An assessment of the relationship between reward management and employee motivation in a sports retail outlet store in the midland region.

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Executive Summary

The concept of total rewards has been the subject of much discussion in the past with confusion existing about what the term actually means. According to World at Work (2010), total rewards are all of the tools used to attract, motivate and retain employees. Total rewards approaches also recognise that employees have diverse needs which contribute to their motivation (Gilmore & Williams, 2009). It is for this reason that both the concepts of total rewards and employee motivation correlate.

There was quite a vast amount of literature on both the concepts of total rewards and motivation individually but very little on their impact together. Considering the two topics are of such importance to each other emphasises how they have the potential to be interesting yet complex areas to research.

Therefore the title of this dissertation is: An assessment of the relationship between reward management and employee motivation in a sports retail outlet store in the midland region. The author chose to conduct a case study of the chosen sports retail outlet. Participants came from different stores and this allowed different opinions to be gained from within the company. A mixed method approach was used in order to obtain the relevant quantitative and qualitative results needed to investigate the research topic. Qualitative data was collected using an interview to gather an in depth knowledge of the topic in question. Quantitative data was collected through the distribution of questionnaires to fifty participants from different stores in the midland region which in turn helped build a profile of employee motivation in relation to total rewards. It is important to note that all the research conducted during the course of this dissertation was conducted ethically and under the strictest of confidence.

The discussion section focuses on the research findings which proved to be quite interesting. Thematic analysis was used and this was relevant to objective one as it identified a number of themes which were derived from the interview process. These themes include importance of rewards, team approach, current total rewards strategy, impact of economic downturn, motivating staff and the future for total rewards.

With reference to objective two, the author transferred the questionnaires to a Microsoft excel spreadsheet to be statistically analysed. Having evaluated and compared these findings the incentive that would add the most value to the company is then discussed for objective three.

A number of interesting conclusions can be drawn from the research. Both total rewards and motivation are complex concepts. Total rewards may be difficult to understand as motivation within the workplace can be difficult to get right as people are motivated in different ways. The perception of employees differs somewhat substantially from that of management. To conclude the implementation of a specific and consistent total rewards strategy incorporating both financial and non-financial rewards would be in the best interest of the company.

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Chapter 1- Introduction

1.1 Overview of Chapter

In this chapter a number of different issues in relation to the research topic will be looked at. Following an outline of the background to the research, the research aims and objectives that will be investigated and explored throughout the research will be established. A brief rationale will then be provided, this relates to why the research topic was chosen to be the focus of the research project and also include possible limitations of the work. This in turn will be followed by a project outline which will summarise each chapter entailed within the research project.

1.2 Research Background

The purpose of this project is to study the impact total rewards have on employee motivation and therefore will provide a general account of the meaning of these research topics before they are discussed in more detail in the following chapter.

The overall concept of total rewards describes an approach to reward management where employers need to consider all aspects throughout the workplace of value to the employees taking into consideration both financial and non-financial incentives (Armstrong, 2010). For the purpose of this dissertation, total rewards are described as a management technique in providing financial and non-financial incentives to employees as a reward for their efforts and contribution in the workplace. Reward management could play a pivotal role in motivating employees within an organisation.

Motivation is a set of forces that originate within as well as beyond an individual's being, to initiate work related behaviour and to determine its form, direction, intensity and duration (Latham, 2007). Motivation and in particular employee motivation relates comprehensively to the concept of reward management. Motivation within the workplace has long been a central topic for discussion. The question of what motivates workers to perform to a productive level within their job is one that most organisations currently struggle to answer. The findings of the research shows that there is a vast amount of literature on the topic and numerous motivational theories have been developed over the years.

Due to the current economic climate the author felt that a study of both the concepts of reward management and employee motivation would be beneficial and would also provide an insight into the changes the economic downturn have or have not caused to reward management systems in the workplace. There is an extensive amount of literature in relation to both concepts individually but little if any on the effects of rewards on motivation throughout the workplace. This provided the impetus for the chosen research topic.

1.3 Research Aims and Objectives

1.3.1 Research Aim
The aim of this research is to determine whether employees currently working in the sports retail outlet store perceive the different types of rewards available to them to be a key contributor to motivation.

1.3.2 Research Objectives
- To identify the initiatives and rewards that are being used by the chosen company in relation to reward management and employee motivation.

- To examine employees' perception of rewards, make comparisons to motivational theories and provide observations on whether they relate.

- To compare and then evaluate these findings to determine which rewards are most effective and adds the most value for the company.

1.4 Rationale for Research Topic

The author chose to complete his research on the areas of total rewards and motivation for a variety of reasons. As both the areas of total rewards and motivation are very much complex topics, the author believes there is a need for additional research on these areas and there is potential for this research to result in some beneficial findings. Particular emphasis will be placed on how employees perceive the total rewards and how the economic downturn has impacted rewards in the workplace. These findings could prove valuable to establishing and maintaining enhanced motivation. In addition to the recognition of the need and opportunity for this research, the author chose to do his research on motivation, due to the fact that he had a genuine personal interest, specifically in relation to company initiatives which improve employee motivation and job satisfaction.

The success of every business depends upon many factors. The most pivotal factor that affects the business is its employees. If the employees of a business are happy and motivated, the business can achieve its goals without difficulty (Pink, 2010). The job of any manager in an organisation is to get things done through its employees. Motivation is essential not only to boost employees to perform better, but to enhance the performance of the organisation. Management should be able to motivate employees.

Motivation is a very important aspect of any work environment, if the employees are not motivated this may affect job satisfaction and this lead to reduced productivity. It can be quite difficult for management to understand what motivates employees. Employees can be rewarded in many ways and mainly by means of financial and non-financial rewards.

In today`s ever changing economic climate retailers must use every tool available to them to push sales and generate revenue. Management of organisations play a key part in this through reward management and employee motivation. The research will provide an in depth account of the incentives, policies and procedures implemented by the chosen sports retail outlet store in relation to employee motivation and rewards. The research will also provide an insight into current employee perceptions towards rewards.

1.5 Rationale for Research Objectives

The author has identified three key objectives within the research project.

- To identify the initiatives and rewards that are being used by the chosen company in relation to reward management and employee motivation. It is vital for the author to acquire the different total rewards in place and to determine employees' perception of the rewards.

- To examine employees' perception of rewards, make comparisons to motivational theories and provide observations on whether they relate. The author will examine employees' perception of rewards and identify if rewards currently in place are contributing to their motivation. Furthermore the author will investigate the relationship that exists between these perceptions and motivational theories.

- To compare and then evaluate these findings to determine which is most effective and adds the most value for the company. The author hopes that the sports retail outlet store in question will obtain something beneficial from this piece of research which may help the company improve motivation by identifying the most valuable reward.

1.6 Possible Limitations of the Work

Possible limitations exist whilst conducting any piece of research and the following have been identified in relation to this particular research project. As has already been mentioned the term total rewards can be vague and people may be uncertain of what is meant by the term 'Total Rewards'. As a result of this uncertainty the author hopes to establish how aware employees are of the total rewards concept and the different types of total rewards that the sports retail outlet has currently in place and how they affect and contribute to employee motivation.

The research conducted is based on the perceptions of the area manager and the employees and as such may be subject to participant bias. Total rewards and employee motivation are becoming a valuable concept in the workplace and the author is of the opinion that accuracy and honesty may present an issue. By reassuring the participants of the confidentiality of the data collected, the researcher believes this potential problem will be dealt with.

1.7 Scope of the Research Project

To achieve the research aim, a mixed methods approach was implemented to carry out the relevant research required. An interview was conducted with the area representation manager of the chosen sports retail outlet store. The researcher believes that the conducting of the interview provided valuable insights into the retail industry as it allowed an insight into the whole concept of reward management from the company's perspective. Questionnaires were also distributed to fifty employees across four stores in the midlands region to establish the various rewards that were and were not contributing to employee motivation levels.

1.8 Research Project Outline

The following gives a brief outline of the contents of each chapter. This is designed to provide the reader with an overview of the structure of the thesis.

1.8.1 Chapter 1- Introduction

The opening chapter will focus on introducing the research project to the reader along with the research aims and objectives. The rationale behind choosing this area for the research project will be described and it will also provide an outline for the way the research project will be conducted and the project path it will follow.

1.8.2 Chapter 2- Literature Review

This chapter will focus on a summarisation piece of writing obtained by means of research and studying literature from various authors on research topics. It will focus on literature relating to reward management and employee motivation and will provide a context and background for the focus of this research topic.

1.8.3 Chapter 3-Methodology

Outlined within this chapter is the means by which the author carried out the primary research for this study as well as the research purpose. The rationale behind the mixed method approach was also explained. This chapter clarifies and justifies the research methodology carried out by the author during the completion of this research project.

1.8.4 Chapter 4-Analysis of Findings/Discussion

In this chapter the author will present and illustrate the findings derived from the primary research carried out. As the mixed method approach was used gathering the data there will be two parts to the chapter, the first detailing quantitative results and the second showing qualitative results. This chapter also allows the author to discuss in depth the findings from the previous chapter in conjunction with relevant literature to provide a critical and holistic view of the findings. This chapter also allows the author the opportunity to express a personal opinion on the findings through his own interpretation of the data collected. Overall this chapter links the research findings to the research objectives.

1.8.5 Chapter 5-Conclusion

The final chapter acts as a summary for the research project as a whole. This section will be used to provide a personal reflection on the research process and to draw and highlight the overall conclusions which can be taken from the study. An important aspect of this section is to emphasise how the overall research aim and objectives have been satisfied. Finally it is also important for the author to suggest possible areas in this study where further research would be of great benefit to gaining a greater understanding of the topics in question.

Chapter 2- Literature Review

2.1 Introduction

The underlying aim of this chapter is to investigate, evaluate and critically analyse existing research and literature on reward management and employee motivation. The intention is to set up a study that lays out a theoretical basis on which to build the research, and together with this framework the reader will be able to observe how the author's work enhances research already carried out in these areas. This element of the dissertation is not a mere collation of information gathered on work carried out by critics in the field. It is a process of critical evaluation, analysis and elaboration of existing literary pieces. Following a brief overview, each objective is considered in turn, collating the existing literature on each topic. These areas are:

- Understanding the Concept of Reward Management/Total Rewards
- Application of Motivation Theory

2.2 Understanding the Concepts of Reward Management and Total Rewards

2.2.1 What is Reward Management?

Leopold (2002) describes a reward as the desired outcome of a task. Reward management relates to the strategies, policies and processes required to ensure that the value of people and the contribution they make to achieving organisational, departmental and team goals is recognised and rewarded. Reward management is not just about financial rewards, pay and employee benefit.

It is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility. Reward management is concerned with people especially the employees who are rewarded for their efforts, skills and contribution but also the directors, managers and reward specialists who plan, manage and administrate awards (Armstrong, 2010).

Individuals also seek intrinsic rewards such as feelings of competence, achievement, responsibility, significance, influence, personal growth and meaningful contribution.

Employees will judge the adequacy of their exchange with the organisation by assessing both sets of rewards. Reward management deals with the establishment, maintenance and development of a system that has at its core the aim of rewarding the work done by employees within an organisation or business firm (Sinnett, 2009).

Armstrong & Muris (2007), state that reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organisation. Organisations must reward employees because in return, they are looking for a certain kind of behaviour. Organisations seek competent individuals who agree to work with a high level of performance and loyalty. There are at least two factors that determine the attractiveness of a reward; one is how much of the reward is being offered and the second is how much the individual values the type of reward that is being offered. Effective reward management can help an organisation to achieve its business objectives by attracting and retaining competent people (Lawler, 2003).

The author is of the opinion that the more the individual values the type of reward and the more of it is being offered, the greater the motivation for potential.

2.2.2 What are Total Rewards?

As defined by Manas & Graham (2003) total rewards include all types of rewards, indirect as well as direct, and intrinsic as well as extrinsic. The total rewards approach recognises that it is necessary to get financial rewards right. It also appreciates the importance of providing people with rewarding experiences from work they do, their work environment, how they are managed and the opportunity to develop their skills and careers. The concept of total reward encompasses all aspects of work that are valued by employees. The use of total reward may form part of a strategic approach to reward for many employees (CIPD, 2013).

Werner et al (2012), clarifies that total rewards also includes the emotional rewards experienced from working in an organisation with all forms of financial payments and a variety of employee benefits.

Traditionally, total rewards have been defined as the financial component of the employment relationship in essence, compensation and benefits. But this definition provides limited opportunities to create differentiation in today's labour markets.

To provide a competitive advantage and to support more employee diversity, total rewards demands a broader definition, one that embraces compensation, benefits, employee development and work/life balance (Robillard, 2008).

Morris (2005) reiterates the point that in the past total rewards generally referred to pay. Today the definition of total rewards encompasses the overall value proposition that the employer offers to the employee. It's a total package that includes compensation, benefits and careers. The broader definition of total rewards corresponds closely with employees actual experiences. When considering employment with one company versus another or when considering a new opportunity with their new employer tend to think in terms of "What's the overall value of the deal during my tenure with the organisation?" rather than just "How much do I earn now?" or "What are the retirement benefits?".

Ben Ora & Lyons (2002) suggest that the successful design and implementation of a total rewards strategy can give an organisation a structured platform from which future program decisions can be made consistently throughout the organisation. An effective total rewards strategy leads to:

- Increased satisfaction for employees

- A desire to attain high standards

- A means to achieve personal and social goals

- High productivity

- Feelings of competence and freedom   (Cameron & Pierce, 2002)

Organisations today lack clarity and this in turn results in employees not understanding what is expected of them as well as not understanding what the concept of total rewards actually entails (Jensen, et al., 2007).

Based on this review of the existing literature on the topic of total rewards, the author concludes that the most fitting definition would be that total rewards are a

financial and non-financial tool used to accompany managers in the process of motivating their employees.

This definition is based on the existing literature and the general consensus which the author has found to exist amongst various researchers in this area, as well as his own personal view of the subject.

2.2.3 Models of Total Rewards

With an understanding of the term total rewards now established, the author focused next on defining the various total reward models whilst considering the area of total reward models essential to include in this review as they relate directly to objective one (To identify the initiatives and rewards that is being used by the chosen company in relation to reward management and employee motivation).

Armstrong (2010) determines that many models of total rewards have been developed. The purpose of them is to provide a framework for developing total rewards by identifying financial and non-financial elements and indicating how they relate to one another. They provide a basis for defining a total rewards policy and for communicating it to employees.

Like all other human resource management approaches and strategies, total reward strategy needs to be analysed and practiced to make it work effectively and perfectly. If a total reward strategy was to be implemented correctly, managers would gain remarkable profits for the organisation being governed.

