AN EXPLORATORY ANALYSIS OF THE ROLE OF MOTIVATION WITHIN THE WORKPLACE.

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Abstract

Many organisations cannot function without the commitment and co-operation of its employees to carry out the set tasks and objectives of the organisation. In doing so, employees are usually paid for their service by means of a salary, usually a financial base pay. However, as is the case in many organisations employees will be rewarded by some kind of reward scheme. These schemes are aimed at rewarding employees for achieving set goals within the organisation and also play a pivotal role in motivating employees within the workplace. Motivation is an extremely topical area of study, one that is complex and intriguing and a worthy topic of study.

This research follows from the title as an 'Exploratory analysis of the role of motivation in the workplace' in doing so the researcher carefully compiled the relevant literature and carried out a quantitative research method by analysing the data received from a sample of respondents who undertook and submitted a quantitative questionnaire providing the primary data for this research. In completing the aims and objectives of this research, the researcher explored the areas surrounding the how employees were positively motivated by employee reward and the perception of these employees towards the motivating effects of rewards and benefits. In order to do this all the analysis was compiled using graphs and charts and studied to examine the information gathered so and any patterns that emerged before analysing the data received to satisfy and complete the objectives set for this research.

Acknowledgments

I would like to take this opportunity to put forward an acknowledgement to all the people who have made getting this far in my academic life possible. Firstly, and most importantly, I would like to thank my parents Paddy and Catherine and my brother Tommy. The constant support and guidance they have provided throughout my life especially in my college years has really made the difference in everything I have undertaken.

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Finally, I would like to thank the MAHRM class of 2013 for all the support, both in and out of the classrooms, throughout this academic year and I wish the class all the best in their endeavours.

Table of Contents

1.Research Structure

The first chapter of this research will incorporate the introduction section. Although in stature this section is one of the smallest in this dissertation, the introduction plays a pivotal role as it is the starting point for research and outlines what the aims of the research are, the background of the study, what the other chapters entail and provides the reader of an outline for the remainder of the research. The second chapter is made up of a literature review. The purpose of this section is to inform the research methodology and allow for a critical assessment of the work of others in this area. Evaluations and discussions will be made, focussing on written work and research that has already been carried out in the appropriate areas regarding this dissertation. The literature review for this section will primarily look at the areas concerned with motivation and employee reward schemes. A sample of the main theories of motivation will be provided along with a distinction between the two types of motivation theories; content and process theories. Alongside this, there will be a critique of the major theorists and the ideas they have formulated. The next part of the methodology will look at the literature and theory surrounding employee reward looking at how employee preferences may choose between either a financial or non-financially based reward system, where the option is available. Again a critique of the advantages and negatives of choosing one specific reward package will be outlined in the form of alternate options available to employees. Finally, employee perception, with regards rewards systems and incentives will be synthesised for the reader also. Chapter three will focus on the methodology used in this research. Within this chapter the numerous stages that make up this very detailed section will be outlines to clarify the use of the chosen methodology. This is a highly important chapter as the researcher gives a full outline and basis for the reasoning behind choosing the suitable

methodology which enabled the research to be carried out. Within chapter four the results and findings of the quantitative research will be portrayed using the appropriate visual aids such as bar charts, pie charts and graphs, along with an explanatory note regarding the findings of each question. These findings will then be analysed using suitable software such as Microsoft Excel or IBM SPSS Statistics software to extract the required data relating back to the research aims and correlating literature from the literature review. Alternately, the data may be analysed by variable, by identifying major variables within the study and portray the suitable and relevant data of each variable from the findings. Chapter five will be the final chapter of the research and will contain the conclusions and recommendations. This section allows the researcher to apply a bird's eye view of the study and draw upon the key areas and aspects of the topic to come to a final conclusion with regards the study and formulate any recommendations to aid with any further research in such areas. This section allows the researcher to look back over the topic and analyse if their opinions and views regarding such an area has been altered and what changes could have been made to the study. Basically, this section deals with how you would do things differently if you were to start the research again.

1.2 Introduction

In today's corporate world competitiveness in securing the right employees with key skills and attributes for the job is at an all-time high, especially in multinational companies where the demand for a skilled and educated workforce is particularly intense. However while attracting employees to a company is a pivotal issue, providing a substantial and appealing reward package to promote motivation and entice employee loyalty, to reduce the level of staff turnover is imperative.

The productivity of multinational companies in an intense corporate environment relies on the work motivation of its employees. With this in mind, this research aims to investigate what motivates an employee and examines the properties and importance of various correctly implemented reward systems. As a worthwhile topic of research this dissertation should show how an adequate use of financial and non-financial rewards can increase an employee's motivation levels and in turn increase their commitment and loyalty to the organisation. Within researching such an area, it is important to acknowledge that many employees are unique and what motivates one person may be vastly different to another person. Taking this into account should show how effective employee reward does encourage motivation. 'Acknowledging these differences often necessitates that varieties of motivational approaches be utilized' (Staren, 2009). While numerous research has been carried out in the areas surrounding employee reward, focussing on benefits packages, performance related pay and correlating factors such as staff retention, this research aims to explore motivation and how employee reward, both financially and non-financially impact on employee motivation in the workplace. Seeing as motivation plays such an important role in employee performance and improving factors such as productivity and efficiency (Shields, 2007), this research is important to look at what kind of reward systems, and how they act out in motivating employees, particularly in Multinational companies.

Without a human capital involvement in the workplace the functionality of an organisation may come into question when efficiency and productivity are looked at. Because of this a key area of human resource management surrounds motivation. Motivation plays a huge part in any organisation from the top level management to entry level employees and those employees in between (Kirstein, 2010). Understanding motivation as part of the broader aspect of human behaviour is a complex area. With this in mind many managers in the workplace have not made any further progress in understanding what motivates their employees than that of the research carried out by their equivalents at least thirty years previous (Kovach, 1980). Throughout the Celtic Tiger era, background research shows the researcher that many companies tended to adopt more financially based incentives as a means to motivate employees. However, in recent times in every area of business, companies are trying to reduce costs, thus the availability to offer financial incentives as a means of motivating effectively may be jeopardised. If this is the case the correct research must be carried out to find out if alternate means such as non-financial incentives are as equally effective in motivating employees. Another reason why this area is such a worthy topic of study is to look at the effect the post Celtic Tiger era had on reward packages and how current Irish employees feel their current reward packages impact on motivation.

The aim of this research was to use any available literature that had been carried out previously in this area along with collected data using suitable methodology to investigate and carry out the set of objectives for this dissertation. This research would be collected by means of the objectives of this research, which were as follows:

- Explore how reward systems positively motivate employees.
- Explore employee perception of the motivating effects of reward and benefits.

As will be shown in the literature review, there are numerous theories developed to try and understand motivation and how employees are motivated. However for the nature of this research on of the simplest ways to do this is to ask employees what motivates them. While carrying out such analysis, many researchers compiled data from employees with varying demographic, education and level of skills backgrounds. This research aims to emulate the findings of previous research in showing while that the importance of motivating factors might differ depending on a group of employees, certain motivating factors are often highly regarded according to Lindahl, 1949 (as cited in Sonawane, 2008; Harpaz, 1990; Kovach, 1980; Linder, 1998; Kinnear and Sutherland, 2000).

2. Literature Review

In simple terms employees are rewarded for producing results in the workplace that eventually lead to completion of tasks and generate profits for a company. To do this, employees must be motivated to carry out the tasks allocated to them to the best of their ability. To fully carry out the research outlined for this dissertation it is important to understand the theory behind the basic elements, mainly focussing on motivation, reward systems and benefits.

2.1 Motivation

Shields (2007, p.42) defines motivation as 'The wellspring of task behaviour or effort, and it refers to the strength of a person's willingness to perform allotted work tasks'. In today's workplace, motivation drives companies to achieve key competitive advantages, increase productivity, market share and overall increase profits. There have been many theories developed by researchers surrounding the area of motivation. Krietner (1995) researched and illustrated motivation with a psychological viewpoint, according to him functions and direction comes from motivation, which affects behaviour. Motivation has a key role to play in every organisation as it can be used as a pointer that shows the level at which employees and indeed the organisation itself is performing. All managers are faced with challenging factors in the workplace such as a lack of staff morale or commitment, low levels of productivity and quality outputs from employees and indeed high levels of staff turnover, these managers want as Herzberg (cited in Gunnigle, Heraty & Morely, 2011, p.133) said 'The surest and least circumlocuted way of getting someone to do something'.

2.1.1 The Role of Motivation in the workplace

Dickson (cited in Linder, 1998) stated that, at a point in time in the past employees were merely regarded as just another input with regards the manufacturing of goods and services. The resulting changes to this attitude about employees came from research, primarily the Hawthorne Studies, formulated by Elton Mayo which began in 1924. Since the development of the Hawthorne Studies, huge levels of attention and emphasis from both researchers and managers, within organisations, has been placed around the topic of motivation. Steers and Porter (1979) outline several factors, which still hold relevance today, for the reasoning behind motivation holding such a high factor of interest for management in the workplace. Firstly, it is impossible for organisation managers to avoid the trepidation with behavioural necessities of an organisation. This includes the need to attract specific and skilled workers to engage them to ensure that a high productivity rate is ensured. 'For an organisation to be effective, according to this reasoning, it must come to grips with the motivational problems of stimulating both the decision to participate and the decision to produce at work' (March & Simon, 1958) cited in Steers and Porter (1979, p.4). Secondly, reasoning behind the popularity behind the study of motivation surrounds the idea of motivation and its persuasive nature. Motivation being a complex phenomenon, influences many factors and area and any research on such areas must entail and require vast amounts of attention to such factors and 'How they combine to create positive or negative outcomes for the employee' (Gunnigle et al, 2011, p.134). Thirdly, Steers and Porter state that due to external forces such as Lobby groups or unions, managers must look to new mechanisms in order to improve or maintain levels of effectiveness and efficiency within an organisation. Engaging and motivating employees towards these factors is vital for any manager. The fourth reason for the unrelenting interest with motivation is concerned with technological advancement. As new technologies emerge, their relevance to the organisation becomes increasingly important.

And employees must be committed to adapting and learning to use new technologies for the attainment of organisational objectives. Finally, companies need to ensure that a long term plan is set in place to deal with the human capital of the organisation and place similar levels of importance with organisational talent as the perspective on finance and physical resources to ensure the concept of motivation is a primary concern.
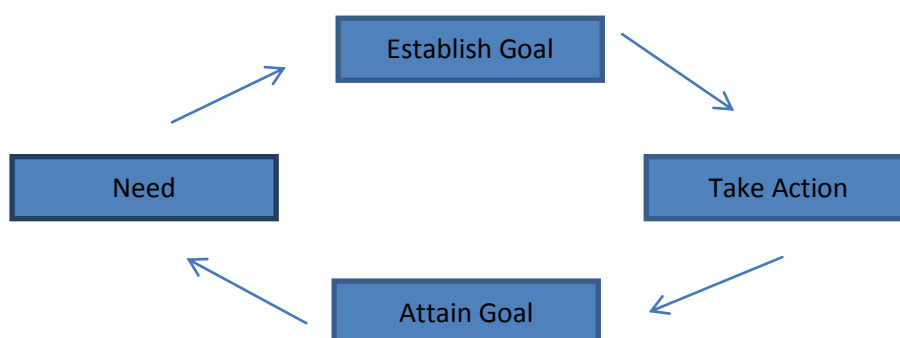
2.1.2 Measuring Motivation

However, motivation as a topic is an extremely difficult area to measurement precisely. Furnham (1997, p.293) states the difficulties regarding measuring motivation. He remarks that asking people is where the main problem lies because the individuals themselves find it challenging to discuss their motives concisely along with the demands that society places to supply desirable answers instead of truthfully based ones. 'Motivation is complex and many workers are unable to articulate what features of their job are motivating or not' (Furnham, 1997, p.295). However, while according to Turner (1995), who acknowledges that areas involved with motivation such as interest, goals and indeed the resulting influence of the achievement factor are all intangible and not always visibly evident deem problematic when attempting to measure motivation, there are steps to assessing motivation.

