The effects of rewards on employees' motivation in the healthcare sector in Ireland

Bogdan Gherca

Master of Science in International Business

National College of Ireland

Submitted to the National College of Ireland, August 2021

ABSTRACT

The objective and aim of this research study is to explore monetary and non-monetary rewards and their effects on the employees' motivation in the healthcare sector in Ireland. Secondary research was used to create a better understanding of rewards systems and how they motivate employees. A qualitative method was used to conduct this research study and semi-structured interviews were utilized to collect the data. The research study had a sample size of fifteen healthcare employees, they were all above the age of 18. The participants were selected from a particular hospital located in Dublin, Ireland, using Snowball sampling.

One of the core finding of this research study is that the healthcare employees in Ireland are motivated by both monetary and non-monetary rewards, however they are motivated more by non-monetary rewards. The two non-monetary rewards that motivate them the most are recognition and job security, other non-monetary rewards include job satisfaction, flexible working hours and training. The monetary rewards that motivate them are base salary and overtime payment. Limitations of the research study were considered, and future research questions were also provided.

Keywords: reward systems, monetary and non-monetary rewards, motivation, healthcare sector.

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: Bogdan Gherca

Student Number: 18105378

Degree for which thesis is submitted: Master of Science in International Business

Title of Thesis: The effects of rewards on employees' motivation in the healthcare sector in Ireland

Date: 18/08/2021

Material submitted for award

A. I declare that this work submitted 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. I agree to my thesis being deposited in the NCI Library online

open access repository NORMA. ☑

D. *Either* *I declare that no material contained in the thesis has been

used in any other submission for an academic award. ☑

Or *I declare that the following material contained in the thesis

formed part of a submission for the award of

_____

(State the award and the awarding body and list the material below)

ACKNOWLEDGMENTS

Firstly, I would like to say a big thank you to my supervisor Colin Harte who helped me so much throughout this research study.

I would like to say thank you to all the participants who were involved in this research study, this would have not been possible without them.

A big thank you to my parents, Anton and Emilia. You are the best parents in the world.

A huge thank you to my partner Neus. Thank you for motivating and supporting me.

And finally, a big thank you to my friend Gary Costello.

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION

Introduction

This research occurs during a serious pandemic called the COVID-19 and the healthcare staff have been challenged like never before. Motivating the healthcare staff represents a huge challenge for the Human Resources department as the department is responsible for motivating employees. Every healthcare employee has different needs and wants, and motivating everyone can be difficult, but not impossible to accomplish. The main finding in this particular research is that the healthcare staff are seeking non-identical rewards. The rewards, and how they motivate the healthcare employees is exemplified in the qualitative data collected and analysed.

Background of the study

All around the years, plenty of literature has been generated with the aim to enhance rewards systems and to better understand them and what effect they have on the motivation of employees in the workplace. Rewards system is a field that is hugely popular and as a result it is regularly chosen to be researched in the area of management (Walker, 2004). However, this area is still less understood. For the purpose of this research, fifteen healthcare workers were interviewed: three nurses, three porters, three cleaning operatives, three administrative officers and three catering assistants. All the fifteen individuals work in a particular hospital located in Dublin. In 2019, there were 69,446 individuals employed in hospitals in Ireland (Michas, 2020). This is a huge number of healthcare employees, and this research tries to better understand what rewards motivate healthcare employees.

Statement of the problem

The main concern of this research is to examine different type of rewards and to identify if healthcare staff are looking for contrasting or similar rewards and which rewards motivate them the most.

In any particular organisation the monetary and non-monetary rewards are hugely important and they play an important role in promoting the involvement and commitment of the employees and also maintaining and increasing their performance, but rewards can also motivate employees (Peluso, Innocenti and Pilati, 2017). Monetary rewards can be a base salary, and overtime payment. The most powerful factors which affect the motivation and performance of the employees could be the monetary rewards (Aquinis, Joo and Gottfredson, 2013). According to Sonawane (2008) recognition in the workplace can be classified as a non-monetary reward. A compliment such as thanking an employee can be a powerful tool to motivate them, also being the employee of the month can motivate employees (Mokhniuk and Yushchyshyna, 2018). Another non-monetary reward that can motivate employees is job satisfaction (Ayalew and Workineh, 2019). Motivation is a management process which encourages employees to work better, they are guided to work in order to achieve the objectives the organisation has, employees are motivated in different ways depending on their specific needs (Panait, 2020). Ireland, like any other country in the world, has been affected badly by the COVID-19 virus. The country has been struggling to fight the virus and the employees in the healthcare sector have done and are continuing to do a great job.

Research structure overview

Chapter 1 – Introduction

This introduction chapter has showed a background of the study as well as the statement problem of the research study.

Chapter 2 – Literature Review

This chapter has presented a detailed analysis of monetary and non-monetary rewards, what is an employee, what motivates an employee, intrinsic and extrinsic motivation and also four motivation theories.

Chapter 3 – Research Questions and Objectives

The main research question has been stated in this chapter, also the objectives were detailed.

Chapter 4 – Methodology

The methods that were approached by the researcher can be found in this chapter. Sample, ethical considerations, design of the research, methods and limitations are also described.

Chapter 5 – Analysis and Findings

The nine themes that were created can be found in this chapter. Direct quotes from the participants can be seen in this chapter.

Chapter 6 – Discussion

A discussion between the research findings and the literature review can be find in this chapter.

Chapter 7 – Conclusion

An overview of the key points can be found in this chapter and the main conclusion of this research study.

CHAPTER 2: LITERATURE REVIEW

Introduction

The purpose of this literature review is to provide a review of previous research that was conducted in the area of financial a non-financial rewards and considering what effects those rewards have on employee's motivation in the healthcare industry. Reward management systems have appeared as an extremely important subject matter in the department of Human Resource Management. The Human Resource Management is spread through the Human Resource structures and systems, the Human Resource function and, ultimately, the management of employees within any given organisation. The responsibilities of the Human Resource departments are to implement the Reward Management Systems, and to make sure that the workers are rewarded fairly thus, they are kept satisfied and motivated. Another responsibility the Human Resource department has is to make sure that the practices and policies are not biased, are fair and are applied always in the organisation (Armstrong, 2012).

The motive of this chapter is to look into the literature that is significant and relevant to the subject of thought of this research. Key concepts such as monetary and non-monetary rewards and motivation will be defined in this research, the research also focuses on renowned motivational theories that have been conducted by Maslow, Herzberg, Vroom and Skinner, thus understanding better the effect that rewards have on employee's motivation in the healthcare sector. The analysed literature of this research has been obtained from scholarly sources, most of the sources are peer reviewed journals and were used to create the base off the discussion.

Employee

The definition of an employee that can be found in the dictionary says that an employee is "a person who works for another in return for financial or other compensation". The definition of employee in the Black's Law Dictionary is as follows: "a person in the service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed"

(Muhl, 2002). Alternatively stated, an employee is an individual who is employed under a contract by a public or private organisation with the purpose of working for them and in return the employee receives a reward such as a salary, usually weekly or monthly. Other type of rewards can include commission, pay in kind or tips.

Employee Motivation

Motivation is referred to the choice of a person to perform, the effort that an individual puts in completing a task and the efforts determination (Stiehl, et al., 2015). Motivation can also be defined as a multifaceted area which has no omnipresent description even though the issue has been researched by a huge number of scholars due to the given fact that each person has a unique mind. It is difficult to say why this research is not solved, however a possible interpretation might be that the factors which motivate employees are changing over time depending on the factors of the individual and examples are life stage, age and employment duration (Pernilla, et al., 2006).

The motivation of employees is often a sophisticated and complex focus of attention and managers need to understand and address this matter in an effective manner. In order to understand better what motivates employees, managers need to understand that each individual has different needs. Managers need to have knowledge regarding the factors that motivate employees and to be aware of the changes in the factors as time goes on. Managers also need to be familiar regarding motivational strategies and motivational theories because it can help them determine the suitable reward for the employee's needs (Kim, 2014). Employee motivation in the place of work can be described as an art that has the purpose to get the individuals to work willingly and also to influence the employees to act in such a way that the tasks are accomplished (Maduka and Okafor, 2014). A motivated staff represent the supreme feature when it comes to determining the success of any given organisation in the long-term. Motivation can also be described as the willingness of a person to put in huge efforts achieving the goals of the organisation, determined by the wish to achieve definite

5

personal needs. Employee motivation plays a crucial role for the success of any private or public organization (Hanaysha and Hussain, 2018).

It is reported in precursory literature that different motivational factors can play a significant role in employee's performance in any given organisation. The factors can include wages and salaries, bonus and promotion, and job security (Zameer, et al., 2014). Rewards is certainly a vital strategy used by organisations in reinforcing employees' motivation to devote their capabilities, therefore coming up with creative and innovative ideas which will improve the functionality of the organisation and also increase its performance, either non-financially or financially (Kawara, 2014). There are also other forceful motivating factors such as job recognition, a pleasant and joyful workplace, opportunities for personal development and growth, good relationships with the superiors and having the feeling of personal accomplishment. Thus, motivated employees will put in all their energy and huge effort levels into accomplishing tasks that have been given when they are feeling or gaining trust that their efforts are going to be rewarded by the management team (Hanaysha and Hussain, 2018).