The strategy will not only improve the performance of staff, act as an important role in the decision making process, but also solve existing and potential compensation problems as well (Jiang, et al., 1999).

The author insists that an organisation must place greater emphasis on their chosen model of total rewards and that the successful implementation of a total rewards model can be pivotal in the success or failure of a reward management program throughout the organisation.

According to Hillstrom & Hillstrom (2002), employees thrive in environments where they can make a difference and where most people in the organisation are competent and pulling together to move the company forward. The following are two of the most popular models:

Model 1-The Towers Perrin Model

Towers Perrin uses a simple matrix to help consider the total rewards strategy in an organisation. It is made up of four quadrants which 'embrace the full range of things that employees value in their work and therefore provide a compelling proposition for people to join and stay with a company.

The upper two quadrants pay and benefits represent transactional rewards. These are financial in nature and are essential to recruit and retain staff but can be easily copied by competitors. By contrast relational rewards, the sort produced by the lower two quadrants of learning and development and work environment are essential to enhancing the value of the upper two quadrants. According to Towers Perrin the real power comes when an organisation combines relational and transactional rewards (Thompson, 2002).

Table 1-The Towers Perrin Model

Transactional

(Tangible)

Pay	Benefits
Base Pay	Pensions
Contingent Pay	Holidays
Cash Bonuses	Healthcare
Long Term Incentives	Other perks
Shares	Flexibility
Profit Sharing	

Learning & Development	Work Environment
Training	Organisational Culture
On The Job Learning	Leadership
Performance Management	Communications
Career Development	Involvement
Succession Planning	Work Life Balance
	Non-Financial Recognition

Relational

(Intangible)

(Armstrong & Brown, 2006)

Model 2- Schuster and Zingheim

Total rewards integrate total pay with a compelling future; individual growth and a positive workplace to create a win-win partnership between the company and the workforce that enhances effectiveness and advances overall business objectives. Schuster and Zingheim view total rewards in any company as having 'four interlocked and directly related components' (Thompson, 2002).

Table 2- Schuster and Zingheim

Individual Growth	Total Pay
Investment In People	Base pay
Development & Training	Variable Pay
Performance Management	Benefits Or Indirect Pay
Career Enhancement	Recognition & Celebration
Compelling Future	**Positive Workplace**
Vision & Values	People Focus
Company Growth & Success	Leadership
Company Image & Reputation	Colleagues
Stakeholdership	Work Itself
Win-Win Over Time	Involvement
	Trust & Commitment
	Open Communications

(Schuster- Zingheim and Associates Inc. , 2002)

2.2.3.1 World at Work

Total rewards include all of the tools available to the employer that may be used to attract, motivate and retain employees. There are five elements of total rewards, each of which includes programs, practices, elements and dimensions that collectively define an organisations strategy. These elements include compensation, benefits, work life, performance and recognition and development and career opportunities.

Total rewards strategy involves the art of combining the five key elements into tailored packages designed to achieve optimal engagement. An effective total rewards strategy results in satisfied, engaged and productive employees who create desired business performance and results (World At Work, 2010).

The above models show a common approach to financial rewards including base pay and contingent pay. There is however a wider range of non-financial rewards. These include career development, recognition, work-life balance, performance management, involvement and work environment. The above models will now be used for the basis of the evaluation of the author's objectives in relation to his study of the chosen sports retail outlet.

2.3 Application of Motivation Theory

The focus of this research project is to examine the impact of rewards in the workplace through analysis of motivation theories. To answer the research aim in the most comprehensive means possible, the author strived to gain an understanding of the concept of motivation and motivation theories.

This in turn links to the second objective (To examine employees' perception of rewards, make comparisons to motivational theories and provide observations on whether they relate.) There is a need to define motivation as it can be considered a complex concept, and quite a broad area of theory and research (Zelick, 2007).

Dornyei (2001) acknowledges that motivation is responsible for why people do something, how long they are willing to sustain the activity and how hard they are going to pursue it. Motivation means the switching on of some pattern of behaviour, of a program of action specified within the individual (Laming, 2004).

Ochsenfahrt (2012) considers motivation as the stimulus for action towards a desired goal, especially resulting from psychological or social factors, the factors giving purpose or direction to human behaviour. It can also be described as a goal directed behaviour.

People are motivated when they expect that a course of action is likely to lead to the attainment and a goal which will in turn satisfy their need.

The author recognises that these various definitions all appear to correspond and relate to one another and would agree that motivation is a force within people that has an influence on them and their behaviour.

2.3.1 Factors of Motivation

Cameron & Pierce (2002) indicate that motivation is concerned with the factors that influence people to behave in certain ways. It can be categorised into two types, intrinsic and extrinsic motivation. Intrinsic motivation refers to behaviours for which there is apparent reward except the activity itself. It relates to performance in the absence of reward.

People motivate themselves by seeking, finding and carrying out work that satisfies their needs or at least leads them to expect their goals will be achieved. This includes factors such as responsibility, autonomy, interesting and challenging work and opportunities for advancement.

Extrinsic motivation refers to behaviours in which an external controlling variable can be readily identified. People can also be motivated by management; this includes rewards such as increased pay, praise or promotion and punishments such as disciplinary action, withholding pay or criticism (Armstrong, 2003).

2.3.2 Use of Motivation

Sharlyn (2005) believes that motivation can be used to promote high performance and prevent workers from engaging in behaviours that detract from organisation effectiveness. Management within an organisation play a vital role in providing the context within which high levels of employee motivation can be achieved throughout the workplace. Motivation has a role to play in assisting managers in formulating strategies and approaches for achieving high level of performance. This in turn puts an onus on managers to begin to understand what motivates their employees and how to get the best out of them (Tiernan & Morley, 2006).

2.3.3 Motivation Theories

Motivation theories have been developed and adapted throughout the years, as researchers attempt to understand what motivates individuals within a work environment. The most commonly developed theories are now discussed:

Abraham Maslow's Hierarchy of Needs 1943(A Theory of Human Motivation)

In 1943 Abraham Maslow wrote a paper called 'A theory of Human Motivation'. Maslow stated that there are five levels of human needs which employees need to have fulfilled at work.

One must satisfy lower level basic needs before progressing on to meet higher level growth needs. Maslow viewed humans as having huge potential for personal development. He believed it was human nature for people to seek to know more about themselves and to strive to develop their capacities to the fullest (Kirst-Ashman & Zastrow, 2010).

Maslow describes it as the desire for self-fulfilment, the desire to become everything that one is capable of becoming. Maslow's hierarchy of needs theory recognises that needs motivate people in different ways. Furthermore, it identifies important categories of individual needs and encourages us to consider the variety of needs which at different times stimulate or initiate behaviour (Mcleod 2007).

The author derives that the strongest implication emerging from the hierarchy is that unless people's basic deficiency needs are satisfied, they will not be motivated to pursue goals and to seek rewards under a reward management structure.

A business should therefore offer different incentives to workers in order to help them fulfil each need in turn and progress up the hierarchy. Managers should also recognise that workers are not all motivated in the same way and do not all move up the hierarchy at the same pace. They may therefore have to offer a slightly different set of incentives that will vary from worker to worker.

People in low paid work or who face hazardous or dangerous environments in the workplace will be less interested in developing social networks, achieving high status in their jobs or realising potential in other ways (Foley, et al., 2006) .

Table 3 –Maslow's hierarchy of needs

Frederick Herzberg's Hygiene Theory 1923 (Two Factor Theory)

Frederick Herzberg is another distinguished behavioural scientist who has acquired growing eminence for his contribution to the literature on motivation theory and has consistently studies the problem of human motivation in the work place. Herzberg's research involved questioning people about those factors that led to either extreme satisfaction or extreme dissatisfaction with their jobs, the environment and the workplace. He was concerned with the impact of the job and the environment on an individual's motivation.

Herzberg proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. Herzberg argued certain factors would directly motivate employees to work harder. These factors were known as motivators and included recognition, sense of achievement and promotion. There were also factors that would demotivate employees if not present. These were known as hygiene factors and included pay, working conditions and job security (Sapru, 2008).

Table 4-Herzber's Two factor Theory

Motivators	Hygiene Factors
Achievement	Company Policy
Recognition	Supervision
The Work Itself	Salary
Responsibility	Peer and Subordinate Relationships
Advancement	Status
Growth	Security

Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. The particular methods managers could use to achieve this are: Empowerment, job enlargement and job enrichment (Tutor2u, 2012).

The author strongly believes there is a close connection between Herzberg's motivators/hygiene factors and total rewards, as recognition, promotion, pay and safe working conditions are types of rewards.

Two of the authors research objectives are: To identify the total rewards that are being used by the chosen company and to examine employees' perception of rewards, make comparisons to motivational theories and provide observations on whether they relate. This is where these elements of motivators/hygiene factors will be distinguished in the total rewards concept. The following two theories from behavioural scientists relate solely to workers within an organisation and their perception towards their work and rewards. As the researcher has aimed to attain employees' perceptions in relation to work and rewards, these two theories will correlate with the findings.

Victor Vrooms Expectancy Theory 1964

Another contributor to behavioural science is Victor Vroom, who developed the expectancy theory which also explains how people are motivated. Vroom argues that motivation is largely influenced by a combination of a person's belief that effort will lead to performance and the performance will lead to specific outcomes and that these outcomes are valued by the individual. This theory is based on the employees having considerable control over their environment (Wlodarczyk, 2011).

People's motivation towards doing anything will be determined by the value they place on the outcome of their effort, multiplied by the confidence they have that their efforts will materially aid in achieving a goal.

The relationship between one's behaviour and particular desired outcomes is affected by individual factors such as personality, perception, motives, skills and abilities. Organisational factors also have an affect including culture, structure and managerial style (Koontz & Weihrich, 2007).

The author notes that this theory also has a strong correlation with the total rewards concept, as the value an individual places on an outcome will determine the type of reward they will receive. This theory differs to Maslow and Herzberg's as it highlights outcomes and not needs. It maintains that employee's motivation is an outcome of how much an individual wants a reward which is known as Valence, the assessment that the likelihood that the effort will lead to expected performance which is known as Expectancy and the belief that the performance will lead to reward which is known as Instrumentality.

Adams Equity Theory 1965

Another popular scientist theory was proposed by John Adams. He suggested that individuals look at their work in terms of inputs and outcomes.

They calculate what they are investing in their (training, effort and ability) and what they get out of it (compensation, co-workers and interest level of the work itself). They then compare their inputs and outcomes to that of others including peers and co-workers by developing a ratio. If their own input/outcome ratio was similar to that of other co-workers, then there would be no tension. However if the two ratios were not equal, this would in turn lead to the individual in question taking action to restore a sense of equity (Conte & Landy, 2010).

Adams suggests that individuals can:

- Change Inputs(Reduce effort if underpaid)

- Try to change their outcomes(Ask for a pay rise or promotion)

- Psychologically distort their own ratios by rationalizing differences in inputs and outcomes.

- Change the reference group to which they compare themselves in order to restore equity.   (Tiernan & Morley, 2006)

The author recognises that this theory links directly to the reward management concept as employees within an organisation will calculate the effort they invest throughout their working hours and how they are being rewarded for their effort. This includes pay, recognition, fringe benefits and status symbols. How the individual worker is being rewarded in comparison to other members of staff in similar positions plays a huge part in maintaining a happy and motivated workforce.

Edwin Locke's Goal Setting Theory 1968

The research of Edwin Locke and his associates most clearly established the utility of Goal Setting Theory in a motivational context. Locke's Goal Setting Theory of motivation assumes that behavior is a result of conscious goals and intentions. Therefore by setting goals for people in the organisation, a manager should be able to influence their behavior. Two characteristics were expected to shape performance (Griffin & Moorehead, 2012).

- Goal Difficulty-This relates to the extent to which the goal is difficult and requires effort. If people work to achieve goals, it is reasonable to assume that they will work harder to achieve more difficult goals. However the goal must not be so difficult that it is unattainable.

- Goal Specificity-This involves the clarity and precision of the goal. Some goals such as those involving costs, profitability and growth can be easily stated in clear and precise terms. Other goals such as improving employee job satisfaction, morale, company image and reputation, ethical behavior and social responsibility are much harder to state in specific terms (Mukherjee, 2009).

The author is aware of the importance of the goal setting theory in the day to day business world and also its relationship with reward management. Managers can create a positive atmosphere by clarifying the possible rewards for high performance and then allocating these rewards on a performance contingent basis. Goal setting can enhance individual work performance and job satisfaction.

2.4 Conclusion

In conclusion it is apparent that there is a wide variety of opinions, and literature on both total rewards and motivation. From reviewing the literature on these areas, it is evident that both concepts have evolved over time, but still remain overtly complex.

Throughout the literature there has been repetition of the fact that total rewards are not a widely known concept and difficult to fully understand. There are various ways to implement a total rewards approach and if implemented correctly it can be very beneficial for an organisation.

With reference to employee motivation, it is relatively hard to achieve, as previously stated people are motivated in different ways. Therefore, the author retains the opinion that analysis of total rewards impacting on motivation is a very worthwhile process.

The models and additional research will now act as a guideline for this study, as the author utilises the common trends and results to create the basis for his own research.

Chapter 3- Research Methodology

"Research is more than just a process of gathering information; it is about answering unanswered questions or creating that which does not currently exist."

(Goddard & Melville, 2004, p.1)

3.1 Introduction

Research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organising and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis. (Kothari, 2004)

As research methodology is an integral part of any research project, the author has given careful consideration to the research methods employed. This chapter outlines the steps the author followed in conducting the primary research for this thesis beginning with an introduction, reiterating the research aim and objectives followed by the philosophy through the various stages of approach, research strategy, data collection methods, justification, sample, procedure and finally the limitations and ethical considerations surrounding the research conducted.

3.1.1 Research Aim

Throughout the research process the author was aware, that the research needed to be directed at answering the research aim of: To determine whether employees working in the sports retail outlet store perceive the different types of rewards available to them to be a key contributor to motivation.

3.1.2 Research Objectives

The research also needed to fulfil the researcher's three main primary objectives.

- To identify the initiatives and rewards that are being used by the chosen company in relation to reward management and employee motivation.

- To examine employees' perception of rewards, make comparisons to motivational theories and provide observations on whether they relate.

- To compare and then evaluate these findings to determine which is most effective and adds the most value for the company

This chapter will refer to the "research onion" as it is vital to employ a well-defined research methodology in order to fulfil the research aim and objectives set out by the author.