Broussard & Garrison (2004) stated that motivation may be measured by such means as self-report measures or rating scales completed by the researcher. These measurements systems are usually designed to incorporate certain subscales that are aligned with the area of research. Deci, Koestner, & Ryan (Cited in Lai, 2011) also use behavioural indicator as a means of measuring motivation in their research. This measurement consisted of 'meta-analysis used free-choice persistence, which is typically a measure of the amount of time spent on the activity once reward conditions have been suspended.'

2.2 Motivation Process

A typical motivation model or process is comprised of four parts or steps, these being needs, establishing goals, taking action and attaining goals (Armstrong & Stephens, 2005). Motivation is usually brought about by the acknowledgement of unsatisfied needs. Such needs generate wants, which can be described as a desire to achieve something. To conquer or overcome these needs, goals are formulated and followed. If the goal is attained then the need is deemed to be satisfied and a similar approach will be taken the next time. However, the same approach is less likely to be adopted should the goal fail to be attained. According to Armstrong (2012, p.182) there are two types of motivation. These are intrinsic and extrinsic motivation. According to Ryan & Deci (2000, p.57-60) intrinsic motivation can be viewed as carrying out an activity for the satisfaction that derives from doing such an activity and job done rather than the rewards offered for doing it. While extrinsic motivation develops from the connection between carrying out an activity with the aim of attaining a distinguishable outcome.

Figure. 1 The Process of Motivation

Source: Armstrong & Stephens, 2005, p.70.

2.3 Motivation Theories

To find out what motivates an employee it is important to look at the relevant theories behind the phenomenon. There is an underlying concept that financial and non-financial rewards impact motivation for work and the connection between job satisfaction and performance. Distinctions must be made between motivational theories and this can be done so by categorising such theories by how they are dissimilar, this difference is between content and process. According to Moorehead & Griffin(2005, p.154) Needs theories represent a content perspective as they are more interested in finding out what are the aspects that motivate behaviour. While process theories focus on how motivated orientated behaviour transpires and how individuals satisfy needs. Process theories include Vroom's Expectancy Theory and The Equity Theory while two main theories included in content theories of motivation include Maslow's Hierarchy of Needs and McClelland's Achievement theory.

2.3.1 Vroom's Expectancy theory

The expectancy theory was formulated by Victor Kroom in the1960s, a theory that followed on from the work done by Kurt Lewin and Edward Tolman with regards work motivation. According to Beardwell & Claydon (2007, p. 496), Vroom deducted that people will only choose work patterns that result in the attainment of particular outcomes in which they hold value to. There are three main factors that individuals may deliberate on when choosing the level of effort to put into work behaviour;

- Valence: The level that the anticipated outcome is attractive or otherwise.

- Instrumentality: The belief that a certain level of performance will result in attaining coveted rewards.

- Expectancy: The scale in which an individual believes that a certain level of effort will lead to a certain level of satisfactory performance, will that level of effort be enough to attain the goal?

For an employee to be highly motivated all three of the 'VIE' factors must be present.

However, criticisms of the expectancy theory are prominent as it has been 'criticized for failing to specify the nature and sources of variations in employees' beliefs and judgments' (Grant & Shin, 2011, p.6). The expectancy theory also fails to explain the reasoning behind employees altering their values or beliefs throughout a period of time. (Mitchell & Biglan, 1971)

2.3.2 Equity Theory

The Equity Theory, Formulated by Stacey Adams, was done so on the principle that all individuals have a desire to be treated fairly. The Equity Theory is based around the terms equity, as being treated fairly in comparison to others and inequity where individuals believe not to be treated as favourably as others. How an individual bases whether they are being treated with equity or inequity is done so by focusing on the individual's inputs and outputs. Inputs can be defined as what the individual brings to the workplace, such as knowledge, skills and expertise. Outputs are defined as what the individual receives as a result of their inputs.

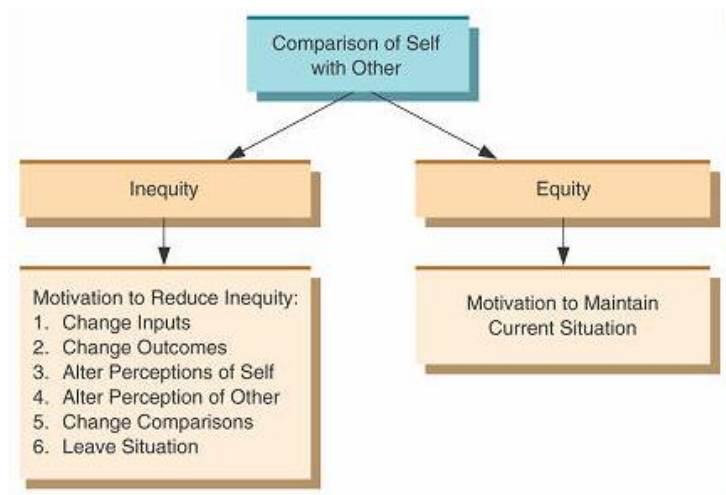'An employee compares his or her job's inputs with an outcomes ratio. If the employee perceives inequality, he or she he will act to correct the inequity.' (Al-Zawahreh and Al-Madi, 2012, p.158)

Adams (1965) outlines the available options to individuals to correct any inequity, these are;

- Modify Inputs
- Modify Outputs
- Modify perception of self
- Modify perception of comparator
- Switch Comparator

Figure. 2 Equity Theories

Equity Theory, Source: Adams (Cited in Martin, 2013)

Grant & Shin (2011) outline that one of the main critical issues regarding the equity theory relates to how management and employees deal with discrepancies that arise from dissimilar types of comparisons. 'When pay dispersion is high, star performers making self-comparisons perceive high equity, but average and low performers making social comparisons may perceive low equity' (Grant & Shin, 2011, p.9). Colella, Paetzold, Zardkoohi, & Wesson (2007) outline that one solution to solve such a problem may lie in implementing a pay secrecy policy.
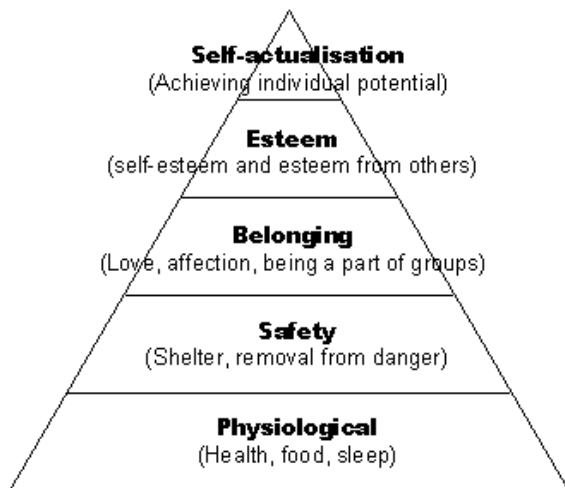
While process theories as discussed primarily focus on the occurrence of motivated behaviour, the more classical or content theories deal with trying to find out what factors motivates behaviour. Under content theory, Maslow and McClelland provide the leading needs theories.

2.3.3 Maslow's Hierarchy of Needs

One of main contributors to the needs theory (Maslow, 1954) takes this theory further to show that it is not only money that motivates employees. According to (Pulasinghage, 2010, p.201) 'Maslow's hierarchy of needs model identifies five levels of motivation with in an employee. Within each level, there are needs that employees would like to get fulfilled.' Maslow's hierarchy proves that it is not just money that motivates employees. The five levels are:

- Self-actualisation: Personal growth, Problem solving

- Esteem needs: Self-respect, respect by others

- Belongingness: Work group, Family affection

- Safety Needs: Security, Order, Law

- Physiological needs: Air, Water, Shelter

Figure.3 Maslow's Hierarchy of Needs

Source: (Tay & Diener, 2011)

According to Maslow, cited in Moorehead & Griffin (2005, p.133), starting from the base of the hierarchy, all levels of needs must be satisfied before the importance of the need above it

becomes important. For example once physiological needs such as food and shelter are attained securing safety needs becomes the main source of motivation.

While most research promotes and praises Maslow's theory, Wahba and Bridwell (1976) suggest that there is little evidence to prove that the ranking within the theory is even in a hierarchical order. Trigg (2004) states however that there is a fundamental problem with Maslow's approach in such that so much influence is placed on the personal development of the person using the hierarchy of needs. While Hanley and Abell (2002) dispute how social connections are insignificant to certain layers of the hierarchy such as self-actualisation.

2.3.4 McClelland's Achievement Theory

Under McClelland's achievement/needs theory, he denoted three types of motivational need. These being, the need for Achievement (n-ach), the need for Power (n-pow) and the need for affiliation (n-aff). The need for achievement motivates an individual as they ain to achieve challenging goals and overall progression in one's job, the need to receive feedback on progression is consistent with motivation by achievement. The need for power with an individual is authority motivated; it replicates an individual's need to control and influence. The need for affiliation motivates an individual by their need for social relationships and social interaction. This affiliation fuels the desire to be held in high esteem among others. The fundamental aspect of the achievement/needs theory is that when any one of the mentioned needs is present in an individual, it has the capability of motivating behaviour and satisfying said needs. (Beardwell & Claydon, 2007, p. 495)

Steers, Porter and Bigley (1996), while outlining the theory behind McClelland's achievement theory also provide two main criticisms of his work. First of all they suggest that the instruments used by McClelland for his research had disputed predictive validity.

Secondly, McClelland's belief of acquired needs comes under the spotlight as some researchers believe that such needs may not be assimilated permanently.

2.4 Rewards and Incentives

'Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility' (Pitts, 1995, p.11).

Pay has been outlined as one of the most noteworthy and motivating benefits available to employees that are given in return for work or a job completed. Pay is one of the limited means to establish a conjoined value for an employees work contribution. However, pay can also act as a DE motivator. If the level of pay or the reward package available to employees is deemed to be insufficient, this may lead to a demotivated workforce and make it a challenging factor for organisations to recruit and retain appropriate and accomplished staff (Colin Pitts, 1995, p. 11). Devotees of Vroom's Expectancy Theory, as described above, follow that an employee's behaviour is altered by performing more effectively or by arranging their actions by rank if they know that in doing this the resulting actions lead them to be rewarded with something of value to them. This is the role that incentives are used in recognising and rewarding employee's behaviour, something many organisations encourage. Should the incentive be given as a result of behaviours that lead to the attainment of organisational goals, this has positive connotations for both the organisation and the employee as regards factors such as productivity, efficiency in the long term perspective (Torrington, Hall, Taylor & Atkinson, 2009).

With the motivation theories in mind it is now known that money alone does not motivate employees. There is no one simple and universal way to increase motivation. Therefore, employee reward can be split into two categories, financial and non-financial reward

processes. These reward systems 'Embrace the philosophies, strategies, policies, plans and processes used by organisations to develop and maintain reward systems' (Armstrong, 1999, p.1). Where the choice is available, depending on the person, their career position or orientation, an employee may choose either one of these categories.

2.4.1 Financial reward processes

Financial rewards processes can be divided into Base pay and Contingent Pay.

2.4.1.1 Base Pay

Base pay can be defined as the level of pay an employee receives in the form of a wage that does not include any extra payments or benefits such as bonuses. Base pay shows the internal and external relativities. The internal relativities such as performance may be analysed by a job evaluation while external relativities such as output are calculated in accordance with going rates (Armstrong, 1999). Base pay is the level of salary that an employee receives in any working year that has no relative bearing on the employee's job performance. A variance may exist in the levels of base pay within an organisation depending solely on the individuals ranking within the organisation. (Chauvin & Ash, 1994). The level of base pay may be set in accordance with laws or through negotiations by trade unions.

