



An exploration of the relationship between reward management systems, worker performance, and motivation in the Irish retail sector:
A partial replication and extension.

Reece Mooney

A dissertation submitted in partial fulfilment for the award of a
Master's in human resource management.

Submitted to the National College of Ireland, August 2021.

Submission of Thesis and Dissertation
National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: Reece Mooney

Student Number: 17362506

Degree for which thesis is submitted: Master's In human resource management

Material submitted for award

- a) I declare that the work has been composed by myself.
- b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects)
- d) I declare that no material contained in the thesis has been used in any other submission for an academic award.

Signature of research student: 

Date: 10/08/2021

Submission of Thesis to Norma Smurfit Library

National College of Ireland

Student: Reece Mooney

Student Number: 17362506


School: School of Business Course: Master's in Human Resource Management

Degree to be awarded: Master's In HRM

Title of Thesis: An exploration of the relationship between reward systems, worker performance, and motivation in the Irish retail sector: A partial replication and extension.

One hard-bound copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. The electronic copy will be accessible in TRAP (<http://trap.ncirl.ie/>), the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all thesis lodged in the National College of Ireland Institutional Repository (TRAP) are made available on open access.

I agree to a hard-bound copy of my thesis being available for consultation in the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository TRAP.

Signature of Candidate: 

For completion by the school:

The thesis was received by _____

Date: _____

This signed form must be appended to all hard-bound and electronic copies of your thesis submitted to your school.

Abstract

The main objective of this study is to research the relationship between the application of reward management systems on the performance and motivational levels of the employees of a leading retailer, Penney's in the Republic of Ireland (ROI). Previous studies have argued that the application of effective rewards management systems positively impacts the motivational levels of employees, which in turn causes an increase in their performance levels. It is necessary to mention that this study and the results found can positively contribute to the business world in general, more importantly, retailer organisations in ROI. With the valid information that this study will provide, it can enable these organisations to re-evaluate their reward management systems that are in place currently and make changes if needed to improve their efficiency and effectiveness. The paper will comprise of seven relevant chapters. Firstly, Chapter one will introduce the topic whilst chapter 2 the literature review will discuss past research and studies conducted on the areas of this current study. Chapter 3 of the paper will highlight the research question of the whole study. The paper will then progress to chapter 4 the methodology, how the researcher conducted the study and chapter 5 the analysis and findings, where the researcher will discuss in depth the results of the study. Finally, in chapter 6 the discussion, the researcher will build on the main discoveries from the analysis and findings chapter, linking the results of the secondary research findings displayed in chapter 2. The author will then conclude the paper highlighting the key areas and findings whilst making recommendations for future research in chapter 7.

Acknowledgements

Firstly, I would like to express my gratitude to Dr Colin Harte for his patience and constant guidance throughout this project, which I am so thankful for. I would also like to thank all the lecturers at NCI especially the ones that took the Research Methods Classes over the last nine months. I believe without the help and time provided by my supervisor DR. Colin Harte and the lectures of the Research methods classes, completing this project would not have been possible.

Furthermore, I would like to say I am greatly appreciative of all the participants that took time out of their day to take part in this study. Their honesty and participation made this research project possible and for that, I am forever grateful. Finally, I would like to thank my family, friends, and girlfriend. The constant support and understanding they showed over the last year are something I cannot thank them enough for. The sacrifices made by all especially my girlfriend is unfathomable, and I cannot be gladder to have them with me throughout the entirety of this project.

Table of Contents

Chapter 1: Introduction and subject area	1
Chapter 2: Literature Review	4
2.1 Employee Motivation and Performance	4
2.2 Theories of Motivation	5
2.2.1 Maslow's Hierarchy of Needs	5
2.2.2 Herzberg's Two Factor Theory	6
2.2.3 Alderfer's ERG Theory	8
2.3 Roles of Leadership and Employee Motivation	9
2.3.1 Geogopalaus Path-Goal Theory	9
2.4 Reward Systems and Employee Performance	10
2.4.1 Intrinsic Rewards and Extrinsic Motivation	11
2.4.2 Intrinsic Rewards	13
2.4.3 Extrinsic Rewards	14
2.4.4 Reward systems, motivation, and performance	15
Chapter 3: Research Question	16
3.1 Purpose of the Study and Research Aims	16
3.2 Research Questions and Objectives	17
Chapter 4: Methodology	19
4.1 Research Philosophy and Design	20
4.1.1 Interpretivist and Positivist Methods	20
4.1.2 Inductive Versus Deductive Research	21
4.1.3 Research Strategies- Quantitative, Qualitative, and Mixed Approaches	21
4.1.4 Time Horizon- Cross-sectional and Longitudinal	22
4.2 Population and Sample Size	22
4.2.1 Sample Justification	22

4.3 Research Instrument and Method	23
4.3.1 Contents of Survey	23
4.4 Data Analysis	24
4.4.1 Descriptive Analysis	24
4.4.2 Inferential Analysis	24
4.4.3 Internal consistency and reliability of data	25
4.5 Ethical Considerations	25
4.5.1 Approved Access and Consent	26
4.5.2 Anonymisation of Participants	26
4.5.3 Data Storage	26
4.6 Limitations of methods	26
Chapter 5: Analysis and Findings	27
5.1 Reliability Analysis	27
5.2 Descriptive Statistics	28
5.2.1 Age and Gender	28
5.2.2 Marital Status	29
5.2.3 Educational Level	29
5.2.4 Period of Current employment and Job Title within that employment	30
5.3 Inferential Statistics	31
5.3.1 Hypothesis One	31
5.3.2 Hypothesis Two	32
5.4 Summary of Findings	33
Chapter 6: Discussion	34
6.1 Demographics of Samples	34

6.2 The impact of effective Reward management systems on employee performance	36
6.3 Reward management systems and motivational levels	36
6.3.1 Intrinsic Motivation	36
6.3.2 Extrinsic Motivation	37
6.4 Conclusion on comparable replication analysis and broader research	37
6.5 Limitations of Findings	38
6.6 Recommendations for future research	38
6.7 Summary of Discussion	39
Chapter 7: Conclusion	40
Chapter 8: Personal Learning Statements (CIPD)	42
Chapter 9: Bibliography	43
Chapter 10: Appendix	49

List Of Figures

Figure 2.1 Maslow's Hierarchy of Needs	6
Figure 2.2 Herzberg's Two Factor Theory	7
Figure 2.3 Comparison of Alderfer's and Maslow's Theory	8
Figure 4.1 The Research Onion	19
Figure 5.1 Age Pie Chart	28
Figure 5.2 Martial Status Pie Chart	29
Figure 5.3 Educational Level Pie Chart	30
Figure 5.4 Current Employment Period Pie Chart	30
Figure 5.5 Job Title Pie Chart	30

List Of Tables

Table 1 Descriptive statistics for survey sub-scales	31
Table 2 Multiple regression model predicting employee performance	32
Table 3 Multiple regression model predicting intrinsic motivation	33
Table 4 Multiple regression model predicting extrinsic motivation	33

Chapter 1

Introduction

Due to globalisation organisations have faced and will continue to face rapid changes across all aspects of the way they in which they conduct their business. Güngör (2011), explains that the concept of globalisation is comprised of change and increased competition. Concerning this, organisations who want to cope and survive in an environment that is continuously seeing increasing levels of intense competition need to produce different types of solutions and effective organisational strategies that will allow them to adapt and remain competitive. There are many external factors for organisations that influence how they operate, which leads to triggering change. For example, the economic environment, the social and cultural environment, the political environment, the legal environment, and the technological environment. When looking at all these external factors arguments can be made for each that globalisation has in some way or another impacted the severity of them (Philip, 2011). In addition to this, Stalker (2000), states that globalisation is now been recognised as a factor that is both “surprising and innovative” but completely out of human and organisational control.

Although organisations as previously mentioned are hugely affected by external factors that are out of their control, it is important to note that there are internal factors that businesses have considerable control over. According to scholars like Güngör (2011), it is undoubtedly that the most important internal factor to organisations when it comes to surviving and remaining competitive within the modern environment is humans, in other words, their employees. It is apparent that in modern organisations a major operational cost is labour, but in recent years there has been a considerable shift in the thought processes by many organisational leaders when it comes to reducing operational costs to gain a competitive advantage (Kew and Stredwick, 2016).

Likewise, to the academics mentioned above Rennie (2017) illustrates the importance of employees to the overall success and performance of the organisation, labelling employees as “assets” to companies. As an HR professional, Rennie (2017) explains that the thought process by managers that viewed and continue to view their employees as a costly expense is not as effective as it once was. The belief was that a quick way to gain more profits is to reduce the number of employees, salaries and not offer incentives or bonuses. What once was

a widely used “cost-reduction approach” by many organisational leader’s times have changed and successful organisations who attract and retain top talent within the labour market perceive their employees as main assets to their organisation and overall success.

Furthermore, Rennie (2017) adds that instead of seeing your employees as a “costly problem”, great leaders and successful organisations view them as valuable resources. There is a clear understanding and belief illustrated by the academics mentioned above that if employees are motivated and incorporated effectively into the organisations, they are more than capable of growing sales, satisfying customer’s needs, improving organisational processes, innovate products, and do several other jobs that will add money to both the top and bottom line of the organisation (Rennie, 2017).

As previously mentioned, one of the major operating costs for any organisation is human labour, meaning firms must receive the expected performance from the employers of their employees within an organisation (Güngör,2011). When looking at how firms cope under the constant pressure from the scarce labour market and the environment in general as a result of globalisation, unsurprisingly, organisations need to develop effective organisational strategies that encourage increased levels of performance from their employees. This has led to organisational management strategies globally prioritising investing in their employees because of their importance (Chandra, 2018). This investment according to (Güngör,2011) is associated with the application of a variety of human resource management strategies firms seek to attract, develop, motivate, and increase the overall performance of their employees to remain competitive. According to Chandra (2018), reward management systems have emerged as a vital area in the field of human resource management in achieving a high degree of employee motivation and performance. The development of these human resource management practices is now being recognised as a significant contribution to the success of the organisation as well as constituting an important source of competitive advantage. Management within any organisation are primarily responsible for ensuring that their employees are compensated properly for the tasks they perform within the organisation (Chandler, 2018). It is important to note also that the level of compensation must be competitive at par with other organisations that operate in similar industries. In achieving this, organisations must ensure that they possess a competent personnel department to attract and recruit the most talented employees that can do the job asked, provide suitable training and development programmes to their employees keeping them up to date with ongoing within the organisation and finally, keep them motivated with providing both financial and

non-financial incentives, whilst finding a continuous mean to keep them happy and engaged (Chandler, 2018). In the work on the relationship of reward management systems and employee motivation, academics like Chandler have concluded that motivated employees are required in keeping the organisations functioning effectively. In saying that it is necessary to note that for the relationship between rewards and employee motivation to positively impact the organisation Chandler (2018) states that managers need to understand what exactly motivates their employees within the context of the roles they operate in, whether it's motivating them through the introduction of appropriate reward and recognition programs or other types of benefits.

Authors like Dartey- Baah and Harley (2010) have argued that the benefits reward management systems that are aligned to the motivational preferences of their employees will not just enhance employee motivation and their performance but also raise the level of the performance of the organisation overall, thus, having a positive knock-on effect on their customer's satisfactory rate. Although there are many advocates for effective reward systems like Barber and Bretz (2000) who mention that reward management systems strongly impact the capabilities of an organisation in attracting, retaining, and motivating high potential performers which result in high levels of performance, it is important to understand that this may not always be the case. Chandler (2018) highlights the negatives and explains that if the rewards and recognition systems in place are inappropriate and not aligned to the beliefs, values, and interests of the organisation's employees it possibly could act as a demotivator. As alluded to above many scholars share identical views of the importance of humans to an organisation's success. Regarding retail stores and Penney's in particular, human labour is the main reason why retail stores function the way they do. Unlike other sectors that rely on technology and other factors, retail's main reliance is on operating in their employees. A spokesperson of Penney's recently stated that their people are fundamental to the organisation success over the years of operating in the retail sector (Hamilton, 2020). With Penney's ranking amongst the top 40 employers across Ireland according to The Irish Times (2021) and, as cited by O'Shea (2021) ranked the most valuable Brand In the country according to Brand Finance Ireland (2021), Penney's as a company, not just a retail outlet must be doing something right. Therefore, this study will analyse the retail employees of Penney's and discover a deeper understanding of their perceptions of factors that influence both their performance and motivational levels, whilst gathering better knowledge of how what

Penney's is and has been doing for many years to remain as a leading retailer not just in Ireland but across the world.

Chapter 2

Literature Review

For all organisations particularly ones that operate in the retail sector, it is undeniable the human labour is the main contributor to the functionality of the business, thus, leading to employee motivation as one of the most essential areas in organisations overall development and success (Uma, 2013). For organisations to receive maximum performance from their employees they must develop an understanding of what exactly motivates their employees and how to increase their levels of job satisfaction. Studies have suggested that for organisations finding out what motivates their employees and getting them to work to their full potential, for decades past and in this present time has been one of the managements most enduring challenges (Lindner, 1998). This is because not everyone is motivated by the same thing, within people motives change (Chandra, 2018). Armstrong (2012) states that a well-designed, structured, and functional reward system is an efficient method of increasing employee motivation.