Extrinsic and Intrinsic Motivation

Extrinsic motivation can be referred to the factors that affect the behaviour of an employee and rewards that are generated by the necessity to accomplish an outcome. This type of motivation can be described as the practices where employees are living up to their needs in exchange for tangible rewards provided by organisations. These rewards include salary and wages, overtime payment, bonuses and perk of the job (Antonioli, et al., 2016). Furthermore, researchers argue that extrinsic motivation was a forceful method to control the behaviour of employees and also more efficient and effective when it comes to motivating the employees than intrinsic motivation (Mickel and Barron, 2018).

Intrinsic motivation can be best described as liking or wanting to do an activity for the purpose of doing it and is separated from any specific level of outcome (Locke and Schattke, 2019). Other researchers suggest that intrinsic motivation takes place when an individual believes that he/she can develop intrinsic value from the action itself (Barile, Cullis and Jones, 2018). Intrinsic motivation can be identified

by an individual's interest in a task that is lacking an external factor such as punishment and reward. By way of explanation, when an action is taken by individuals for their own fulfilment, the motivation for the action can be described as intrinsic in nature (Van Yperen and Hagedoorn, 2003).

There are considerably theories about the intrinsic motivation, yet the renowned and most significant theory is called Self-Determination Theory, and this is attributed to Deci and Ryan. This theory focuses on evaluating the actions of individuals. It proposes that when there is higher focal point on goals and superior task engagement the levels of intrinsic motivation are bigger. When an individual obtains satisfaction from the job, she/he is willing to put in considerable effort to fulfil their duties in the organisation. It comes out from wishes in the workplace which are characteristics of the job itself, it can be described as what the employees receive for accomplishing the task successfully. Intrinsic motivating rewards are job recognition, opportunity to show skills, qualities and expertise mutual respect and also job responsibility (Ryan and Deci, 2000). Another aspect that needs to be taken into consideration is that the individuals that possess stronger levels of intrinsic motivation are optimistic about training prospects (Dysvik and Kuvaas, 2008). Additionally, intrinsic motivation is responsible for increasing individuals' levels of commitment and also is affecting various aspects of this behaviour at work (Grabner and Speckbacher, 2010).

In order to accomplish the most favourable motivation in the workplace, organisations should recognize the need to use a continuing combination of both extrinsic and intrinsic motivation which can definitely have an impact on the level of job satisfaction of an individual (Bénabou and Tirole, 2003).

Monetary and non-monetary rewards in the healthcare sector

Base salary

Fixed base salary can be described as the amount of money an employee receives from the organisation as a result of fulfilling the job requirements, also for possessing the relevant competences and skills required to perform the relevant tasks. Fixed salary can improve employees' motivation and shape the health of the employees (Antoni et al., 2020). From the perspective of an

economist, monetary rewards are superior to non-monetary rewards which don't have identical market value since cash is more valuable. If the reward is money, then the employee can buy tangible reward by themselves. It can be argued that monetary reward could be classified as a compensation and not a reward. It is possible that monetary rewards can decrease the performance of a team because employees might focus only on the individual gains, therefore the employees are only financially motivated, they create a strong desire for money and therefore there's the potential of high pay dissatisfaction for their job (Sureephong et al., 2017). It has been mentioned above that employees can be motivated only by the salary, which can be true. Perhaps a cleaner in a hospital is only motivated by money, or not motivated at all, the individual needs to have an income. Other cleaners are providing a clean and safe environment and as a result of doing their job properly, receiving their wage motivates them significantly. It can be argued that a base salary has a negative effect on employee motivation. Since the virus arrived in Ireland, the healthcare staff are working considerably more and therefore just the base salary doesn't motivate them enough.

<u>Overtime payment</u>

Overtime payment is a monetary reward which can motivate the healthcare employees. Overtime in the healthcare sector can be described as working more hours than an employee usually works in a particular week or fortnight, which is typical in Ireland. Working overtime can be voluntarily or mandatory, working on days off and usually overtime is paid in Ireland (Wheatley, 2017). In order to provide an excellent care to patients, the healthcare staff needs to be in a very well both physical and psychological condition. Working long overtime hours can have serious effects on the employees such as inadequate sleep, decrease performance, pain and this is a result of working overtime and not having sufficient time to recover (Bae, 2012). However, the monetary reward the healthcare employees receive as a result of overtime work is quite significant, usually in Ireland is 1.5 times and this reward can motivate the employees significantly. The money they receive can be spent on short holidays, massages and spa, therefore they could recover from tiredness and still have money left. In 2014, Griffiths and his colleagues researched and found out that approximately

27% of nurses worked overtime, there was slightly variations between the hospitals in the 12 countries that were involved in this research. Approximately 50% of the nurses that worked 8 hours and 12 hours shifts worked some overtime, while 60% the nurses that worked shifts of 13 and more hours worked overtime (Wheatley, 2017). Based on the research mentioned above it can be said that a big number of nurses work overtime. It can be suggested that as a result of the virus, a lot of healthcare workers, not just nurses, work overtime.

Recognition

The notion of recognition has achieved huge importance nowadays and has caught the attention of both researchers and managers. Recognition is a non-monetary reward which is a tool used to motivate employees, therefore achieving better performance. Recognition can be described as a sense given to an employee for being a valued individual in an organisation, recognition is acknowledging the contribution of an employee to the organisation. An example of recognition includes being thanked, being encouraged and appreciated by customers and superiors and also receiving a positive feedback (Zeb et al., 2014). This research tries to investigate the level of motivation in the healthcare sector in Ireland using the theory of Maslow's hierarchy of needs. The five level of motivation are physiological needs, safety needs, love and belonging, self-esteem needs and self-actualization. There are five levels in Maslow's pyramid, and once one need (level) is achieved than the individual will go to the next level (Stefan, Popa and Albu, 2020). Recognition can be found in the fourth level of the pyramid, called self-esteem. At this level, an employee is hugely motivated, recognition as a non-monetary reward motivates the employee. Social media is full of posts (videos, pictures) that thank the healthcare staff for their hard work in fighting the Covid-19 virus. Every day the news on television talk about the healthcare workers and they are called heroes. There are flags on the houses thanking them, the politicians thank them. It can be clearly stated that recognition is a crucial non-monetary reward and recognition really motivates the healthcare staff.

Job security

Significant attention has been given to the concept of job security and how it can greatly impact the behaviours and outcomes of employees. Previous research

have emphasized a beneficial relationship between job security, motivation and job performance (Umrani et al., 2019). Pursuing job security as a principal motive for job selection may suggest that persons don't necessarily chase material goals but work to satisfy their basic needs. Job security is usually one of the prime motives that persons choose a career in public service and chasing job security shows a need for financial security. Additionally, a secure job guarantees a basic standard of living for the workers in the long-term. Job security as a sign of certain living standards might not grow external control, however, might give support to workers and lead to motivation crowding-in, autonomous motivations is enhanced by external incentives (Chen and Hsieh, 2015). This theory is in line with one perspective of Frey and Jegen (2001) who suggest that the contrast between crowding-out and crowding-in relies on whether employees consider external interventions as supportive or controlling (Frey and Jegen, 2001). This theory is also supported by three other researchers; they suggest that motivation crowding-out is more likely to take place when incentives directed to rapid change of behaviour and short-term effects and an example would be pay for performance. Job security, which has a long-term focus, is likely to cause crowding-in and not crowding-out (Deci, Koestner and Ryan, 1999). In 2014, a research has been carried out in India and ninety-two government medical officers were surveyed, they were from three different states in India and were asked about different motivating factors. The majority of participants responded that job security was the most important motivational factor, the most secure employment is the government employment and when an individual enters the system, the chance of becoming redundant is insignificant since the job is permanent (Purohit and Bandyopadhyay, 2014). Another study carried out in North Vietnam reported that rural health-care workers are most motivated by job security and income. (Dieleman, et al., 2003)

The application of Maslow's Hierarchy of Needs Theory to employee's motivation in the healthcare sector

According to Abraham Maslow's theory, the psychology of humans has a specified hierarchy in order to fulfil their needs. The theory suggests that human beings are motivated by needs that are not fulfilled, and if a lesser need is

satisfied then this will lead to the need of fulfilling a higher need. To put it another way, a lower need must be fulfilled before considering achieving a higher need. For example, once the physiological needs of an individual such as food, water and shelter are met, then the individual will be motivated to achieve her/his safety needs (Jerome, 2013). Abraham Maslow arranged these needs into 5 different categories into a hierarchy. These categories are physiological needs, safety needs, love and belonging needs, self-esteem needs, and self-actualization needs. His belief was that the physiological needs are the most basic needs, and they are at the base level of the pyramid. An individual that has the physiological needs can progress to the next level which is the safety needs when the lower needs are satisfied, the higher needs are going to be the biggest motivation source for an individual and it will remain this way even if the needs one never fulfilled (Sadri and Bowen, 2011). The main idea of this theory suggests that the HR should stick to this motivational support to the employees in the healthcare sector in Ireland to guarantee minimum motivation for them. For example, the physiological needs of the employees in the Irish healthcare sector are met when offering a base salary and overtime payment. The second needs are safety, and the healthcare workers should have a safe job environment, health insurance and job safety. Going up on the pyramid, the healthcare employees can achieve another need such as job recognition. Nevertheless, the most significant downside of Maslow's theory is the presumption that individuals have the same hierarchical needs, and studies have demonstrated that this is not correct. Individuals have different hierarchy of needs that ore bonded to their own values. Studies have also revealed that the hierarchy of needs differs in different cultures (Bridgman, Cummings and Ballard, 2019).