2.4.1.2 Contingent Pay

According to Armstrong & Murlis (2007) contingent pay is a financial reward that relates to numerous factors such as skill level, performance or ability and can be paid by means of a cash bonus or in addition to base level pay. There are numerous types of contingent pay, these include; Bonuses, which may be paid in cash to reflect the results of targets or goals achieved by individuals. Commission, where employees are paid on the basis on the level or percentage of sales they accumulate. Skill-based pay, the value of this pay will fluctuate depending on the level of knowledge or skill of an employee (Armstrong, 1999). 'Contingent

pay awards such as bonuses, commissions, depend primarily on the individual's job performance, or the performance of a group in the case of gain sharing and profit sharing, during a given period of time' (Chauvin & Ash, 1994)

2.4.2 Non-Financial Reward Process

Armstrong (1999, P. 360) defines the purpose of a reward system is 'To support the achievement of corporate objectives by motivating people to join the organisation, stay with it, and deliver sustained high levels of performance'. Having already discussed financial rewards Latham and Locke (1979) state that money will always be a primary incentive but that it on its own may not always be sufficient to promote motivation or prominent performance. Non-financial rewards are such where nothing of monetary value is transferred, rather recognition, promotion or training and development will be offered as an incentive (Mathauer and Imhoff, 2006). A financial reward system was originally thought to be the main motivator for employees not only in attracting employees to a company but motivating them to carry out tasks within the workplace. However, in accordance with ever changing employee reward patterns non-financial rewards are becoming popular to enhance career opportunities and provide an intrinsic motivation for the employee, which are deemed to have a longer lasting effect than monetary or extrinsic motivators. Armstrong (1999) outlines a number of non-financial reward schemes such as the following:

2.4.2.1 Recognition

Recognition can come in many forms but Rose (1998) defines it as being a non-financially orientated reward bestowed in recognition of an accomplishment that did not solely rely on achieving pre-established targets. Recognition can take shape in many different forms within an organisation. Simply, recognition in the workplace can be seen from the very basic of gestures which include:

- A manager showing gratitude or praise by means of saying thank you

- Formally recording the recognition by means of a written letter of recognition to the employee

- Running schemes such as 'Employee of the month' within the workplace

'In other words, there is a hierarchy: recognition becomes more formal and public commensurate with the perceived value of the action' (Silverman, 2004, p. 4)

2.4.2.2 Growth and Development

Being an employee in any organisation today is a competitive environment, where the need to constantly up-skill and enhance ones knowledge is on-going. Alderfer's (1972) understanding is that individual's growth needs drive them to bring about creativeness and productivity for themselves. At present, it is expected for most organisations to provide a scope for employees to be developed through various means and methods of up-skilling. 'The emphasis placed by the organisation on the acquisition of new skills as well as the enhancement of existing ones, can all act as powerful motivators' (Armstrong, 1999, p. 363). Training courses, providing the opportunity to attend college or university and supplying training days are all means by which organisation can offer growth and development as part of non-financial rewards for employees.

2.5 Total Reward

Contemporary ideas have been produced to try and cater in the best possible way for both extrinsic and intrinsic motivators for employees. Total reward is a strategy that fuses variables such as learning and employee development along with factors from the work environment, as part of a benefit package available to employees (Mikander, 2010, p.17). The idea of total reward allows an employee to avail of both financial and non-financial incentives as a means of attracting, motivating and indeed retaining employees. The five

elements that make up total reward are compensation, benefits, work life, performance and recognition and development and career opportunities (Payne, Cook, Horner, Shaub, Boswell, 2010). Pappas and Flaherty (2005) state that any of the elements of the total reward model from World at work could serve a motivating factor, although it was important to note that individual values with regards the various rein forcers must be accounted for. 'The aim of total reward is to maximize the positive impact that a wide range of rewards can have on motivation, job engagement and organizational commitments' (Mikander, 2010, p.17).

Figure.4 Total Reward

Transactional rewards	Base pay	Total remuneration	Total reward
	Contingent pay		
	Employee benefits		
Relational rewards	Learning and development	Non Financial/ Intrinsic rewards	
	The work experience		

Source: (Armstrong & Brown, 2002, p.22)

2.6 Employee Perception and Attitudes to reward and benefits

With regards this part of the research there are very few means of accurately gaging employee's perceptions and attitudes towards reward packages and benefits. Perkins & White (2008) state that one of the only main ways to assess such perceptions is to carry out the preferential analysis of employees. This assessment it is assumed will show that different demographic genres will show favouritisms towards certain preferences, for example younger

employees compared to older ones and employees of various cultures. While the evidence is present to support this with regards such preferences as pension schemes for older workers Perkins & White (2008, p.245) go on to state that 'There was a great deal of similarity across these groups in terms of preferences'. As there is very little text and general theory to support employees preferences, as each will vary according to the individuals preferences, this area will be returned to investigate the preferences of the researchers target sample from Multinational companies within the Methodology and analysis chapters.

2.7 Conclusion

The purpose of the above section was to give a comprehensive review of the literature available surrounding the areas of employee reward alongside primarily motivation in the work place. While the main theories, texts and academic journals surrounding these areas have been researched and analysed above there is still scope for the researcher to continue the exploration of the role of motivation. The above studies, while providing a comprehensive theoretical outline and critical engagement with some of the key areas such as the theories of motivation and preferences towards financial or non-financial employee rewards, does not address fully how employees perceive the motivating effects of employee reward. The main reasoning behind this is that each employee values and perceives reward differently and the extent of this can only truly be recognised through the results of the researcher's data collection and findings.

3. Methodology

3.1 Introduction

There is no one universally accepted or used definition of how to describe research, however a general definition is that 'research can be defined as a systematic way of asking questions, a systematic method of inquiry'(Drew, 1980, p.4). To perform any research it involves a series of steps carried out in a rational manner using set scientific methodology. According to (Mark, 1996, p.2) the purpose of any research is to uncover the answers to set questions and to gather steadfast knowledge. Scientific research is described as 'a way of thinking, similar to everyday thought, but it is much more formalized, more deliberate, and therefore, more accurate and reliable' (Graziano & Raulin, 2010, p.27).

3.2 Research aims and objectives

Through researching the appropriate literature surrounding the areas of motivation and employee reward, it was the researchers desire to study the effects of employee reward on staff motivation and its resulting factors. This chapter aims to illustrate how the research study was carried out and demonstrates the main parameters of the research design. While carrying out this research the research questions are re-affirmed, which are:

- Explore how reward systems positively motivate employees.
- Explore employee perception of the motivating effects of reward and benefits.

The main objective of this research is to investigate the role that employee reward has on employees and the role it has to play with regard motivating employees, generating productivity and the possibility of increased loyalty and staff retention. This will be done, through research of multinational company employees. In doing this the researcher must find out what are the significant motivators for employees, what reward packages, if any do

employees obtain and are they beneficial enough as motivators and does employee reward have any correlating factors such as a corresponding link with employee retention and company loyalty.

3.3 Research Framework

The framework that will be followed for this report will follow the research process known as the 'research onion', developed by Saunders, Lewis and Thornhill(2006), as shown below;

Figure.3

Figure 5.1 The research 'onion'
Source: © Mark Saunders, Philip Lewis and Adrian Thornhill 2006

Source: (Saunders, Lewis & Thornhill, 2006)

3.4 Research Philosophy

Epistemology is one of the core areas of philosophy. Epistemology deals with the area of knowledge surrounding a field of study (Saunders et al, 2007). 'A research paradigm is a

philosophical framework that guides how scientific research should be conducted' (Collis & Hussey, 2009, p.55). People's opinions, surrounding the reality and the nature of knowledge has changed over time. New paradigms have come about as a direct result of the deficiencies present in previous paradigms. 'Paradigms are universally recognised scientific achievements that for a time provide model problems and solutions to a community of practitioners' (Kuhn, 1962, p.8). Centuries of thought lead to believe that there was only one research paradigm, at present this paradigm is referred to as natural sciences to ensure that it is distinguished from that of social sciences. The formulation of social sciences led to the beginning of a new, second research paradigm. This paradigm is known as Interpretivism. This paradigm follows in our understanding that social reality is not impartial but rather highly biased because it is moulded around our perceptions. (Collins & Hussey, 2009)

The research philosophy implemented by the author is that of a positivistic approach. 'Positivism is an epistemological position that advocates the application of the methods of the natural sciences to the study of social reality and beyond' (Bryman & Bell, 2007, p.3). Positivism is supported by the basis that reality is detached from us and the aim is the finding of theories from empirical research. The researcher engaged in the role of applying 'Logical reasoning so that precision, objectivity and rigour underpin their approach, rather subjectivity and intuitive interpretation' (Collis & Hussey, 2009, p. 56). This philosophy will be formulated around a broadly structured methodology with the aim of drawing upon statistical analysis.

3.5 Research Approach

According to Cohen (1989) cited in Keane & O'Reilly-De Brun (2001, p.39) a theory is 'An organised, testable set of concepts, which attempts to explain or predict a social phenomenon'. There are two main research approaches that are used, these being; Inductive

and deductive research. According to Blumberg et al (2009) the decision to choose between a deductive and an inductive research approach is concerned primarily with both the start and the end of the research.

3.5.1 Inductive research

Inductive research is a study where 'Theory is developed from the observation of empirical reality; thus, general inferences are induced from particular instances' (Collis & Hussey, 2009, p. 8). Inductive theories do not deviate away from empirical data such as theories formulated by Skinner (1953). Skinner's theories were formulated on vast observational data, while placing importance on not building his theories beyond the available data. (Graziano & Raulin, 2010)

3.5.2 Deductive Research

This research employs a deductive approach, where the researcher 'On the basis of what is known about a particular domain and of theoretical considerations in relation to that domain, deduces a hypothesis(or hypotheses) that must then be subjected to empirical scrutiny'(Bryman & Bell, 2007, p. 10). In doing this the author formulated a theory and developed a questionnaire that challenged and tested the said theory.

3.6 Research Strategy

3.6.1Outcomes of Research

It is hoped that the outcome of this research will lead to the achievement of the research objectives and proving the set hypotheses of this research. It is hoped that the sufficient levels of research will be attained and that the target sample will provide accurate, informative and reliable data to attain suitable data for analysing. To attain a suitable outcome, the researcher must use appropriate and relevant theory and literature along with the data collected, to both

prove set hypotheses and objectives, and highlight any gaps in literature available in this area of research.

3.6.2 Rationale for choosing Quantitative Research.

As regards the most suitable means in accomplishing a research study the primary issue the researcher must deal with is that of the appropriate use of either quantitative or qualitative methods. When broken down, the two methods are quite dissimilar. Quantitative research is grounded in the positivist approach where social phenomenon is deemed to transpire objectively. Quantitative research is used to 'explain the causes of changes in social facts, primarily through objective measurement and quantitative analysis' (Firestone, 1987, p. 16). Quantitative research is usually seen as an easy way of obtaining data from large sample groups although it may prove to be quite time consuming.

Qualitative research is differentiated from quantitative in a number of ways, primarily through the duty to view society from the view point of an actor. 'There is a simultaneous expression of preference for a contextual understanding so that behaviour is to be understood in the context of meaning systems employed by a particular group or society' (Bryman, 1984. p.78)

As this study was conducted on the basis of questionnaires, the research is based on that of a quantitative method. Reasons for this are centred on the author's personal choice and reasons outlined by theorist's preferences and various other literatures surrounding the area of quantitative and qualitative research. Through researching previous studies surrounding the areas of Employee reward, Employees attitudes toward benefits and indeed motivation in the workplace, the researcher noticed a particular trend of the preference to use a quantitative research. The researcher felt that carrying out a closed question questionnaire as part of a quantitative research followed on from what many others have researched, regarding the

above areas, to attain a non-biased set of data. According to Burns (1992), it is held that quantitative research is a highly objective research method where the researcher is decidedly unlikely to influence the study through their own values. As regards the most suitable means in accomplishing a research study the primary issue the researcher must deal with is that of the appropriate use of either quantitative or qualitative methods.