Figure 1- Research Onion
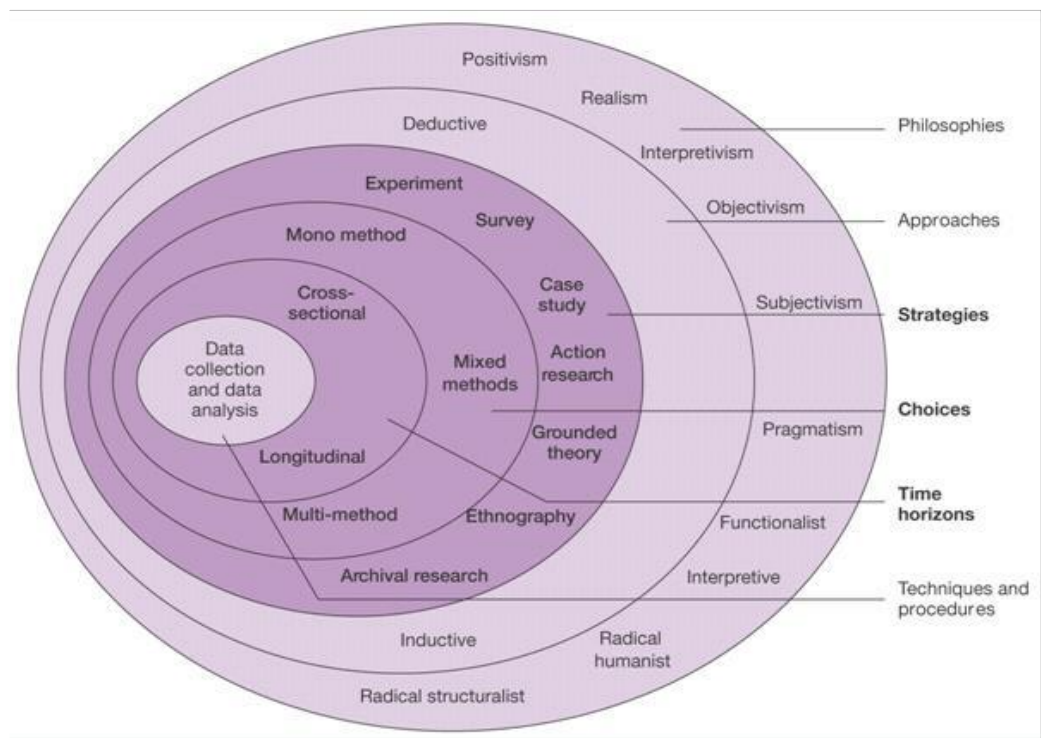
Source: Saunders et al (2011, p160)

3.2 Research Purpose

According to Saunders et al (2012), the classification of research purpose most often used in the research methods literature is the threefold one of exploratory, explanatory and descriptive.

The author wished to investigate the impact total rewards has on employee motivation, to gain an insight into the various reasons of how they motivate people, and so the research was exploratory in nature.

3.3 Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used. There are four types of research philosophies: the author is of the opinion that the research philosophy of interpretivism is most applicable to his research. The key features of interpretivism are: a challenge to the positivist assumption that objective reality exists, an assumption that reality is complex and uncontrollable, social phenomena are socially constructed, knowledge is situational and content specific rather than being universal and the researcher cannot maintain a distant or neutral stance, as they have values which influence their worldview and research (Stoneham, 2005) .

The research will be built on an interpretivist philosophy. Interpretivism advocates that it is necessary for the researcher to understand the differences between humans in our role as social actors. This emphasises the difference in conducting research amongst people rather than objects. The term "social actor" is a metaphor which suggests that as humans we play a part on the stage of human

life. We interpret our everyday social roles in accordance with the meaning we give these roles (Saunders, et al., 2012).

As the research focused on the impact total rewards has on employee motivation, this could only be achieved by analysing employees thoughts, perceptions and opinions which have the potential to be extremely complex therefore an interpretivist philosophy was most beneficial to the research.

3.4 Research Approach

The research approach to be employed will be both an inductive and deductive approach. In an inductive approach "we draw conclusions from our empirical observations". The process goes from observation to findings to theory building, as findings are incorporated back into existing knowledge (literature/theories) to improve theories, thus, theory is the outcome of research.

This type of research is often associated with qualitative research. Whilst in a deductive approach "we draw conclusions through logical reasoning". The researcher builds/deduces hypotheses from the existing knowledge (literature), which can be subject to empirical scrutiny (testing) and thus can be accepted or rejected. This type of research is often associated with quantitative research (Pervez & Kjell, 2005).

A combination of both research approaches was chosen as it was a combination of both induction and deduction within the research project. The deductive approach was included throughout the research through the use of both questionnaires and interview questions. The inductive approach was present through the use of open ended questions within both the semi- structured interview and questionnaires.

3.5 Research Strategy

Having considered the number of different research strategies which can be employed the author chose the one that which is most suitable for this particular study. Robson (2002) defines a case study as "a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence".

Yin (2003 cited in Saunders et al 2009, p179) distinguished between four case study strategies based upon two discrete dimensions, these include:

- Single case v multiple case

- Holistic case v embedded case

A single case approach was chosen for a number of reasons. As both total rewards and motivation are both complex concepts the author was of the opinion that by focusing directly on one case study it would allow a better understanding to be gained of both concepts whilst also contributing in generating the data required.

3.6 Research Choices

Figure 2- Research Choices

The following diagram outlines the research choices available to the author.
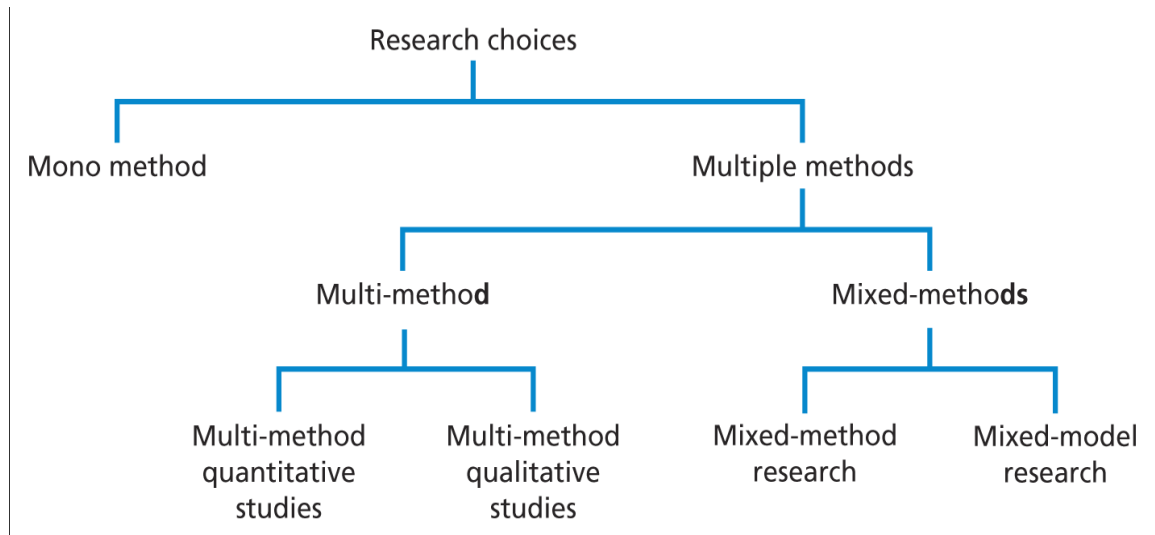
Source: Saunders, et al (2012, p.165)

Having taken the above research choices into consideration, the author decided on the use of a mixed method approach. The main attribute of a mixed method approach is that it uses "quantitative and qualitative data collection techniques" (Saunders, et al., 2012).

According to Denscombe (2010) the mixed method approach applies to research that uses alternative strategies in the same research project. Denscombe (2010) goes on to say that it 'refers to a research strategy that crosses boundaries of conventional paradigms of research by deliberately combining methods drawn from different traditions with different underlying assumptions.' The method is founded on the belief that treating both qualitative and quantitative approaches to research as incompatible opposites is neither helpful nor realistic.

Saunders et al, (2012) agrees with this logic as he states that these strategies do not exist separately from each other and are capable of being mixed and matched.

Green (2007) explains that there are numerous reasons for why researchers choose to use a mixed method strategy throughout their research. One such reason is that it allows the researcher to compare their findings from one method against their findings of another method. (Denscombe, 2010)

Green (2007) emphasises that similar results produced by different methods can result in a clearer assumption that the researcher's findings are accurate. He also identifies that previous researchers have used data collected from both qualitative and quantitative methods and this can lead to the development of more accurate findings. The author also realises that a responsible researcher must be aware of some of the disadvantages associated with a mixed methods research model. There are numerous disadvantages to this research choice from time and cost issues to problems integrating the data from different methods (Denscombe, 2010).

Thomas (2003) states that qualitative research is multi method in focus involving an interpretive, naturalistic approach to its subject matter. Qualitative researchers study things in their natural settings attempting to make sense of, or interpret phenomena in terms of the meanings that people bring to them. Quantitative data takes the form of numbers. They are associated primarily with strategies of research such as surveys and experiments, and with research methods such as questionnaires and observation (Denscombe, 2010).

The author is of the opinion that a mixed methods approach enables the research aim and objectives to be met, as it allows for different but suitable methods to be employed at different stages throughout the research.

3.7 Time Horizon

There are two different time horizons when conducting a research project, cross-sectional and longitudinal. Due to time constraints this dissertation is cross sectional. Cross-sectional time horizon also relates to the study of a particular phenomenon at a particular time (Saunders, et al., 2012).

This cross sectional study in relation to the dissertation offers the author the opportunity to examine in depth his case study of a sports retail outlet in the midlands by helping align the aim and objectives within his research project.

3.8 Data Collection Methods

The final part of the research onion consists of the data collection methods. Having taking the research's mixed method approach into consideration the decision was taken to use two data collection tools whilst gathering the appropriate research which consisted of semi-structured interviews and questionnaires.

3.8.1 Semi-Structured Interviews

The first data collection tool was interviews. Interviews may be categorised as structured, semi-structured, or unstructured. Currie (2005) illustrates that a semi-structured interview is one in which the interviewer has a pre-set type and order of question, but is prepared to add to the number of questions, vary the theme of the interview and the order in which the questions are asked if doing so is of benefit to the research objectives.

The interview questions will reflect the research objectives of this project so as to ensure that all the relevant topics will be covered. (See Appendices 2.0) The procedure, rationale and limitations of this approach are discussed below.

3.8.2 Interview Procedure

The interview was conducted with the area representation manager at the chosen sports retail outlet store in the midland area. The interview was conducted in the store and consisted of sixteen questions. These questions varied but the main issues discussed throughout the interview were in relation to reward management and employee motivation. The area representation manager was chosen for the interview because of his knowledge of the topic, in this case total rewards, and would in turn provide the author with a valuable insight into the research area. Consent was also sought to record the interview.

3.8.3 Interview Rationale

The use of semi-structured interviews gave the author the power of flexibility during the data collection process. A semi-structured interview will be used as the interviewer will have a list of questions and topics to discuss but will be flexible on how the area representation manager develops and discusses the answers to these questions. This method follows the guidelines set out by Saunders et al, (2012) in that the interviewer will have a general list of questions/topics to cover but may ask extra questions depending on the conversation flow of the interview.

3.8.4 Potential Interview Limitations

Honesty and accuracy are two of the main areas of concern in relation interviews. The use of semi-structured interviews also helped the author deal with the potential problem as it allowed the participant to decide the layout of the

interview through their own views and opinions. Throughout the study, qualitative research will take place by means of conducting semi structured interviews with management from the sports retail outlet store.

3.9 Questionnaires

The second data collection tool was questionnaires. Anderson (1998) explains that questionnaires have become one of the most used means of collecting information. If well-constructed the questionnaire permits the collection of reliable and reasonably valid data in a simple, cheap and timely manner. The procedure and decision to use questionnaires for this research is justified below as well as its limitations.

3.9.1 Questionnaire Procedure

Questionnaires consisting of fifteen questions were administered to fifty of the sports retail outlet's employees across five stores in the midland region including Athlone, Galway (two stores), Mullingar and Longford.

3.9.2 Questionnaire Rationale

Given the nature of the research aim, the author was of the opinion that questionnaires would enable him to gain a meaningful insight into employees' perceptions of how the various total rewards contribute to their motivation. As the same questionnaire was used among all participants, this standardised the responses so the data gathered could be compared and contrasted when linking the data gathered to the overall findings.

3.9.3 Potential Questionnaire Limitations

Whilst using questionnaires as a data collection tool, a number of issues arose with the most pivotal issue being the response rate. The author found it difficult to obtain a sufficient level of responses. Nonetheless, by informing store management of what was involved the author hoped that this potential problem would improve.

Again the issue of honesty and accuracy was an area of concern with particular reference to respondent's being truthful. This was due to the author having no personal meetings with the respondents before their participation in the questionnaire. However, it was emphasised in the cover letter attached to the questionnaire that the data would be treated with the strictest of confidence.

3.9.4 Questionnaire Pilot Testing

The author recognised the importance of distributing a questionnaire which could be easily understood and completed by respondents to enhance the quality of the data gathered. To achieve this, pilot testing of the questionnaire was conducted by means of distributing it to the potential respondents.

Schwab (2005, p47) identifies the value of pilot testing: "It may help identify items that are difficult to understand, increase response rates, reduce missing data and may obtain more valid responses on the final questionnaire".

The initial questionnaire was given to a small group of employees within the retail industry to complete and their feedback on the design was encouraged. Adjustments were then made to improve the final draft before being distributed to a larger sample of respondents.