2.1 Employee Motivation and Performance

Torrington, Hall, and Taylor (2009) provide a general definition of motivation, describing it as the desire to reach beyond expectations, being led by internal rather than external factors and to be continuously striving for improvements. They follow on to add that an employee's motivation in an organisational context can be perceived as a psychological process. This is because of the constant interaction between the employee and their workplace, which is exemplified by a degree of personal willingness. Furthermore, Beardwell and Claydon (2007) explain that people are exempt from higher levels of willingness and effort to succeed in attaining a certain individual desire or need that they have internally. Said et al (2015) perceive individual needs to be either survival needs, safety, social, esteem and self-actualisation which are displayed and discussed below using several motivational theories which have been developed over time. They follow on to add that whatever needs an individual desires, attaining this will lead to a positive impact on their performance overall. Güngör (2011), explains that employee performance is basically what an employee does or does not do. Stating that the performance of an employee could include quantity and

quality of output, the timelessness of output, their presence within the organisation and their cooperativeness.

Relatedly Chaudhary and Sharma (2012) found that motivated employees are more inclined to be more productive in comparison to employees that are unmotivated within the organisation. In addition, mentioning that if employees' needs are satisfied well then, they will exert much more effort, performing to their full potential. Concerning Chaudhary and Sharma (2012) and their work on the relationship between employee motivation and performance, their study showed that employee motivation has a direct impact not just on the employee's performance but the organisation overall. With employees within the organisation highly motivated every aspect of their job will be carried out to their maximum ability, positively impacting the value of the organisation and its overall performance.

Discovering what motivates people is still a puzzle that management across the globe has just not yet figured out. This is because everyone's motivational needs can be different. In saying that, regarding Chaudhary and Sharma's (2012) study they conducted entailing the employees of a private organisation they found that if an organisation cannot meet the needs of all their employees, well meeting the needs and motivating a percentage of them can positively impact the entire team. They argue that there is a possibility that these motivated employees can influence the behaviours and the motivational levels of other unmotivated employees.

2.2 Theories of Motivation

In decades past many theorists have developed useful theories that are still recognised and relevant in today's modern working environment. Maslow, Herzberg, and Alderfer are all historic motivational theorists who provided management for generations their insights into what they believe and found motivate people, which can be applied in a business context.

2.2.1 Maslow's Hierarchy of Needs

Maslow's theory is primarily derived from the belief that individuals tend to seek something and what they are seeking is dependent on what they already have. Within his theory, it is proposed that people are motivated with the general push to satisfy their needs, and these needs can be put into a hierarchy ladder based on importance. This Hierarchy is displayed in figure 2.1.



(Figure 2.1) (Ahmad et al, 2010)

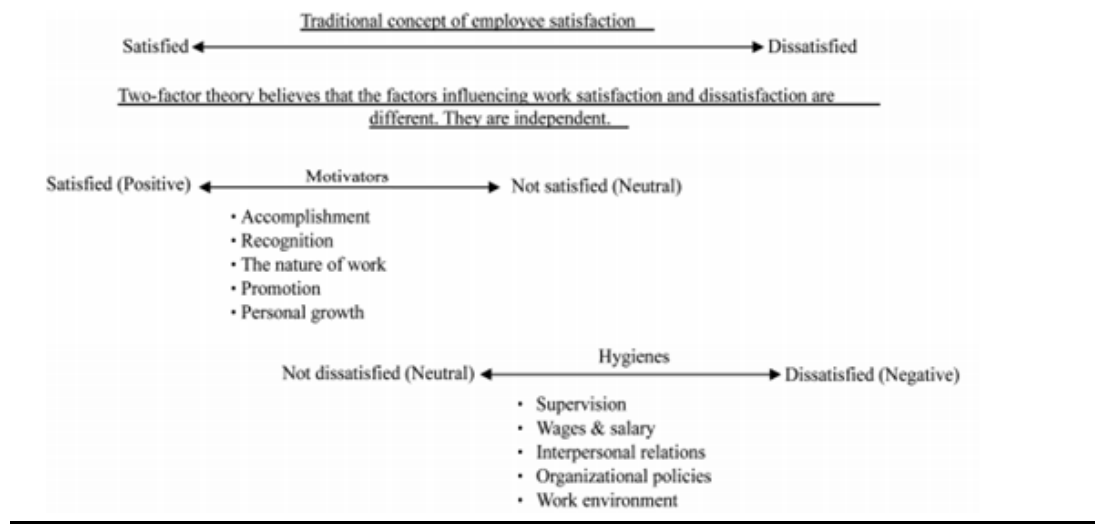
It is necessary to mention that when one need is met and fulfilled the strength of that need diminishes and the strength of the next need increases. It is important to note that unless one need is fulfilled or partially fulfilled well then, the individual will not progress up the ladder (Ahmad et al, 2010).

Taking each level and its application to a retail setting. Psychological and safety needs can be simply met by having clean water and a safe work environment, this will go a considerable way in fulfilling these needs. Regarding social needs, managers can seek to create an environment that prospers involvement and interaction with others to fulfil this need. Self-Esteem needs can be fulfilled by management by simply shown recognition for their employee's achievements (Kunc, 1992). It does not have to be monetary, a simple congratulations or a thank can go a long way. Finally, the self-actualization needs of employees can be fulfilled by encouraging and guiding employees to reach their potential, a sky is the limit moto within the organization sends out a strong message (Kunc, 1992).

2.2.2 Herzberg Two Factor theory

Herzberg theory like Maslow's has aided the attempt of management in uncovering what motivates their employees. In Herzberg's study on people's attitudes, he found two sets of distinctive factors hygiene and motivators in which have an influential impact on an employee working experience. Beginning with motivational factors, Herzberg explains that these are intrinsic to the job itself, for example, recognition, the work itself, paths for development, responsibility, and achievements. It is understood that if these factors are not present dissatisfaction will not occur, but when to present the satisfactory level of employees

increases. The second factor identified by Herzberg (1959) is labelled hygiene factors, in which he described them as dissatisfactory feelings. Parson and Broadbridge (2006) cite that Herzberg regarded this factor been related to the job and the working environment, mentioning that the factors are extrinsic in nature to the job. Some hygiene factors highlighted by Herzberg are as follows, supervision, company policy, status, security, working environment and administration. Within his work Herzberg illustrates that these factors do not cause satisfaction but if they are not present, they can bring rise to dissatisfaction from an employee. Figure 2.2 displays Herzberg’s theory.



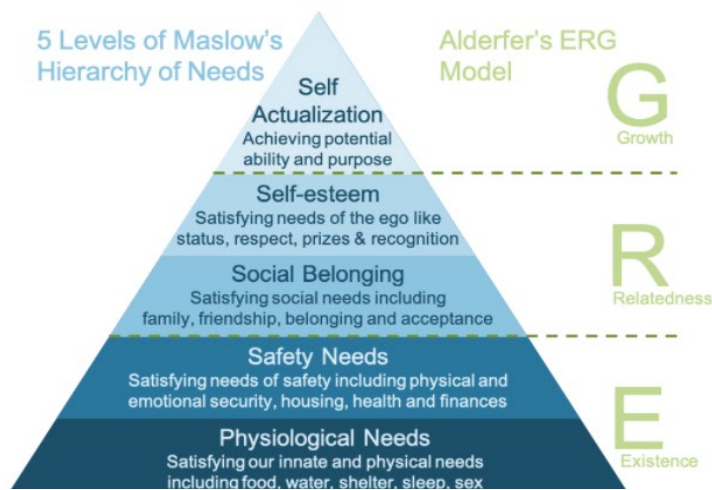
(Figure 2.2) (Chu and Kuo, 2015)

Therefore, if a manager wants to motivate their employees, the focus should be on the satisfiers. As shown above, some factors lead to satisfaction and other lead to dissatisfaction, but within this theory, the understanding is that the two feelings are not opposites. Taking an employee’s dissatisfaction towards their physical workplace, if improved upon it does not mean the employee is satisfied, it just means they are no longer dissatisfied. Therefore, this appeases the workforce rather than enhancing motivation, performance, and productivity (Chu and Kuo, 2015).

2.2.3 Alderfer's ERG Theory

Alderfer's Theory consists of a three-factor model, existence, relatedness, and growth, highlighting the ERG. Within the theory and each of the factor's meanings, there are vast similarities to Maslow's Figure 2.3 shows this.

Comparing Alderfer and Maslow



(Figure 2.3) (Armstrong, 2010)

In saying that there are differences in the theories overall, unlike Maslow, Alderfer believed that an individual can be motivated by several levels at a given time, and levels that are the most important to a person at a given time can change. In essence, a person's motives can be fluid and shift between each of the levels within the table. Another difference noticeable between them is that Alderfer's theory in states that an individual can be motivated and prioritize the needs differently based on their views on life. An example of this could be a person who is motivated by growth within their professional career, potentially at the expense of their existence (Alderfer, 1992).

Regarding the role of management motivating their employees, this theory illustrates that they should not just seek to satisfy one level of needs at a time. There should be awareness within the organization that humans can have a blend of needs and management should help progress them through these needs, which change continuously. Thus, emphasizing the complexity of motivation from this theories perspective (Armstrong, 2010).

2.3 Role of Leadership and Employee Motivation

When it comes to employees being rewarded for accomplishing individual or group goals, a leader who makes the path easier for their employees to meet targets are understood to generate increased employee satisfaction and productivity levels (Hughes, Ginnett and Curphy, 1998). Additionally, they state that a leader's role is to increase their employee's belief that their contribution to the organization will lead to the accomplishment of the goal, which in turn will result in the attainment of rewards. Northouse (2016) explains that whether employees' value supportive, friendly, and warm leaders, one who offers structure, clarity, guidance autonomy or one who challenges them to exceed expectation, the path-goal theory consolidates each to allow managers to adapt their behaviours in any environment.

2.3.1 Geogopalaus Path-Goal Theory

The path-goal theory is centred around how leaders motivate their employees to achieve both personal and organizational goals. Emphasis is placed on the relationship between the style of leadership, the characteristics of the employees and the working environment. Futrell (1975) illustrates that there is a clear connection between reward systems and employee performance within the theory. He explains that if an employee sees high productivity as a direct path to achieving organizational goals and therefore attaining a specific reward well then performance levels are increased. Conversely, if the employee sees that low productivity still attains rewards, the employee is more likely to produce lower. In essence, the employee would be more motivated and expend a greater amount of effort in their work if they felt that their efforts prior resulted in receiving rewards.

Concerning how a leader can influence an employee's motivational levels, House, and Mitchell (1975) breaks down leadership behaviour into four components, directive, supportive, participative, and achievement orientated. First, directive, this leadership behaviour is characterized by explaining the levels of performance needed and illustrating to employees what is needed for them and how they should perform their duties to meet targets. Secondly, supportive leadership, which is characterized by leaders that are approachable and who tend to the needs and wellbeing of their employees. Also, supportive leaders try to make their employees work as pleasant as possible while achieving goals. Thirdly, participative leadership involves leaders who use collaborative styles in the decision-making process within the organization, giving employees more of a voice and being more open to their opinions. Finally, achievement orientated leadership behaviours, which involves leaders who

push employees for high levels of performance and continuous improvement (Northouse, 2016). In addition to this, Northouse (2016) explains that within the path-goal theory the leadership style is flexible. Other scholars like House and Mitchel (1975) have also suggested that leaders might use all or shift between these behaviours depending on the organization's situation and the employees' preferences, in other words, what may work best in motivating their employees.

2.4 Reward Systems and Employee Performance

It is no surprise that organisations strive for a motivated workforce. According to Chandra (2018), a motivated workforce can have a significant effect on the success of an organisation. As mentioned previously, studies have suggested that motivated employees see higher levels of both individual and organisational productivity, allowing for the organisation to run much more efficiently and effectively making it easier to reach organisational goals. In contrast to a workforce that is unmotivated, this can negatively disrupt the general performance of the organisation, distracting the employees from their work. Concerning unmotivated workforces, a survey was conducted on its impact on employee performance by an organisation called Reward Getaway. Reward Getaway is a leading organisation that specialises in helping to retain, engage, and attract top talent for more than 1,8000 employers in 23 countries. The research involved just under 6,000 respondents across the US, UK, and Australia. The results of the study uncovered some alarming effects of being unmotivated at work. The top five effects found across the participants are as follows:

- A decline in mood (62%).
- A decrease in productivity (46%).
- A decrease in mental health (45%).
- A reduction in the quality of output at work (37%).
- That their diet suffers, causing health issues (29%) (Reward Getaway, 2018).