Figure.4

Criteria	Qualitative Research	Quantitative Research
Purpose	To understand & interpret social interactions.	To test hypotheses, look at cause & effect, & make predictions.
Group Studied	Smaller & not randomly selected.	Larger & randomly selected.
Variables	Study of the whole, not variables.	Specific variables studied
Type of Data Collected	Words, images, or objects.	Numbers and statistics.
Form of Data Collected	Qualitative data such as open- ended responses, interviews, participant observations, field notes, & reflections.	Quantitative data based on precise measurements using structured & validated data-collection instruments.
Type of Data Analysis	Identify patterns, features, themes.	Identify statistical relationships.
Objectivity and Subjectivity	Subjectivity is expected.	Objectivity is critical.
Role of Researcher	Researcher & their biases may be known to participants in the study, & participant characteristics may be known to the researcher.	Researcher & their biases are not known to participants in the study, & participant characteristics are deliberately hidden from the researcher (double blind studies).
Results	Particular or specialized findings that is less generalizable.	Generalizable findings that can be applied to other populations.
Scientific Method	Exploratory or bottom–up: the researcher generates a new hypothesis and theory from the data collected.	Confirmatory or top-down: the researcher tests the hypothesis and theory with the data.
View of Human Behavior	Dynamic, situational, social, & personal.	Regular & predictable.
Most Common Research Objectives	Explore, discover, & construct.	Describe, explain, & predict.
Focus	Wide-angle lens; examines the breadth & depth of phenomena.	Narrow-angle lens; tests a specific hypotheses.
Nature of Observation	Study behavior in a natural environment.	Study behavior under controlled conditions; isolate causal effects.
Nature of Reality	Multiple realities; subjective.	Single reality; objective.
Final Report	Narrative report with contextual description & direct quotations from research participants.	Statistical report with correlations, comparisons of means, & statistical significance of findings.

Qualitative Versus Quantitative Research, Source: (Johnson & Christensen, 2008; Lichtman, 2006, p.34)

3.7 Data Collection

'The gathering of data may range from a simple observation at one location to a grandiose survey of multinational corporations' (Blumberg, Cooper & Schindler, 2008, p. 74). How is data defined though? One author, cited in (Blumberg et al, 2008, p.74) defines data as 'The facts presented to the researcher from the study's environment. Characterised by their abstractness, verifiability, elusiveness and closeness to the phenomenon' (Leedy, 1981, p.67-70). The data collected for this dissertation can be separated into two groups, these being; Primary data and secondary data.

3.7.1 Primary Data

'Primary data refer to information obtained first-hand by the researcher on the variables of interest for specific purpose of the study' (Sekaran & Bougie, 2009, p. 180). The primary data available to researchers may vary depending on whether the research is carried out in a qualitative, quantitative or mixed method of research. Examples of primary data available to use in research include

- Observations

- Unstructured Interviews

- Structured Interviews

- Questionnaires

3.7.2 Questionnaires

As this research is quantitatively based, the main primary source of data comes from Questionnaires. Questionnaires are a primary data collection method in which a sample of people are questioned about what they think or their actions with regard certain variables. 'A

questionnaire is a standard set of predetermined questions presented to people in the same order' (Cameron & Price, 2009, p. 334).

The questionnaire was based in the format of an online questionnaire set up on the website www.kwiksurveys.com and distributed to the sample participating in the research through e-mails. By using online based questionnaire providers, it is possible to view preliminary data before transferring it the chosen analysis software. In order to keep participants interest in the questionnaire and their attention focussed on providing reliable and valid answers the number of questions was kept to a minimum a level as possible. The questions were kept as brief and concise as possible and as the questionnaire followed the basic formation of quantitative research, closed questions were arranged on the questionnaire with respondents choosing the most suitable answers from the multi-choice answers available.

The questionnaire was split up into four parts. The first part asked respondents about their age, gender, length of service with the company and the orientation of the company culture. The second part of the questionnaire looked at whether the employer of the respondent offered any benefits or reward schemes for employees and whether such schemes had a personal motivation factor for the respondent in the work place. The third part of the questionnaire asked the respondents questions regarding how reward systems motivate employees and is it done so on a positive scale. The final part of the questionnaire focussed on employees perceptions of the motivating effects of reward systems. All questions were designed in a way that it allows employees who do not receive any employee reward answer .along with employees who do, in a way such as how not receiving employee reward affects them and how it would if they did receive some kind of reward.

3.7.3 Pilot Testing

A pilot testing of the questionnaire was carried out before initiating the research and sending the finalised article to participating respondents. Carrying out a pilot study has many advantages, a pilot study will 'Provide you with at least some idea of your questionnaire's face validity: that is, whether the questionnaire appears to make sense' (Saunders et al, 2007, p. 386). Using a pilot study to improve and enhance the questionnaire was carried out to ensure that participants would be able to carry out the questionnaire with ease and answer all the questions so that no problems will occur when it came to recording the data

In general, the researcher felt that the quantitative questionnaire was designed and handled in an appropriate means to ensure the highest response rate possible and that the formulated questions would be suitable in attaining the required research data.

3.7.4 Secondary Data

'Secondary data refer to the information gathered from sources that already exist' (Sekaran & Bougie, 2009, p.180). Secondary data has been gathered already by somebody and may come in the form of published and unpublished data. Published data comes from sources that have already been published such as census data, books and archives (Sekaran & Bougie, 2009, p. 184). While unpublished data can be derived from materials aimed for academic use.

3.8 Population and Sample

'The sampling frame is closely related to the population. It is the list of elements from which the sample is actually drawn. Ideally it is a complete and correct list of population members only' (Blumberg et al, 2008, p. 238). The importance and the need to sample can be seen for research questions where the practicalities of collecting data from a whole population do not exist, thus the requirement of selecting a sample. (Saunders et al, 2007)

As part of this research finding a suitable sample to complete the designed questionnaire had to take place. The sample frame for this research was made up of professional individuals working for multinational companies that are based in Ireland, more specifically in Dublin, who are employed as part of the financial services and IT sectors. The individuals who acted as respondents for this research were derived from the following companies; Microsoft, PriceWaterHouseCooper, LinkedIn, Google, IBM and Citibank, State Street Corporation and Certrus Financial Outsourcing. The reasoning behind these choices included;

- Gain the perspective of Irish employees working for a multinational company
- Use companies who operate on both a formal and informal company culture
- Use companies who operate within a thriving sector in the Irish economy

As stated previously the researcher aims to send a quantitative questionnaire to each member of the sample frame in order to gain data relating to the research aims. Eighty Questionnaires were handed out to HR departments in each of the individual companies mentioned. Of the eighty questionnaires handed out forty two people responded willing to undertake and submit the questionnaires. Of the forty two respondents, thirty one questionnaires were correctly and concisely undertaken and submitted, the remaining ten were rendered invalid for use as some sections were failed to be answered correctly. To avoid sampling bias several steps were undertaken, these included;

- Using companies from different sectors
- Ensuring the levels of respondents was made up of employees from varying genders, age groups and length of service to companies, so as to prevent under-representation or over-representation

As a whole, the size of the research sample, while large enough to attain the required data, still only represents a microscopic proportion of the population working for IT and financial

serves sectors within Ireland. With this in mind it is accepted that this research will not reflect accurately one hundred per cent of employees working in these areas.

3.9 Ethical Issues

Throughout this research project ethical considerations played an important part in gaining the trust of the sample used for research data. The researcher must abide by ethical principles at all times to ensure the anonymity and confidentiality of both the participating sample and any information or data that they supply. To secure a high response rate, strategies from authors of similar research would be applied. (Bell, 2005). Before participating in the research, an e-mail of consent was sent to all proposed participants asking for their permission to send on the questionnaire. As part of this e-mail, the researcher outlined his gratitude to all for considering undertaking the questionnaire and outlined a series of ethical issues and how they would be dealt with to reassure any individuals who may be hesitant about divulging information. Such issues included:

- Guarantee the privacy of all who undertake the questionnaires.
- Ensure that all possible participants understand that any participation is on a voluntary basis and they are free to abstain from participating at any point.
- Anonymity and confidentiality will be provided to all participants at all times, especially regarding any information they choose to give.
- At no point would it be the intention of the researcher to embarrass or question the dignity of the participant by answering any sensitive or conflicting questions.

3.10 Validity and Reliability

The reliability of any research or study is measured by that of how comparable the results would transpire, should somebody else conduct a similar study. (Kirk & Miller, 1986). According to Kirk & Miller (1986) with regards validity, is that the main problem deduces

that experiments cannot be controlled flawlessly. With regards this research, the opportunity for the results of the questionnaire to vary will inevitably be subject to the responders. There are numerous factors that may affect the reliability of answers given in the questionnaire, or indeed any means of data. For example, the interest shown by the individuals acting as respondents, their compliance to provide accurate information, the relationship towards the researcher may impact the reliability of data.

3.11 Limitations of Research

Although this research was prepared concisely and with diligence and care, I am still aware that there are certain limitations acting against my research. Firstly, while acknowledging the value of the data attained from the research sample, all data is received with the assumption that the respondents carried out the supplied questionnaire with honest answers so as to provide the most accurate results. With this in mind, the possibility of analysing a questionnaire with inaccurate answers may limit the research as a result of the findings that were produced. Secondly, the amount of written texts available to the researcher, from the college library, surrounding and supplying a comprehensive understanding of employee reward was limited to a small number of authors. This in turn restricted the amount of perspectives attained surrounding the area of employee reward and other sources, mainly online, had to be sourced.
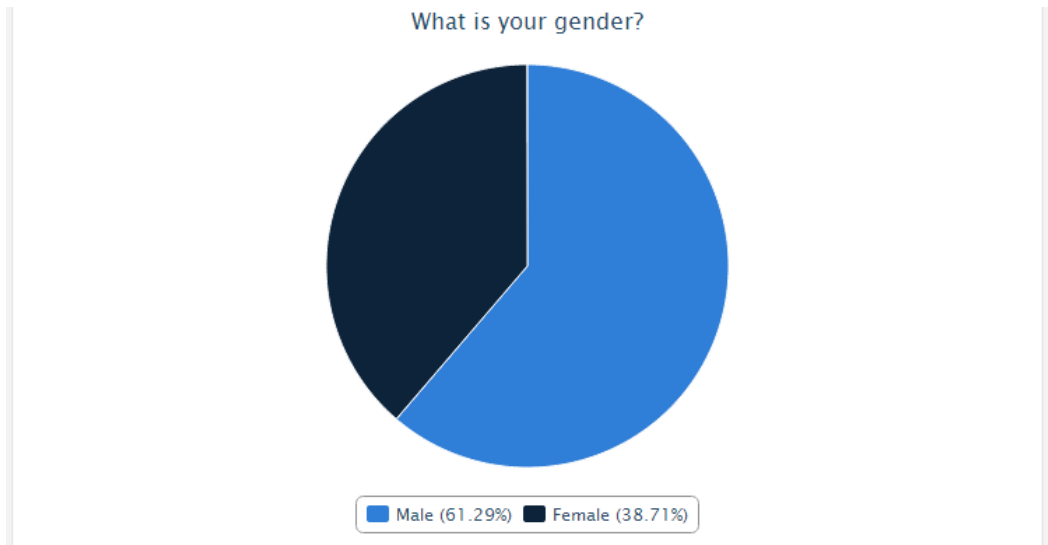
4. Findings

4.1 Introduction

The aim of this chapter is to illustrate the findings from the research methodology and compile visual evidence of what the research shows. As outlined above the research for this thesis was carried out by a quantitative questionnaire as a means of collecting primary data. A set of sixteen questions made up the questionnaire which was completed and submitted through an online survey and questionnaire provider (www.kwiksurveys.com). The main objective of this questionnaire was to ask strategic questions that related to the set objectives of this research. This included finding out what type of reward system, if any, a random sample of employees from multinational companies based in Dublin received, how they perceived the decision to offer or not offer employee reward, and what correlating effects such systems had on motivation in the workplace. The results of the questionnaires will be shown visually using graphs and charts to represent the data collected. Each question will be broken down showing the response rate and how a percentage of respondents answered in each question. The data will also be shown on diagrams such as bar and pie charts and point graphs. These diagrams will then be discussed and broken down verbally.
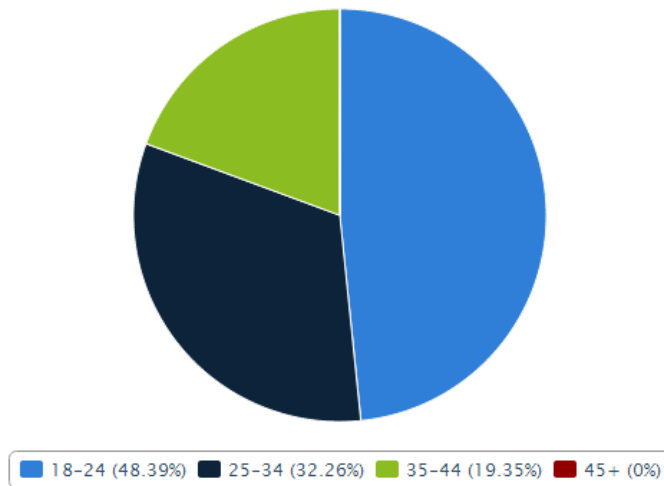
1. WHAT IS YOUR GENDER?