3.9.5 Questionnaire Design

Taking the feedback from the pilot questionnaire into consideration, the author designed the final questionnaire so that it was clear and specific for participants. The questionnaire consisted of fifteen questions, including a mix of open, closed and ranking. (See Appendices 4.0)

3.10 Sampling

Denscombe (2010) illustrates population and sample as shown below:

Figure 3-Population and Sample
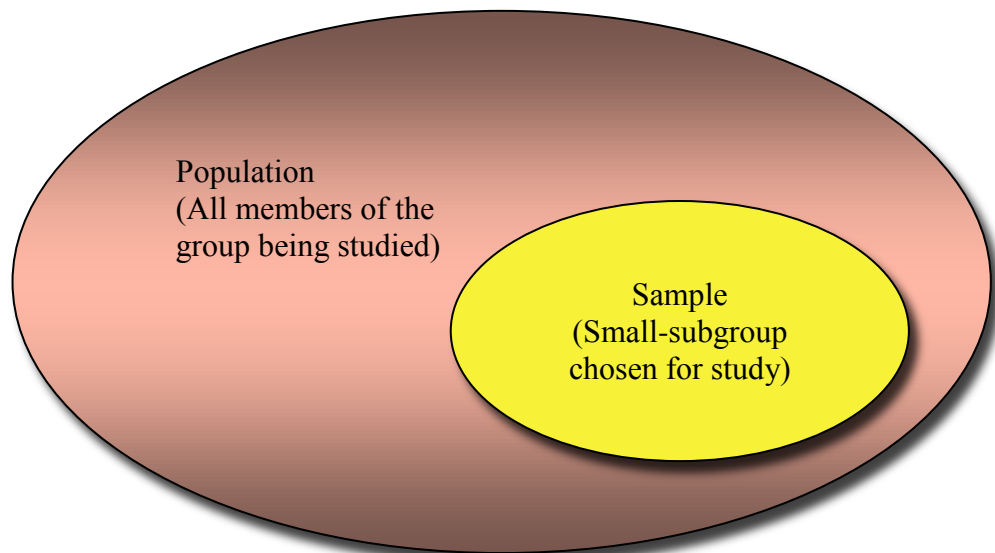
Source: Denscombe (2010, p23)

There are two types of sampling: probability and non-probability. According to Forzano & Gravetter (2012), in probability sampling the entire population is known, each individual in the population has a chance of selection and sampling occurs by a random process based on the probabilities. In non-probability sampling, the population is not completely known, individual probabilities cannot be known and the sampling method is based on factors such as common sense

with an effort to avoid bias. Non probability sampling was chosen for this research. There are five types of non-probability sampling techniques: quota, purposive, theoretical, snowballing and convenience. Purposive sampling was also chosen by the author and is referred to as "hand-picked for the topic" (Denscombe, 2010). The reasoning for choosing this sampling technique lay with the author as he held a desire to gather relevant data from respondents who would have daily experiences on both the topics of Reward Management and Employee Motivation rather than relying on a random selection of respondents.

3.11 Data Collection Techniques

As a mixed methods approach was chosen for the conducting of the research, the analysis will need to contain elements specific to both quantitative and qualitative research. The author will need to combine the differing aspects of both approaches to deliver a complete analysis.

In order to analyse the qualitative data the researcher identified data from the interview under a number of themes in order to provide structure to key aspects which were taken from the qualitative research carried out.

In relation to the quantitative analysis, once the questionnaires were completed and collected they were then collected by the author and transferred into a Microsoft Excel spread sheet for graphical representation and to be statistically analysed.

3.11.1 Triangulation

Trauth (2001) defines Triangulation "as the analytic act of identifying act of identifying similar findings from different sets of data". Triangulation may draw on methods from both approaches and use them in combination.

The author's decision to use semi-structures interviews along with the distribution of questionnaires was a beneficial way of triangulating data.

3.12 Ethical Considerations

According to Saunders et al, (2012) ethics refers to the appropriateness of your behaviour in relation to the rights of those who become the subject of your work or are affected by it. For research to be considered ethical and acceptable, it must adhere to a number of key principles relating to research ethics. This is a code for research ethics which all researchers should identify and use. Careful consideration should be taken through all stages of the research process as it ensures participant's interests are protected, the participation is voluntary and the researcher operates in an open and honest manner with respect to the investigation (Denscombe, 2010).

The author followed the deontological view of the research at all times when conducting the research, this view as stated by Saunders et al, (2012 p227) argues that *"acting outside the rules can never be justified, where the rules are inadequate or contested, it would be necessary to reappraise or if required amend them"*.

The concept of ethics was present throughout both stages of the research. The privacy of the participant when conducting the semi-structured interview was a key area in relation to ethics. Prior to commencing the interview the author emphasised that the information would be treated in the strictest of confidence. Privacy of participants again arose throughout the research process when asking employees to fill out questionnaires.

Beforehand the author reiterated that the employees were not obliged to participate in the research as a cover letter was attached to ensure that all those involved were fully aware of what they were partaking in.

Confidentiality was another area of concern which was addressed by the author ensuring all those involved, that the data gathered from both the semi-structured interview and the questionnaires would be dealt with confidentially with the participants and company's data protected at all times. Fortunately no substantial ethical issues arose throughout the research process. The research was conducted by the most ethical means possible.

3.13 Limitations

There are a number of limitations and drawbacks associated with this research project. These are:

- Ambiguity of terminology - the term 'Total Rewards' can be ambiguous as has already been discussed. Participants may have different understandings of what is meant by the term and may not fully understand what the term encompasses.

- Time-the mixed methods approach would result in greater time consuming data collection as opposed to a single method approach as the researcher will be conducting both quantitative and qualitative methods. While the research allows for the combination of various method strengths, it can leave an unwary researcher exposed to multiple method weaknesses. Having analysed all the options available to the researcher he decided that although having their weaknesses the methods chosen would be most suitable in carrying out the research and fulfilling the aims and objectives.

- Bias- Bias is another area of concern that may occur on both the part of the researcher and the participants. The research conducted is based on the perceptions of the area manager/employees and as such may be subject to bias. The participants may be bias in the information they share as the author may be biased in interpreting the data he collects.

The author must also be aware of the enticement to focus on answers that support his own beliefs.

3.14 Conclusion

Chapter 3 has clarified and justified the research aim to be carried out throughout the research process. It has outlined the chosen research methods to be used as well as the data collection techniques along with discussing the ethical considerations and potential limitations associated with carrying out the piece of research. The following chapter will present the results and findings of the data collected as well as discussing in depth these findings in relation to motivational theories which have already being reviewed in chapter two.

Chapter 4- Analysis of Findings/Discussion

4.1 Introduction

The purpose of this chapter is to display in detail the results of the data that have been collected and also analyse the data from the research conducted and show the extent to which these findings and interpretations agree or contrast with that of previous research on the topic, it will also highlight additional knowledge drawn from this new research. Finally, the author also hopes to express his own opinion on these findings throughout the chapter.

The research consisted of a semi-structured interview with the area representation manager of the chosen sports retail outlet along with the distribution of fifty questionnaires to their employees. The overall objective of the analysis is to take the data obtained from the semi-structured interview and turn it into knowledge. Following the guidelines set out in the Methodology section, it was decided that the use of a mixed methods approach was most suitable to achieve the aim of: To determine whether employees working in the sports retail outlet store perceive the different types of rewards available to them to be a key contributor to motivation. To achieve this aim the following three objectives were derived:

- To identify the initiatives and rewards that are being used by the chosen company in relation to reward management and employee motivation.

- To examine employees' perception of rewards, make comparisons to motivational theories and provide observations on whether they relate.

- To compare and then evaluate these findings to determine which is most effective and adds the most value for the company.

These objectives provided the focus for the structure of the interviews and the design of the questionnaires. By combining both qualitative and quantitative data from these different methods, an approach referred to as triangulation (discussed in chapter three), the researcher aimed to increase the validity and reliability of the research.

To best represent these two different types of data, the author will break down the following chapter into various sections. Each objective is addressed individually with the appropriate qualitative and quantitative research method applied.

4.2 Objective One - To identify the initiatives and rewards that are being used by the chosen company in relation to reward management and employee motivation.

For the research involved a semi-structured interview with the area representation manager of the chosen sports retail outlet. As the interview was to be semi-structured the researcher was unable to give the manager a complete question list prior to the interview, however the researcher did provide the guiding framework that the researcher was going to base the interview on so as they would not be fully prepared. The interview consisted of sixteen questions with openings for follow on questions if necessary to elaborate on further information if necessary. The nature of the questions asked would be closely related to the questions in the questionnaires as to increase the chances of obtaining similar themed answers between both sets of data. The data will be analysed by means of identifying the main themes or concepts extracted from the conducting of the semi-structure interview. The author derived the following themes from the interview process:

4.2.1 Importance of Rewards

The author has established the importance of total rewards and how it can play a pivotal role in the success or failure of a company in today's economic climate. As the interview commenced, the area representation manager quickly showed he had a clear understanding of the concept of total rewards and that if it implemented correctly can only positively affect an organisation. *"Total Rewards are an excellent idea within a company; it gives staff something to work towards and makes them feel part of something and may even include an initial reward at the end of each day"* The area representative manager then stressed the importance of total rewards and how it can affect the company's profitability. *"Total Rewards are very important within a business climate as it gives staff something to aim towards as well as improving sales for the company as a result of motivated staff in turn having a positive effect on the day to day running of the business.*

4.2.2 Team Approach

On numerous occasions throughout the interview the area representation manager made clear that the approach taken by the sports retail outlet in question to total rewards in comparison to other similar outlet stores is seen as a priority and a positive aspect which can successfully influence a company's profitability. *"Most retailers reward individuals, but we reward entire teams. The approach taken by the company is that it is very much a team which consists of team members rather than staff and individuals. The company believes that everybody has a part to play. This is a key aspect which I feel we deliver better than our competitor's"*.

4.2.3 Current Total Rewards Strategy

The area representation manager then went on to describe the current total rewards strategy in place by the company. *"We currently run a quarterly rewards approach which is based on the current key incentives or key targets at that time. For example last summer we ran a huge campaign in relation to the European Soccer Championships where stores competed on the basis of jersey sales with various different financial and non-financial rewards on offer. It also depends on the time of year and what areas the company are looking to specifically focus on."* The area representation manager was then asked what reward incentives the company offered employees. *"We offer a financial incentive to employees. Last Christmas we offered a €10000 financial incentive to the store which achieved the highest sales figure over a certain period.* He then concluded by speaking about the current total rewards strategy in place by explaining the non-financial incentives offered by the company to employees. *"We run a weekly Good News News which is a pamphlet containing various good news stories from stores across the country highlighting exceptional efforts by certain stores or sales by individual. It is distributed to all stores nationwide on a weekly basis."*

4.2.4 Impact of Economic Downturn

The current economic climate is one in which many businesses can be affected negatively. The area representation manager explained that this has not been the case with the sports retail outlet in question. *"The recession has been around for a number of years now in Ireland and it actually hasn't changed our approach to total rewards. We continue with the same incentives and as a result our stores continue to perform and in particular outperform our market rivals and this*

allows us to be in a healthier position to offer these rewards. If anything our approach to total rewards has improved.

4.2.5 Motivating Staff

During the latter stage of the interview the area representation manager was asked about what type of incentives motivate employees most. He also acknowledged that the company's current approach may not be enough to motivate staff on a regular basis. *"Due to the current climate everything team members will strive towards will be of a financial nature. Our current reward strategy is strong but being honest it comes and goes and therefore is not consistent enough to motivate employees on a regular basis."*

4.2.6 The Future for Total Rewards

Concluding the interview, the area representation spoke at length about companies pursuing every aspect available to them to boost profitability through harsh economic times. He believed that reward management is one such area which companies should specifically focus on in the future. *"The carrying out of a total rewards approach will prove to be extremely important for companies, if you have a motivated team who push for every target and every sale, this can lead to boosting a company's profitability. In hindsight, a motivated workforce versus a demotivated workforce can be the difference between a successful and non-successful company."*

4.3 Objective Two- To examine employee's perception of rewards, make comparisons to motivational theories and provide observations on whether they relate.

In identifying employee's perception of total rewards, the author analysed the results from the fifteen questions in the questionnaires. The questionnaire was specifically designed to meet the research objectives set out for this research project. A number of the key findings will be reviewed. Charts and tables will be used to illustrate the information where the author believes to be necessary. As previously mentioned the sample size was fifty and from this a response rate of 50% was achieved which accounts for twenty five employees.

4.3.1 Profile of Respondents Gender

This question establishes the respondent's gender as the author hopes to determine if their gender has an effect on their perception of total rewards and motivation. There was a significant split in the gender of respondents that participated in the research, with 56% being female and 44% being male.

Figure 4- Q1. Please state your gender
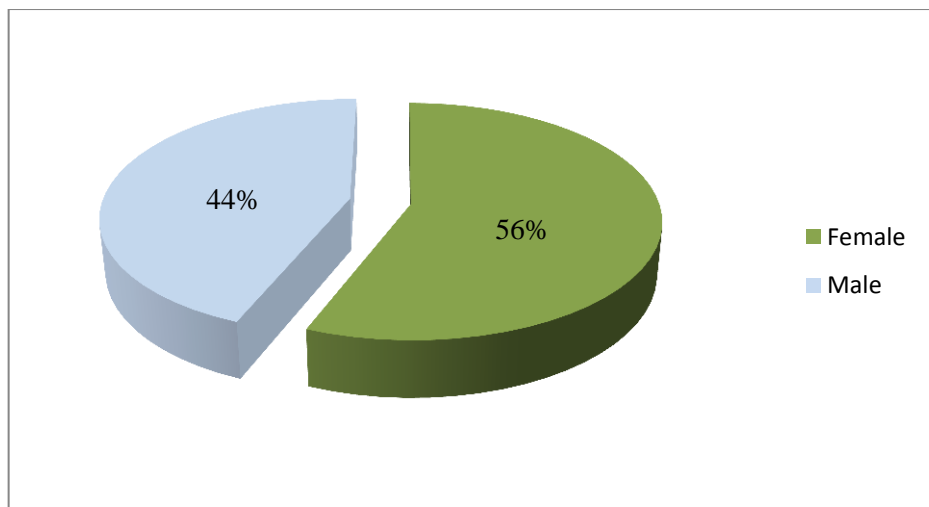
4.3.2 Profile of Respondents Age

This verifies an approximate age of respondent's and may help to clarify if age has an effect on people's perception of the various concepts being researched. 100% of respondents were aged between eighteen and twenty-nine years old. There were no respondents aged between thirty to thirty-nine years old and also no respondents aged between the categories of forty to forty nine years old.

Figure 5- Q2. What age group do you fall under?
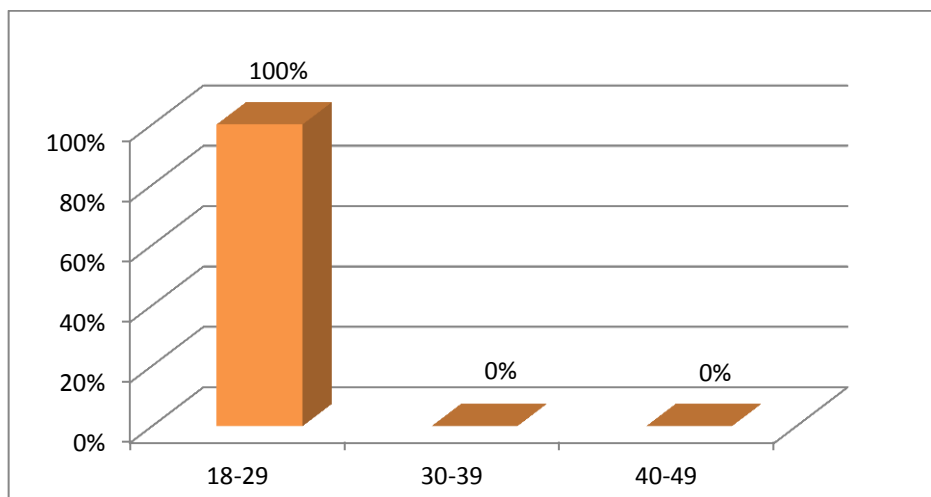
4.3.3 Profile of Respondents Years Worked for the Company

This will provide the researcher with an estimated idea of how long respondents have been working with the sports retail outlet store and then to see if there are differences among perceptions the longer they have been with the company. The chart below shows that quite a significant number of respondents, 52% have worked for the company between one to two years. Interestingly 20% of respondents have been working in the company between two to three years. 8% of respondents have worked within the company for both categories of three to four years and four to five years.