Along with these effects, those who stated they were not motivated within the organisation mentioned that they would stay in an organisation for 18 months to two years. With this expected turnover rate Gallup (2021) estimates that businesses across the UK and US lose between 483 billion and 605 billion a year because of the lack of employee motivation. What this illustrates is that it is not just employees seeing the negative effects of being unmotivated, but organisations too.

According to 45% of the respondents, Reward Getaway found that the main contributor in forming and maintaining a motivated workplace was strong workplace relationships with team members. Regarding keeping employees motivated long-term, 41% of respondents mentioned that they would prosper if their contribution was recognised and appreciated (Reward Getaway, 2018). As a result of this scholars like Chandra (2018) and Güngör (2011) state that it is therefore imperative that management within an organisation understands their employees, what they value, and the impact certain treatment has on them. It is also mentioned that organisations acquire a deep understanding of the power of reward systems and their ability to influence employee performance. Rob Boland, Reward Getaways group director and Client success has explained that it is apparent that organisations can do more to motivate and engage their employees in the right manner to enhance performance (Reward Getaway, 2018).

Briefly, rewards can be described as a positive outcome that is achieved or earned by an employee because of their performance. Rewards are typically aligned with the goals of the organisation, meaning that when an employee positively contributes and helps the organisation achieve a set goal well then, a reward often follows. Typically, there are usually two common types of rewards that motivate people, they are intrinsic and extrinsic rewards (Armstrong, 2010).

2.4.1 Intrinsic Rewards and Extrinsic Motivation

Intrinsic motivation comes from within and is more psychological in nature in comparison to extrinsic motivation. Typically, Intrinsic motivation is associated internally with a person and is related to a deep sense of personal satisfaction they feel when completing a specific task. In other words, intrinsic motivation stems from the work the person does. Being intrinsically motivated means, they are driven by what they yearn to do even if there is no compensation or reward awarded for performance (Heam, 2018). Rewards that are intrinsic in nature include personal achievement, a sense of accomplishment, pleasure, and personal and professional growth (Chandra, 2018). Extrinsic motivation is related to tangible rewards. Unlike Intrinsic motivation that is internal to the person, extrinsic motivation is external and is usually offered by an organisation for increased performance and productivity rate. Usually, extrinsic rewards are financial in nature. For example, a salary raises, or a bonus awarded for meeting certain targets (Heam,2018). Taking both types of rewards into account, research has suggested that having an intrinsically motivated workforce surpasses ones that

are solely extrinsically. Some academics like Hearn (2018) have suggested intrinsic motivation is the only motive that will lead to continuous organisational success and growth. Hearn (2018) follows on to argue that if employees are intrinsically motivated, they are more likely to perform to a higher standard and gain promotions.

Similarly, other scholars have found startling discoveries relating to intrinsic and extrinsic motivation. Expert psychologist Yales Amy Wrzesniewski and her teams followed over 11,000 west point military cadets and gauged their motives for attending the academy. The study was conducted over 14 years, in which they discovered the importance of intrinsic motivation, in comparison to extrinsic. The researchers found that cadets who entered the camp and who were motivated intrinsically by non-financial rewards were more likely to graduate, receive promotions, become commissioner officers, and stay in that line of work. In contrast to those who were externally motivated in other words extrinsically, did not portray the same likelihood of success (Wrzesniewski and Schwartz, 2014).

It is not just recent theorists and scholars who have found and understood the importance of intrinsically motivated employees to the organisation's success. Chandra (2018) explains that in the current knowledge-based economy where the greatest asset an individual can offer an organisation is their "intelligence, experience, problem-solving skills, and change savvy persona", intrinsic rewards are crucial to workers (Chandra, 2018, P.2). Within the work conducted by Chandra (2018), references are made to the past studies done by the famous and leading motivational theorist Fredrick Herzberg, which is alluded to above. Herzberg studies found that intrinsic rewards likewise to the studies alluded to above tended to be more important to employees and their overall performance. In addition to this Chandra (2018) illustrates the fact that employees will not refrain from seeking financial rewards, but rather just highlighting the presumption that just relying on monetary incentives will not be enough in maximising the motivation of workers.

2.4.2 Intrinsic Rewards

Other academics in the field of employee motivation like Khan, Waqas, and Muneer (2017) found that there were three leading intrinsic rewards that employees valued the most, Information/feedback, recognition, Trust/empowerment.

Information/Feedback- According to Khan, Waqas, and Muneer (2017), they explain that to be a successful and effective manager this reward must not be neglected. It is a type of reward that offer guidance to their employees in which it can be positive or negative, whether the employee needs to remain on track or needs guidance to the correct path. Their study also found that this type of reward establishes and creates a strong bond between managers and employees but also adds value to the relationship between them.

Recognition- This type of reward relates to recognising a worker's performance by verbal appreciation. Also, this type of intrinsic reward may take the presence of being formal or informal. An example of formal recognition would be a meeting and informal recognition could just be a simple "well done". Results showed that recognition whether formal or informal boosts the self-esteem and happiness of the employees. Also, employees would be more likely to increase their performance and contribute more if their good performance was recognised by their managers. Other scholars like Latham and Ernst (2006) also explains the importance of recognising an employee's performance. They also conducted a study on the importance of intrinsic rewards in motivating employees in the workplace. The results of their study shared similarities with that of Khan, Waqas and Muneer (2007) regarding the importance of recognition. They found that praise and recognition was the most efficient way of enhancing employee performance.

Trust/Empowerment

Trust is vital in any society or organisation. For individuals and their relationships with each other for it to hold any value their needs to be mutual trust. From a business context, this type of reliance is critical for tasks to be completed successfully. The results of Khan Waqas and Muneer (2007) study regarding the relationship between managers and employees, trust from managers instils confidence and allows them to work to their full potential. It was also found that empowerment and the delegation of work to employees formed stronger relationships. It was explained that employees felt important when his or her decisions were relied upon. Siti-Nabiha, Thum, Sardana, (2012) aids in illustrating the importance of empowerment within the workplace from a business perspective by explaining that two minds are better than one. Also, academics like Al-Jarraid (2011) mention that the amount of time an individual spends at work, it is apparent that workers will need more than just financial incentives from their employers. Concerning this, other scholars like Haider, Aamir, Hamid and Hashim (2015) also reiterate the importance of intrinsic rewards not just in motivating top employees but

also in attracting top talent to the organisation. They explain that non-financial rewards help firms stand out from competitors and be viewed as a top employer, increasing employee engagement. Regarding employee engagement, Brewster and Mayrhofer (2012) study found that non-financial rewards are a tool in enhancing job satisfaction in which has a positive effect on their performance. As previously mentioned, organisations that offer intrinsic rewards to their employees helps them stand out to possible employees. In a study relating to this, the CIPD (2011) reward survey found people emphasise the importance of non-financial rewards when seeking employment. In addition, the study found that offering intrinsic rewards positively impacts an employee's commitment to the firm. Likewise, in a study conducted about motivating labour workers that professionalised in bricklaying in Nigeria, it was found that non-financial incentives schemes were a preferred strategy in motivating employees intrinsically to increase their performance in comparison to financial incentive schemes. (Fagbenle, Adeyemi and Adesanya, 2004)

2.4.3 Extrinsic Rewards

As displayed above many scholars exhibit a high amount of focus on the importance of intrinsic rewards in motivating and increasing employee productivity and overall performance. Although there are advocates for this as shown above, there have also been several studies and findings that argue otherwise and that extrinsic rewards are more effective in increasing employee performance. An important study that reflected this analysed the effect of intrinsic and extrinsic rewards on employee and organisational performance in Allen and Kilmann's (2000). The findings concluded that extrinsic rewards like profit and gain sharing and employment security exhibited a significantly more positive effect on employment relationships and performance. In contrast to extrinsic rewards that did not reveal a significant moderating influence on the performance of employees.

Other advocates of the importance of extrinsic rewards like Ahmed et al (2009) argues that there is statistically a positive and significant relationship between extrinsic rewards and employee motivation, performance, and satisfaction. Similarly, Carraher et al (2006), explains that for organisations to remain competitive and perform to a certain standard they should have an effective extrinsic rewards system in place to not just motivate their employees but also, to retain and attract high performers.

Likewise, to Ahmed et al (2009), Danish (2010) has an identical view that both extrinsic rewards and employee motivation are significantly connected. Jamsheed and Zaman (2011) elaborated on this, their study found that regarding extrinsic rewards system employees favoured ones that were related with their productivity, with other scholars like Ojokuku and Sajuyigbe (2009) discovering that financial incentive significantly impacts employee performance. An example of a financial incentive used within their work was a pay raise for continuously performing and meeting targets and organisational objectives. It is well documented that both intrinsic and extrinsic rewards can affect the performance of employees. In saying that and as mentioned above every person or group of workers have different motives and are impacted differently by certain rewards, whether they are intrinsic or extrinsic. Concerning this, Banker and Lee's (1996) as cited in Chin-Ju Tsai (2010), an empirical study which was based on data collected from 34 major retail stores over a period of seventy-seven months, supports a theoretical assumption that retail stores that implement an appropriate reward system that is aligned to the values, beliefs, and needs of their employees with experience a positive impact on their rate of sales, profit and their customer satisfaction scores.

2.4.4 Reward systems, motivation, and performance

In other studies, conducted by Güngör (2011), the relationship between rewards management systems and employee performance with a mediating role of motivation within the banking sector of Turkey, specifically Istanbul was explored. Results showed that reward management systems that incorporate both intrinsic and extrinsic rewards to motivate their employees are the most useful as both rewards have a direct impact on employee performance. Interestingly, Chandra et al (2018) study of the impact of reward management system on employee performance in the customer service sector had almost identical results to Güngör's (2011) study. Both results showed that intrinsic motivation is not influenced by the design or monetary compensation, but by paths for progression and promotion opportunities. Additionally, both Chandra et al and Yazici (2018) state that from their studies they concluded that the efficiency of organisational performance is directly impacted by how effective their reward management systems are.

As shown throughout this chapter many scholars have been concerned with what motivates employees, and many have found similar results with some other differing also. In the subsequent chapter, three the 'research question' will draw on how the researcher of this

paper seeks to uncover the relationships between reward management systems, employee performance and employee motivation.

Chapter 3

Research Question

The current chapter will focus on the aims and objectives of the study, highlighting its main objective and, the research questions that will guide the study.

Although there has been a wide range of studies done on the area of rewarding employees and its impact on their motivation and performance levels, there is still mass uncertainty around what is the ‘perfect’ reward management systems. As mentioned previously, however, the reason why understanding what motivates people is so complex is that each person is motivated by different things, whether intrinsic or extrinsic. While an abundance of studies has been conducted throughout several environments and labour sectors, there is little research that reflects the relationship between reward management systems, employee motivation and employee performance within the retail sector in Ireland. As mentioned by Rennie (2017), employees in the modern working environment are viewed much more valuable than in years past and are no longer viewed as just a number. The success rate of an organisation is highly reliant on its employees, thus highlighting the importance is attracting retaining and motivating the right people. The pre-existing theory that has been uncovered over the years has provided other researchers and managers with a deeper insight and a platform to understand what exactly motivates people and increase performance and has also allowed for the progression of this study. Also, although that this work conducted by many researchers has been critical in getting worldwide knowledge around the area of employee motivation and performance to where it is today, there is still a gap in the literature as mentioned regarding the retail sector of Ireland. This study will examine the relationship between reward management systems, employee motivation and employee performance within a retail setting in the Republic of Ireland.

3.1 Purpose of the Study and Research Aims

Given the success of the methodology employed by Gungor (2011), the current research sought to partially replicate this study by employing an adapted version of the same survey to further explore the relationship between reward management systems, employee motivation, and employee performance but extended to a different context, in this case, retail.

As previously mentioned, this study aims to identify the relationship between three variables, reward management system, employee motivation and employee performance, distinguishing what impact reward management systems has on both the levels of employee motivation and their performance. Although the Irish nation is faced with unusual and unprecedented times due to covid-19, there is a clear fear about whether the unemployment rate will spike because of businesses closing. But, regarding this and the Irish retailing sector, recent studies have shown the importance it is in maintaining a healthy economy and keeping the employment rate within Ireland high. According to Ryan (2019), before the pandemic, the category of retail workers was the main occupational group in Ireland with just under 100,000 persons employed. In saying that, it is undeniable the retail sector will play a vital part in aiding to a more stable employment rate and economy in the near future. Additionally, because retail work holds a huge percentage of the Irish population's employment, as there is little research done on this area, the need to unfold a deeper understanding into what motivates and encourages higher levels of performance from these employees is relevant.

3.2 Research Questions and Objectives

The research topic proposed will be directed by the following research questions and hypotheses.

Main research objective

To distinguish the influence effective reward management systems, have on employee motivation and performance levels, thus, developing a clearer understanding of the potential relationships between the three variables.

Hypothesis One: The application of effective reward management systems is associated both significantly and positively with employee performance within the retail sector.

Reward management systems are made up of both intrinsic and extrinsic rewards. This research question aims to uncover that if implementing a reward system that is suited and perceived positively by employees, it will have a positive impact on their performance levels.