S. No	Gender	Frequency	Percentage
1	Male	19	61.3 %
2	Female	12	38.7 %

What is your gender?

Male (61.29%) ■ Female (38.71%)

All the organisations whose employees took park were recognised equal opportunities employers; however as can be seen from the pie chart above male employees happened to be the majority of respondents who took part in this questionnaire. While gaining an equal proportion of each gender for this questionnaire was always going to be difficult, the advantage of using industries such as financial services or the IT sector is that the male to female ratio is on a much more level footing than say that of the construction industry where the level of males in employment outweighs that of females. As seen from the chart above 61.3 % of employees who submitted the questionnaire were males while 38.7 % were females.
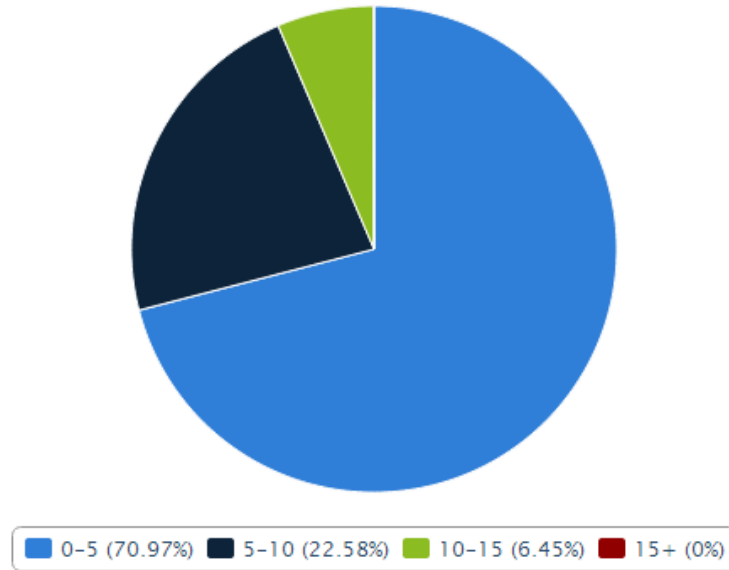
2. WHAT AGE GROUP DO YOU FALL UNDER?

S. No	Years	Frequency	Percentage
1	18 – 24	15	48.4 %
2	25 – 34	10	32.3 %
3	35 – 44	6	19.4 %
4	45 +	0	0 %

18-24 (48.39%) ■ 25-34 (32.26%) ■ 35-44 (19.35%) ■ 45+ (0%)

As we can see from the above table and graph above the sample of respondents come under three age groups as had been outlined, this give the research a good depth when it comes to fining out the perceptions of what motivates employees and how they view reward systems, attaining the viewpoint of employees from a varied age group is important as outlined in the literature review older employees may place value on different rewards to a younger employee. From the pie chart we can see that almost half of the respondents were aged between 18-24 (48.4 %). 32.3 % of respondents were aged between 25-34 and just under 20 % of respondents were aged between 35-44. Unfortunately none of the respondents fitted into the 45+ age group.

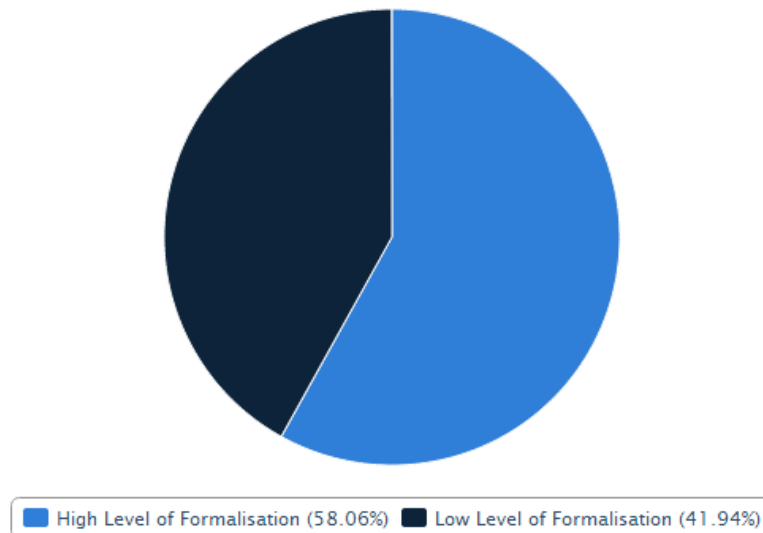## 3. HOW MANY YEARS HAVE YOU BEEN WORKING FOR YOUR EMPLOYER?

S. No	Years	Frequency	Percentage
1	0 – 5	22	71 %
2	5 – 10	7	29.6 %
3	10 – 15	2	6.5 %
4	15 +	0	0 %

0-5 (70.97%) 5-10 (22.58%) 10-15 (6.45%) 15+ (0%)

This question investigates how many years have the respondents been employed by their current organisation. The clear majority of respondents have been in employment with their current organisation, 70.97 % coming under this category, for up to five years. 22.58 % of employees have been working for their current employers for between five and ten years while only 6.4 % have been employed by the same organisation for ten to fifteen years. Not one of the respondents has been employed by the one company for over fifteen years. As the majority of respondents have been working for the same organisations for five years or under and are aged between eighteen and twenty four, the researcher can presume that the reasoning behind this trend are that the majority of respondents are recent college graduates.

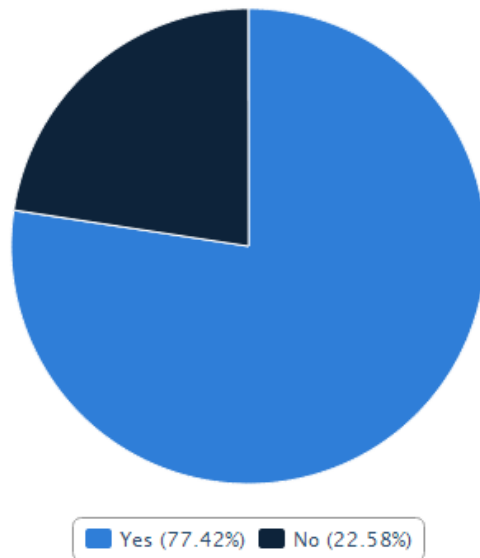4. WHICH OF THE FOLLOWING DESCIRBES BEST YOUR COMPANY'S ORGANISATION CULTURE?

S. No	Culture	Frequency	Percentage
1	High Formalisation	18	58.1 %
2	Low Formalisation	13	41.9 %

High Level of Formalisation (58.06%) Low Level of Formalisation (41.94%)

This question looks to see what level of the respondents is employed by organisations enforcing or operating through an organisational culture of high or low formality. The level of formalisation within an organisation relates to the level of consistent ruling activities of employees. An organisation that incorporates a high level of formalisation is made up of specifically defined employee policies and processes. In comparison, organisations with a low level of formalisation is designed in a more free flowing manner where there is less structure to job design and less policies and processes to follow. High levels of formalisation are consistent and evident amongst organisations operating in the financial services industry while many of the organisations involved in social media or IT operate within the constraints of a lowly formalised organisational culture, such as Facebook and Google. Form the questionnaire we can see that the majority of respondents are employed by organisations that operate under a high level of formalisation accounting for 58.06 % of respondents. While 41.94 % of respondents are employed by organisations with a low level of formalisation, presumably the companies included Google, LinkedIn and Facebook.

5. AS PART OF YOUR EMPLOYEMENT, DO YOU RECEIVE ANY FORM OF EMPLOYEE REWARD APART FROM A SALARY?

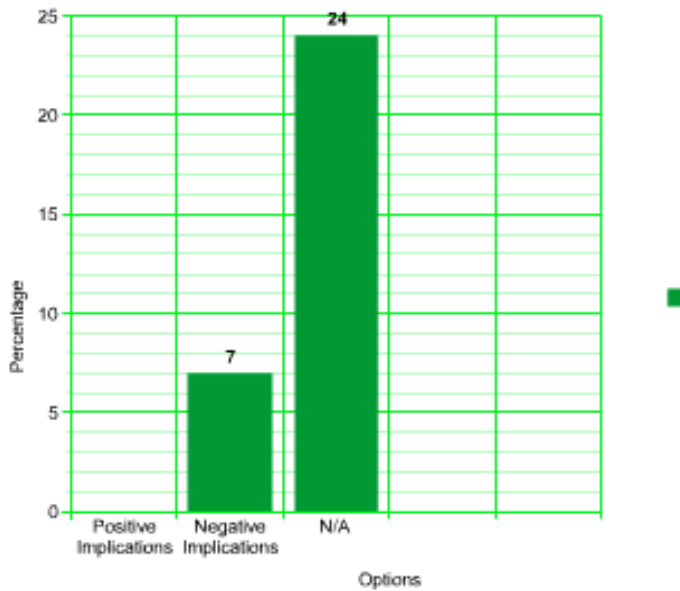| S. No	Answer	Frequency	Percentage
1	Yes	24	77.4 %
2	No	7	22.6 %

Yes (77.42%) No (22.58%)

Basically from this question it was the researchers desire to find out what level of respondents actually received an employee reward package of any kind. While some employees may have received employee reward in previous employment, this questionnaire focussed on the respondent's present employment. As such, from this research it can be seen that 77.42 % of the respondents receive some form of employee reward be that financially or non-financially based and that 22.58 % of respondents do not receive any kind of employee reward.

6. IF NOT, HOW DO YOU FEEL THESE IMPACTS ON YOUR MOTIVATION IN THE WORKPLACE?

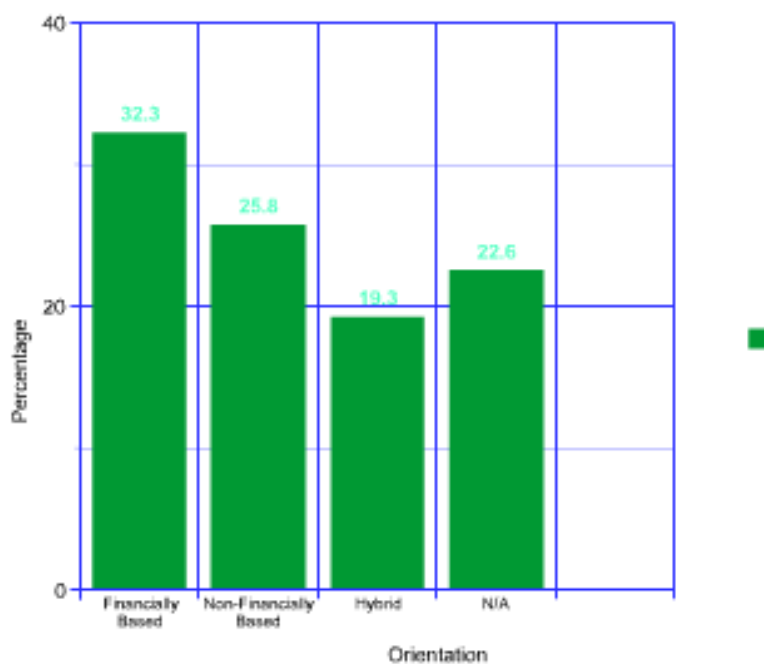| S. No	Answer	Frequency	Percentage
1	Positive Implications	0	0 %

2	Negative Implications	7	22.6 %
3	N/A for this question	24	77.4 %

Later in the questionnaire the researcher finds out how people who do receive employee rewards feel about such practices, however this question asks respondents who do not receive any form of employee reward how this impacts on their motivation in the workplace. Because such a small number of respondents of this questionnaire do not receive any form of employee reward, for the majority this question was not going to be applicable to. However the results clearly show that all of the respondents, who do not receive any employee reward, 22.6 %, believe that this has negative implications on their motivation levels in the workplace.