The application of Vroom's Expectancy Theory to employee's motivation in the healthcare sector

Victor H. Vroom came out with the Expectancy Theory in 1964 and this theory concentrated on the insights that impact the motivation of employees. This theory is regarded as one of the principal theories that defines the connection between rewards and motivation (Bridgman, Cummings and Ballard, 2019). Vroom suggested that individuals have non-identical choices and the decisions they take

are based on the options they think will lead to the greatest outcome for them. This theory also argues that individuals are inclined to be motivated if they receive rewards in return for competing their job. The Expectancy Theory is made of three elements, and they are expectancy, instrumentality and valance (Lloyd and Mertens, 2018).

Vroom's theory reveals that individuals are motivated to a certain point if the individual feels that his/her effort is going to result in levels of performance that is satisfactory (expectancy), the performance of the individual will then be rewarded (instrumentally) and lastly, the rewards are admitted (valance). The actions of an individual are driven by consequences which are foreseen. An employee is more presumably to select an option that offers the best Motivational Forces and Victor Vroom came up with this equation: MF = expectancy x instrumentally x valance (De Simone, 2015).

For example, healthcare workers will have a high expectancy level if they are sure of increased level of performance if there is more effort (overtime), however expectancy will be lower if the individuals know they won't get more work done even working overtime. For a healthcare worker, instrumentality can be described as the belief that he/she has when doing a task, that the particular task will help them achieve the desired reward such as recognition or increased pay. Valance is the value placed by the individual on the outcome of a particular task, for the motivation of an individual to be of high level, the individual needs to value the outcome received for his/her performance.

The application of Herzberg's Motivation-Hygiene Theory to employees' motivation in the healthcare sector

Herzberg's Motivation Theory was put forward in 1959 and concentrated on the effect that external and internal factors had on job satisfaction. This theory proposed that dissatisfaction and satisfaction were two extremes that were opposite. The hygiene factors can be classified as extrinsic factors and if they are not met it will result in employee dissatisfactions, examples of these factors are salaries, poor working conditions and lack of relationships with co-workers. On the other hand, motivators are classified as intrinsic factors, and these include job recognition, achievement, responsibility and development (Fumham,

Eracleous and Chamorro-Premuzic, 2009). Both dissatisfaction and satisfaction are hugely important on the job and any organisation should control these two factors as they pay a crucial role in the performance of the employees, they can positively or negatively affect productivity (Galletta, et al., 2016).

Frederick Herzberg was badly criticized regarding his theory and as a response to the criticism he published a new article called "One more time: How do you motivate employees?". In this article, he performed twelve different investigations in different workplaces and his results showed that the prime and principal motives for job satisfaction were the motivators and the main reasons for job dissatisfaction were the hygiene factors (Herzberg, 1987).

The application of Reinforcement Theory of Motivation to employee's motivation in the healthcare sector

This theory is the work of Burrhus Frederick Skinner and it's constructed on the "law of effect". This theory suggests that employees will do tasks that they receive a reward for and will avoid actions that punish them (Argyris, 1971). The theory didn't acknowledge the idea that employees are motivated by a motivation process of their own needs. It can be stated that this theory is based on the fact that a worker's future actions are based on employee's actions which were previously taken. A worker is more likely to redo a behaviour or action that was rewarded previously and will definitely try to avoid repeating the behaviour which resulted to unhappy outcomes previously (Dessler, 2007). A positive reinforcement refers to the action of giving a constructive response to an individual when good work behaviours are demonstrated and in this case the individual will probably show good behaviours in the future. Negative reinforcement happens when undesirable outcomes are removed in order to reward individuals. Punishment happens when unpleasant consequences are applied to an individual when poor behaviour is shown on the job. An example can be suspending an employee for not obeying the regulations and rules of the organisation (Dessler, 2007). The reinforcement theory suggests that organisations should follow the three methods described above in order to manage the employee's behaviour.

Conclusion

This research tries to examine the effects monetary and non-monetary rewards have on employee's motivation in the healthcare sector in Ireland. The literature review in this chapter demonstrates that rewards have a significant impact on the motivation of employees. It has also presented four different factors that are responsible for influencing employee's motivation in the healthcare sector. The factors are base salary, overtime payment, recognition and job security. This chapter also presented four motivational theories which are linked with rewards. These theories are Maslow's Hierarchy of Needs, Vroom's Expectancy Theory, Herzberg's Theory and The Reinforcement Theory. Extrinsic and intrinsic rewards had also been examined in the literature review. The theories mentioned above are relevant to this day and if organisations implement and use them properly, both the employees and organisations will benefit.

CHAPTER 3: RESEARCH QUESTION AND OBJECTIVES

Research Question

The research question of this study is: "The effects of rewards on employees' motivation in the healthcare sector in Ireland".

Objectives and Aims

The objectives and aims of this research study are:

- To assess the rewards that motivate the healthcare workers in Ireland.
- To determine whether the monetary or non-monetary rewards motivate the healthcare employees more.
- To discover new rewards other than the ones mentioned and researched in the literature review.

The purpose of the research study

There are two main monetary and two non-monetary rewards that have been identified and researched in the literature review. The rewards include base salary, overtime payment, recognition and job security, therefore the objective is to find out what effects do these rewards have on employees' motivation in the Irish healthcare sector.

Research Questions

These questions were asked in the interviews:

Q1. To what extent do monetary rewards, such as base salary and overtime payment motivate you?

Q2. To what degree do non-monetary rewards motivate you, as an example, being recognised for the work you do, or as another example job security?

Q3. Which would you say motivates you more? The monetary or non-monetary rewards?

Q4. Are there any other things that we haven't mentioned already that motivate you?

CHAPTER 4: METHODOLOGY

Introduction

The importance of monetary and non-monetary rewards and how these affect employee motivations have been analysed in the literature review which can be found in chapter two. For the purpose of achieving the objectives described in Chapter 3, a qualitative research method has been used and interviews were carried out. Previous research studies have been used in this research study as examples, for the purpose of noticing that rewards systems are still relevant in the healthcare sector. Research methodology plays a key role in helping solve research problems in a scientific way. The research methodology is not only about the research methods but is also considering the logic for the methods which are used for a particular study and also explains why a particular method is used in favour of another. Therefore, understanding the purpose of the study is necessary, clearly stating the research questions and how the study will try answer them, how the data is going to be collected and investigated, what method will be used to process and analyse it in order to generate the results and a conclusion (Howell, 2013).

Study Design

A quality study design is one where the components of the research are working together and where the successful functioning is supported. A weak design is often unsuccessful. The research design is described as a framework from where the researcher collects information regarding the standard of the data which has been collected. It is crucial that the researcher chooses the best methodology as this helps to direct the research study and also answers the research question (LoBiondo-Wood and Haber, 2014).

There are two research methods which can be used, and they are quantitative and qualitative. Both methods need to be taken into consideration before deciding which one is the best to use when collecting the data for this particular research. Quantitative method is all about numerical data which tries providing statistical information. On the other hand, qualitative research helps focusing on the behaviours of human beings. When conducting a qualitative research, the data

is typically collected in words and the feelings and emotions of people are usually captured from interviews and focus groups. Data that has been collected from interviews is called primary data, it is typically more authentic, objective and reliable (Robinson, 2015).

Data Collection Method

Data collection refers to gathering and then measuring the information in a way that helps the researcher to answer specific questions and to evaluate possible outcomes. In all disciplines of study, the aspect of data collection is a routine. Depending on the discipline the approaches might be slightly different, however, the main idea is to make sure that the data is collected honestly and correctly. In order to keep the integrity of the research, collecting the data accurately is crucial. The likelihood of errors happening vanishes when there is a proper collection method for the data and having proper guidelines for a correct use (Whitney, Lind and Wahl, 1998). After the literature review found in chapter two, the research understood how important is to be disciplined and also understood the procedural and methodological methods. Semi-structural interviews were used for the purpose of this particular research as they give an understandable detailed questions which provide data from participants that is consistent and can be comparable.

Interview Design

An interview helps to understand other individuals' experiences. An interview can be defined by a conversation between two or more persons, where an interviewer asks questions, and the interviewee listens and answers the questions willingly.

There are three distinctive types of interview structures: unstructured interviews, semi-structured interviews and structed interviews. For this research study, semi-structured interviews were chosen by the researcher to be used, as this interview structure allows the interviewer to use open-ended questions and therefore helps to make a comparison across the answers of the participants. Even though the questions for the interviews were prior constructed, the semi-structed interview offers creativity and flexibility to the interviewer to ask questions on the spot, thus,

discovering more things about the person being interviewed. Using semi-structured interviews, valuable information can be obtained, information that usually can't be obtained using a questionnaire. The interviews can be conducted in many different ways, for example, face to face, email, telephone or Skype.

The researcher of this study conducted the interviews via Microsoft Teams as they were conducted during the lockdown and meeting face to face with two interviewees was not possible. The duration of the interviews took approximately 4 to 8 minutes. Thematising and designing are the first stages that need to be done before conducting the interviews, based on the analysis and findings in the literature review, the majority of the questions which were asked in the interviews were formed. All the participants were asked the same questions, and the interviews were recorded on the Microsoft Teams app. After the completion of each interview, the interview was downloaded on the researcher's computer which is protected by a password, so the interview doesn't get lost. The interviews were later transcribed, and then Microsoft Word was used by the researcher for coding. When conducting the analysis, the codes were inspected often and multiples times to make sure the data is still a reliable source. The data that has been collected can be found in chapter five which is called Analysis and Findings.