Employee performance is essential to the success of any organisation. Remaining competitive for businesses within any industry is the main priority and can be costly if employees are not effectively rewarded for their performance. Therefore, this part of the research question seeks to provide clarity around the areas of the relationship between employee performance and reward management systems.

Hypothesis 2: The application of effective rewards management systems positively influences the motivational levels of retail employees.

Again, this research question also looks at the implementation of effective reward management systems. But, in this section of the research question, the objective is to uncover if motivational levels are affected by its application and additionally, whether current retail employees are intrinsically or extrinsically motivated and to what extent these types of rewards affect the exertion of effort from the employees. With motivating employees being a complex phenomenon as described by many academics one being Järvelä (2001), this part of the research question will aid in strengthening researcher's knowledge and retail management on what type of rewards causes an individual to exert more effort in their work. Also, it is well documented that people can and are both intrinsically and extrinsically motivated, this research question will also form a deeper understanding of what the motives of retail employees are.

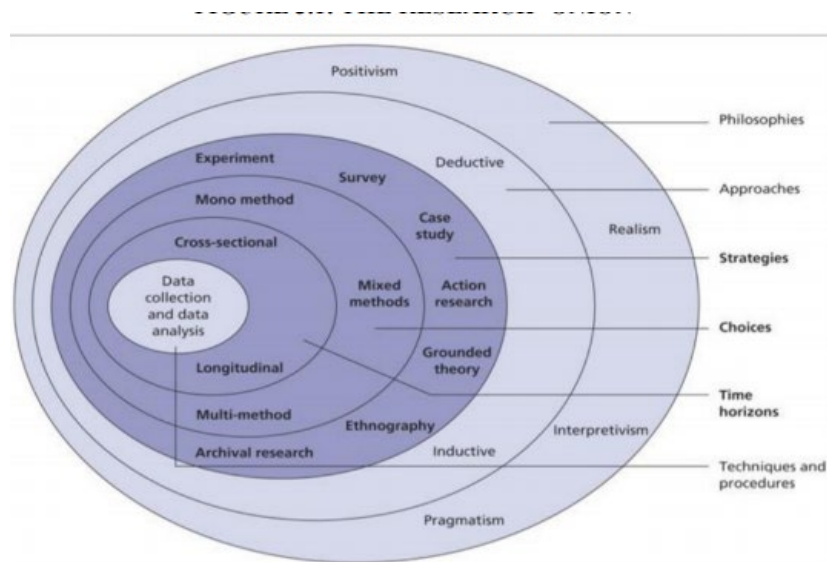
Chapter 4

Methodology

Upon the identification of certain gaps in the literature that is discussed in chapter 2, this chapter highlights various primary research methods used within this study to explore in deeper detail these areas. The methods that the researcher has chosen to use have been selected in line with the many methodological elements which encourage the research process as displayed by scholars like Saunders, Lewis & Thornhill (2015) that is shown in the research onion displayed in figure 4.1. Thus, the researcher aims to answer the research questions that are proposed in chapter 3. Furthermore, this chapter will illustrate the philosophical interpretation behind all the chosen, methods of research, research instruments, and an overview of the selected population and sample. Furthermore, alternative methods that could have been used within this study methodological process will be discussed. Along with

this, the limitations of the study, ethical considerations faced and the method used in analysing the data will also be referred to.

The Research Onion



(Saunders, Lewis, and Thornhill, 2015, p.108) (Figure 4.1)

4.1 Research Philosophy and Design

Research can be defined as the “collecting and systematically analysing of information to find something out” (Saunders, Lewis, and Thornhill, 2005, p.5). Along with this and important to this chapter is what methodology can be defined as. Methodology according to Saunders et al (2000) can be described as the theory behind how research can and should be conducted. Blumberg, Cooper, and Schindler (2011) highlight that additionally, a strong methodological framework is necessary to successful research, as it enables access to key tools, ideas, and models for all researchers to gain both the skills and knowledge required to allow them to reach answers to their proposed research questions.

The outer layer of the research onion as shown in figure 4.1 highlights the role of philosophy that is part of the overall research process. Academics have suggested that all research is

driven or influenced by the presence of a philosophical framework. Additionally, the shaping of the research base is on the worldview regarding its existence (Quinlan, 2011). Other scholars have associated a research paradigm with this philosophical framework, which acts as a guide behind the conduction of any scientific research (Collis and Hussey, 2011). Further research conducted by Quinlan (2011) has examined the methodology, the role of the researcher, emphasizing that the framework is determined by the researcher's consideration regarding epistemology and ontology. Saunders et al (2015) describe ontology as the nature of reality, stating there are two alternative orientations, objectivism, and subjectivism. Furthermore, Bryman (2011) has referred to epistemology as the nature of knowledge explaining that there are two alternative epistemological orientations, positivism and interpretivism.

4.1.1 Interpretivist and Positivist Methods

In sociological research as mentioned, epistemology is usually divided into two categories, positivism and interpretivism. Firstly, positivism argues that methods of natural sciences can be applied in social research and the study of social phenomena, in contrast to interpretivism, where techniques of natural sciences cannot be applied. In addition to this, beliefs from each method also differ. Positivism believes that the behaviour of humans is based on social norms as it is assumed that society shapes individuals. Unlike interpretivism, where the belief is that people are complex and that each has different experiences in which they view reality in different ways (Wilson, 2014).

In this study, the phenomena under consideration were reward management systems, employee motivation and employee performance. The aim as shown above is to assess the impact each variable has on the other. Since all variables are quantifiable, techniques of natural sciences such as statistical methods are applicable in the research of this phenomenon. Therefore, the most appropriate epistemology approach was that of positivism.

4.1.2 Inductive Versus Deductive Research

When looking at the research onion shown in figure 4.1, there are two main approaches to theory development mentioned, inductive and deductive. Lin (1998) explains that commonly an inductive approach is mainly associated with qualitative methods. Inductive research associates with the allowance for conclusions to be drawn from primary data thematically. Additionally, it is ideally suited to the exploration of new phenomena that are a vastly under-researched and completely new research topic (Creswell, 2013). As the base of this study,

reward management system, employee performance and employee motivation and their relationship are well well-researched, but in different environmental settings, an inductive approach is not necessary. Thus, leading to this this study taking a deductive approach. Lin (1998) explains that a deductive approach is associated with the gathering of data statistically from large samples to draw objective generalisable conclusions to prove or not a theory.

4.1.3 Research Strategies- Quantitative, Qualitative, and Mixed Approaches

For researchers, there are three types of research strategies, quantitative, qualitative, and mixed design, which incorporates both quantitative and qualitative. When looking at both qualitative and quantitative as research strategies, qualitative studies are based on the gathering of data that is neither quantifiable nor measurable. In comparison to this, quantitative research is both quantifiable and measured with the use of numerical data. Both types of strategy have their limitations and benefits. Denzin and Lincoln (2011) explain that quantitative research is known to provide higher levels of reliability and validity when it comes to results, as the degree of bias from participants is decreased and is also relatively quicker gathering data. However, with that been said, quantitative research does not offer the benefits qualitative does. The qualitative design allows the researcher to view facial and body expressions from participants. For this study, the researcher weighed up all options and felt the use of a mono-method was most appropriate. The mono-method is comprised of just quantitative research. The reason behind this, firstly academics have stated as displayed above quantitative research allows for higher levels of reliability and validity. Secondly, with the current global pandemic due to Covid-19 face-to-face interviews are an issue and are only available through technological video calls. With that in the mind of the researcher, a conclusion was made that the researcher would not get the rich experiences of the employees themselves through video calls.

4.1.4 Time Horizon- Cross-sectional and Longitudinal

Time horizon can be referred to as the time frame of the research being conducted. Usually, observations can be viewed of two forms based on time-horizon, they are cross-sectional and longitudinal. Firstly, cross-sectional data which relates to when every observation are associated to a single point in time, such as in most questionnaires. In contrast, longitudinal data relates to the observation of a variable over time, for example, months or years. Regarding this study as it is taking a quantitative approach using a questionnaire as referred to already and will take a cross-sectional.

4.2 Population and Sample Size

Scholars like Sekaran (2001) have referred to a population as an “entire group of people, events, things of interest that a researcher wishes to investigate” (Sekaran, 2001, p.225). As the retail population in general cannot be studied in its entirety, a sample will be drawn and used. Webster (1985) explains the term sample to be a finite portion of a statistical population, whose properties are examined to gather information about the entirety of it. Regarding this study, the population the data was gathered from was employees of a leading retailer in the Republic of Ireland, Penney’s. The Penney’s store used for this study is based on Mary Street in Dublin City Centre and is one of the most recognised Penney’s stores across the world as it was the ever one opened in 1969, by founder Arthur Ryan (RTE.IE, 2019). Penney’s is a company that has been quoted recently to say that their employees are “fundamental” to the success of the business both past and present (Hamilton, 2020). With spokespeople of the organisation referring to their employees like this, it leads to an interesting research population, because of their perceived importance to the organisation and its continuous success.

Penney’s Mary Street store currently employs over 350 people, which was the target population sample for this study. The questionnaire received 175 responses, in which the sampling frame consisted of several departments within the organisation. The different departments are as follows, sales assistant, manager, weekend manager, supervisor, and storemen. Sekaran (2001) explains that if the response rate is above 30% of the sample size well then it makes for an acceptable research study. The response rate of this study was 46.05%

4.2.1 Sample Justification

With the shared mass of Penney’s as a company and the number of stores across the country, for this study, the researcher felt it was necessary and appropriate to use convenience sampling. Scholars like Sedgwick (2013) have defined the term convenience sampling as, a sample of easily available participants. With the researcher’s relationship with the head of HR of the organisation, permission was granted for the questionnaire to be distributed to all employees across the Mary Street store.

4.3 Research Instrument and Method

The instrument for measuring that was used for this study that was briefly mentioned above was a questionnaire, which takes a quantitative approach. The questionnaire for the study was constructed by use of Google Forms. Scholars like Peterson (2000) have praised the effectiveness of questionnaires mentioning that a huge benefit of them is that they can be distributed across groups of people simultaneously. Additionally, stating that it will allow the researcher to use a method of research that is both, less costly and time-consuming but will allow for the gathering of adequate data.

The questionnaire for the survey was distributed to the sample via online systems, for example, social media platforms like organisational employee Facebook groups. The researcher's reason for this type of distribution method mirrors the benefits Peterson (2000) alludes to above. It allowed the researcher to send out a single message that would reach over 350 employees instantly at no cost. The questionnaire that was sent out is broken down and consists of two separate sections, a demographical questionnaire which is shown in appendix two and a questionnaire that attains the three main factors of this study, reward management systems, employee motivation and employee performance, which is show in appendix three.

4.3.1 Contents of Survey

As mentioned prior, the questionnaire is broken down into two separate sections and were both adopted by researcher Güngör (2011) as previously mentioned. The first questionnaire includes six socio demographical questions. The socio demographical questions include age, gender, marital status, education level, current employment period and job title. Hammer (2011) explain the reason why knowing the demographics of a researcher's sample is essential. She states that without the inclusion of demographic information, researchers risk accepting the view of absolutism, assuming that the phenomena of respondent's interests are identical regardless of individual demographic factors. Additionally, Beins (2009) also states that the provision of comprehensive information about respondents' characteristics lets researchers move towards a stance of universalism, recognising that "there may be universal psychological processes I that I manifest differently" relying on the several demographical factors (Beins, 2009, p. 356). In shorter terms, researchers cannot just assume that there are no differences between groups until this underlined hypothesis is proven by comparisons.

The second part of the questionnaire consists of twenty-eight statements, which intend to determine the relationship from an Irish retail employee's perspective between reward management systems, employee performance and employee motivation. An example of the statements asked that are related to firstly reward management systems is, financial rewards like salary, bonuses, and perquisite increase motivation. Secondly, employee performance, the level of wage received affects employee performance. Finally, employee motivation, Duration of the working period (what day/hours) affects employee motivation. Each statement within this section is graded by participants using a five-point Likert Scale. The five points on the scale are as follows, (1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree, and (5) Strongly Disagree. Participants that press (1) indicated they strongly agree with the statement and so on. Participants that press (3) indicates they are uncertain whether they agree or disagree with the given statement.

4.4 Data Analysis

As shown in figure 4.1 data analysis is the final section of the research onion. Academics have described data analysis as the process of providing a sense of meaning to that information collected with relation to the identification of both the research question and its objectives (Saunders et al, 2015). The methods that will be used to analyse the data within this study will be both inferential and descriptive.

4.4.1 Descriptive Analysis

Additionally, the descriptive analysis will be used to provide an overview of the sample used for this study. Lawless and Heymann (2010) have stated that descriptive statistics have allowed researchers to present quantitative data or descriptions in a useable form. The researcher's choice to use descriptive analysis is to present summaries about the sample of study using graphical methods. The graphical methods used in this study are graphical illustrations for example pie charts to show information on key demographic variables.