12% of respondents have been working with the company for over five years. Surprisingly a high percentage of employees have been working for the company for a substantial amount of time.

Figure 6- Q3. How long have you worked for the company?
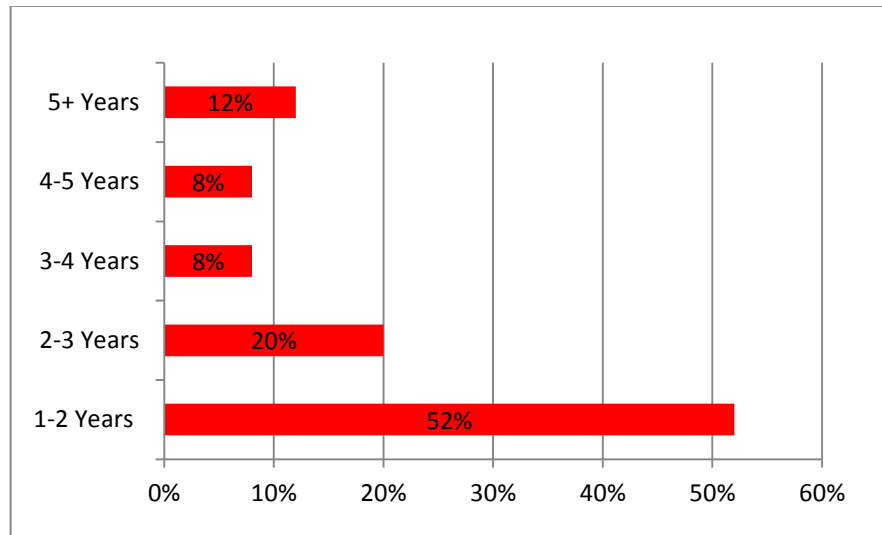
4.3.4 Profile of Respondents Current Level of Job Satisfaction

The data below shows the respondents current level of job satisfaction from not being at all satisfied through to exceptionally satisfied. This may in turn have an effect on respondents' perception of both total rewards and motivation. 16% of respondents are exceptionally happy with their job. 36% of respondents are both satisfied as well as content with their current job. 12% of respondents are dissatisfied with their job and 0% of respondents are not at all happy. Surprisingly 52% of employees ranked in the exceptionally happy and satisfied categories in relation to their current level of job satisfaction. This is a positive aspect of the company. Herzberg's two factor theory has already been discussed in chapter two and explains that there are factors which contribute to an employees' level of job satisfaction. Certain factors would directly motivate employees to work harder. These were named motivators and included recognition and

responsibility. Hygiene factors if not present within the work environment may cause employees to become demotivated and included pay and working conditions. Judging by the response from employees of the current sports retail outlet store there are more motivator factors present throughout the company than a lack of hygiene factors.

Figure 7- Q4. On a scale of 1 to 5 (1 being not at all and 5 being exceptionally) how satisfied are you with your job overall?
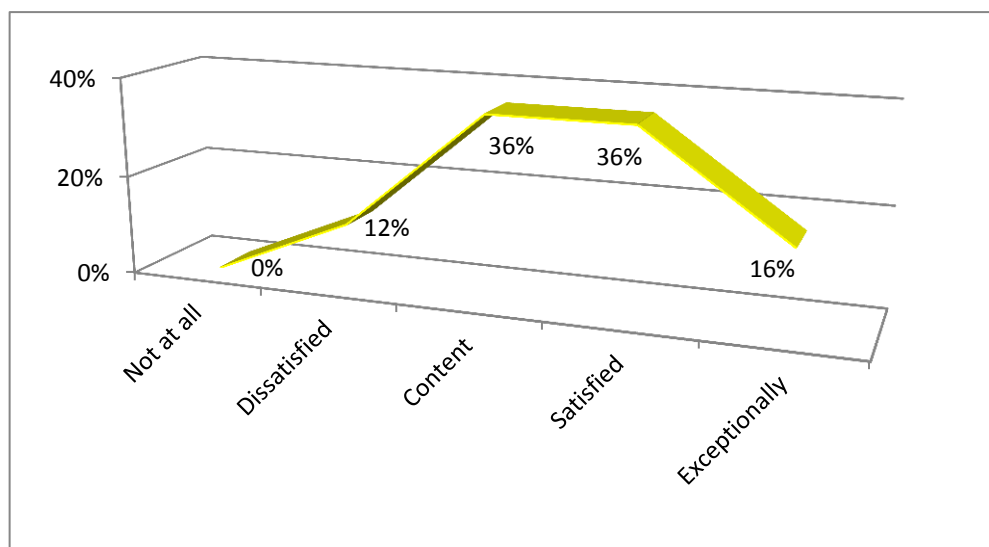
4.3.5 Profile of Respondents Understanding of Total Rewards

There has been much discussion on the lack of peoples' awareness of total rewards; therefore this will help determine if the company in question has this problem and how aware the employees are of the total rewards concept. The area representation manager was confident that employees understood the overall concept of reward management but indicated that they may not be as familiar with the term 'total rewards'. 72% of respondents stated that they did not know what was meant by the term total rewards. This is a huge percentage to not understand the concept, which in turn creates the need to question if employees are being made aware of the concept throughout their induction period.

51

28% of respondents knew what was meant by the term. In relation to chapter two and defining total rewards, the author depicts that the most fitting definition would be that total rewards are a financial and non-financial tool used to accompany managers in the process of motivating their employees.

A staggering 72% of employees did not know what total rewards were, even though the area representation manager was confident that employees understood the overall concept. This proved to be one of the most substantial findings and correlates with Jensen et al (2007) in chapter two as he acknowledges that organisations in the business world of today lack clarity and this can lead to employees not understanding what is expected of them and in turn not understanding the concept of total rewards.

Figure 8- Q5. Do you know what is meant by the term 'Total Rewards'?
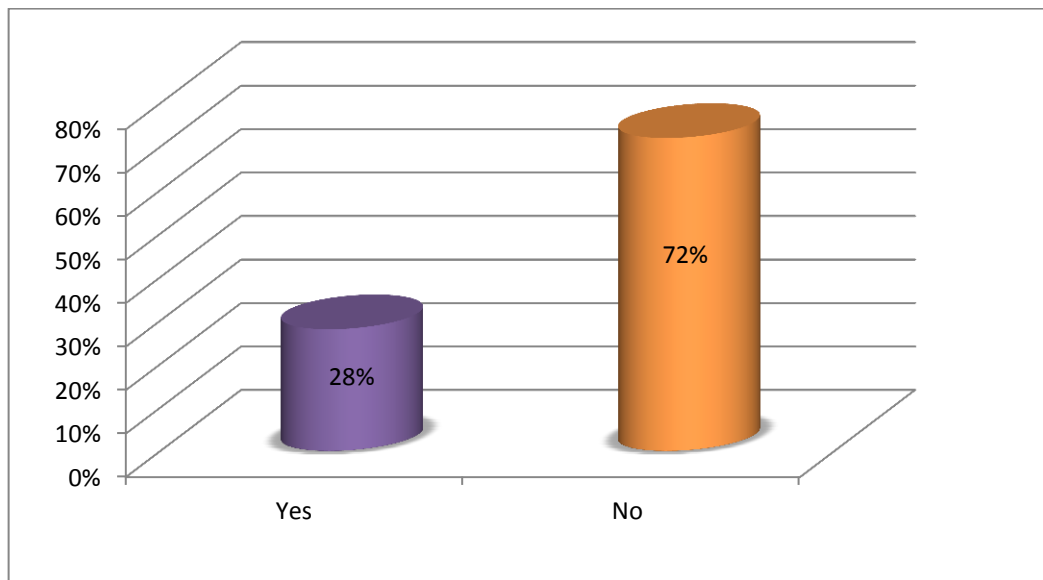
4.3.6 Profile of Respondents Being Made Aware of the Total Rewards Concept

This will establish whether employees were made aware of the concept of total rewards by management throughout the duration of their time with the company. The results shown on the graph below are quite astounding as 100% of respondents claimed that there employer has not made them aware of the concept of total rewards. The area representation manager stated clearly that the company placed a huge emphasis on total rewards and that if employees did not know exactly what the concept entailed they would be familiar with the overall area of reward management. Although the company seemingly prioritise total rewards, 100% of employees claimed that they have not been made aware of the concept by management.

It is quite clear that management and employee's perceptions are quite conflicting and that the company need to acknowledge their lack of communication to employees and focus on making employees aware of concepts throughout their induction period.

Figure 9- Q6. Has your employer made you aware of the total rewards concept?
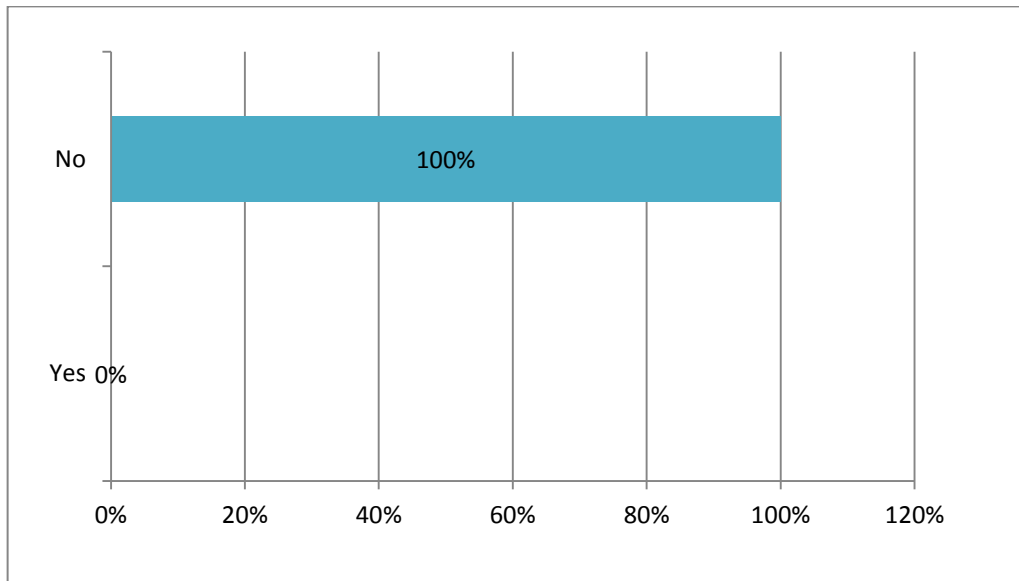
4.3.7 Profile of Respondents Feeling Appreciated for Their Work and Achievements

This will show the number of employees who feel as if they are appreciated for the work they conduct and what they achieve on a day to day basis. 32% of respondents stated that they felt appreciated for their work. Strangely 32% also stated that they felt they were not appreciated for their working achievements and 36% claimed that they felt somewhat appreciated. The below results show that employees responses were quite mixed in relation to feeling appreciated for their efforts throughout the duration of their working period.

Figure 10- Q7. Do you feel appreciated for your work and achievements?
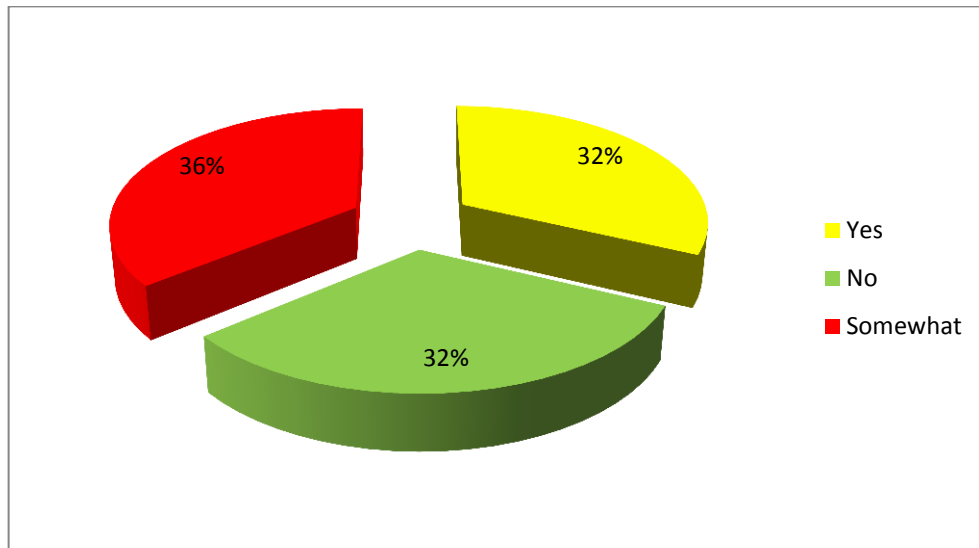
4.3.8 Profile of Respondents Motivation from rewards

This will establish each participant's individual motivation and determine whether they carry out their tasks because of enjoyment or they know they will be rewarded for doing so.

The company's current total rewards strategy is mainly based on financial incentives. The graph below shows they do not contribute very much to employee's motivation as 60% of respondents stated that they were intrinsically motivated and appear to be motivated because they enjoy their work. The remaining 40% stated that they were extrinsically motivated.

The area representation manager stated that in today's economic climate, financial rewards would be pivotal in motivating employees in the workplace to perform. The results show otherwise as the majority of respondents are intrinsically motivated. The following theories both relate to the literature which has already been reviewed in chapter two.

Both theories correspond with employees' perception of rewards and how much effort they put in to their work in order to gain a valued outcome whether it is financial or non-financial.

The author's findings had a tendency to link and differ to those of Vroom's theory. Vroom stated that "people's motivation towards doing anything will be determined by the value they place on the outcome of their effort" Most employees place a lot of value on their effort as 60% of them had stated that they are intrinsically motivated.

Adams equity theory suggested that individuals look at their work in terms of Comparative inputs and outcomes. They calculate what they are investing in their (training, effort and ability) and what they get out of it (compensation, co-workers and interest level of the work itself) (Conte & Landy, 2010).