Pilot study

It is commonly that researchers use pilot studies as this helps testing their research design, therefore checking their capability to carry out a research. A pilot study can be very helpful to novice researchers as they can assess their skills and improve them if needed (Saunders, Lewis and Thornhill, 2016). The researcher conducted pilot interviews with three different individuals, and two out of the three interviewees didn't fully understand a particular question. The researcher then took the decision to delete that particular question since two out of three people didn't understand it.

Sampling

Sampling can be described as selecting people, organisations from a particular interest group with a view to getting a result from the population that has been chosen to be studied. In other words, sampling means selecting a specific source of data from which facts are gathered in order to address the objectives of the research. The main goal of sampling is to increase validity and efficiency (Morse, 2009). Since this research study focuses on the motivation of healthcare employees, the research was conducted with employees that work in the healthcare sector in Ireland as they can provide useful information on this topic. In addition, the researcher decided to study the healthcare workers within one hospital which resulted in limitations but also in insider research.

A well-known qualitative sampling method is called purposeful sampling and this powerful method helps identify and select rich information cases. The researcher of this study determined that this particular research method was the most suitable as it allows him to recognize and choose individuals who poses knowledge and have experience in regard to the aspect of interest. In order to collect effective and efficient data, the researcher selected interviewees that worked in the healthcare sector. This happened using Snowball sampling, which can be labelled as a non-random purposeful sampling method. This method can be defined as a technique where the participants of the study suggest other possible participants, who also suggest other possible participants (Bayramzadeh and Patel, 2021). There were three participants at the beginning of this research, who then suggested other participants and as a result, there were fifteen participants taking part in this research.

Sample size of participants

The sample size is the number of the participants who take place in a particular research, the sample size can be figured out before the process of gathering data begins, however this doesn't always happen due to the available time, resources and the objective of the research (Mack, et al., 2005). It can be stated that the sample sized which is used for a qualitative research is most of the time smaller than the one used for a quantitative research. Saturation is the most important

factor that needs to be taken into consideration when deciding what sample size to choose for a qualitative research. Saturation is used to outline when the process of gathering data is unsuccessful in gathering new information that is relevant (Mason, 2010). The researcher of this study planned to gather information from a sample size of ten participants for this particular qualitative analysis, this isn't a representative sample of the healthcare workers but can be considered feasible and will give an understanding of what effects rewards have on healthcare employees' motivation which is the researched subject.

As a result of Snowball sampling, the indented number of ten participants increased to fifteen. The individuals who took part in this research include three porters, three cleaning operatives, three catering assistants, three nurses and three administrative officers. The hospital where the participants work will not be named for the purpose of confidentiality. As a person who previously worked in the healthcare sector, the researcher was interested to find out by what rewards the healthcare staff is motivated. The participants in this research were enthusiastic and showed huge interest and were willing to be part of it.

Ethical Considerations

Before starting this research study, the researcher was granted permission by the National College of Ireland Research Ethics Committee. The researcher followed all the National College of Ireland ethics guidelines during the process of gathering data and throughout the research. All the individuals who participate in a research study should be given as much information as needed in order to decide whether they wish to participate in the research or not. All researchers need to supply the participants with a detailed consent form, and they may agree to take part in the research if they wish so. The consent form was needed as the research required collecting detailed information from employees who work in the healthcare sector in Ireland. A consent form and a detailed email regarding the research study was sent to each participant. The consent form can be seen in Appendix A, while the email can be found in Appendix B. The consent form contained detailed information such as: the names of the participants will be anonymous, the place where they work will also be anonymous, how and where

the information gathered will be stored, they can withdraw anytime during the interview if they wish to do so. The email contained information regarding what the research study is about. The participants also received the researcher's email address and phone number and the supervisor's email address in case they had any questions or concerns during the time the research was carried out. After the completion of the interviews, they were saved on the computer of the researcher, which is protected by a password and only the researcher knows it.

Analysis of Data

This particular research study used a thematic analysis and inductive approach in order to assess the qualitative data that has been collected. Thematic analysis can be defined as a method which helps identifying, analysing and creating themes and patterns with the collected data. An inductive approach helps developing patterns and themes that come from the data collected (Braun and Clarke, 2006). When completing a semi-structured interview, the researcher transcribed it and when all the interviews were completed and transcribed, the researcher started coding. The codes can be referred to tags or labels and they have a significant meaning and are allocated to the gathered information all over the research study. The created codes are applied to the gathered data which later evolves into relevant categories and then analysed by the researcher (Blair, 2015). By developing codes, the researcher was helped to better examine the ideas and meanings that could be found in the transcribed interviews. An attentive thematic analysis often produces reliable and understanding factors. A checklist created by Brown Virginia and Clarke Victoria has been utilised by the researcher to make sure the research analysis represents an objective representation of motivation and rewards among the healthcare employees in Ireland.

Limitations

Although the researcher treated the research seriously and with great care, some limitations existed. The first limitation was that the interviews were conducted via Microsoft Teams app. It can be challenging since the interviewer couldn't see the body language of all the participants since the majority of them had the camera

turned off, it wasn't obvious if the participants wanted to provide more information and the researcher had to be very careful not to annoy or bother them. Another issue encountered was that some of the participants weren't so good when it comes to technology and some of the interviews had to be rescheduled as a result of that. However, the participants didn't complain about rescheduling the interview and they even felt sorry that the interview couldn't happen in the first place. The third limitation was that the participants work long shifts, night shifts and it was difficult to schedule some of the interviews as the interviews were voluntary. Another limitation was that it took a lot of time to complete all the interviews, two participants were on holidays, and I couldn't reach them. It took approximately four weeks to complete all the fifteen interviews. Lastly, the researcher used relevant websites such as Google Scholars and mostly, the National College of Ireland Library. However, it was quite difficult to find a huge amount of previous research studies on the topics of rewards and motivation in the healthcare industry. Due to the lack of published papers in this area, the researcher was hindered in attempting to accomplish a better perspective on the study.

It is obvious that there were advantages and disadvantages when referring to the selected research method. However, the best research method for this study was the one selected, the qualitative method. The researcher believes that using both qualitative and quantitative methods will provide better outcomes.

Conclusion

This chapter has delivered a comprehensive account on the methodological steps that have been used when collecting the data needed for this research. The best methodology found by the researcher was the qualitative approach. One-to-one interviews were used to collect the data from the participants and a purposeful sampling method as well as the Snowball sampling method have been used. The NCI Ethical Guideline were always followed in order to make sure the participants were not bothered by the researcher. Pilot study was also helpful for the researcher. In this chapter, thematic analysis has been described and was

used to analyse the data transcribed from the interviews. The next chapter will define and discuss the analysis and findings.

CHAPTER 5: ANALYSIS AND FINDINGS

Introduction

In this chapter, the findings of the research study will be presented. The Thematic Analysis model produced by Braun and Clarke is used for the data analysis for this study. Nine core themes have been identified, the researcher will illustrate the nine themes and direct quotes from the participants will be provided. As stated before, fifteen semi-structured interviews have been conducted with the aim of collecting primary data as this is the most accurate data. The nine themes which have been discovered from the gathered data are:

- Base Salary
- Overtime payment
- Recognition
- Job security
- Monetary versus non-monetary rewards
- Job satisfaction
- Training and free courses
- Flexible working hours and work/life balance
- Free food

Theme one: Base Salary

As anticipated, the theme base salary came out from the collected data from the fifteen transcripts. Six participants have said that base salary motivates them. One participant said: *"So, in regard to the current job that I have at the moment, this is the highest paying salary that I ever received in a job, so it does make me motivated to work harder"*. Four out of the fifteen participants said that years ago, when they were at the beginning of their careers, they were motivated by more, but now not anymore. One participant commented: *"I suppose, like then I was younger I would have been very motivated by money and stuff like that whereas at the moment I suppose because I would have liked you know, the way money for the holidays or like I was planning to buy a house and stuff like that whereas now at the moment I have a house and I have a car and I'm happy"*. When talking about base salary as a motivating factor, only one participant said that base

salary doesn't motivate. The participant stated: *"Base salary doesn't motivate me very much, because I don't earn a lot of money, I would be motivated if I would earn more money".* The remaining four participants said they are somehow motivated by base salary but not a lot. One participant said: *"Yeah, mmhh, well, money doesn't really motivate me, I would say around 20%, of why I get up to go to work is for money, but not really, no".*

It was interesting to find that four participants were motivated by base salary at the beginning of their career and not anymore, however.

Theme two: Overtime payment

Most of the participants ensured that overtime payment doesn't motivate them, while one participant said that years ago overtime payment was a motivating reward. Nine participants said they weren't motivated by overtime payment; the main reason is that they would end up paying more taxes and the other reason is that working overtime makes them very tired. One participant expressed: *"the only thing is when I have to do overtime I have to commit to a lot of days, so it can be burning out, so sometimes in the long run, I don't really think it does motivate staff if they have to put in a lot of constant hours regarding receiving more money because at the end of the day they will probably be taxed as well".* The participant that was motivated by overtime payment in the past stated: *"So just say like for overtime and stuff like that when I was younger I would have put myself forward the whole time for overtime whereas now I would rather have like my life, so it doesn't motivate me these days, but when I was younger it would have".*

These findings were expected, working in the healthcare sector can be very challenging and demanding, therefore employees might not like to work overtime.