4.4.2 Inferential Analysis

Briefly, inferential statistics are used to reach a conclusion that extends beyond the data that is collected for any given research. In other words, inferential statistics are used because the researcher is trying to create a general conclusion of what the overall population may think with just the sample data (Sartor, 2008).

The inferential analytical strategy for this study revolves around multiple regression analysis. Multiple regression analysis is described as a group of techniques that can be utilized in investigating the relationship between a single continuous dependent variable and several independent predictors or variables. Additionally, multiple regression is centred around correlation, but it is used for researchers to provide a more advanced exploration of the sets of variables and their interrelationships (Pallant, 2016). Thus, leading to one of the main factors for the researcher's choice to use multiple regression, multiple regression according to Pallant (2016) allows for an ideal exploration of complex real-life research questions in which study entails, rather than a laboratory.

Multiple regression has several types that can be used, depending on the nature of the research question in exploration. The three main types are identified in the work of Pallant (2016) and are as follows:

- Hierarchical
- Stepwise
- Standard

For this study, the most appropriate one is a standard multiple regression. Within this type, all independent variables are entered simultaneously into the model. All independent variables are assessed in terms of their predictive power of a dependent variable. The researcher's choice for using this type of regression analysis is because the research question entails a set of variables that want to uncover how much variance they have on the dependent variable. The dependent variables of this study is employee performance and motivation, with the independent variables consisting of reward management systems that entail, non-financial rewards and both intrinsic and extrinsic rewards.

4.4.3 Internal consistency and reliability of data

To test the reliability of the given data for this study, the researcher will use Cronbach's Alpha as a measurement method to assess this. Regarding this, the reliability of any measurement like Cronbach's Alpha refers to the extent it consistently measures a scale or tests items. Cronbach's Alpha is calculated by correlating the result of every scale item with the total result for each observation, and then making a comparison to the variance for all individual item results. Concerning this study, the results that will be calculated and compared will be that of the participants questionnaire responses.

4.5 Ethical Considerations

From an ethical stance, considerations have been made from academics like Blumberg, Cooper, and Schindler (2011) that ethical issues may arise in any research process, and it is, therefore, necessary the research takes the appropriate steps regarding the considerations needed to adhere to this. For the researcher to guarantee all participants of the study are handled ethically, an ethical review application will be completed and forwarded to the National College of Ireland by the researcher conducting the study, to highlight and confirm that all individuals who have contributed to the research process are treated ethically.

4.5.1 Approved Access and Consent

Regarding undertaking and form of research, Robson (2002) alludes to the fact that cooperation and gaining access is based on the development of relationships. Following this, an introductory section of the questionnaire outlined the purpose of the study and the need for their participation before completing the questionnaire. Additionally, from an ethical perspective, all participants who took part was on a completely voluntary basis, with an option to withdraw from taking part at any time, by either not submitting or contacting the researcher so disregard their submission. In the author's interest of anonymity, a consent page was provided at the beginning of the questionnaire, where it was a requirement to be filled out before proceeding, which then granted them full access to both questionnaires as discussed above. Appendix displays the consent sheet provided to participants.

4.5.2 Anonymisation of Participants

Another significant ethical consideration is maintaining the anonymisation of all participants. It has been understood by the researcher some of the questions within the questionnaire require participants to share their personal opinions on their organisation. Therefore, given this, the author felt that all participants identities should be anonymous, for both their interests and for the validity of the study. Without anonymisation, participants may be inclined to be biased and give inaccurate answers with fear their employer may see their opinions on the organisation and be able to directly link negative or positive answers to them. Regarding the anonymisation of the employer 'Penney's', no ethical considerations were required, as they were more than willing to participate.

4.5.3 Data Storage

Regarding the storing of the data, it is important that it is kept safe and remains confidential. Therefore, the data gathered will be held on a personal computer's hard drive and a USB that are both passwords secured, with only the researcher who will be able to access it. Also, the data will be permanently deleted from all access points when the research study is finalised, and results have been collected and interpreted.

4.6 Limitations of methods

There are several limitations that the researcher is aware of regarding the research methodology in place. As mentioned above the main data collection method used for this study is a questionnaire. Scholars have highlighted limitations a researcher can face when using this data-gathering technique. Firstly, Moffett (1999) explains that the use of questionnaires can limit the quality of the study's results. Reports have been made that the response rate for questionnaires that are sent out with the use of technological platforms could be as low as 20%. Regarding this, Moffett (1999) also highlights that a single or several respondents can incorrectly fill out the questionnaire, unbeknownst to the researchers, which could inevitably negatively impact the studies authenticity and reliability.

Chapter 5

Analysis and Findings

This chapter will discuss the findings from the questionnaire that was completed by Penney's employees of the Mary Street store. The data analysis follows the process discussed in the methodology as shown in chapter 4. The use of the data collected from the questionnaire and the research questions displayed in chapter 3 will guide the researcher to a conclusion regarding the relationships between reward management systems, employee motivation and employee performance within the retail sector of the ROI. Furthermore, this chapter will display the results of the reliability test that was conducted with the use of the Cronbach's Alpha method. For the researcher to display these findings and results the statistical programme used for the analysis of the data in this study is version 27 of the Statistical Package of Social Sciences (SPSS).

5.1 Reliability Analysis

Reliability analyses were conducted to assess the internal consistency of the questionnaire and its sub-scales in the current sample. Overall, the questionnaire demonstrated good internal consistency with a Cronbach's alpha coefficient of .86. Concerning the reward management systems sub-scales, the financial rewards subscale demonstrated good internal consistency ($\alpha = .81$), while both the intrinsic rewards and non-financial rewards sub-scales demonstrated questionable internal consistency ($\alpha = .63$ and $.61$, respectively). With respect to the motivation sub-scales, the intrinsic motivation sub-scale demonstrated acceptable internal consistency ($\alpha = .76$), while the extrinsic motivation subscale demonstrated questionable internal consistency ($\alpha = .68$). Finally, the employee performance sub-scale demonstrated acceptable internal consistency ($\alpha = .72$). These reliability findings are comparable to that reported by GÜNGÖR (2011) in their use of this same questionnaire.

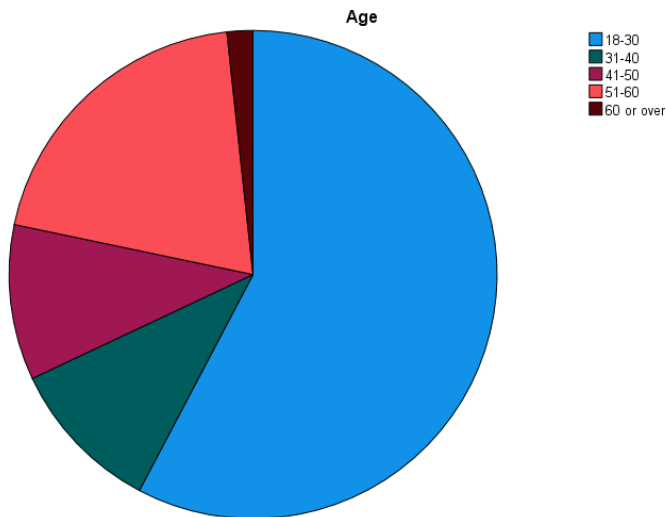
5.2 Descriptive Statistics

The first part of the questionnaire as discussed in the methodology chapter involved questions regarding the demographics of the participants within the sample. The purpose of this was to provide the researcher with an overview of the sample that was used to conduct this study. The population of the store used for this study was 380. 175 individuals completed the survey which allowed for a response rate of 46.05%. The demographic survey consisted of six questions, gender, age, marital status, educational level, length of current employment and job title. This will be discussed in detail in the subsequent sections, with the use of descriptive statistics.

Demographic Findings

5.2.1 Age and Gender

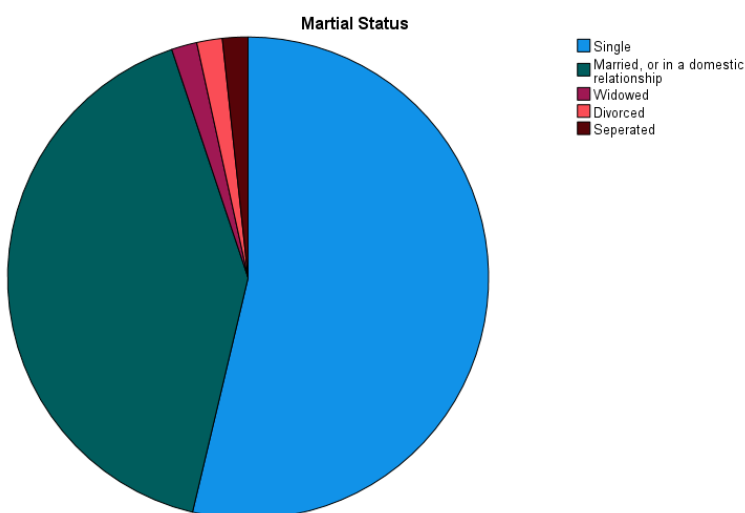
From the 175 responses of the questionnaire, 75.4% (132) were female, with males' responses making up the other 24.6% (43). Figure 5.1 displays a pie chart of the gender data from the study. With regards to the age of the participants that responded, 59% of them were aged between 18-30. Additionally, 19.1% of them aged between 51-60, with 20% of responses ageing between 31-40 and 41-50. See figure 5.1 below for a deeper insight into the ages of all respondents.



(Figure 5.1)

5.2.2 Martial Status

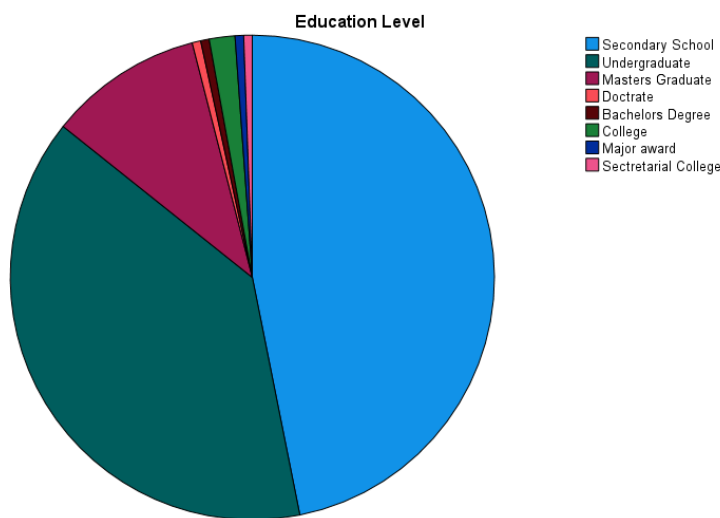
Regarding the marital status of respondents, the majority of single or married or in a domestic relationship. The response rate of those who were single was 53.7% with 41.1% of respondents either married or in a domestic relationship. Regarding the other three options, widowed, divorced, and separated each had a response rate of 1.7%. Figure 5.2 displays a pie chart of all the relevant data.



(Figure 5.2)

5.2.3 Education Level

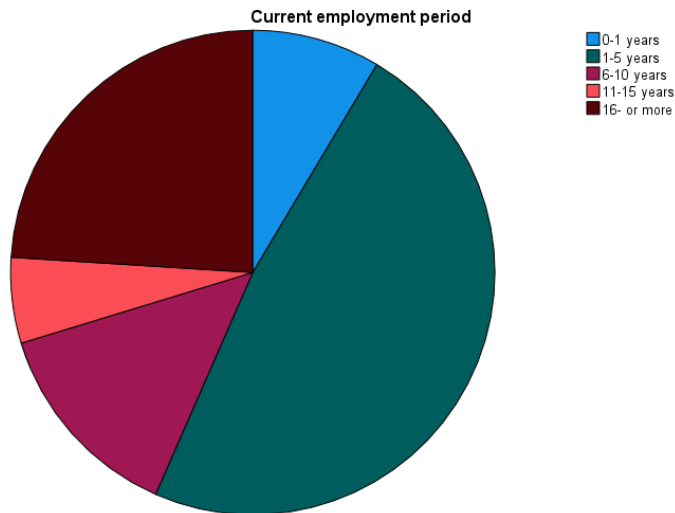
Regarding the educational level, the highest response rate was for secondary school, with 46.9% of the sample stating that this was their level of education. The response rate for undergraduates was also considerably high with 41.2% of the 175 participants stating that this was their level of education. The Masters was the next highest with the response rate sitting at 10.3%. For the other 2.6%, it was made up of participants that had an educational level of either doctorate or other major awards. This data is displayed below in figure 5.3.