7. BY WHAT MEANS IS THE EMPLOYEE REWARD SCHEME YOU RECEIVE ORIENTATED?

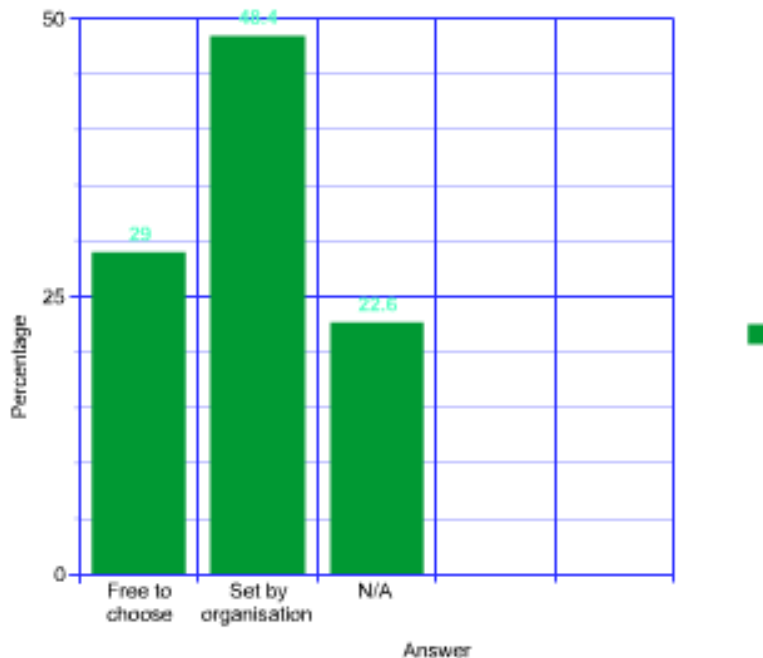| S. No	Orientation	Frequency	Percentage
1	Financially Based	10	32.3 %
2	Non-Financially Based	8	25.8 %
3	A Hybrid of the above	6	19.3 %
4	N/A to this question	7	22.6 %

This question aimed to look at what form, for the employees who received it, employee reward was based. The three main options for most organisations as a means of employee reward is that of financially based rewards, non-financially based rewards, or a hybrid of both for example the total reward concept as outlined in the literature review. While seven respondents, 22.6 % of the total, do not receive any employee reward, the remaining 77.4 %

of respondents the results show a fairly typical response rate towards the three options for employee reward. Ten respondents receive employee reward in the form of financially based rewards, making up 32.3 % of the results. 25.8 % of the respondents' employee rewards are based around non-financial reward schemes while six of the respondents, representing 19.3 % of the total sample receive a hybrid of both financial and non-financial rewards.

8. DID YOU HAVE A CHOICE IN THE TYPE OF EMPLOYEE REWARD YOU WOULD RECEIVE?

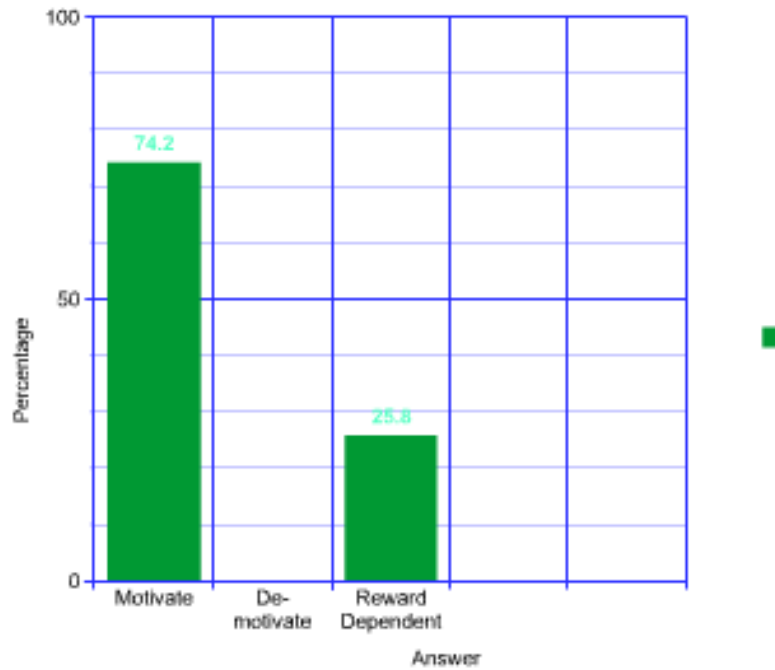| S. No	Answer	Frequency	Percentage
1	Free to choose	9	29 %
2	Set by organisation	15	48.4 %
3	N/A	7	22.6 %

The form in which an employee's reward system is designed in can often be dictated by the organisation itself. While employees may get the opportunity to choose certain rewards

within either a financial or non-financial reward scheme, the overall system is deemed by the powers that be within an organisation. However there are times where the organisation may accept that for an employee reward scheme to be truly successful the employee must be completely satisfied with the reward they receive, thus allow them to choose the orientation of the reward package. This question aims to find out whether or not the employees were free to choose their own reward package or rather was it set in stone from the outset by the organisation. The results show that nine of the thirty one respondents, 29 %, were free to choose their own reward package orientation, while 48.4 % of the sample or fifteen employees answered that their reward system was set by the organisation and they had no input in selecting the package orientation. Seven respondents were not eligible to complete this question as they did not receive an employee reward package.

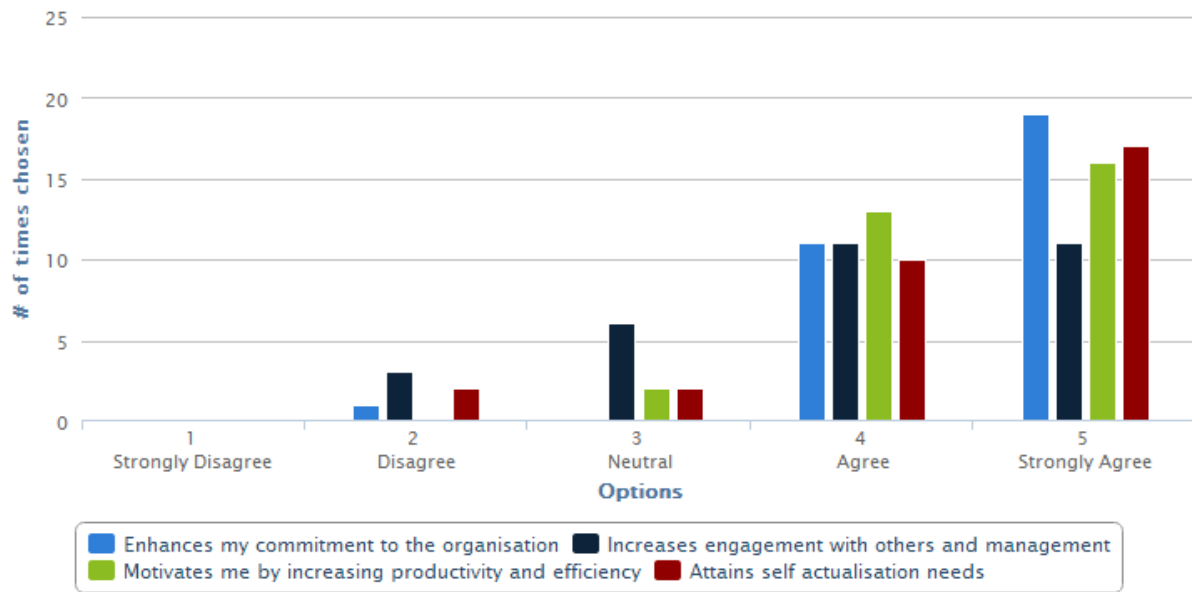## 9. DOES/WOULD EMPLOYEE REWARD MOTIVATE OR DE-MOTIVATE YOU IN THE WORKPLACE?

S. No	Answer	Frequency	Percentage
1	Motivate	23	74.2 %
2	De-motivate	0	0 %
3	Reward Dependent	8	25.8 %

This question was designed to allow respondents who both receive and do not receive employee reward answer. The question looks at whether employee reward motivates those who receive it and would it motivate those who do not receive it more in the workplace. The options available for answering include that employee reward does or would motivate employees in the workplace, or that employee de-motivates or would de-motivate employees, or that the level of motivation is exerted is distinctly reward dependant. This means that employees will either be completely motivated or de-motivated by employee reward no matter what the reward is, or else employees will show whatever level of motivation they desire in accordance with how they rate the reward. Twenty three respondents of the total sample said that employee reward motivates them within the workplace while not one of the respondents said that employee reward would de-motivate them. However, eight respondents representing 25.8 % of the sample who answered this question agreed that the motivation level they would show within the workplace is reward dependant. If these employees feel that the reward offered to them is not substantial enough they may become de-motivated and unproductive in the workplace.

10. RATE THE FOLLOWING STATEMENTS, EMPLOYEE REWARD WOULD/DOES:

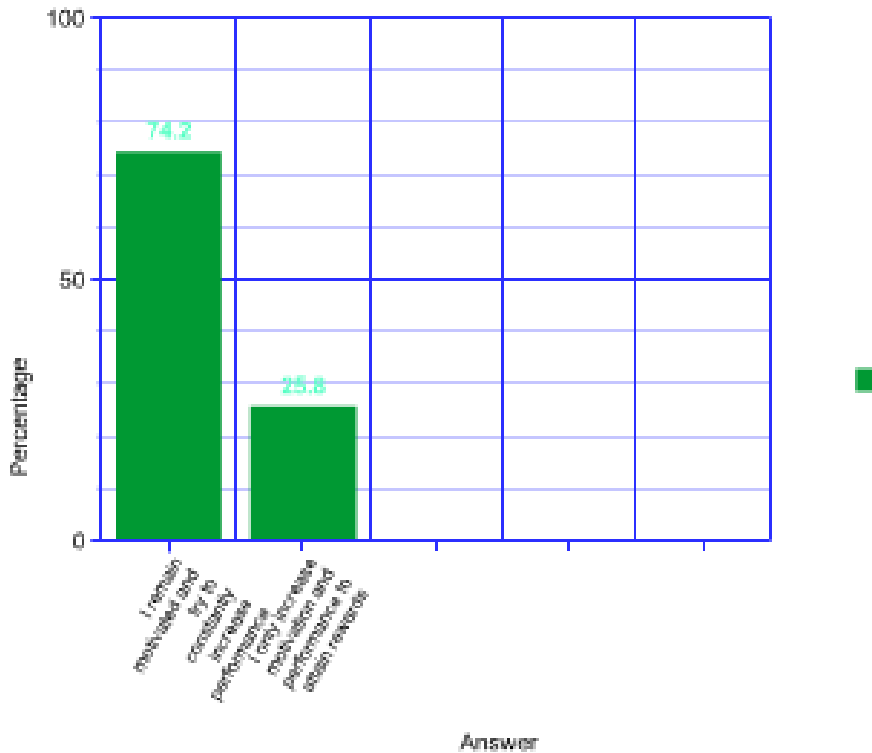|	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Reponses	Weighted Average
Enhance my commitment to the organisation	0	1 3.23 %	0	11 35.48 %	19 61.29 %	31	3.83/4
Increase engagement with management and other employees	0	3 9.68 %	6 19.35 %	11 35.48 %	11 35.48 %	31	3.40/4
Motivate me through increasing productivity and efficiency	0	0	2 6.45 %	13 41.94 %	16 51.61 %	31	3.87/4
Attain self-actualisation needs	0	2 6.45 %	2 6.45 %	10 32.26 %	17 54.84 %	31	3.57/4
							3.64/4