Theme three: Recognition

Recognition is a reward that usually motivates the majority of employees in all types of jobs, and this is the case in the healthcare sector in Ireland. Eleven respondents have stated they are motivated by recognition, three said they are

not, while one participant said he/she is motivated 80% by recognition. One interviewee who is motivated by recognition stated: "*Yeah, well, being recognised for the work I do motivates me actually, yeah, I'm motivated when I do a good job and my supervisors thank me and tell me that I did a good job. I'm also motivated when the patients thank me and they feel that I really helped them and I don't know, every day I want to be better and better. Recognition is a non-monetary reward that motivates me very much*". One of the participants who is not motivated by recognition has said: "*Being recognised doesn't really motivate me, I would rather be guaranteed to have my job than to be recognised as I'm a good lad, I'm this and that, that doesn't really come in to with me*". Based on the data collected from the interviews, it can be clearly stated that the majority of the healthcare workers are motivated by recognition, which is not surprisingly.

Theme four: Job security

When asked if job security is a reward that motivates, thirteen individuals have said yes, while the remaining two said they are not motivated by job security. One person reported: "*Job security, I'm happy with that because it's a permanent job, I know I can work for many years, I'm not scared of losing my job, this is very good and I feel secured.*", and another individual said*: "Job security is very important because at least you know where you stand in now and in the next couple of years, that you'll always have a job*". This is what one person who is not motivated by job security has said: "*I am not motivated by job security*".

Job security is a powerful motivating reward for the healthcare employees in Ireland, it seems that the individuals who pursue a career in this area are motivated to work in a hospital for the rest of their lives.

Theme five: Monetary versus non-monetary rewards

This was one of the most important questions asked in the interview, the researched tried to see whether monetary rewards or non-monetary rewards motivate better. Most of the participants, a number of thirteen, said they are motivated more by non-monetary rewards, two answered that monetary rewards motivate them more. However, four out of the fifteen participants that are now

motivated more by non-monetary rewards had different opinions when they were younger. One response from a particular participant was*: "Non-monetary now, but when I was younger it would have been very different, I'm qualified in this job and in the first few years it would have been more money, you know all that, I would have offered myself to do extra shifts and stuff like that because I wanted money, whereas now if someone asks me I would do it but only so I wouldn't let the team down because I know they're short I'll help them but I wouldn't be happy doing it because I don't want the money anymore"*. This is what one participant that is motivated more by monetary rewards said: *"Monetary rewards motivates me more; it pays the bills"*. While one interviewee motivated more by non-monetary rewards added*: "If I have to choose between monetary and non-monetary rewards, I think I will choose non-monetary rewards and recognition is the reward that, it's like, motivates me the most"*. It can definitely be stated that some healthcare workers were motivated by monetary rewards when they started their job, however as time passed, they are more motivated by non-monetary rewards and not tangible rewards.

Theme 6: Job Satisfaction

Another reward which motivates healthcare employees in Ireland was Job Satisfaction. This motivating reward has been found when asked the question: Are there any other rewards that motivate you? Three out of the fifteen participants have said that *"Job Satisfaction is another reward that motivates them. One individua replied: job satisfaction would be important and the feeling of doing your job well and maybe making things a little better for patients and their families, that would be important to me"*. A different participant added: *"I suppose job satisfaction would be a big thing, that's definitely a big factor, particularly in a job where maybe, you know, the hours, you can go from maybe days to nights within a short space of time and it can be go from extremely busy to being short staffed, so you have a lot of challenges in a 12 hour day, definitely I suppose job satisfaction would be a big factor in my job"*. Job satisfaction is another powerful non-monetary reward, and as stated previously, the employees working in a hospital are more motivated by non-palpable rewards.

Theme 7: Training and free courses

Three out of the fifteen individuals involved in this research said that receiving training and being able to do courses for free motivate them, these rewards are also non-monetary rewards. One participant stated: *"I don't know, another reward that motivates me can be training, because I received free trainings and this way, I improved my skills and qualities when I complete a training and this motivates me"*, while another one added: *" Also they are willing to pay for any training that you want to do that's relevant to your role. So, they funded a lot of courses that I wanted to do over the years, so that would motivate me to stay there, and it also benefits them because they're getting a more skilled worker"*. Being able to develop new skills and qualities is also a reward that motivates employees, this benefits both the organisation and the workers, the organisation has more prepared workers, while the workers learn new things. It might be costly for the organisation at the beginning but in the long run it has better workers who can improve the overall good of the organisation.

Theme 8: Flexible working hours and work/life balance

Three participants out of the fifteen have responded that the flexible working hours motivate them, based on their responses it can be stated that the persons that were motivated by work/life balance are not at the beginning of their careers, and all three of them said they choose non-monetary rewards over monetary rewards. This is the following response of a particular participant*: "I have a good work/family balance"*. One more participant added: *"Another reward is that my shift is flexible, flexible working hours, I am very happy with my shifts, and this is what motivates me".* Having a work/life balance and flexible working hours can definitely motivate the employees working in the healthcare sector in Ireland, this is the judgement of the researcher based on what the interviewees have said.

Theme 9: Free food

Three out of the fifteen participants stated they are motivated by incentives such as food. This is the response collected from an employee*:" The HSE tried to do the Thank You Thursday and every Thursday they are giving free coffee for all*

the staff, or scones, for example last Thursday we had sweets, they gave us sweets and fruits, strawberry, bananas, apples and I think this is one of the things that motivates you and keeps you like coming to work and being happy to come to work". Another interviewee has said*: " for example, free pizza days, tea and coffee and stuff like that, I do find these kind of nice events".* This was interesting to the researcher, but getting a free coffee during a break and some food can be motivating when working really hard.

The remaining three participants involved in this research said that they are not motivated by new rewards other than base salary, overtime payment, recognition and job security.

Conclusion

The findings collected from the conducted interviews were presented in this chapter. As mentioned earlier, there were fifteen participants in total. They include: three nurses, three porters, three administrative officers, three cleaning operatives and three catering assistants. The 9 themes that were identified were also presented. It was interesting to observe that the healthcare employees working in Ireland were more motivated by non-monetary rewards, it can be stated that when younger, some participants were motivated by monetary rewards such as base salary and overtime payment, but as they got older the rewards that motivate them more are non-monetary.

CHAPTER 6: DISCUSSION

Introduction

The purpose of this chapter is to compare and discuss the academic literature presented in Chapter 2 and the data gathered and presented in the previous chapter. It is needed to present the finding with research content and alike theories in order to have a clear discussion. The main focus of the researcher was to attend to understand the effects monetary and non-monetary rewards have on the healthcare employees' motivation in Ireland, whether they are motivated more by financial or non-financial rewards. The analysis which has been done using the data collected during the interviews is relating to the research study's objectives and aims.

Theme 1: Base salary

There are both conflicting and corresponding elements in regardless to the findings and the information presented in the literature review. According to Sureephong et al., (2017) the non-monetary rewards are inferior to the monetary ones, and cash is always more valuable. Based on the themes found in the previous chapter, four individuals were motivated by base salary earlier in their careers, however not anymore. Only one employee was motivated by the salary. It can be stated that the findings are conflicting with the information presented in the literature review. According to Sadri and Bowen (2011), when an individual accomplishes their physiological needs, the individual can move upward to a different needs level as he/she is looking for higher motivating rewards. This happened to four healthcare staff, they have accomplished their physiological needs and then they were seeking other needs, needs that provide more motivation. The researcher was expecting more employees to be motivated by base salary, however only one participant stated that they were motivated by this reward system, while only four interviewees were to a certain degree motivated. It can be concluded that base salary, as a form of reward system doesn't motivate employees as much as stated in the literature review.

Theme 2: Overtime payment

As reported by Griffiths (2014), 50% of the nurses that worked between 8 and 12 hours shifts worked overtime while 60% of the nurses that worked more than 13 hours shifts worked overtime. The author concludes this research in hospitals that were located in 12 different countries. 60% of the participants in the interviews conducted in this research have reported that overtime payment doesn't motivate them, the two main reasons are that they get really tired while the other motive was that financially is not worth it as they would pay a considerable amount of more taxes. According to Argyris (1971) the Reinforcement Theory expresses that individuals will avoid todo actions that will punish them. In the case of the healthcare employees, they are reluctant to work overtime and are not motivated by overtime payment because they will be punished financially when paying more taxes and physically because they will get tired. Even though the overtime payment rate in Ireland is 1.5 times, the data found in the findings chapter contradicts what has been researched in the literature review.

Theme 3: Recognition

Zeb and his colleagues (2014) suggest that recognition is a tool that hugely motivates employees, and they achieve greater performance. Examples of recognition include receiving positive feedback, a task that is acknowledged by superiors and any other persons such as colleagues and customers, receiving compliments. According to Stefan, Popa and Albu (2020), the reward of recognition is located on the fourth level of Maslow's Hierarchy of needs pyramid and at this level the employees are hugely motivated. Lloyd and Mertens (2018) suggest that employees tend to be better motivated if rewards are received when completing tasks in the workplace. Instrumentality can be described as a technique that helps employees achieve rewards such as recognition when doing a great job. The theme of recognition conducted in the previous chapter showed that eleven participants agree that recognition motivates them hugely. One participant also said that recognition motivates them 80%. The remaining three participants declared that recognition is not motivating them. The information gathered and analysed in chapter five reflects what has been discussed in the

literature review. Once the basic needs are met, individuals will try accomplishing more and more needs, thus almost twelve participants agreed that the reward of recognition motivates them extremely.