(Figure 5.3)

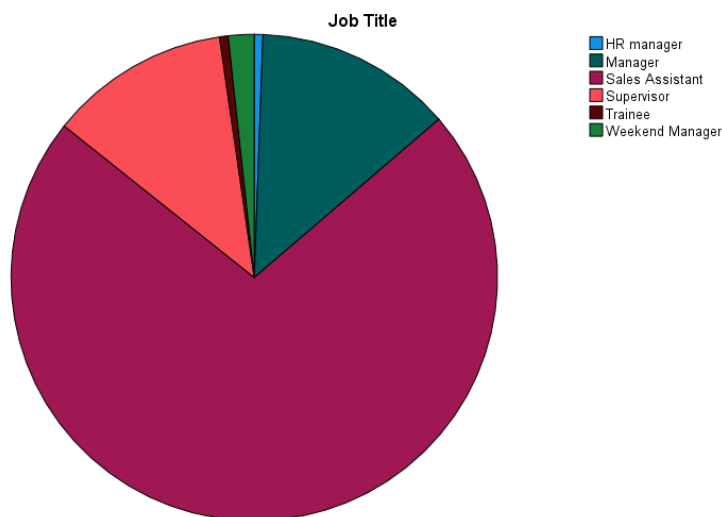
5.2.4 Period of Current employment and Job Title within that employment

The final two questions of the questionnaire were more related to their job itself. Firstly, the findings from the period of current employment question. The results displayed that most respondents, precisely 47.9% of them have been employed within the company for a period that is between 1-5 years. 13.8% were employed for a period between 6-10 years, with employees that worked within the company for 16 years or more also making up 22.3% of the 175 respondents. See figure 5.4 below for a graphical illustration.



(Figure 5.4)

The final section of the demographic questionnaire related to the respondent's job title within the organisation. Most respondents precisely 72% of them were sales assistants within the store. 12% of respondents were supervisors, with 13.1% of them being managers. Another option within the questionnaire was labelled weekend managers, which in general business terms is trainee managers, the response rate for this option was 1.7%. The final 1.2% was made up of HR managers and trainees. Below, figure 5.5 shows a pie chart illustration of the data.



(Figure 5.5)

The employee performance sub-scale, reward management system sub-scales (financial rewards, intrinsic rewards, non-financial rewards) and motivation sub-scales (i.e., intrinsic, and extrinsic motivation) overall approximated normal distributions, although the former two variables were appeared to be slightly negatively skewed. There was also evidence of one outlier for each of the employee performance and reward management systems sub-scales.

Table 1

Descriptive statistics for survey sub-scales

Variable	M [95% CI]	SD	Range
Employee performance	20.73 [20.31, 21.15]	2.83	12-25
Reward management systems			
Financial rewards	15.98 [15.48, 16.49]	3.40	5-20
Intrinsic rewards	13.17 [12.93, 13.42]	1.65	6-15
Non-financial rewards	17.18 [16.83, 17.53]	2.34	4-20
Employee motivation			
Intrinsic motivation	8.04 [7.82, 8.26]	1.50	2-10
Extrinsic motivation	16.83 [16.49, 17.18]	2.32	9-20

5.3 Inferential Statistics

5.3.1 Hypothesis One

The application of effective reward management systems is associated both significantly and positively with employee performance within the retail sector.

A standard multiple regression was used to assess the ability of three reward management systems (financial rewards, intrinsic rewards, and non-financial rewards) to predict employee performance. Preliminary analyses were conducted to ensure no violation of the assumptions of normality, linearity, and homoscedasticity. Tests for multicollinearity indicated that Tolerance and VIF values were in an acceptable range, thus indicating no violation of the assumption of multicollinearity. Analysis revealed that 29.8% of the variance in employee performance was explained by the predictors, $F(3, 174) = 24.139, p < .001$. While all three predictors were statistically significant (see Table 2 below), the non-financial rewards sub-scale was the strongest predictor of employee performance ($\beta = .289, p < .001$).

Table 2

Multiple regression model predicting employee performance

Variable	R ²	B	SE	β	t	p
Model	.298***					
Financial rewards		.139*	.060	.167	2.310	.022
Intrinsic rewards		.372**	.135	.217	2.761	.006
Non-financial rewards		.349***	.098	.289	3.555	<.001

Note: R² = R-squared; β = standardized beta value; B = unstandardized beta value; SE = Standard errors of B; Statistical significance: *p < .05; **p < .01; ***p < .001

5.3.2 Hypothesis Two

The application of effective rewards management systems positively influences the motivational levels of retail employees.

Two standard multiple regressions were used to assess the ability of the same three reward management systems (financial rewards, intrinsic rewards, and non-financial rewards) to predict employee motivation (intrinsic and extrinsic, respectively). Preliminary analyses were again conducted to ensure no violation of the assumptions of normality, linearity, and homoscedasticity. Tests for multicollinearity indicated that Tolerance and VIF values were in an acceptable range, thus indicating no violation of the assumption of multicollinearity. For intrinsic motivation, the regression analysis revealed that 23.4% of the variance in employee intrinsic motivation was explained by the predictors, $F(3, 174) = 17.458, p < .001$. However, only the non-financial reward variable was statistically significant and was the strongest predictor ($\beta = .431, p < .001$; see Table 3 below). For extrinsic motivation, the regression analysis revealed that 16.4% of the variance in employee extrinsic motivation was explained by the predictors, $F(3, 174) = 11.219, p < .001$. In this case, only the intrinsic rewards variable was statistically significant and was the strongest predictor ($\beta = .305, p < .001$; see Table 4 below).

Table 3

Multiple regression model predicting intrinsic motivation

Variable	R ²	B	SE	β	t	p
Model	.234***					
Financial rewards		-.015	.033	-.035	-.464	.643
Intrinsic rewards		.098	.074	.108	1.314	.191
Non-financial rewards		.275***	.054	.431	5.075	<.001

Note: R² = R-squared; β = standardized beta value; B = unstandardized beta value; SE = Standard errors of B; Statistical significance: *p < .05; **p < .01; ***p < .001

Table 4

Multiple regression model predicting extrinsic motivation

Variable	R ²	B	SE	β	t	p
Model	.164***					
Financial rewards		.003	.054	.004	.047	.963
Intrinsic rewards		.430***	.121	.305	3.564	<.001
Non-financial rewards		.143	.088	.144	1.623	.106

Note: R² = R-squared; β = standardized beta value; B = unstandardized beta value; SE = Standard errors of B; Statistical significance: *p < .05; **p < .01; ***p < .001

5.4 Summary of Findings

In summary, the results along with the analysis indicated that there is somewhat of a relationship between reward management systems, employee motivation and employee performance, some variables considerably stronger than others. When looking at hypothesis one it is undeniable that the application of effective reward management systems is associated both significantly and positively with employee performance within the retail sector. As mentioned previously all predictors, financial rewards, intrinsic rewards, and non-financial rewards were statistically significant, indicating strong relationships between them, with non-financial rewards being the strongest predictor of employee performance.

Furthermore, regarding hypothesis two a standard multiple regression analyses were utilised to assess the ability of the same three reward management systems as mentioned above to predict employee motivation both intrinsically and extrinsically. For employee intrinsic motivation, it was found that the strongest predictor and the only one out of all three that was statistically significant was non-financial rewards, thus indicating that financial rewards and intrinsic rewards were found insignificant. Finally, regarding extrinsic motivation, the analysis provided information that stated that the only statistically significant variable in this case was intrinsic rewards which was also the strongest predictor, the other two regarding their relationship with extrinsic rewards were found insignificant.

Chapter 6

Discussion

Before this paper progresses into this next section it is important to mention that this study is a partial replication and extension of GÜNGÖRS (2011) quantitative study on the relationship between reward management systems, employee performance and employee motivation of global bank workers. The purpose of this chapter is to build on all the key findings from the primary research conducted found in this study that used the retail employees of a leading retail organisation in the Republic of Ireland, which is shown in chapter 4. The author will build on these findings by comparing these to the results shown from the secondary research the main one being GÜNGÖRS (2011) study. Considerations and comparisons will also be made not just to GÜNGÖRS (2011) study but also the broader secondary research that is also illustrated in chapter two. This chapter will follow on to discuss the limitations of the findings and the analysis the researcher found whilst conducting the study, making recommendations for future research around the area of reward management systems and employee motivation and performance. Additionally, besides the limitations that were uncovered by the researcher, this chapter will also explain the strengths the researcher found by doing the study in which allowed for such an insightful research process.

6.1 Demographics of Samples

Briefly, when looking at both samples of this study and GÜNGÖRS (2011) the sample sizes for this study is noticeably more, with GÜNGÖRS (2011) sample size only having 116 participants in comparison to this study, with 175. In saying that regarding the demographical questions

and results there are quite a few similarities. In both studies, most of the participants were aged between 18-30 (over 50%). Regarding the educational level of participants, there were clear similarities also, likewise to this study as shown above the majority of participants education level in GÜNGÖRS (2011) was undergraduate (66.4%). The final demographical question where there are noticeable similarities is the length of time worked by participants within their organisations. As alluded to above almost 50% of participants in the study had only worked for Penney's for a period between 1-5 years. In comparison to this, the majority of GÜNGÖRS (2011) sample was likewise, with 54.3% of participants only working for the global bank for a period of 1-5 years. As shown, there are clear similarities but there are also some differences. Unlike this study where the job title of participants was mainly sales assistants (72%), the percentage of different job titles within GÜNGÖRS were evenly spread across different occupations, with none dominating. In saying that, within a retail setting it is unsurprising that most responses for this study were from sales assistants, as it is undeniable that there are more sales assistants in comparison to any other occupation working within that environment.

6.2 The impact of effective Reward management systems on employee performance

As shown in chapter 5 of this paper, results showed that reward management systems are positively and significantly related to employee performance within the retail sector. This was also found in the study conducted by GÜNGÖR (2011), again results displaying some similarities and differences. As mentioned in chapter 5 of this study all reward management systems (financial rewards, intrinsic rewards, and non-financial rewards) predicted employee performance, with the non-financial rewards subscale displaying the strongest predictor of employee performance. Interestingly, financial rewards were statistically significant but, results showed it was the weakest predictor of employee performance ($\beta = .167, p < .022$). In contrast to the results found by GÜNGÖR, the similarities of both studies were that financial rewards are both statistically significant and predictors of employee performance in the banking and retail sector. Unlike this study, GÜNGÖRS results displayed that both non-financial rewards and intrinsic rewards were insignificant predictors of employee performance, with only financial rewards shown results of significance and predicting employee performance ($\beta = .203, p < .000$).

As mentioned above, Hearn (2018) states that intrinsic rewards are crucial when trying to enhance employee performance levels. This statement was relatable to this study, but interestingly when looking at the results of Güngörs (2011) study intrinsic rewards were not a predictor of employee performance. Additionally, to the results of this study and Güngörs, as mentioned there were similarities regarding the impact of reward management systems on employee performance, both studies found non-financial rewards a predictor of employee performance. Concerning this, the results in both were relatable to that of expert psychologist Yales Amy Wrzesniewski study on the 11,000 cadets. Her study also found that employees tended to perform better by seeking promotion when non-financial rewards were offered.

6.3 Reward management systems and motivational levels

6.3.1 Intrinsic Motivation

As discussed above in chapter 2 there are two types of motivation, intrinsic and extrinsic. With analysing the results of this study, as displayed above only the non-financial reward variable was statistically significant and was the strongest predictor of employee intrinsic motivation ($\beta = .431, p < .001$), both intrinsic rewards and financial rewards were found insignificant. Similarly, to this study Güngör (2011) found almost identical results from that of the global banking sector. Likewise, non-financial rewards ($\beta = .111, p < .000$) was the only statistically significant variable and a predictor of intrinsic motivation, with also both intrinsic rewards and financial rewards being insignificant, implying that for both it was not possible to predict intrinsic motivation with use of either variable.

Previous research has also found identical results to that of this study. Likewise, the CIPD (2011) found that the presence of non-financial rewards plays a critical role in attracting talented employees. Also, studies conducted by Brewster and Mayrhofer (2012) found that non-financial rewards are also significantly and positively related to both employee motivational levels and their performance. Regarding other sectors of work that differ from the studies mentioned in this chapter, Fagbenle, Adeyemi and Adesanya (2004) found within the bricklaying industry of Nigeria that non-financial rewards like the studies already mention increasing the intrinsic motivation of employees.

6.3.2 Extrinsic Motivation

Furthermore, with the extrinsic motivation of the employees from both studies, results show very few similarities here regarding which variables were statistically significant and

predictors of the extrinsic motivation of employees. As shown above, within the retail sector the only variable that was statistically significant in predicting extrinsic motivation was intrinsic rewards. Similarly, results in Güngör's study also only showed one predictor of extrinsic motivation that was statistically significant, which was financial rewards ($\beta = .132, p < .000$). To the researcher's knowledge, regarding the results of this study, no other study published shared the view that intrinsic rewards are a predictor of extrinsic motivation. Besides this and on Güngör's (2011) study, Danish (2010) found the same results, that extrinsic motivation is connected significantly and positively with reward management systems.