Figure 11- Q8. Are you more intrinsically or extrinsically motivated?
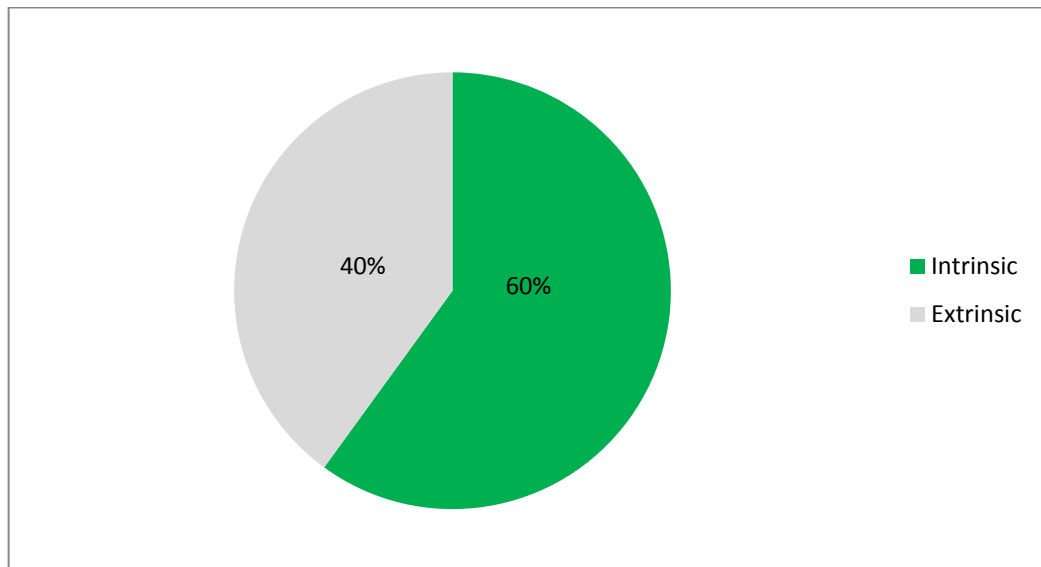
4.3.9 Profile of Respondents Perception of Needs

These are the elements of Maslow's hierarchy of needs in which the researcher will compare and contrast the total reward findings with these elements.

The findings from Maslow's hierarchy of needs indicate that employee's perceptions of rewards are quite mixed. Alarmingly, 36% and 20% of employees stated that esteem needs were unimportant and very unimportant while 20% and 16% of employees claimed that safety needs were unimportant and very unimportant. This leads the author to the belief that people are not very cautious about the conditions they work in. Employees' perception of needs would have been anticipated to be most important.

It was stated in chapter two that in Maslow's hierarchy there *"are five levels of human needs which employees need to have fulfilled at work"*. The researcher's findings show that employees' feedback was quite mixed as employees categorised each of the needs through the use of all five options and not just the important and very important categories. This indicates that employee's disagree with Maslow's concept.

Figure 12- Q9. Please rank these needs in order of their importance to you
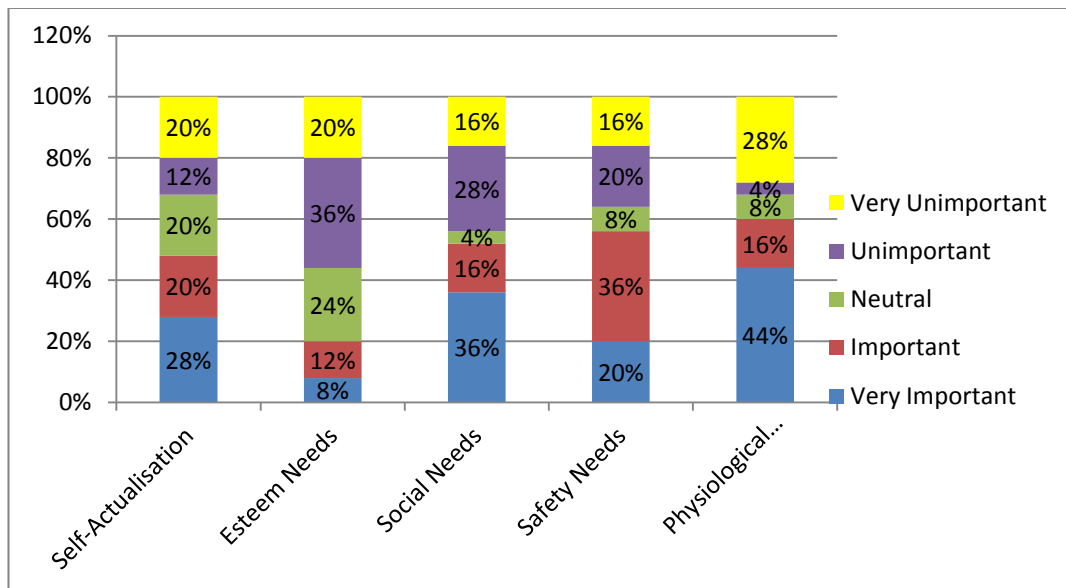
4.3.10 Profile of Respondents Motivation from Rewards

The following question will verify which type of rewards contributes to an employee's motivation. 56% of respondents believe that both financial and non-financial rewards contribute to their motivation at work. The author finds this rather surprising as although the company currently has a total rewards strategy in place it is quite rare that employees actually receive a substantial financial or non-financial reward but they still regard them as a key contributor to their motivation. 32% of respondents believe that financial rewards contribute solely to their motivation while a lower figure of 12% of respondents believe that non-financial rewards contribute to their motivation. It is clear from the data below that both types of rewards have an equal role to play in contributing to an employee's motivation as 60% of employees stated that they were intrinsically motivated yet 56% are of the opinion that both financial and non-financial rewards contribute to their motivation.

Figure 13- Q10. Which of the following contributes to your motivation?
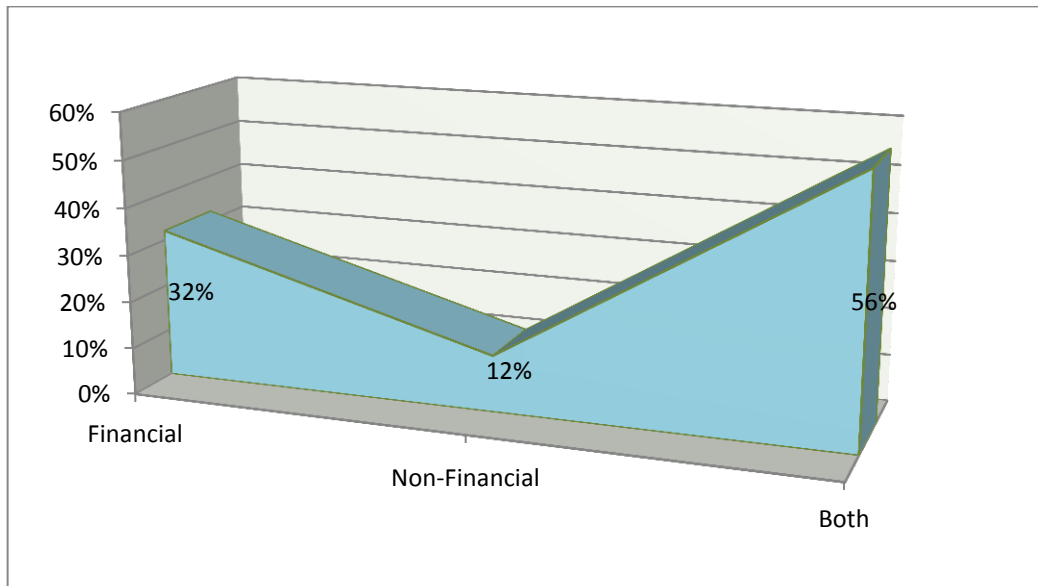
4.3.11 Profile of Respondents Satisfaction with Current Rewards Incentives

This question allows the researcher to verify if employees are currently satisfied with the reward incentives in place including both financial and non-financial rewards. A low 32% of employees are satisfied with the current rewards on offer. A substantial 68% of employees are not satisfied with the current reward incentives being offered. The reasons employees are not satisfied are:

- There is little if any reward incentives on offer to employees

- Employees feel that the larger stores gain all the financial incentives and non-financial recognition

- The company's implementation of total rewards on a whole is very inconsistent and leads to employee's feeling unappreciated.
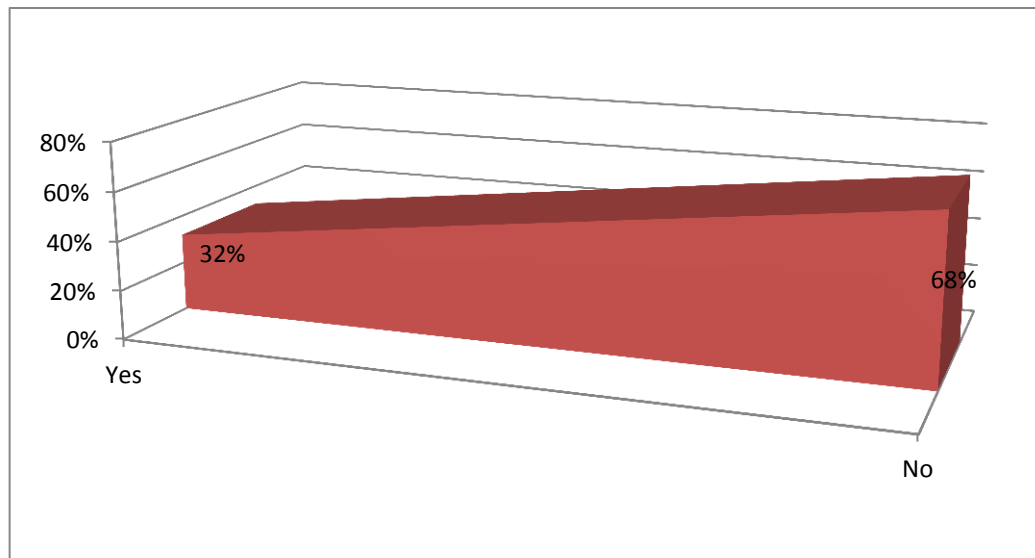
As part of the question those respondents that answered financial rewards were asked to fill in section A which includes their satisfaction with the financial rewards available to them. Those respondents that answered non-financial rewards were asked to fill out section B which includes their satisfaction with the non-financial rewards available to them and those respondents that answered both were asked to fill in both section A and B.

4.3.12 Section A-Financial Rewards

Section A will clarify the value employees place on each of the different financial rewards. In relation to base pay and incentives, the average employee scored in the neutral category meaning they have no opinion on these rewards. In relation to cash bonuses and contingent pay employees expressed their dissatisfaction as most employees scored in the very dissatisfied category. This was not surprising as cash bonuses and contingent pay are not evidently used by the company.

In turn employees appear to be most happy with base pay as 24% are satisfied with this overall category.

Figure 15-Q12 (A) Pay
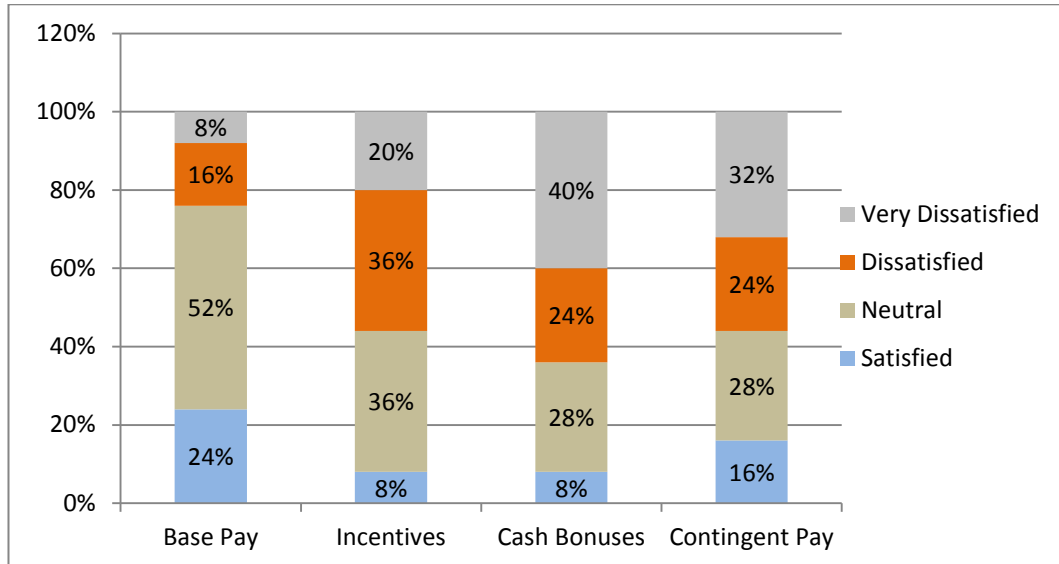
In relation to benefits employees appear to be satisfied with flexibility and holidays as 40% are satisfied with flexibility and 32% are satisfied with holidays. Astonishingly to the researcher's dismay 60% of employees had no opinion on pensions and 56% had no opinion on health insurance which was quite unexpected as both are key aspects in the working world of today.

Figure 16-Q12 (B) Benefits
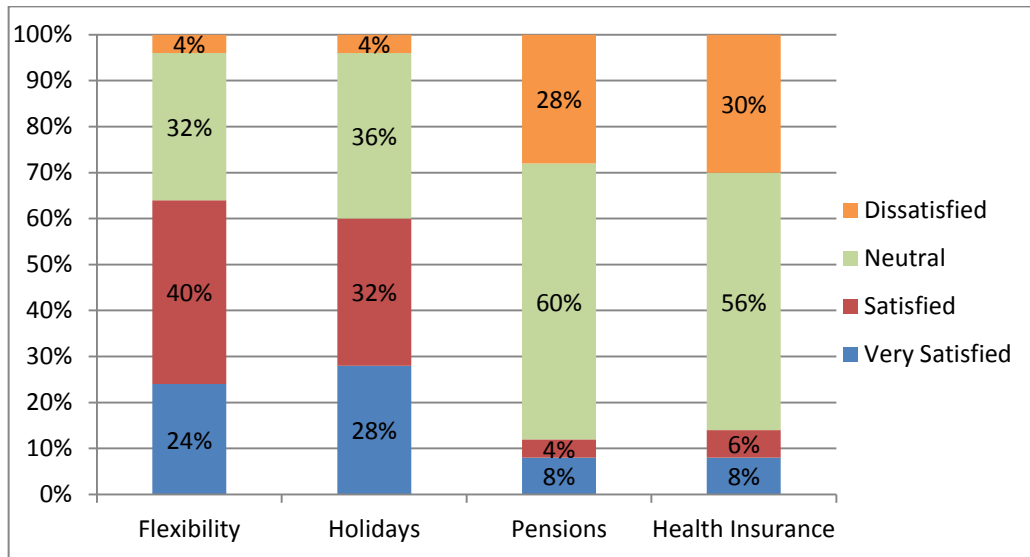
4.3.13 Section B- Non-Financial Rewards

Section B will clarify the value that employees place on the different non-financial rewards. With reference to fulfilling their work, achievement and enhancing their abilities, the average employee appears to be either satisfied or have no opinion on these rewards. Over 56% of employees were also satisfied with Responsibility although 25% were dissatisfied. Astonishingly 50% of employees had no opinion on the opportunity for promotion which shows that either opportunities to progress within the company are limited or employees are rather unambitious.