Theme 4: Job Security

According to Chen and Hsieh (2015), when individuals are motivated by job security, they are not seeking financial goals. One of the main reasons why individuals want to work in the public sector is job security. According to Purohit and Bandypadhyay (2014), a research which took place in three different regions in India and surveyed 92 medical workers working in the public sector, revealed that the most important motivating factor was job security. An older study researched by Dielman, and his colleagues (2003) stated that health-care workers which worker in the rural area of North Vietnam were motivated the most by the job security reward. Bridgman, Cummings and Ballard (2019) stated that job security can be found in the second level of Maslow's pyramid. The results taken from the fifteen interviews are as following: thirteen out of fifteen participants found to be motivated by job security and the other two were not. One person who is motivated by job security said that the HSE (Health Service Executive) is very good, and the job is for life. The information found in the Findings and Analysis chapter is very similar to what has been researched in the literature review, job security motivates the workers in the Irish healthcare sector enormously.

Theme 5: Monetary versus non-monetary rewards

Another objective of this research was to find out if the healthcare employees are motivated more by monetary or non-monetary rewards. Only 2 individuals who were interviewed responded that they are more motivated by monetary rewards such as overtime payment and base salary. The other thirteen interviews stated that the 2 rewards that motivate them the most are recognition and job security, both are non-monetary rewards. As a result of this information, it can be said that the thirteen individuals have reached higher levels in Maslow's pyramid compared to the other two who are motivated by monetary rewards more.

Theme 6: Job satisfaction

According to Fumham, Eracleous and Chamorro-Premuzic (2009), satisfaction and dissatisfaction are two opposite things. There are motivators such as achievement responsibility and recognition and they are referred as intrinsic factors. A number of three participants have stated that job satisfaction is another reward that motivates them.

Theme 7: Training

A sum of three individuals have suggested that receiving training and free courses motivates them. These are non-monetary rewards and helps employees develop new skills and/or improve the current skills they have, while the organisation becomes better equipped with better staff members.

Theme 8: Flexible working hours and work/life balance

Three out of the fifteen participants have said that flexible working hours and work/life balance are two other non-monetary rewards that motivate them. Having the opportunity to work flexible working hours, the employees have more free time for themselves to spend with friends and families and therefore they can be more motivated. The researcher is not surprised that only three participants stated this, as the healthcare sector can be very challenging, especially now with the COVID-19.

Theme 9: Free food

A number of three persons interviewed in the research have added that receiving free food such as pizza, sweets and coffee motivates them. It is known that most of the employees enjoy eating or drinking something during a break at work, so if something is free it is more motivating.

Aim and objective

One aim of this research study was to assess how many employees in the healthcare sector in Ireland are motivated by the following rewards: base salary, overtime payment, recognition and job security. This aim has been analysed and discussed in the previous chapter, respectively.

Another objective of this research was to find put different rewards other than the ones presented in the literature review. Four new rewards that motivate the healthcare employees in Ireland include: job satisfaction, training and free courses, flexible working hours and work/life balance and free food.

Limitations

There are three main limitations to this research:

- A qualitative research method has been used by the researcher, therefore the number of participants involved in the research was quite small, only fifteen participants. The researcher could have targeted a broader population sample if both a qualitative and quantitative methods were used, thus the research study would have been richer and more accurate.
- The researcher focused on individuals that worked in one particular hospital, if individuals were selected from two or more hospitals, comparisons could have been made.
- Lack of literature when it comes to healthcare workers, rewards and motivation in the Irish healthcare sector. This was quite challenging, other studies were used that were relevant to the Irish healthcare sector.

Future research directions

As a result of using a small sample size as mentioned above, it is clear that there are a significant number of questions that can be answered regarding healthcare employees and the effects rewards have on their motivation. Using a larger sample size would result in more accurate results.

The findings of this research study showed that healthcare employees are more motivated by non-monetary rewards. A question that could be further researched is what can be done so that more employees are motivated by monetary rewards?

Another future study could extend to the four provinces of Ireland: Connacht, Leinster, Ulster and Munster. A hospital could be selected from each province and interview healthcare workers, thus having a clearer idea of what rewards motivate the healthcare employees in Ireland.

Conclusion

It is necessarily for an organisation to utilize both monetary and non-monetary rewards in order to motivate the employees. This research study disapproved and proved aspects that have been presented in the literature review. As the research study progressed, limitations were found by the researcher, thus many questions can be answered by researchers in the future.

CHAPTER 7: CONCLUSION

The purpose of this research study was to explore monetary and non-monetary rewards, and their effects on the healthcare employees' motivation in Ireland. the contemporary academic literature has been reviewed and analysed and a gap has been found in the current literature. Primary data was presented in the findings, opinions from fifteen participants highlighted the importance of rewards systems.

The three research questions presented in the Research Questions chapter have been answered by the researcher, this was made possible as a result of analysing the findings. The research provided valuable information in the literature review. Monetary rewards such as base salary and overtime payment were described and analysed, non-monetary rewards such as recognition and job security were also described and analysed using academic journals as sources. Famous motivational theories such as Maslow's Hierarchy of needs, Herzberg's Motivation Theory, The Reinforcement Theory and Vroom's Expectancy Theory were researched in Chapter 2. Extrinsic and intrinsic motivation factors were also discussed in the Literature Review. The research question and objectives were stated and answered. When talking about methodology, fifteen interviews were concluded, all the interviewees worked in a particular hospital located in Dublin, the interviews were conducted using the Microsoft Teams app, they were recorded, stored on a personal computer protected by a password known only by the researcher, all the participants in the interviews were and will remain anonymous, before conducting the interviews, the researcher conducted a pilot study. Three individuals were involved in the pilot study. As a result of carrying out a pilot study, some errors were corrected. The fifteen participants received a consent form, they also received an email from the researcher which contained useful information about the research study. After agreeing to the terms and conditions, the interview began. Thematic analysis was used to analyse the data collected from the participants and to create themes, a total of nine themes were created. Some limitations have been presented and they include: using Microsoft Teams to conduct the interviews wasn't the best method as the body language of the majority of the participants couldn't be seen as they had the cameras turned off, another limitation was that some interviewees weren't that good with

technology and some interviews had to be rescheduled, and the last limitation was the lack of literature available on the topic that the research study focused on. Chapter 5 provided a detailed record of the themes that were generated from the data collected during the interviews. Braun and Clarke's Thematic Analysis model was used to generate the following themes: Base salary, overtime payment, recognition, job security, monetary versus non-monetary rewards, job satisfaction, training and free courses, flexible working hours/life balance and free food. The researcher has provided quotes selected from the conducted interviews. The discussion can be found in Chapter 6. This chapter contains the key findings which were compared against the information researched in the Literature Review. Limitations and future research questions were stated in Chapter 6. These are the following limitations: a qualitative research method was used and there weren't so many individuals involved, and another limitation was that the research study focused only on one particular hospital. In regard to the future research questions, both qualitative and quantitative research method should be used to get a more accurate idea of what rewards motivate healthcare employees in Ireland. Another research question that is worth studying is conducting a research study where a hospital is selected from each province of Ireland to get better results.

The three research aims, and objective presented in the Research Questions chapter have been answered by the researcher, this was possible as a result of analysing the findings.

The first objective was to assess the rewards that motivate the healthcare workers the most, and the result was that recognition and job safety motivate them the most. The second objective was to find out whether non-monetary or monetary rewards have a bigger effect on healthcare employees in Ireland. The result was that non-monetary rewards motivate the healthcare employees way more than the monetary rewards do. The last objective was to find other monetary rewards. Other rewards that motivate the employees are job satisfaction, work flexible hours and free food.

This research study has revealed that the healthcare employees working in Ireland are motivated by non-monetary rewards more than they are by monetary rewards, and the difference is significant.

REFERENCES

Aguinis, H., Joo, H. and Gottfredson, R. K. (2013) 'What monetary rewards can and cannot do: How to show employees the money', *Business Horizons*, 56(2), pp. 241–249. ScienceDirect. doi: 10.1016/j.bushor.2012.11.007. Available at:

Alessandro M. Peluso, Laura Innocenti and Massimo Pilati (2017) 'Pay is not everything : Differential effects of monetary and non-monetary rewards on employees' attitudes and behaviours', *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 5(3), pp. 311–327. Emerald Insight. doi: 10.1108/EBHRM-07-2015-0031.

Alrawahi, S., Stina, F.S., Salem, A., Nasar, A. and Brommels, M. (2020) 'The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals', *Heliyon*, 6(9), ScienceDirect. doi: 10.1016/j.heliyon.2020.e04829

Anna Mokhniuk and Larysa Yushchyshyna (2018) 'The Impact of Monetary and Non-Monetary Factors of Motivation on Employee Productivity', *Економічний часопис Східноєвропейського національного університету імені Лесі Українки*, 1(13), pp. 94–101, Directory of Open Access Journals. doi: 10.29038/2411-4014-2018-01-94-101.