6.4 Conclusion on comparable replication analysis and broader research

In reiteration to the above literature illustrated in chapter 2 that involves the belief that motivating employees to enhance their performance is viewed as a complex phenomenon by many scholars on being Järvelä (2001), this study along with the replication may further instil this viewpoint that is proposed. About this, as mentioned above academics like Chandra (2018) expresses her opinion that the reason being why motivating employees to enhance performance is so complex is because whether it's due to demographical reasoning or personal is motivated by different things. The reason why this study along with Güngör's (2011) may further instil this view is that even though each sample was given identical questionnaires, besides some slight similarities in the results the vast amount of the data gathered from both samples displayed much more differences between them. It is undeniable from the results gathered from both samples that reward management systems do positively influence the motivational and performance levels of employees. But, concerning this what this data along with the perspectives of academics like Järvelä (2001) and Chandra (2018) also clarifies and represents is that the idea of a one size fits all motto from organisations when motivating employees to enhance their performance is ineffective overall.

6.5 Limitation of findings

From the researcher's perspective, there were clear limitations that related to the population in general. Regarding certain demographical questions, results showed in two of them specifically, less diverse populations. The two questions that have been referred to here are the gender of the population and the occupation of the participants within the retail store. Results showed that 75% of the sample were female and, over 70% of the sample were sales assistants. With the noticeable imbalance of diversity within the sample for these areas, it could indicate that the results discovered regarding the relationship between reward

management systems and employee motivation and performance levels could be more representative of females and sales assistants. Regarding this and what has also been stated above, it is unsurprising that most respondents regarding their occupation were sales assistants, as in any retail store there is a clear imbalance in occupations.

Concerning the participant's gender, results may also indicate that more females work in retail than males. Given that the data gathered was mostly from females and sales assistants, and furthered specified to a single retail store in the ROI, the data analysed cannot be generalised to the entire retail employee population. Besides these limitations, the data gathered was from a considerable large pool of participants, 175 precisely. As a result of this, the amount of research that was able to be gathered was not limited.

6.6 Recommendations for future research

The current study has highlighted several areas for discussion that warrant future research. Although the nature of the study was specified to the retail sector in the ROI, to date as mentioned above there has been very little research conducted around the area in general, this study has merely scratched the surface on the relationship between reward management systems and the motivational and performance levels of retail employees in the ROI. As mentioned above the results and analysis is maybe more representative of females and sales assistants, for future research on the area It may be wise for researchers to use a more balanced sample of employees, where the number of males and females is more equal. With regards to the occupation of an employee, future researchers could be inclined to draw their focus on another department within retailers for example managers or supervisors, widening their research over more than just the one store, to ensure they get a strong number of participants.

Additionally, future research could specifically look at what employee performance is being measured, which this study did not do. For example, future research could focus on the amount of number of transactions is taking on a given till by a single or several employees of a retail organisation. Furthermore, regarding measuring performance future research could measure It by looking at how many items have been sold from the store in general or a single department.

If future researchers were to fulfil these recommendations proposed it is necessary to note that there could be few implications. Firstly, regarding if future researcher seeks to focus on a single department for example managers as this study didn't involve many management responses, they will need to maybe use a few stores to meet the necessary sample size for an acceptable sample size that is valid. The implications of this would be firstly gaining access to the management of several stores and planning a set time that would enable these employees to take part in the process as the environment they might work in is fast paced with little to no time to participate in other activities within their working hours.

Also, concerning the recommendation of measuring the employee's performance, how would they do it? If they measured performance with the number of items scanned in a set shift the issue here is whether the registers used have built-in technology that allows the researcher to measure this. If not the cost of the technology needed to do so could be of a large amount because it would need to be installed into several registers unless they were researched over a period. If this was the case well then that proposes another issue that relates to the amount of time needed to find results.

6.7 Summary of Discussion

In summary, it is clear from this study and Güngör's that effective reward management systems positively impact both the motivational levels and performance levels of employees, as results displayed in both studies. But both studies also further clarified the viewpoint that everyone is motivated by different things, and the idea of one size fits all from an employer is naïve. Regarding the limitations and future research, the limitations of this study as discussed above have given other researchers the platform to further the knowledge around the area with more studies on the relationship between reward management systems, employee motivation and performance.

Chapter 7

Conclusion

In conclusion, from an organisation's perspective, there has been a shift in what they prioritise and view as most valuable to the company. Over the years many academics like Rennie (2017) have concluded that in a business world to remain competitive organisations must view their employees as an asset and attracting and retaining the most talented

individuals is ranked one of the most important motivations if they wish to remain competitive in all aspects within a business environment. It is understood from scholarly perspectives like Stalker (2000) that because of the continuous growth of globalisation it will and has done vastly impacted the labour market making it exceptionally intense and tight, forcing organisations to offer more than just monetary incentives, this is where an organisations reward management system plays a crucial role. When it comes to reward management the main question that circles is why organisations need to reward their employees appropriately. What this means is that do the rewards offered meet firstly the organisation's values and secondly their employee's interests. The most straightforward answer to this is, organisations seek to motivate and enhance their employee's performance because of three main reasons, to retain employees, to attract top talent and to meet business targets.

For years and even to this day professions within the area of motivation for example Maslow, Herzberg, and many more have attempted in solving what needs to be offered to cause employees to remain motivated and continuously perform to a high standard. The studies and work done by individuals like this have allowed for the progression of not just this study but that majority of recent research to be conducted as it has given researcher's living in today's generation a platform to work from.

Regarding this study, it was a partial replication and extension of Güngörs (2011) study on the global bank industry that looked at the relationship of reward management systems and employee performance and motivational levels. With regards to the purpose of this study, it looked at Güngörs, the relationship between reward management systems, and employee motivation and performance but in a retail setting, the retail store used was Penney's Mary Street in Dublin City Centre. The data collection method used by the researcher was quantitative. A questionnaire was forwarded via the social media platform Facebook, which involved a page that entailed all employees of the store. The data collection method used contained both pros and cons which are discussed in dept in the methodology section of this paper. The response rate for the questionnaire of the population was 46.05% which was 175 participants. According to Sekaran (2011), if the response rate surpasses 30% of the population it allows for an acceptable study. In analysing the data gathered a standard multiple regression was used to assess the ability of three reward management systems (financial rewards, intrinsic rewards, and non-financial rewards) to predict both employee

motivation levels and their performance. Also, about the demographical aspects, descriptive statistics were used in analysing the data to give the researcher an overview of the sample used.

About the results, the researcher found from this sample that there is a relationship between all three variables, reward management systems, employee motivation, and performance levels. To signify this both hypotheses of the study were accepted. Firstly, is the application of effective reward management systems associated significantly and positively with employee performance and secondly, that reward management systems positively influence employee motivation levels. Likewise, the study that this was replicated from also found relationships between the three variables, with both studies shown similarities in results but also vast differences, which is all discussed in deeper detail in chapter five and chapter six. Even though this study allowed for deeper awareness into a limited researched area, around the retail sector on the relationship between the three variables that formed the structure of this paper, there is still room for future researchers to further extend general knowledge around it.

The limitations of this study that is discussed in chapter six for example the imbalance in the gender of participants where responses showed much more females may give the impression that the results uncovered may be mainly representative of females and not equally males and females. Future research could structure their research that would prevent this from happening. This is just one of the few limitations and recommendations that is mentioned in chapter six. Also, away from the demographical aspect of this study, future researchers could maybe measure what performance they are measuring using the number of sales per individual or department, or maybe the amount of time and employees needed to recover the floor so that it is acceptable for the following day. This is also discussed further in chapter six.

Overall, along with the results of this study and other secondary studies, it is undeniable that effective reward management systems positively influence an employee's motivational levels and performance. Additionally, the results also provide clarification that not everyone individual is motivated by the same thing, which further strengthens the phrase used when describing motivation as a complex phenomenon. From the point of view of an organisation, it is important to note that for their reward system to be effective in influencing their employee's motivation and performance levels they need to offer both intrinsic and extrinsic

rewards because both are necessary. Additionally, in doing so if organisations seek to invest in their employees' whether it's through financial bonuses or paths for progression it could be costly both timely and financially. So, making a future and realistic plan into how they would incorporate both a reward system that is effective should be highly considered.

Understanding their employees' interests would be useful and would make it much easier to re-evaluating and implementing a useful reward system that would encourage enhanced motivation and performance level. From an organisational perspective, it is all about the understanding of employee interests.

Chapter 8

Personal Learning Statement (CIPD)

In completion of this study, I believe that it must be one of the hardest things I have ever undergone. If I had known what I do today I believe that the whole process, in general, would of went much more smoothly. For a student that has never had to complete a dissertation, I have learned so many things that will stand for me in the future. Firstly, taking a quantitative approach there was a need to use both Excel and SPSS. Up until this study I have never had to use either throughout my education to the extent I did complete this study. With a brief understanding of excel, the process of using that was straightforward, but this cannot be said about SPSS. As a student, this was my first-time using SPSS and the complexity of it made it so difficult to understand and was the main challenge faced throughout the study. If undertaken the project again I would have tried getting more knowledge and help from my lectures on how to use the system which would have saved me so much time. In dealing with this it resulted in me training myself through books that were supplemented to me by my supervisor and videos online.

Also, regarding what I have learnt besides using both excel and SPSS mainly, doing this project has thought me how to manage my time more effectively and improved my organisation skills. With working full-time, the share size of the project and the workload needed to complete it was overwhelming at the beginning. But, setting out a plan and what I could get done on my time off work allowed me to complete it before the deadline. Being able to remain up to date with the work and not allow it to build up over time had a positive impact on my mental wellbeing as my stress levels were reduced significantly. Besides this, I also excelled in my knowledge of reward management, employee motivation, and performance. From a personal perspective, because all three aspects are huge parts of the

business environment especially HR, I believe this will benefit me immensely in the future when beginning my HR career.

Chapter 9

Bibliography

A.K. Siti-Nabiha, W.Y. Thum, G.D. Sardana, (2012), "A case study of service desk's performance measurement system", *International Journal of Commerce and Management*, Vol. 22 Iss: 2 pp. 103 – 118.

Ahmad, S., Mukaddes, A. M., Rashed, C. A., & Samad, M. A. (2010). Implementation of motivation - Theory in apparel industry. *International Journal of Logistics and Supply Chain Management*, 103-108.

Alderfer, C.P., 1972. Existence, relatedness, and growth: Human needs in organizational settings.

Ali, R. and Ahmed, M.S., 2009. The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International review of business research papers*, 5(4), pp.270-279.

Al-Jarradi, K., (2011) An investigation into the effectiveness of the reward system in the government sector in the Sultanate of Oman and the potential for introducing a total reward strategy (Doctoral dissertation, University of Manchester). [online]. Available at: https://www.research.manchester.ac.uk/portal/files/54511987/FULL_TEXT.PDF [Accesses 16 June 2021]

Allen, R.S., & Kilmann, R.H. (2001a). The Role of the Reward System for a Total Quality Management Based Strategy, *Journal of Organizational Change Management*, 14 (2), 110-127.

Armstrong, M. (2012) *Armstrong Handbook of Reward Management Practice: Improving Performance through Reward*. Kogan Page Limited, 120 Pentonville, Road, London N1 9JN, UK.

Armstrong, M. (2010). *A Handbook of Personnel Management*. (11th ed). London: Kogan Page Ltd.

Armstrong, M., 2010. *Armstrong's handbook of reward management practice: Improving performance through reward*. Kogan Page Publishers.

Banker, R. D. and Lee, S. Y. (1996) 'Contextual Analysis of Performance Impacts of Outcome- Based Incentive Compensation', *Academy of Management Journal*, 39(4):920-948.

Barber, A. E. and Bretz, R. D., 2000. Compensation, attraction, and retention. *Compensation in organizations*, pp.32-60.

Beardwell, J. and Claydon, T., 2007. *Human resource management*. Harlow, England: Prentice Hall/Financial Times.

Blumberg, B., Cooper, D. R. & Schindler, S. (2011). *Business Research Methods*. 3rd ed. Berkshire: McGraw-Hill Education.

Brewster, C. & Mayrhofer, W., (2012). Comparative human resource management: An introduction. *Handbook of research on comparative human resource management*, pp.1-23.

Carraher, R, Gibson, A. & Buckley R (2006). Compensation in the Baltic and the USA, *Baltic Journal of Management* Vol. 1, pp 7-23

CHANDRA, A et al., 2018 REWARD MANAGEMENT PRACTICES AND ITS IMPACT ON EMPLOYEES' MOTIVATION: AN EVIDENCE FROM SOME SERVICE ORGANIZATIONS IN LUCKNOW. VOLUME NO. 8 (2018), ISSUE NO. 03.

Chaudhary, N., & Sharma, B. (2012). Impact of employee motivation on performance (productivity) private organization. *International Journal of Business Trends and Technology*, 2, 29-35

(PDF) Relationship between Employee Motivation and Job Performance: A Study at University Technology MARA (Terengganu).

Chin –Ju Tsai (2010). Reward and incentive compensation and organizational performance: Evidence from the semiconductor industry.

Chu, H. C., & Kuo, T. Y. (2015). Testing Herzberg's two-factor theory in educational settings in Taiwan. *The Journal of Human Resource and Adult Learning*, 11(1), 54–65.