Figure 17-Q13 (A) Learning and Development
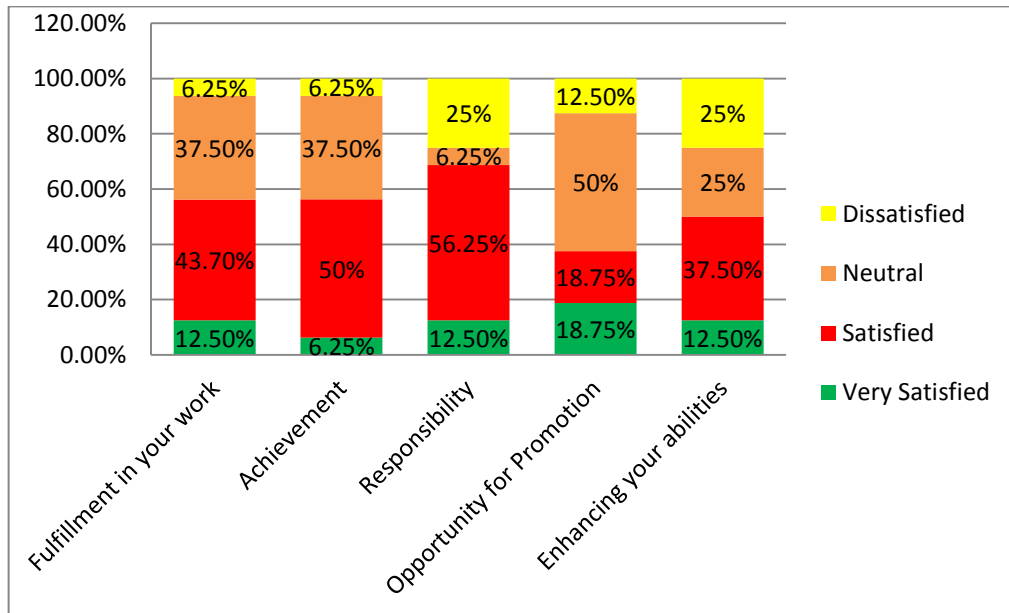
In relation to the working environment employees scored highly in the satisfied category throughout praise, feedback and involvement. Although a high percentage of employees were dissatisfied with non-financial recognition. The company currently implements a non-financial reward through the delivery of its good news news which has previously been mentioned. Apart from this very little is provided in relation to non-financial rewards. This is quite a negative aspect for the company as 60% of employees stated that they were intrinsically motivated showing that they do not need financial rewards to motivate them.

Figure 18-Q13 (B) Work Environment
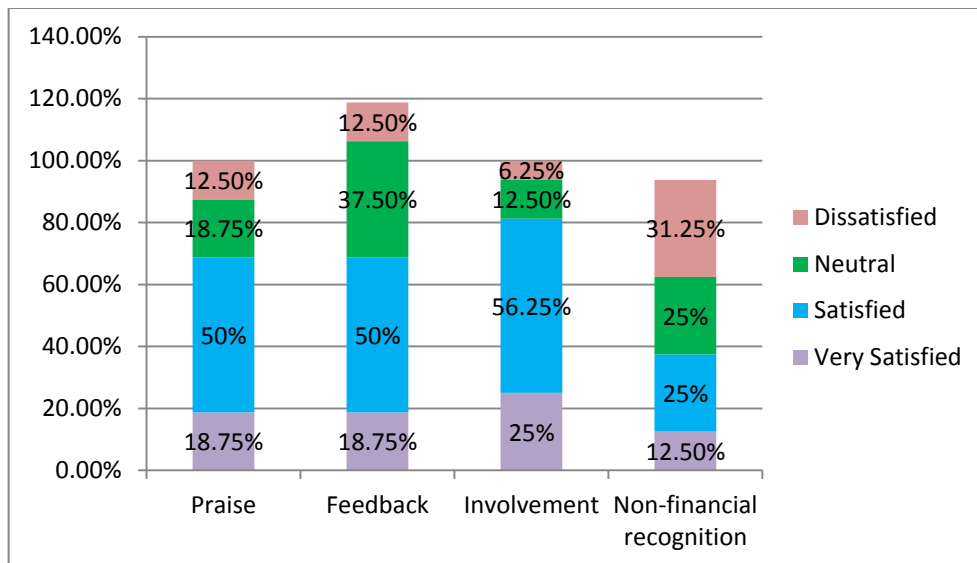
4.3.14 Profile of Respondents Perception towards most Satisfying Financial Reward

The chart below illustrates the financial rewards which satisfy the respondents most. Pay/Money was the most satisfying financial reward with 61%, working Sundays with 30% is quite similar to Pay/Money as there is an increased wage per hour of a Sunday. This is no surprise as due to the current economic downturn a high response rate was expected from respondents in relation to financial rewards. This corresponds to what the area representation manager said when asked what type of rewards motivate employees most. He claimed that in the current economic environment everything would be strictly financial. 15% of respondents are satisfied with a Christmas bonus and 7% are satisfied with their holiday pay.

Figure 19-Q14. Which financial reward do you find satisfies you most?
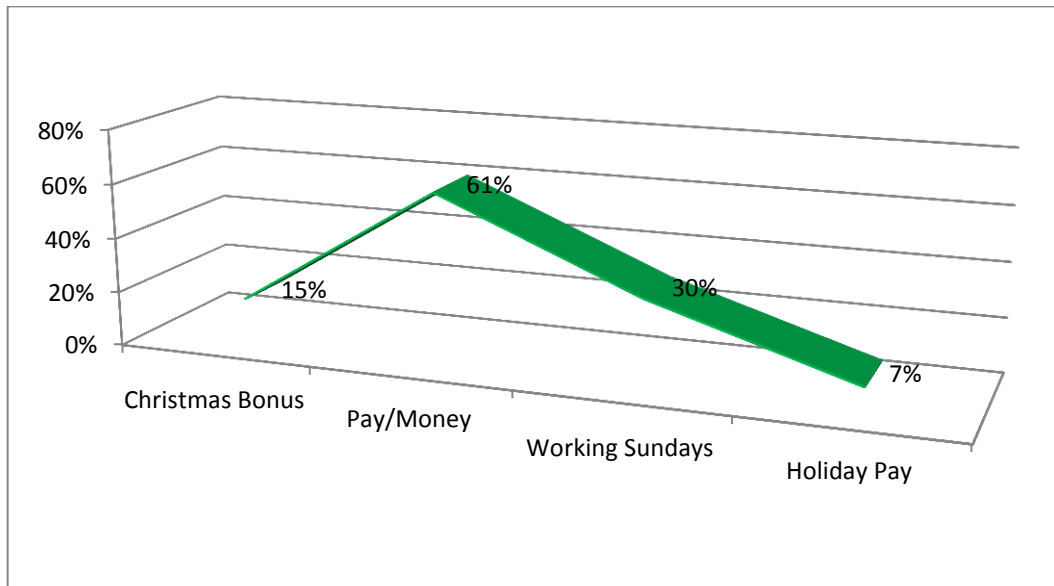
4.3.15 Profile of Respondents Perception towards Non-Financial Rewards

The pie chart below highlights respondent's most satisfying non-financial reward. 30% of respondents believe Praise/Recognition and self-fulfilment to be the most satisfying non-financial rewards. This shows the importance of non-financial rewards as they are valued by employees. When previously asked in section B 50% of employees had no comment to make in relation to opportunity for promotion yet in this case 23% of employees stated that they would be satisfied with the opportunity of a promotion while 7% would like to receive more feedback in relation to their performance in store.

Figure 20-Q15. Which non-financial reward do you find satisfies you most?
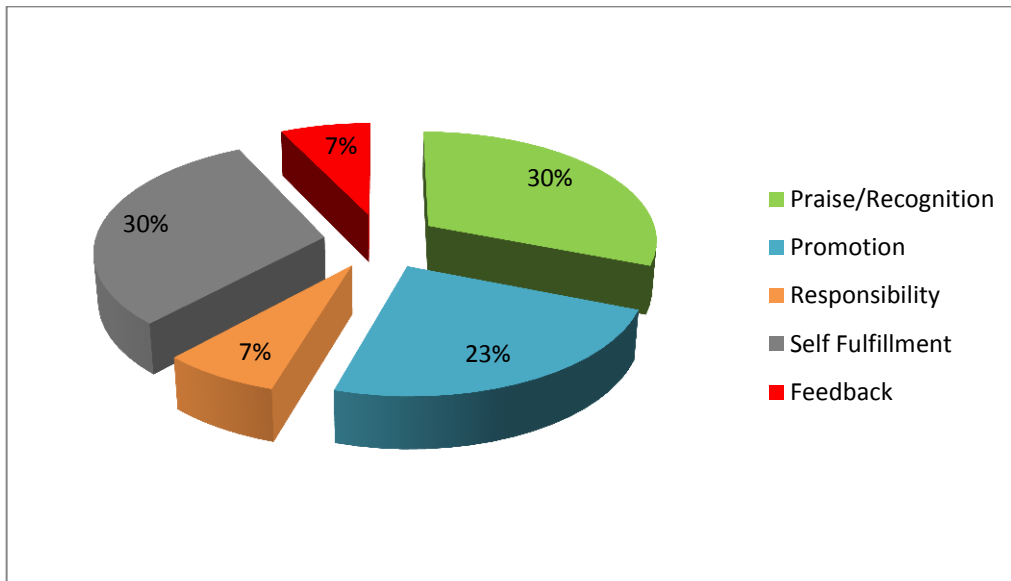
4.4 Objective Three- To compare and then evaluate these findings to determine which is most effective and adds the most value for the company.

To answer the above objective the author will now use his own interpretation to compare and evaluate the findings from objective one and two.

The area representation manager's understanding of total rewards differed greatly than that employees as 72% of respondents did not know what was meant by the term total rewards. The area representation manager stated throughout the interview that employees may not fully understand what is entailed by the term total rewards but they should have a general idea of the overall concept of reward management. There is clearly a lack of communication between management and employees. This also shows how greatly the perceptions of employees can differ from that of management.

Throughout the interview the area representation manager clearly indicated how important total rewards were to the company for reasons such as making team members feel part of something, to give them something to aim for at the end of each day and in the long term to improve the company's profitability. The author finds this confusing as to implement total rewards successfully, employees have to understand the concept and know what is expected of both them as well as their employer.

In relation to the company's current total rewards strategy, there is a high emphasis on financial incentives over a long period of time. The company does currently implement a non-financial incentive although minimal to say the least. Their overall strategy is quite inconsistent and this can be seen throughout the findings of objective two. Although employees are satisfied and dissatisfied with certain aspects in their workplace, overall 68% of employees are not happy with the current rewards on offer.

The area representation manager stated that the current economic downturn has not had any impact on the current rewards being offered to employees. As however this may be the case employees may argue that there is little financial or non-financial incentives currently in place in order for them to have changed throughout the duration of the recession.

The findings from the introductory questions of the questionnaire showed that a number of employees have worked for the company for a substantial period of time. Taking into consideration the various timeframe's 48% of employees have been working with the company for at least two years.

This is a positive result and indicates a low employee turnover rate suggesting that most employees are happy with their jobs.

The findings in relation to Maslow's motivation theory were quite mixed as employee's scored throughout all five categories available to them and not just the important and very important categories. This shows that employee's perception differs greatly than that of Maslow's concept.

When asked about contributing factors to their motivation, 56% of employees stated that both financial and non-financial rewards contributed to their motivation. This could prove to be quite misleading as the company mainly offers financial rewards and minimal non-financial rewards. It is obvious that even if employees are not satisfied with the rewards they currently receive they still regard them as being important. The author is of the opinion that consistent financial and non-financial rewards would most benefit the company as employees value both. This will be discussed in chapter 5.

With reference to financial rewards and in particular pay 61% of employees are relatively satisfied with this component of financial incentives. This indicates that this is the aspect that employees value most within the company. In relation to benefits, this drew a mixed response from employees as 40% of employees are satisfied with flexibility and 32% are satisfied with holidays. However, 60% of employees had no opinion in relation to their pension and 56% had no opinion relating to health insurance.

The findings from employees' satisfaction with non-financial rewards and in particular learning and development showed that the majority of employee's are satisfied with the various components but a high percentage had no opinion on

opportunity for promotion. Although when asked at a later stage which element of non-financial rewards satisfied them most 30% of employees stated that promotion satisfied them most.

Overall the company currently implement a total rewards strategy to some extent. The consistency of the implementation of the strategy may need to improve to increase overall employee motivation. Employees value both financial and non-financial rewards and they believe that both have a part to play in contributing to their motivation. Financial rewards although limited currently satisfy employees most. Although this area could be improved by means of shorter more specific financial rewards, the area of non-financial incentives needs vast improvement. If the company takes the following recommendations in chapter 5 into consideration financial and non-financial rewards may benefit the company most, improve employee motivation and aid in increasing the company's profitability in the long term.

4.5 Conclusion

The purpose of this chapter is to both present and analyse the findings which emerged from the research conducted and also to discuss and correlate these findings to literature which has already being examined in chapter 2. In conclusion the author's findings have proven to be interesting, informative and most notably relate to the research aims and objectives. Thematic analysis of the qualitative research proved to be useful as the author picked up on the high emphasis placed on total rewards by the company which was stressed time and time again by the area representation manager. In relation to the quantitative analysis, quite a number of the employees shared similar perceptions and beliefs which have added a degree of credibility to the findings.

In many ways the research conducted by the author supports the findings of previous studies however some differences have also been highlighted. Although employees are satisfied and unsatisfied by various types and elements of rewards, it was clear from the research that the commitment to implementing a total rewards strategy as indicated by the area representation manager is not felt as strongly by every day employees.

Chapter 5- Conclusion & Recommendations

5.1 Introduction

The main purpose of this chapter is for the author to conclude on the research process and findings by addressing a number of key areas. These are the conclusion, recommendations, limitations in relation to the research, the author's personal reflection and areas to be considered for future research.

5.2 Conclusion

In conclusion both the concepts of total rewards and employee motivation are quite complex yet interesting topics. It can be quite difficult for an organisation to fully understand total rewards. In its simplest form, total rewards within a company involve financial and non-financial incentives or rewards. Motivation and in particular motivating employees can be pivotal to a successful workplace yet can be quite tedious for management to implement as different people are motivated in different ways.