Antoni, C. H., Baeten, X., Perkins, S.J., Shaw, D.J. and Vartiainen, M. (2017) 'Reward management: Linking employee motivation and organizational performance', *Journal of Personnel Psychology*. (Reward Management), 16(2), pp. 57–60, APA PsycArticles. doi: 10.1027/1866-5888/a000187

Antonioli, D., Nicolli, F., Ramaciotti, L. and Rizzo, U. (2016). (2016) 'The Effect of Intrinsic and Extrinsic Motivations on Academics' Entrepreneurial Intention', *Administrative Sciences (2076-3387)*, 6(4), p. 15, Business Source Ultimate. doi: 10.3390/admsci6040015.

Argyris, C. (1971) 'Beyond Freedom and Dignity', *Harvard Educational Review*, 41(4), pp. 550–566, Education Research Complete. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=ehh&AN=19735770&site=eds-live&scope=site (Accessed: 17 August 2021).

Armstrong, M. (2012) *Armstrong's handbook of human resource management practice*. 12th ed. Kogan Page. Available at:

https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.18170&site=eds-live&scope=site (Accessed: 15 August 2021).

Ayalew, E. and Workineh, Y. (2019) 'Job satisfaction and associated factors among nurses in Bahir Dar city administrative, North West Ethiopia, 2017', *BMC research notes*, 12(1), p. 319,
MEDLINE. doi: 10.1186/s13104-019-4363-4

Bae, S.-H. (2012) 'Nursing Overtime: Why, How Much, and Under What Working Conditions?', *Nursing Economics*, 30(2), pp. 60–72. Available at:
http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=a9h&AN=74573499&site=eds-live&scope=site [Accessed: 25 July 2021].

Barile, L., Cullis, J. and Jones, P. (2018) 'Time Preference for Investment in the Environment: The Impact of Intrinsic Motivation', *Economic Issues*, 23(2), pp. 31–56, Business Source Ultimate. Available at:
https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=132007109&site=eds-live&scope=site {Accessed: 16 August 2021}.

Bayramzadeh, S. and Patel, T. (2021) 'Research in the Healthcare Design Practice: Design Practitioners' Perspective', *Health Environments Research & Design Journal (HERD) (Sage Publications, Ltd.)*, 14(3), pp. 155–168, Complementary Index. doi: 10.1177/1937586720983009

Bénabou, R. and Tirole. J. (2003) 'Intrinsic and Extrinsic Motivation', *The Review of Economic Studies*, 70(3), pp. 489–520, JSTOR Journals. Available at:
https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsjsr&AN=edsjsr.3648598&site=eds-live&scope=site {Accessed: 6 August 2021}.

Bhaskar, S. B. and Manjuladevi, M. (2016) 'Methodology for research II', *Indian Journal of Anaesthesia*, 60(9), pp. 38–43, Academic Search Complete. doi: 10.4103/0019-5049.190620.

Blair, E., (2015) 'A reflexive exploration of two qualitative data coding techniques', *Journal of Methods and Measurement in the Social Sciences*, 6(1), pp. 14–29, Directory of Open Access Journals. doi: 10.2458/v6i1.18772.

Braun, V. and Clarke, V. (2006) 'Using thematic analysis in psychology', *Qualitative Research in Psychology*, 3(2), pp. 77–101, Academic Search Complete. doi: 10.1191/1478088706qp063oa.

Bridgman, T., Cummings, S. and Ballard, J. (2019) 'Who Built Maslow's Pyramid? A History of the Creation of Management Studies' Most Famous Symbol and Its Implications for Management Education', *Academy of Management Learning & Education*, 18(1), pp. 81–98, Business Source Ultimate. doi: 10.5465/amle.2017.0351.

Chen, C.-A. and Hsieh, C.-W. (2015) 'Does Pursuing External Incentives Compromise Public Service Motivation? Comparing the effects of job security and high pay', *Public Management Review*, 17(8), pp. 1190–1213, Business Source Ultimate. doi: 10.1080/14719037.2014.895032.

Creswell, J. W. (2006) *Designing and conducting mixed methods research*. London : SAGE.

De Simone, S., 2015. Expectancy value theory: Motivating healthcare workers. *American International Journal of Contemporary Research*, *5*(2), pp.19-23.

Deci, E. L., Koestner, R. and Ryan, R. M. (1999) 'A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation', *Psychological Bulletin*, 125(6), pp. 627–668, APA PsycArticles. doi: 10.1037/0033-2909.125.6.627.

Dessler, G. (2007) *Human resource management*. 11th ed. Prentice Hall. London: Pearson.

Dias, D., Leite, A., Ramires, A. and Bicho, P.(2017) 'Working with cancer: motivation and job satisfaction', *International Journal of Organizational Analysis*, 25(4), pp. 662–686, Emerald Insight. doi: 10.1108/IJOA-12-2016-1096. Available at: https://ezproxy.ncirl.ie:2476/insight/content/doi/10.1108/IJOA-12-2016-1096/full/html [Accessed: 7 July2021].

Dieleman, M., Cuong ,P.V., Anh, L.V., and Martineau, T. (2003) 'Identifying factors for job motivation of rural health workers in North Viet Nam', *Human Resources for Health*, 1, p. 10, Academic Search Complete. doi: 10.1186/1478-4491-1-10.

Dysvik, A. and Kuvaas, B. (2008) 'The relationship between perceived training opportunities, work motivation and employee outcomes', *International Journal of Training & Development*, 12(3), pp. 138–157, Business Source Ultimate. doi: 10.1111/j.1468-2419.2008.00301.x.

Fitzpatrick, J. M., Hayes, N., Naughton, C. and Ezhova, I. (2021) 'Evaluating a specialist education programme for nurses and allied health professionals working in

older people care: A qualitative analysis of motivations and impact', *Nurse Education Today*, 97. doi: 10.1016/j.nedt.2020.104708.

Frey, B. S. and Jegen, R. (no date) 'Motivation crowding theory', *Journal of Economic Surveys*, 15(5), pp. 589–611, Scopus®. doi: 10.1111/1467-6419.00150.

Fugard, A. J. B. and Potts, H. W. W. (2015) 'Supporting thinking on sample sizes for thematic analyses: a quantitative tool', *International Journal of Social Research Methodology*, 18(6), pp. 669–684, Business Source Ultimate. doi: 10.1080/13645579.2015.1005453

Fumham, A., Eracleous, A. and Chamorro-Premuzic, T. (2009) 'Personality, motivation and job satisfaction: Hertzberg meets the Big Five', *Journal of Managerial Psychology*, 24(8), pp. 765–779, Business Source Ultimate. doi: 10.1108/02683940910996789.

Galletta, M., Portoghese, I., Pili, S., Piazza, M. F., and Campagna, M. (2016) 'The effect of work motivation on a sample of nurses in an Italian healthcare setting', *Work*, 54(2), pp. 451–460, Business Source Ultimate. doi: 10.3233/WOR-162327.

GRABNER, I. and SPECKBACHER, G. (2010) 'How to Control Creative Work: The Role of Intrinsic Motivation and Task Programmability in Control System Design', *Academy of Management Annual Meeting Proceedings*, 2010(1), pp. 1–6, Business Source Ultimate. doi: 10.5465/AMBPP.2010.54485205.

Hanaysha, J. R. and Hussain, S. (2018) 'An Examination of the Factors Affecting Employee Motivation in the Higher Education Sector', *Asia-Pacific Journal of Management Research and Innovation*, 14(1–2), pp. 22–31. doi: 10.1177/2319510X18810626.

Herzberg, F. (1987) 'One more time: How do you motivate employees?', *Harvard Business Review*, 65(5), pp. 109–120, Business Source Ultimate. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=8700007903&site=eds-live&scope=site (Accessed: 10 August 2021).

Jerome, N., 2013. Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance. *International Journal of Business and Management Invention*, *2*(3), pp.39-45. Din licenta

Kawara, P., 2014. Effects of reward systems on employee productivity in Catholic University of Eastern Africa. *International Journal of Recent Research in Commerce Economics and Management*, *1*(2), pp.1-4.

Kerry E. Howell (2013) *An Introduction to the Philosophy of Methodology*. London, United Kingdom: SAGE Publications, Ltd. doi: 10.4135/9781473957633.

Kim, D. (2014). Employee Motivation: "Just ask your employee". Seoul Journal of Business, 12(1), 12- 24.   REferinta de la licenta

Knox, S. and Burkard, A. (2009) 'Qualitative research interviews', *Psychotherapy Research*, 19(4/5), pp. 566–575, Academic Search Complete. doi: 10.1080/10503300802702105

Lloyd, R. and Mertens, D. (2018) 'Expecting More Out of Expectancy Theory: History Urges Inclusion of the Social Context', *International Management Review*, 14(1), pp. 24–37,
Business Source Ultimate. Available at:
https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=129331357&site=eds-live&scope=site (Accessed: 12 August 2021).

LoBiondo-Wood, G and Haber, J. (2014). Nursing research: Methods and critical appraisal for evidence-based practice. 8 ed. Mosby Elsevier, St. Louis.

Locke, E. A. and Schattke, K. (2019) 'Intrinsic and extrinsic motivation: Time for expansion and clarification', *Motivation Science*, 5(4), pp. 277–290. doi: 10.1037/mot0000116.