Again, this question allows the respondents who both receive and do not receive employee reward answer. This question focuses on four statements and asks respondents to rate them on the role that employee reward has or would have on them taking into account the said statements. The aim of this question is to understand how employees perceive the motivating factors involved with employee reward. With regards this study it was positive to see that none of the respondent replied by strongly disagreeing with any of the statements. The majority of respondent's replies fit into the categories of either agreeing or strongly agreeing with the statements regarding motivation. The first statement received the most positive feedback from respondents, with only one, 3.23 % of the total sample selecting an option outside of the; agree or disagree choices. The second statement received more of a varied response as not one of the respondents strongly disagreed with it, however 9.68 % disagreed with it and 19.35 % of the respondents were neutral as regards being in favour or not of the statement. Again however the majority of the respondents replied favourably towards the statements with 35.48 % for both agreeing and strongly agreeing with the statement that employee reward does and would increase engagement with others and managers in the workplace. As regards the third statement not one of the respondents shoed a negative

response to it as nobody disagreed or strongly disagreed with the statement. However with regards how employee reward motivates employees by increasing productivity and efficiency 6.45 % said they were neutral suggesting that they would be productive and efficient in their everyday activities, while 41. 94 % agreed with and 51.61 strongly agreed with the statement. The final statement continues the trend of positive outcomes for the effects employee reward has on motivation with the highest response rate of all the statements for agreeing and strongly agreeing, 32. 26 % and 54.84 % respectively. Two respondents replied for each rating the statement neutral and disagreeing accounting for 12.9 % of the total sample that answered.

11. DOES/WOULD EMPLOYEE REWARD ENTICE YOUR MOTIVATION AND PERFORMANE AFTER BEING REWARDED AS MUCH AS PRIOR THE REWARD?

S. No	Answer	Frequency	Percentage
1	I remain motivated and try to constantly increase performance	23	74.2 %
2	I only increase motivation and performance to attain rewards	8	25.8 %

The aim of this question was to find out if respondents believe they or would they perform as well after they have received their employee reward or is it more of a case that employees only increase motivation prior to receiving rewards and this motivation and productivity fades after the awarding of employee reward. The research found that 23 of the respondents, 74.2 % of the sample stated that they would remain motivated and try to increase performance on a constant basis before and after receiving rewards. However, 25. 8 % of the sample that answered said they only increase motivation to attain employee reward. This does not bode well for the overall motivation levels of the general workforce of indeed the productivity of the organisation.

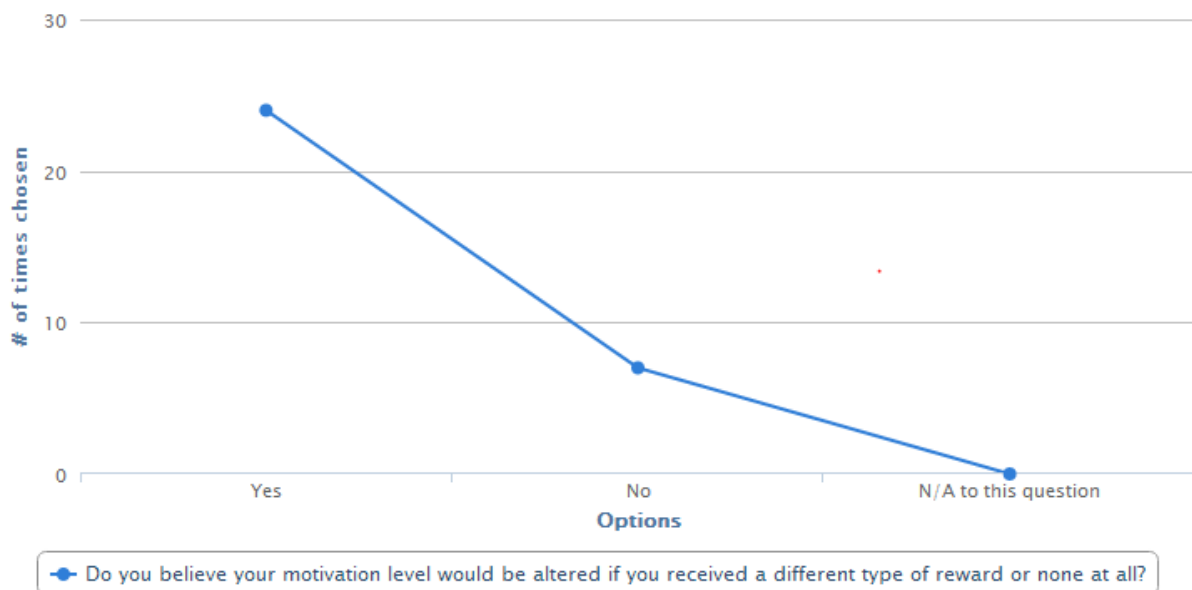12. ARE YOU HAPPY WITH THE EMPLOYEE REWARD CHEME YOU RECEIVE?

S. No	Answer	Frequency	Percentage
1	Yes	16	51.6 %
2	No	8	25.8 %
3	N/A	7	22.6 %

Simply this question seeks to find out if employees who receive some form of employee reward, be that financially or non-financially oriented, are happy with the current reward package on offer to them. From this question we can see that 16, just over half of the respondents at 51.6 % of the total sample are happy with the employee reward package they receive, while eight respondents who receive an employee reward package are not happy with such rewards on offer to them. 22.6 % of respondents were not applicable to answer this question as they do not receive any form of employee reward.

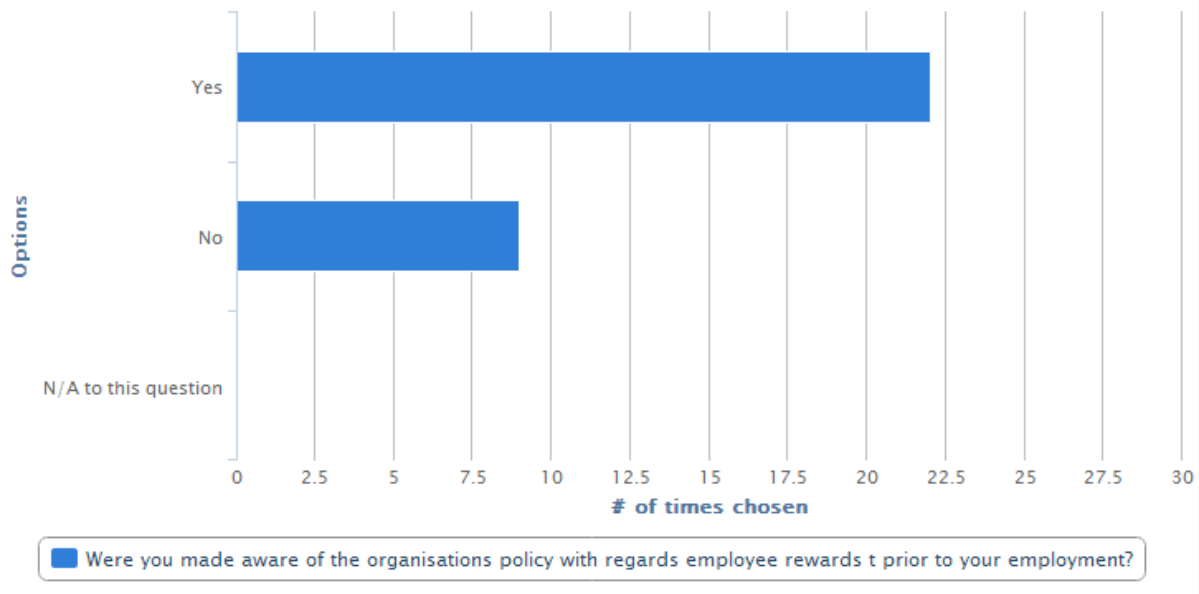## 13. DO YOU BELIEVE YOUR MOTIVATION LEVEL WOULD BE ALTERED IF YOU RECEIVED A DIFERENT REWARD OR NONE AT ALL?

S. No	Answer	Frequency	Percentage
1	Yes	24	77.4 %
2	No	7	22.6 %

Do you believe your motivation level would be altered if you received a different type of reward or none at all?

This question seeks to find out if employees motivation would be altered in any way should they receive a different reward, this may include receiving any kind of reward for those who already don't, or none at all. The levels in motivation may be altered positively or negatively depending if the reward is being given or changing for the worse for those who already receive reward packages. 77.4 % of respondents say that their motivation levels would alter should a change occur while 22.6 % or seven respondents from the sample said that their motivation levels would not be altered.

<u>14. WERE YOU MADE AWARE OF THE ORGANISATION'S POLICY WITH REGARD</u>

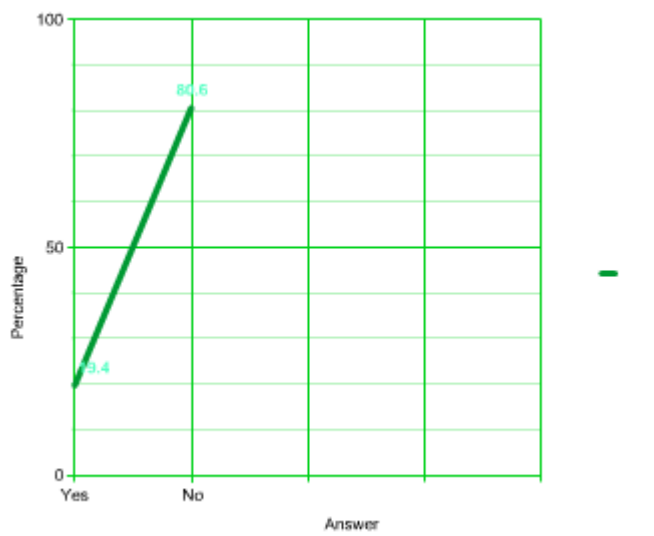<u>EMPLOYEE REWARD PRIOR TO YOUR EMPLOYMENT?</u>

S. No	Answer	Frequency	Percentage
1	Yes	22	71 %
2	No	9	29 %

The aim of this question is simply to find out how many respondents were made aware of the companies policy regarding employee reward schemes before they entered into employment. It is by doing this that the researcher can later see in the analysis any correlating factors between what results prior knowledge of a company's view to rewards had on the employee's present perception and level of acceptance of the reward scheme. Twenty two of the respondents said that they were made aware of the organisations stance on providing an employee reward scheme before employment, making up 71 % of the total sample. While 29 % or nine respondents stated that they were not made aware of the organizations employee reward policy prior to their employment.

15. WOULD YOU STILL BE/ ARE YOU MOTIVATED WITH BASE PAY (SALARY) AS THE ONLY FORM OF EMPLOYEE REWARD?

S. No	Answer	Frequency	Percentage
1	Yes	6	19.4 %
2	No	25	80.6 %

The final question allows for both sets of respondents, those who receive employee rewards and those who don't, to answer. This question aims to find out if people who receive employee reward would still be motivated in the workplace if they did not receive any rewards bar that of a base pay (salary), and to inquire if respondents who do not receive employee reward are motivate by base pay alone. The results show that six respondents, 19.4 % of the sample said they would be motivated by receiving just base pay while 80.6 %, the majority of twenty five respondents said that receiving base pay alone would not be enough to motivate them in the workplace.

5. Research Analysis

In order to undertake and compile a successful analysis of the research that has been carried out it is important to ensure that the research aims set out at the beginning of this research and applied throughout are related to and engaged with throughout the analysis chapter. The research aims or objectives set out for this research are as follows:

- Explore how reward systems positively motivate employees.

