinsically motivated. By implementing cognitive or emotionally based questions. To reflect upon my proposed literature of appraisal schemes correlating with positive chemical responses in the brain, such as dopamine for long-term motivation.

Part 4: Extrinsic Motivation Questions

Questions 35-44

The purpose if this section is to decipher if the participant is Extrinsically motivated, and is motivated by rewards of monetary value. As my Literature Review, Extrinsic Motivation section suggests, once a task is successfully completed, Extrinsic Motivation experiences a specific peak point for employees and will fail below par following the reward.

Part 5: Support In The Workplace Questions

Questions 44-51

Alike Part 1, I strategically proposed specific questions to delve into the participants perception of their workplace. Furthermore, this section is cognitively driven in the context of Intrinsic Motivation in a covert manner. As emotional intelligence and emotional fulfilment are associated with Intrinsic Reward. I sought out to construe if there is an inclination for an Intrinsically based environment within each and every participant. Even the most Extrinsically driven of participants, I intended to put this theory to the test.

Interview Schedule:

“An Exploratory Analysis into Intrinsic & Extrinsic Employee Motivation in the Workplace”.

Part 1: Demographic Questions. To gather information upon demographics of each participant will allow me to analyse any recurring themes within specific ages or gender.

1. To which gender identity do you most identify with?
2. At present, what is your relationship status?
3. What age bracket do you fall under?
4. What is your highest level of education?
5. Of which accommodation best describes your housing status?
6. What is the status of your employment?
7. Total average of hours worked weekly?
8. What is your duration of employment in your current role?

Part 2: Motivation in The Workplace. To develop an understanding of each participant’s discernment towards overall motivational factors and their perception of employment.

1. Are you satisfied with your current employment?
2. Do you feel valued in your current role?
3. Does your role provide you with a sense of value?
4. Are you motivated to go the extra mile in your work?
5. During a typical work-day, do you focus solely on your duties and responsibilities?
6. Does your individual involvement and initiative make the day go by quickly?
7. Do you discern a sense of passion and involvement in your work?
8. Do you actively look for ways to better yourself and your performance at work?
9. Are you awarded and compensated fairly for the work you do?
10. Are you involved in the decision making process by managers in work?
11. Does your manager encourage employee voice in the workplace?
12. Is a supportive team important to help you feel motivated at work?
13. Do you think there is a ‘one size fits all’ approach to motivating all employees?

Part 3: Intrinsic Motivation.

To analyse as to whether the participant is Intrinsically or Extrinsically motivated. By implementing cognitive or emotionally based questions. To reflect upon my proposed literature of appraisal schemes correlating with positive chemical responses in the brain, such as dopamine for long-term motivation.

1. Do you understand what Intrinsic Motivation (IM) means?
2. Does your organization understand IM and what it means to you?
3. Is it important for an organization's values to align with that of your own?
4. Does praise for a job well done from management help boost your self esteem?
5. Is expressing yourself and to be actively listened to important to you?
6. Do you think appraisal schemes work for long-term motivation?
7. Are you able to work upon your own accord as opposed to supervision?
8. Do you wholeheartedly understand your role, duties and expectations at work?
9. Are you issued with a degree of autonomy and control in your role by management?
10. Do you value self-actualisation and emotional fulfilment more than the latest perks?
11. Do you aspire to exceed expectations because of your relationship with your management?
12. Are you provided with a flexible work life-balance, and how does that affect you?
13. Based on these questions, is IM the way forward?

Part 4: Extrinsic Motivation.

To collate responses to decipher if the participant is extrinsically motivated, and is motivated by rewards of monetary value. As my proposed literature suggests that once a task is successfully completed, does Extrinsic Motivation experience a specific peak point?

1. Do you understand what Extrinsic Motivation (EM) means?
2. Does your organization understand EM and what it means to you?
3. Are monetary rewards such as a pay increment, important to you?
4. Would you rather financial or non-financial rewards at work?
5. So do you respond better to material benefits than emotional fulfilment?
6. Do Extrinsic rewards work for the long-term?
7. Do you perform better when you know you may receive an incentive following a successful task?
8. Can Extrinsic incentives cause an unwanted competitive dynamic amongst a team?
9. Do you feel a little bit of competition within teams is a beneficial factor?

10. Do you think that organisations focus solely on extrinsically motivating their employees, rather than intrinsically?
11. What are some of your preferred types of Extrinsic Reward?
12. Do you think extrinsic rewards will continue to change to satisfy trends of the future? *
13. Is Extrinsic Rewards the way forward?

Part 5: Support In The Workplace.

Based upon my literature review and the concept of “*Window Dressing*” by employers. Do employers talk the talk, or actively sought out methods to motivate employees. Furthermore, continually remain open and welcoming in their stance towards employees.

1. Does your employer take interest in your, self and career development?
2. Does your employer grant opportunities for advancement in your career?
3. Does your employer take the time to provide advice and apply their expertise to you?
4. Are your needs and expectations met by your employer?
5. Does management actively remain in the loop with employees, as opposed to being disconnected and focused on their own duties?
6. Does your employer actively listen to employees in facilitating motivation in the workplace?
7. Does your employer actively seek out unique ways to maintain motivation within employees?
8. Are you motivated and inspired by your superiors in the workplace?
9. Do you feel that organisations are doing all they can in motivating all employees within the workplace?
10. All in all, are the Intrinsic and Extrinsic factors you discussed applied in your workplace?