Mack, N., Woodsong, C., Macqueen, K.M., Guest, G. and Namey, E., 2005. Qualitative research methods overview. *Qualitative research methods: a data collector's field guide*, pp.1-12.

Maduka, C.E. and Okafor, O., 2014. Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International Journal of Managerial Studies and Research*, 2(7), pp.137-147.

Mason, M. (2010) 'Sample Size and Saturation in PhD Studies Using Qualitative Interviews', *Forum: Qualitative Social Research*, 11(3), pp. 1–19, Business Source Ultimate. Available at:
https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=58650780&site=eds-live&scope=site {Accessed: 15 August 2021].

Michas, F., 2020. *Hospital employment in Ireland 2000-2019 | Statista*. [online] Statista. Available at: https://www.statista.com/statistics/554617/hospital-employment-in-ireland/> [Accessed 17 August 2021].

Mickel, A. E. and Barron, L. A. (2008) 'Getting "More Bang for the Buck"', *Journal of Management Inquiry*, 17(4), pp. 329–338, Business Source Ultimate. doi: 10.1177/1056492606295502.

Morse JM. Mixing Qualitative Methods. *Qualitative Health Research*. 2009;19(11):1523-1524. doi:10.1177/1049732309349360

Muhl, C. J. (2002) 'What is an employee? The answer depends on the Federal law', *Monthly Labor Review*, 125(1), p. 3. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=6412956&site=eds-live&scope=site [Accessed: 15 August 2021].

Nilsson Pernilla *et al.* (2007) 'Work motivation and life stage - Is there a connection?' Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edseur&AN=edseur.https%3a..www.europeana.eu.item.9200111.BibliographicResource.1000085976087%3futm.source%3dapi%26utm.medium%3dapi%26utm.campaign%3dYuvuWBeCa&site=eds-live&scope=site [Accessed: 15 August 2021].

PANAIT, C. A. (2020) 'Study of Employee Motivation in Organizations', *Global Economic Observer*, 8(1), pp. 114–119, Business Source Ultimate. Available at: http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=143770368&site=eds-live&scope=site [Accessed: 24 July 2021].

Purohit, B. and Bandyopadhyay, T. (2014) 'Beyond job security and money: driving factors of motivation for government doctors in India', *Human Resources for Health*, 12(1), pp. 1–26, Academic Search Complete. doi: 10.1186/1478-4491-12-12.

Robinson M. (2015) 'Encyclopedia of Quality of Life and Well-being Research'. *Reference Reviews*, 29(7), p. 22, Emerald Insight. doi: 10.1108/RR-06-2015-0143.

Ryan, R. M. and Deci, E. L. (2000) 'Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions', *Contemporary Educational Psychology*, 25(1), pp. 54–67, ScienceDirect. doi: 10.1006/ceps.1999.1020.

SADRI, G. and BOWEN, R. C. (2011) 'Meeting EMPLOYEE requirements: Maslow's hierarchy of needs is still a reliable guide to motivating staff', *Industrial Engineer: IE*, 43(10), pp. 44–48, Academic Search Complete. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=a9h&AN=66247063&site=eds-live&scope=site (Accessed: 16 August 2021).

Salie, S. and Schlechter, A. (2012) 'A formative evaluation of a staff reward and recognition programme', *South African Journal of Human Resource Management*, 10(3), pp. 1–11, Business Source Ultimate. doi: 10.4102/ sajhrm.v10i3.422.

Saunders, M., Lewis. P., and Thornhill, A., (2016). Research Methods for Business Students. (7th Ed). UK: Pearson

Simona Cătălina Ștefan, Ștefan Cătălin Popa and Cătălina Florentina Albu (2020) 'Implications of Maslow's Hierarchy of Needs Theory on Healthcare Employees' Performance', *Transylvanian Review of Administrative Sciences*, 16(59), pp. 124–143, Directory of Open Access Journals. doi: 10.24193/tras.59E.7. Available at: http://eds.b.ebscohost.com/eds/detail/detail?vid=3&sid=474a7ea8-e2fd-4522-8fcb-ed878141b5e9%40pdc-v-sessmgr05&bdata=JkF1dGhUeXBlPWlwLGNvb2tpZSxzaGliJnNpdGU9ZWRzLWxpdmUmc2NvcGU9c2l0ZQ%3d%3d#AN=edsdoj.3e30484939f640789f95c20a8e51baf8&db=edsdoj [Accessed: 25 July2021].

Sonawane, P. (2008) 'Non-monetary Rewards: Employee Choices & Organizational Practices', *Indian Journal of Industrial Relations*, 44(2), pp. 256–271, Business Source Ultimate. Available at: http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=5&sid=170647a7-80c1-4f98-a694-6cf4ec3c73e2%40sessionmgr103 [Accessed: 7 July 2021].

Stiehl, S. K. *et al.* (2015) 'The role of motivation to lead for leadership training effectiveness', *International Journal of Training & Development*, 19(2), pp. 81–97. doi: 10.1111/ijtd.12051.

Sureephong, P., Winai, D., Chernbumroong, S. and Tongpaeng, Y. (2020) 'The Effect of Non-Monetary Rewards on Employee Performance in Massive Open Online Courses', *International Journal of Emerging Technologies in Learning*, 15(1), pp. 88–102, Education Research Complete. doi: 10.3991/ijet.v15i01.11470. Available at: http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=5&sid=8823f302-e878-420d-9f6c-fcf822c3a8bb@sdc-v-sessmgr03 [Accessed: 9 June2021].

Umrani, W. A., Afsar, B., Khan, M., and Ahmed, U. (2019) 'Addressing the issue of job performance among hospital physicians in Pakistan: The role of job security, organizational support, and job satisfaction', *Journal of Applied Biobehavioral Research*, 24(3), Gale Academic OneFile. doi: 10.1111/jabr.12169.

Van Yperen, N. W. and Hagedoorn, M. (2003) 'Do High Job Demands Increase Intrinsic Motivation or Fatigue or Both? The Role of Job Control and Job Social

Support', *Academy of Management Journal*, 46(3), pp. 339–348, Business Source Ultimate. doi: 10.5465/30040627.

Walker, J. W. (2004) 'Treat People Right! How Organizations and Individuals Can Propel Each Other Into a Virtuous Spiral of Success', *Human Resource Planning*, 27(4), pp. 61–62, Business Source Ultimate. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=15458226&site=eds-live&scope=site [Accessed: 17 August 2021].

Wheatley, C. (2017) 'Nursing Overtime: Should It Be Regulated?', *Nursing Economic$*, 35(4), pp. 213–217. Available at: http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=a9h&AN=124650137&site=eds-live&scope=site [Accessed: 25 January 2021].

Whitney, C. W., Lind, B. K. and Wahl, P. W. (1998) 'Quality assurance and quality control in longitudinal studies', *Epidemiologic reviews*, 20(1), pp. 71–80, MEDLINE. doi: 10.1093/oxfordjournals.epirev.a017973.

Zameer, H., Ali, S., Nisar, W. and Amir, M., 2014. The impact of the motivation on the employee's performance in beverage industry of Pakistan. *International journal of academic research in accounting, finance and management sciences*, *4*(1), pp.293-298. URL: doi.org/10.6007/IJARAFMS/v4-i1/630

Zeb, A. Rehman, S., Saeed, G. and Hamid, U. (2014) 'A Study of the Relationship between Reward and Recognition and employees Job Satisfaction: A Literature Review', *Abasyn University Journal of Social Sciences*, 7(2), pp. 295–308. Available at: http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=a9h&AN=101063913&site=eds-live&scope=site [Accessed: 25 July 2021].

APPENDIX A

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

- This research is being conducted by Bogdan Gherca, a master's 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 B

Dear (Participant's name),

I would like to invite you to take part in an interview for my research study. My name is Bogdan Gherca, and the purpose of my research is to discover what effect financial and non-financial rewards have on employees' motivation in the healthcare sector in Ireland.

There will be approximately 5 questions that will be asked during the interview and the duration of the interview will be approximately 5 to 10 minutes. The interview will take place on an app called Microsoft Teams and you will need to download this app prior to the interview in order to participate in this research. It is advised to download Microsoft Teams on your laptop, however mobile devices can also be used.

The audio for the interview will be recorded and will only be used for the purposes of this research. You may decide to have the camera switched on or off during the interview. All recorded interviews will be stored on a password protected computer only accessible to the researcher. All information gathered will be treated in a confidential manner and your name or any identifying information will not be attached to the recordings or used in the report/analysis. Following the interview, the audio recording will be fully transcribed, and the audio file deleted thereafter. The transcribed file will again be stored on a password protected computer only accessible to the researcher and will be anonymised, containing no identifying information. No identifying information will be retained and any data that could possibly be identifying will be de-identified. Participation in this research requires that the participant be over the age of 18 and works in the healthcare sector. Should you require any further information about the research please contact me, x18105378@student.ncirl.ie or 0863007553. My supervisor can be contacted at colin.harte@ncirl.ie .

Your participation will be greatly appreciated. I have attached a consent form to this email, please take the time to read the information and if you agree to the information please email me back that you understand what is being asked and you agree to take part in this research and please let me know a suitable time that you are available for an interview. It would be ideal if the interview could take place next week between 28th of June 2021 and 3rd of July 2021.

I am looking forward to your reply! Thank you!

Best regards,

Bogdan Gherca