- Explore employee perception of the motivating effects of reward and benefits.

Through researching various literature and by looking at the findings it can be said that perhaps only an effective reward system will positively motivate employees. The process of motivation as outlined by Armstrong & Stephens (2005) is made up of four stages, the arousal of unsatisfied needs leads to the formation of goals which then must be acted on to attain goals. Somewhere in between, employee motivation can be influenced by the allocation of employee reward. Employee motivation can be divided into intrinsic and extrinsic motivation and such motivation can be brought about and enhanced with the aid of financial and non-financial rewards to cater for both types of motivation. While the content and process theories are important for understanding the theory behind the motivation of employees, they can also be used to extract how motivation relates with employee reward. The researcher can apply Vroom's Expectancy Theory, as outlined in the Literature review, as a means of providing evidence that a reward system will positively motivate an employee. Under the expectancy theory it is stated that employee reward plays a specific role in positively motivating employees. This is done by the organisation offering something of value to the employee in the form of an employee reward, who then in turn performs more effectively as they know this will result in them being rewarded. This is how rewards are used to influence employee's behaviour and more importantly positively motivate them.

Should the employees improved motivation levels aid the organisation in the achievement of their goals, increased levels of motivation could be a continuous characteristic of a suitably rewarded workforce.

Within the quantitative questionnaire used, as a means of collecting primary data the researcher asked certain questions that can be affiliated with trying to explore how reward systems positively motivate employees. While the questionnaire was designed as a means of extracting primary data and research from a research sample, these questions will help to achieve the objectives of the research. While specific questions from the questionnaire may prove pivotal in achieving the research aims completely, all questions were designed to aid the researcher to build a clear and concise understanding of motivation in the workplace and the influence that employee reward has on such an area.

To support the first research objective;

- Explore how reward systems positively motivate employees

Through the research findings, several questions can be linked together, such as Question 5, 9, 10 and 11 to support the theory given in the literature such as Vroom's Expectancy theory and other motivational theories to carry out the above objective. 77.4 % of the respondents stated in question 5 that they received some form of employee reward. It is important that this figure is a large one as it is important that a relatively large number of respondents receive employee reward in order examines how it may motivate them. Question 9 allowed for respondents who didn't receive any form of employee reward to answer too and the question asked: Does/Would employee reward motivate or de-motivate you in the workplace? 74.2 % of respondents agreed that employee reward already does, or if it was received, would motivate them in the workplace. This implies that the reward systems set in place for the employees in the research sample have proven to motivate them in the workplace. This can

be expanded on with regards the positive effects of motivation in the workplace through reward systems by looking at question 10 and 11. Question 10 asks the respondents to rate statements relating to how employee reward may affect certain areas of their employment. The four areas have been outlined as positive ways in which employee reward can affect an employee and overall a positive response to all statements was given by the respondents as can be seen in the above findings. This question shows the researcher that employee reward does indeed impact positively on an employee's motivation, not just as regards productivity but positively towards other factors such as colleagues and loyalty. However, it is through question 11 that ties all the data from the questionnaire relating to how reward systems positively motivate employees. This question seeks to understand whether employee's motivation is only enhanced for a temporary time limit in order to attain reward or do they remain motivated prior and post being rewarded. Twenty three out of the thirty one respondents stated they remain motivated and increase performance after being rewarded. All reward systems when designed and applied appropriately meeting the needs of employees can prove to positively motivate employees, be the reward system financial or non-financial. As stated in the literature review, money is not the only driver of motivation for an employee, offering the right non-financial reward may prove to be just as rewarding and motivating for some employees. Working with Maslow's Hierarchy of needs (1954) a reward system of either denomination of financial or non-financial can motivate an employee by attaining certain needs however it is interesting to note that where an employee reward system is in operation incorporating a mixed reward system such as total reward, this may positively motivate an employee as he or she may successfully satisfy all the needs set aside by Maslow.

- **Explore employee perception of the motivating effects of rewards and benefits.**

As stated previously in the literature review, there is very little or inadequate theory to explore employee perceptions of the motivating effects of reward and benefits, primarily down to as Perkins & White (2008) stated the only real way to explore this perception is to carry out preferential analysis of employees. In doing this the researcher tried to implement such questions in the quantitative questionnaire to gage the perception of the motivating affects of employee reward from employees. Question 6, 12, and 15 of the questionnaire were designed with the aim of extracting data that may explore the employee perception of the motivating factors of rewards and benefits. Question 6 focussed on the respondents who did not receive any employee reward. Within the seven respondents that were eligible to answer all of them stated that not receiving any employee reward had negative implications on their motivation within the workplace suggesting that those employees understood the positive effects that receiving employee rewards has had on colleagues and possibly on themselves in prior employment. In question 12 we see that eight out of a possible twenty four respondents eligible for this question stated that they were unhappy with the reward system they receive. If employees are not happy with the reward system in which they rece1ive it is almost impossible for them to get motivated in the workplace by rewards and benefits. However it is interesting to note that fifteen of the sample were unable to choose their own reward systems, it may be that the set reward system on offer by the organisation does not meet the motivating needs of twelve who were unhappy with their reward system. Question 15 asked both sets of respondents if base pay was/would be enough to motivate them in the workplace a form of reward, to this question 71 % said it would not. This shows us that both the people who receive employee benefits and the respondents who desire them acknowledge the importance that additional employee reward schemes have on an employee's motivation levels within the workplace.

6. Conclusions and Recommendations

The research questionnaire in which I carried out was done so by gaining thirty one responses from employees of various genders, age groups and indeed industries too. The use of a quantitative questionnaire was employed for analysing, to get an in-depth view and understanding of motivation in the workplace and the effect that employee reward has on it.

Carrying out this research has developed my understanding and knowledge surrounding the areas of employee motivation and how employee reward affects employees. From what I have written and the research in which I have carried out my own personal opinions surrounding the areas mentioned have developed. Being able apply the theories of motivation to my own personal opinions of motivation has helped me to understand the science behind such an area. Discussing the various ways and means of providing a reward system within a workplace for employees is no longer just to reward the work that is done but is to promote consistent productivity and effective work behaviours. Employee reward itself is as broad an area as any and trying to incorporate a successful reward system does not come easy. For it to be successful the organisation must carry out the relevant research into what motivates employees and then translate that knowledge to each individual employee and see what motivates them to increase their motivation, engagement, productivity and efficiency in the workplace.

While the researcher was able to carry out a complete literature review and extract relevant data from the research sample to attain the research aims there is scope for improvement taking into account what I would do differently and how future studies on this area may benefit from any shortcomings of this research.

1. Implement a mixed method of research

In hindsight, perhaps one of the biggest changes the researcher would make to this study is to that of the sole use of quantitative research. The option of using mixed method research may have had an even more positive effect on the data I received. Having the option of both a quantitative questionnaire and a qualitative semi structured interview, I feel would have greatly enhanced the research data and indeed employee's perceptions surrounding motivation and employee reward.

2. Scope for further studies

As previously mentioned there is a significant gap in the literature available surrounding the area of employee perception of the motivating effects of rewards and benefits. This may be an area that future researcher may wish to engage in to further develop the understanding of employee motivation and the role employee reward plays in bringing it about.

3. Relevance for employers and organisations

While this research was carried out on the basis of completing a Masters in Human Resource Management thesis, the area of study is of major relevance to employers and organisations worldwide. Employees are essential to the everyday running of an organisation, and as proven in this research, when correctly rewarded for the attainment of organisational goals employees become motivated and increase their productivity and efficiency for the organisation. With this in mind, it is of great importance for organisation to develop and maintain suitable reward systems that cater for the motivational needs of their employees for the good of the organisation.

7. Appendix A: Quantitative Questionnaire:

1   What is your gender?

     ○ Male

     ○ Female

2   What age group do you fall under?

     ○ 18-24

     ○ 25-34

     ○ 35-44

     ○ 45+

3   How many years have you been working for your employer?

     ○ 0-5

     ○ 5-10

     ○ 10-15

     ○ 15+

4   Which of the following describes best your company's organsiational culture?

     ○ High Level of Formalisation

     ○ Low Level of Formalisation

5   As part of your employment, do you receive any form of employee reward apart from a salary?

     ○ Yes

     ○ No

6   If not, how do you feel this impacts on your motivation in the workplace?

     ○ Positive Implication

     ○ Negative Implications

     ○ N/A to this question

7 Is the employee reward scheme you receive financially or non-financially based?

- ○ Financially
- ○ Non-financially
- ○ A Hybrid of Both
- ○ N/A to this question

8 Did you have a choice in the type of employee reward(financial/non-financial) you would recieve?

- ○ Free to choose
- ○ Set by the organisation
- ○ N/A to this Question

9 Does/Would employee reward motivate or demotivate you in the workplace?

- ○ Motivate
- ○ Demotivate
- ○ Reward dependent
- ○ N/A to this question

10 Rate the following statements
    Employee reward does/would:

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Enhances my commitment to the organisation	○	○	○	○	○
Increases engagement with others and management	○	○	○	○	○
Motivates me by increasing productivity and efficiency	○	○	○	○	○
Attains self actualisation needs	○	○	○	○	○

11 Do employee rewards entice your motivation and performance after being rewarded as much as prior the reward?

[▼]

12 Are you happy with the employee reward scheme you receive?

○ Yes

○ No

○ N/A to this question

13 Do you believe your motivation level would be altered if you received a different type of reward or none at all?

○ Yes

○ No

○ N/A to this question

14 Were you made aware of the organisations policy with regards employee rewards t prior to your employment?

○ Yes

○ No

○ N/A to this question

15 Would you still be motivated in the workplace if base pay(Salary) be the only form of reward?

○ Yes

○ No

○ Enter the answer option

8. Appendix B: Background of companies:

As previously mentioned, the sample frame of this research will be attained from Multinational companies from the I.T and financial services sector, based in Ireland. This section aims to supply a general background of a selection of the companies for whom the sample participants of this research are employed by.

Microsoft:

Microsoft is a Multinational software corporation founded in America in 1975. The company was founded in New Mexico by Bill Gates and Paul Allen and the corporation's headquarters is located in Washington. Microsoft is renowned worldwide and has one of the most recognisable logos on the planet. The corporation is the market leader in the PC operating system and the office suite system such as Microsoft Office. The Microsoft corporation also manufactures a vast range of other software's and ranges for desktops and servers in areas such as, The video game industry in the form of the Xbox Console, The mobile phone market producing the Microsoft phone, Internet search operators with Bing and with Internet Communications operating Skype. Microsoft is one of the world's most valuable companies having the seventh greatest market capitalization share, as of 2013, and a company net worth of almost $70billion.

Microsoft first started their operations in Ireland in 1985 with a relatively small manufacturing plant that employed around one hundred people. At present, the company bases its operations in Sandyford, Dublin, employing almost two thousand employees between full time and contract staff. Microsoft Ireland's plant functions include, software development and testing, Finance, IT, HR and sales and marketing to meet the needs of customers both here in Ireland and indeed the wider areas of North Africa and the rest of Europe. (Microsoft, 2013)

PriceWaterHouseCooper:

PWC or PriceWaterHouseCoopers as it is officially called is the largest professional service firm in Ireland. The company incorporates audit, tax and advisory services as part of their operations to companies in various industries across Ireland and internationally. PWC have operating bases globally and operate from one hundred and fifty nine countries worldwide and employs around one hundred and eighty thousand people. The company was founded in 1998 through the merger of Coopers & Lybrand and Price Waterhouse. PWC is recognised as the fifth largest privately owned company in America.

PriceWaterHouseCooper have bases in seven locations across Ireland including; Dublin, Limerick, Cork, Waterford, Wexford, Galway and Kilkenny, employing just over one thousand eight hundred people. The company boasts an impressive collection of awards and achievements such as best work experience/internship 2010, No.1 Professional services firm 2008 and the winner of the graduate employer of the year 2013.

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