CIPD. 2011. *Reward* | CIPD. [online] Available at:

<<https://www.cipd.co.uk/knowledge/fundamentals/people/pay/reward-factsheet>> [Accessed 10 August 2021].

Collis, J. & Hussey, R. (2009). *Business Research - A Practical Guide for Undergraduate and Postgraduate Students*. 3rd ed. New York: Palgrave.

Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage

Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International journal of business and management*, 5(2), 159.

Dartey-Baah, K. and Harlley, A., 2010. Job Satisfaction and Motivation: Understanding its impact on employee commitment and organisational performance. *Academic Leadership: The Online Journal*, 8(4), p.39.

Denzin, N. K., & Lincoln, Y. S. (Eds.).(2011). *The SAGE handbook of qualitative research*.Sage.

Fagbenle, O.I., Adeyemi, A.Y. and Adesanya, D.A., (2004). The impact of non-financial incentives on bricklayers' productivity in Nigeria. *Construction Management and Economics*, 22(9), pp.899-911.

Fisher, C. M. & Buglear, J. (2010). *Researching and writing a dissertation: an essential guide for business students*. 3rd ed. UK: Prentice Hall Financial Times.

Futrell, C. M. (1975), “Salesman’s Reward Systems: A Comparative Approach”, *Journal of Academy of Marketing Science*, 3(4), pp.328-346.

Gallup, I., 2021. *Analytics & Advice About Everything That Matters*. [online] Gallup.com. Available at: <<https://www.gallup.com/home.aspx>> [Accessed 21 June 2021].

Gateway, R., 2021. The top three demotivators of the workplace: lack of recognition, feeling invisible or undervalued, and bad managers. [online] Prnewswire.com. Available at: <<https://www.prnewswire.com/news-releases/the-top-three-demotivators-of-the-workplace-lack-of-recognition-feeling-invisible-or-undervalued-and-bad-managers-300735823.html>> [Accessed 21 June 2021].

Güngör, P., 2011. The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia-Social and Behavioral Sciences*, 24, pp.1510-1520.

Haider, M., Aamir, A., Hamid, A.A. and Hashim, M., 2015. A literature analysis on the importance of non-financial rewards for employees' job satisfaction. *Abasyn Journal of Social Sciences*, 8(2), pp.341-354.

Hamilton, P., 2020. Penneys staff to get 80% of salary for coming month. [online] *The Irish Times*. Available at: <<https://www.irishtimes.com/business/retail-and-services/penneys-staff-to-get-80-of-salary-for-coming-month-1.4219319>> [Accessed 23 June 2021].

Hammer, C.S., 2011. The importance of participant demographics. *American Journal of Speech-Language Pathology*, 20(4), p.261.

Hearn, S., 2018. Understanding Intrinsic and Extrinsic Employee Motivation. [online] *Recruiter.com*. Available at: <<https://www.recruiter.com/i/understanding-intrinsic-and-extrinsic-employee-motivation/>> [Accessed 9 June 2021].

Herzberg, F., Mausner, B., Snyderman, B., 1959. *The Motivation to Work*. Wiley, New York.

House, R.J. and Mitchell, T.R., 1975. *Path-goal theory of leadership*. WASHINGTON UNIV SEATTLE DEPT OF PSYCHOLOGY.

Hughes, R.L., Ginnett, R.C. and Curphy, G.J., 1998. Contingency theories of leadership. *Leading organizations: Perspectives for a new era*, pp.141-157.

Jamsheed, H., & Zaman, K. (2011). Relationship between rewards and employee's Motivation in the non-profit organizations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.

Järvelä, S., 2001. Shifting research on motivation and cognition to an integrated approach on learning and motivation in context. *Motivation in learning contexts: Theoretical advances and methodological implications*, pp.3-14.

Kew, J. and Stredwick, J., 2016. *Human resource management in a business context*. Kogan Page Publishers.

Khan, N., Waqas, H. and Muneer, R., 2017. Impact of Rewards (Intrinsic and extrinsic) on employee performance: with special reference to courier companies of city Faisalabad, Pakistan. *International journal of management excellence*, 8(2), pp.937-945.

Kunc, N., 1992. *The need to belong: Rediscovering Maslow's hierarchy of needs*.

- Latham, G.P. and Ernst, C.T. (2006), "Keys to Motivating Tomorrow's Workforce" *Human Resource Management Review*, 16/2006, pp. 181-198.
- Lawless, H.T. and Heymann, H., 2010. Descriptive analysis. In *Sensory evaluation of food* (pp. 227-257). Springer, New York, NY.
- Lin, A. C. (1998). Bridging positivist and interpretivist approaches to qualitative methods. *Policy Studies Journal*. 26 (1), p162.
- Lindner, J.R., 1998. Understanding employee motivation. *Journal of extension*, 36(3), pp.1-8.
- Moffett, J.K., Torgerson, D., Bell-Syer, S., Jackson, D., Llewlyn-Phillips, H., Farrin, A. and Barber, J., 1999. Randomised controlled trial of exercise for low back pain: clinical outcomes, costs, and preferences. *Bmj*, 319(7205), pp.279-283.
- Munir, R., Lodhi, M.E., Sabir, H.M. and Khan, N., 2016. Impact of rewards (intrinsic and extrinsic) on employee performance with special reference to courier companies of Faisalabad city. *European Journal of Business and Management*, 8(25), pp.88-97.
- Ojokuku, R.M and Sajuyigbe, A.S. (2009). "Effect of Pay Satisfaction Dimensions on Job Performance in Selected Tertiary Institutions in Osun State, Nigeria". *African Journal Institute and Development (AJID)*. A publication of the Department of Public Administration, Obafemi Awolowo University, Ile- Ife. Vol. IV, Nos. I&II pp, 86-95.
- O'Shea, J., 2021. Penneys now Ireland's most valuable brand but firm's future is in doubt. [online] *Irish Mirror*. Available at: <<https://www.irishmirror.ie/news/irish-news/penneys-brand-finance-ireland-2020-21829177>> [Accessed 23 June 2021].
- Pallant, J., 2016. *SPSS survival manual*. Maidenhead: Open University Press.
- Parsons, E., Broadbridge, A., 2006. Job motivation and satisfaction: unpacking the key factors for charity shop managers. *J. Retail. Consume. Serv.* 13 (2), 121e131.
- Peterson, R.A., 2000. *Constructing effective questionnaires* (Vol. 1). Thousand Oaks, CA: Sage publications.
- Philip, M., 2011. Factors affecting business success of small & medium enterprises (SMEs). *Amity Global Business Review*, 6(1), pp.118-136.
- Punch, K. F. (2014) *Introduction to Social Research: Quantitative and Qualitative Approaches*. 3 rd ed.London: SAGE Publication Limited

- Quinlan, C. (2011). *Business Research Methods*. Hampshire: Cengage Learning EMEA.
- Rennie, J., 2017. Are Employees an Expense or an Asset? The Answer May Surprise You (Resource Management) | LEADx. [online] LEADx. Available at: <<https://leadx.org/articles/employees-expense-asset-answer-may-surprise>. [Accessed 31 May 2021].
- RTE.IE (2019). Penney's marking 50 years of business. [online] RTE.ie. Available at: <<https://www.rte.ie/news/business/2019/0701/1059415-penneys-50-years-in-business/>> [Accessed 5 July 2021].
- Ryan, O., 2019. The most common jobs in Ireland are in sales, retail and farming. [online] TheJournal.ie. Available at: <<https://www.thejournal.ie/employment-ireland-census-2019-3750238-Dec2019/>> [Accessed 1 July 2021].
- Said, N.S.M., Zaidee, A.S.E.A., Zahari, A.S.M., Ali, S.R.O. and Salleh, S.M., 2015. Relationship between employee motivation and job performance: A study at University Technology MARA (Terengganu). *Mediterranean Journal of Social Sciences*, 6(4), p.632.
- Sartor, G., 2008. Legal validity: An inferential analysis. *Ratio Juris*, 21(2), pp.212-247.
- Saunders, M., Lewis, P. & Thornhill, A. (2007) *Research Methods for business students*. 4 th ed. London: Pearson Education Limited.
- Saunders, M., Lewis, P. & Thornhill, A. (2009) *Research Methods for business students*. 5 th ed. London: Pearson Education Limited.
- Saunders, M., Lewis, P. & Thornhill, A. (2015). *Research Methods for Business Students*. 7th ed. New York: Pearson Education Limited.
- Sedgwick, P., 2013. Convenience sampling. *Bmj*, 347.
- Sekaran, U. (2001). *Research methods for business: A skills building approach* (2nd ed.). New York: John Wiley & Sons, Inc.
- Stalker, P. (2000). *Workers without frontiers: the impact of globalization on international migration*. International Labour Organization.
- The Irish Times (2021) Top 1000 Irish Companies. [online] Available at: <<https://www.top1000.ie/companies?sortOrder=Employees>> [Accessed 23 June 2021].

Torrington, D., Hall, L. and Taylor, S., 2009. Human resource management. Harlow: Financial Times Prentice Hall.

Uma, S.N., 2013. A study on training importance for employees of their successful performance in the organization. *International Journal of Science and Research*, 2(11), pp.137-140.

Webster, M. (1985). Webster`s nith new collegiate dictionary. Meriam - Webster Inc.

Wilson, J. (2014). *Essentials of business research: A guide to doing your research project*. Sage.

Wrzsniewski, A. and Schwartz, B., 2014. Opinion | The Secret of Effective Motivation (Published 2014). [online] *Nytimes.com*. Available at: <<https://www.nytimes.com/2014/07/06/opinion/sunday/the-secret-of-effective-motivation.html>> [Accessed 9 June 2021].

Yazıcı, N. K., “The Effect of Reward System Applications On Employee Performance In Service Sector”, (2008), Marmara University, Institute of Social Science, Master Thesis.

Chapter 10

Appendix

Appendix 1

Consent Sheet

Consent Sheet



In agreeing to participate in this research I understand the following:

- This research is being conducted by Reece Mooney, a masters student at the School of Business, National College of Ireland.
- The method proposed for this research project has been approved in principle by the Departmental Ethics Committee, which means that the Committee does not have concerns about the procedure itself as detailed by the student. It is, however, the above-named student's responsibility to adhere to ethical guidelines in their dealings with participants and the collection and handling of data.
- If I have any concerns about participation I understand that I may refuse to participate or withdraw at any stage.
- I have been informed as to the general nature of the study and agree voluntarily to participate.
- There are no known expected discomforts or risks associated with participation.
- All data from the study will be treated confidentially. The data from all participants will be compiled, analysed, and submitted in a report to the School of Business. No participant's data will be identified by name at any stage of the data analysis or in the final report.
- At the conclusion of my participation, any questions or concerns I have will be fully addressed.
- I may withdraw from this study at any time, and may withdraw my data at any point during my participation. I understand that once my participation has ended, that I cannot withdraw my data as it will be fully anonymised.

Appendix 2:

Demographic Questions

1. Age
2. Gender
3. Marital Status
4. Educational Level
5. Current Employment Period
6. Job Title

Appendix 3:

Relationship Between Reward Management Systems and Employee Performance and Motivation Questionnaire

1. Financial rewards like salary, bonuses, and perquisite increase motivation.
2. Salary increases raise employee performance.
3. Benefits such as the seasonal 10% discount increase employee loyalty to the organization and success at work.
4. Bonuses which are given at special times, such as Christmas, increase employee performance.
5. Opportunities for promotion may increase employee performance.
6. Delegating more responsibility and increasing the authority of employees is an effective way to increase productivity.
7. Organisations would be more successful if management observed their employees' talents and directed them on what to improve on.
8. Appreciation and praise by management for good work increases employee productivity.
9. Employee involvement in decision making at the workplace encourages greater organisational performance.
10. Social activities like staff nights out (e.g., Christmas parties and meals or sports-related events) establish close relationships between employees and enhances organisational success.
11. When employees are rewarded for their contribution, they seek to improve themselves in ways which may be beneficial for the organization and therefore increase performance and interest in their work.
12. The level of wage affect performance

13. The level of wage within the organisation is fair and satisfactory.
14. Wage fairness amongst employees within the organisation affects performance.
15. Appraisal within the organisation is satisfactory.
16. Appraisal from management affects performance.
17. Rewarding methods affect performance.
18. Rewarding practices are fair within the organisation (e.g.: employee of the quarter).
19. Punishment practices are fair within the organisation.
20. Promotion opportunities are fair and satisfactory within the organisation.
21. Promotion opportunities affect performance.
22. Having authority or responsibility in the workplace affects motivation.
23. Participation in decision-making processes day-to-day affect motivation.
24. Being able to use equipment (e.g., iPad for ordering) within the company affects motivation.
25. The work-life balance between working more hours and personal lifestyle affect motivation
26. Holidays, days off, rest periods and their balance with personal lifestyle (i.e., work-life balance) affect motivation.
27. Duration of working period (what day/hours) affects employee motivation.
28. The degree of managers' sensitivity to workplace problems is satisfactory.