There are a number of interesting conclusions as a result of the research conducted. From the interview with the area representation manager, it was clear that he understood the concept and importance of total rewards in the workplace and in particular to contribute to a company's profitability over a period of time. Overall the company could greatly improve on the current total rewards strategy in place. The current strategy is not specific and consistent enough to motivate employees to in turn contribute to the company's success. The area representation manager spoke of this throughout the interview as he stated the current total reward strategy in place was substantial but nowhere near consistent enough to have a significant impact on employees and the company.

Although the company have interacted with total rewards, they have not prioritised it to the extent spoken of by the area representation manager. Employee's perceptions have the potential to differ greatly from that of management. The area representation manager stated that employees may not fully understand what is meant by total rewards but was confident that they would understand the overall concept of reward management. He was of the opinion that terminology may be an issue. Whilst taking the terminology into consideration, a quite staggering percentage of employees stated that they did not know what total rewards were.

The current economic downturn has had little impact on the current total rewards strategy being implemented as the strategy has changed minimally over the past number of years. The area representation manager held the belief that as the company continued to implement total rewards throughout recessionary economic times, this has allowed them to gain a competitive advantage over their competitors by continuing to outperform them on a regular basis whilst still focusing somewhat on implementing a total rewards strategy.

There were also some negatives of this research as 72% of employee's did not know that was meant by the rem total rewards. However 48% of employee's have been working for the company for at least two years suggesting that the company has a low turnover rate. This is a positive aspect for the company as employee turnover rates are normally quite high within the retail industry (Coskun Samli, 1998). Additionally 68% of employees are not happy with the current rewards on offer. This answers the author's aim which was: To determine whether employees working in the sports retail outlet store perceive the different types of rewards available to them to be a key contributor to motivation.

Although employees believe financial and non-financial rewards to be a contributor to their motivation, the majority of them are not happy with the rewards currently on offer. To conclude, the author believes that in order to establish and maintain a successful total rewards approach the company may have to expand on their current financial rewards as well as introduce substantial non-financial rewards to motivate employees.

5.3 Limitations

The author has already referred to the limitations of the research in chapter three although the following should also be considered.

Honesty and accuracy were aspects that arose whilst conducting both the qualitative and quantitative research. The layout of the semi-structure interview allows the researcher to guide the interview to a certain extent. This may aid in retracting honest and accurate information.

The researcher had distributed a sample of fifty questionnaires to employees who work in the chosen store throughout the midland region but only received a response rate of 50% accounting for 25 employees. Targeting a larger sample and in turn aiming for a greater response rate may lead to further findings in the area.

Bias was another pivotal area taken into consideration whilst conducting the research. In particular throughout the semi-structured interview as the area representation manager spoke at length about how the company prioritises the implementation of a total rewards strategy. It is only when the data is derived from the questionnaires in relation to employee's perceptions that it begins to show a clearer picture.

Bias also may play a part in the distribution of questionnaires as there is very little contact between the researcher and the respondents.

5.4 Recommendations

As the author has completed the research process on both the concepts of total rewards and motivation, he wishes to make the following recommendations to the chosen sports retail outlet store on both areas:

5.4.1 Improve Employees Understanding of the Total Rewards Concept: It was obvious from the research carried out that the perceptions of management and that of employees can differ greatly. It was also obvious that the general consensus among employees in relation to what the concept of total rewards actually entailed was one of confusion. To rectify this, management may need to improve communication methods with their employee's to educate them in relation to various concepts through induction days or training days. It is pivotal for both management and day to day staff to be on the same level if the implementation of total rewards is to be a success.

5.4.2 Introduce a Specific Total Rewards Strategy: The current total rewards strategy being implemented relates mostly to financial incentives. These financial incentives are offered to employees on a handful of occasions throughout the calendar year and normally allow stores to compete head to head for the highest sales figure. Feedback from the research carried out highlighted that there are a small number of stores who usually reap the rewards on a yearly basis. This leaves the majority of the stores nationwide demotivated and with what they believe to be an unrealistic opportunity to attain financial incentives ahead of colleagues working in other stores.

To improve upon this aspect the company may consider introducing specific incentives to a certain store or stores within a certain region whilst still maintaining the big incentives across the overall company. This would allow even the smaller stores to compete to attain financial incentives.

This would also allow the company to enhance the current non-financial incentives they offer to employees beyond what they currently offer. They currently run good news news which is a weekly pamphlet distributed to all stores highlighting stories of exceptional customer service or high sales by certain staff members.

5.4.3 Improve the Level of Consistency in which Total Rewards are Implemented: As has already been mentioned the financial incentives currently on offer to employees only run on a small number of occasions throughout the year. This is an area in which the area representation manager highlighted throughout the duration of the interview as he stated that the company's main weakness in relation to rewards is the consistency in which it is emphasised within stores. If the company was to implement specific reward incentives on a regular basis this would in turn lead to the overall company being aware of total rewards and also allowing employees the opportunity to attain both financial and non-financial incentives.

5.5 Reflection

Prior to commencing the master's programme and in particular undertaking this dissertation, the author was nervous but at the same time excited with the challenge that lay ahead. An intense academic year ahead was expected where times management would be pivotal to a successful year.

In relation to compiling this dissertation the author has had some previous experience of undertaking a piece of research so this would prove to be substantial experience with the challenge that lay ahead.

Throughout the year the author found it quite challenging to compose his dissertation due to the on-going additional college work. It was difficult to balance what was due on a weekly basis and to compose the dissertation simultaneously. Therefore to a certain extent the dissertation was put to one side until the examinations had been fully completed. This then allowed the researcher to focus 100% on the task at hand and carrying out the piece of research required. The author acknowledges that although he had a substantial amount of time to complete his piece of research it is quite a significant amount of work to complete over a short period of time and this in turn led to strenuous times along the way.

A key advantage throughout the duration of the research was the interest the author displayed in both the subject areas of total rewards and employee motivation. There was a lot of time to be spent researching the relevant topic areas so having a keen interest was crucial to the research.

The author began by compiling the various chapters relevant to the study. The researcher found that the compiling of the literature review and the methodology sections were quite tedious as there was lot of headings and sub headings involved. After putting together a literature review in relation to the relevant concepts and terminology the author had a vast knowledge base leading in to the carrying out of his semi-structure interviews and distribution of questionnaires.

The conducting of the semi-structured interview with the area representation manager was very beneficial to the study and one in which the author enjoyed

immensely. It allowed him to attain a management perspective on the topic areas and an insight into how management within a company operate in relation to implementing various incentives and schemes.

On the other hand, the distribution and successful response rate of questionnaires proved to be quite challenging as it was time consuming. The researcher distributed sets of questionnaires to various stores, allowed a certain time frame before returning for collection. After an extended time frame for collection, only certain stores had chosen to participate in the study to the author's dismay. This showed why there is such a lengthy period of time set aside for the completion of the dissertation and that the time is there for a particular reason. A 50% response rate was generated and proved to be enough to generate substantial findings from the research.

As the author progressed through the various stages of the dissertation he required assistance on numerous occasions from his supervisor. The feedback gained from the supervisor was much appreciated as keeping on the right track can be intimidating and challenging with such a sizeable document.

The analysing of the data was an area of the dissertation that the researcher enjoyed compiling as the results from the research conducted began to come to the forefront and reasons for carrying out the research became clear as the results came together. The inclusion of graphs while analysing the data made various aspects of the results more visible and broke up the written report.

Whilst compiling the final stages of the dissertation the author's mind set was one of tiredness and also satisfaction as he was nearing the end of the written report.

The researcher believes the research carried out meets the initial aim and objectives which were established before commencing this piece of research. Once the report was complete, the general editing of the dissertation proved to be strenuous but provided the researcher with a sense of relief once finished.

If the researcher was to carry out the process again of compiling the dissertation, there would be a few minor aspects which he would change. As has already being stated the time set aside for the completion of the dissertation is there for a reason so the author would not be pushing to meet his own unrealistic targets. Although the author believes his time management was handled quite well overall it is an aspect which can always be improved.

Overall even though the compiling of the dissertation proved to be an intense and challenging process, the researcher recognises that he learned a lot about himself academically as well as personally over the last couple of months and hopes the experience will stand to him throughout other high pressure challenges and situations in life.

5.6 Future Research

Reward management and in particular total rewards are relatively new concepts within organisations in the business world of today. The combination of both the concepts of total rewards and motivation combined will provide researchers with endless opportunities in relation to research. The main issues that arose from the compiling of this dissertation that would provide an opportunity for further research are how perceptions differ between that of management and employees and the impact the current economic downturn has had on company's implementation of total rewards.

The above areas present an opportunity for future research in relation to the concepts of total rewards and employee motivation.

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Appendices

Appendix 1.0- Interview Consent Form

Topics: Total Rewards and Employee Motivation

Name of Researcher: Chris Ferncombe

Thesis Supervisor: Ms Linda Reidy

Course: Master of Business

College: Athlone Institute of Technology

Dear -----------

Thank you for agreeing to take part in this semi-structured interview. Your contribution will add greatly to the content of my research project and hopefully impact on my overall grade.

With regard to the interview itself, this should take no longer than 30 minutes. Should you have any questions regarding the areas to be covered within the interview or any queries in general please contact me by phone or email. You of course have a say in the format that the interview will take:

1. I would like to use a recording device, but if this causes you a difficulty I will just take notes.
2. Your views and opinions can be directly or indirectly quoted in the project.

I would like to stress that the information you provide will only be used for the purpose of the research project and will not be distributed to external sources.

I will be in contact with you in the next few days to arrange an appointment.

Regards

Chris Ferncombe

Phone: 087-6703474

E-Mail: A00145145@student.ait.ie

Appendix 2.0 - Interview Questions

Q1. What do you understand by the concept of total rewards?

Q2. What is your personal view on total rewards?

Q3. Do you currently have a total rewards strategy in place? If so when did it start and what does it consist of?

Q4. What reward incentives do you currently offer employees?

Q5. Has the current recession impacted on the various total rewards you offer? How?

Q6. Some authors have argued that the concept of total rewards is new to many employees and they are not aware of the various types of total rewards available to them, what is your personal opinion on this matter?

Q7. As area manager, how important are total rewards from a company's perspective?

Q8. Is there an element of reward management that you believe that you deliver better than your competitors?

Q9. How are disposable incomes affecting employee's perception of total rewards?

Q10. What are the main technology trends both inside and outside your company that represent important opportunities or threats to total rewards?

Q11. In relation to motivation how are staff currently motivated on a day to day basis?

Q12. What role does current management play in motivating staff at work?

Q13. Do you feel that the rewards strategy/incentives currently in place are enough to motivate employees?

Q14. Do you believe that staff are influenced more by financial or non-financial rewards?

Q15. What area(s) within motivating you employees do you feel you can improve on? If any

Q16. Moving forward how important do you feel the concepts of both Reward Management and Employee Motivation will be for a business to be successful within the current economic downturn?

Appendix 3.0- Questionnaire consent form

Topics: Reward Management and Employee Motivation

Name of Researcher: Chris Ferncombe

Thesis Supervisor: Ms Linda Reidy

Course: Master of Business

College: Athlone Institute of Technology

To Whom It May Concern,

I am currently studying for a Master of Business in Athlone Institute of Technology. As part of the Masters programme, I am required to conduct a dissertation on a topic of my choice.

I have chosen to research Reward Management and Employee Motivation as both concepts play a pivotal role in the productivity of companies especially in the current economic climate. As part of the research, I am asking you the following questions. Your participation in this study is voluntarily and there is no pressure to take part.

You may also feel free to skip any questions you are not comfortable in answering. If you choose to participate all the information will be treated confidentially not be published at any time and you will remain anonymous. I would be very grateful if you could answer all questions as best and as honestly you can.

Thank you for your cooperation.

Yours Faithfully,

Chris Ferncombe

Appendix 4.0 Questionnaire

Q1. Please state your gender (Please tick)

Male ☐   Female ☐

Q2. What age group do you fall under? (Please tick)

18-29 ☐   30-39 ☐   40-49 ☐

Q3. How long have you worked for the company? (Please tick)

1-2 years ☐   2-3 years ☐   3-4 years ☐   4-5 years ☐   5+ years ☐

Q4. What's your job position?

_____

Q5. On a scale from 1 to 5 (1 being not at all and 5 being exceptionally) how satisfied are you with your job overall? (Please Circle)

1   2   3   4   5

Q6. Do you know what is meant by the term 'Total Rewards'? (Please tick)

Yes ☐   No ☐   Maybe ☐

If you answered yes to the above question what is your understanding of the term 'Total Rewards?

_____

Q7. Has your employer made you aware of the total rewards concept? (Please tick)

Yes ☐   No ☐

Q8. Do you feel appreciated for your work and achievements? (Please Tick)

Yes ☐   No ☐   Somewhat ☐

Q9. Are you more intrinsically or extrinsically motivated? (Please Circle)

(A) Intrinsic (Wanting to achieve goals because you enjoy them)

(B) Extrinsic (Wanting to achieve goals because you will get a reward)

Q10. From the following list, please rank these needs in accordance with their importance to you with 1 being the strongest and 5 being the weakest.

Self-actualisation (e.g. self-fulfilment, reaching your potential)   ☐

Esteem needs (e.g. self-esteem, recognition for a job well done)   ☐

Social needs   ☐

Safety needs (e.g. job security)   ☐

Physiological needs (e.g. hunger)   ☐

Q11. Which of the following contributes to your motivation? (Please Tick)

(A) Financial Rewards (Pay, Bonuses and overall job benefits)

☐

(B) Non-Financial Rewards (Recognition and increased job responsibility)

☐

(C) Both

☐

If your answer was (A), please proceed to section A

If your answer was (B), please proceed to section B

If your answer was (C), please answer both section A and B

Section A

Please rate your level of satisfaction with the following financial rewards (Please tick)

Pay	Very satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Base Pay					
Incentives					
Cash Bonuses					
Contingent Pay(Reward for your skill, performance and contribution)					

Benefits					
Flexibility					
Holidays					
Pensions					
Health Insurance					

Section B

Please rate your level of satisfaction with the following non-financial rewards (Please tick)

Learning & Development	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Fulfilment in your work					
Achievement					
Responsibility					
Opportunity for Promotion					
Enhancing your abilities					
Work Environment					
Praise					
Feedback					
Involvement					
Non-Financial Recognition					

Q12. Which financial reward do you find satisfies you most?

_____

Q13. Which non-financial reward do you find satisfies you most?

_____

Q14. Are you satisfied with the rewards your employer currently offers you?

Yes ☐

No ☐

If yes/no please state reason:

_____

Q15. How would you describe the employer's performance review system
(Individual staff appraisal) of the company?

_____

_____

Thank you for your cooperation