

The Impact of Reward Management System on Employee Productivity:
Study of the Banking Sector in Ireland

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Candidate Declaration

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I certify that the dissertation entitled:

The Impact of Reward Management System on Employee Productivity: Study of the Banking Sector in Ireland

submitted for the degree of MSc in International Business Management is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

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Dedication

I dedicate this work to God Almighty who made heaven and earth, whose mercy endures forever and who giveth life abundantly and gave me strength and wisdom to complete this work.

Thank you, Lord!

Acknowledgements

I appreciate my parents, brothers and sister for constantly supporting and checking up on me. Thank you for your love and prayers.

To my friends, I appreciate you all for being extraordinary, a great support team and always encouraging me during my studies.

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Abstract

This research aims to assess the effectiveness of reward system in motivating, monitoring and controlling employees in the Irish banking sector. Rewards as a tool to enhance employee productivity and increase employee loyalty is also an objective of this study. Concepts such as Reward management system, employee productivity and employee loyalty were critically explained in the literature review in order to achieve the research objectives. The researcher also applied the use of Equity theory and Goal setting theory in investigating reward management system in the banking sector to find if there exists equity in the reward management system and how rewards have motivated employees to accomplish their goals since based on the assumptions of the theory that employees become more enthusiastic to accomplish goals because of the rewards that follow. The researcher carried out this study using a qualitative approach and conducted ten semi-structured interviews with employees from four different banks in Ireland. The findings generated from this study have brought to light the different reward systems that are active in the Irish Banking sector, the impact of rewards on employee productivity and also the relationship that exists between rewards and employee loyalty. The implications of the findings generated are explained, the research limitations are identified, and the researcher also gave recommendations for future research and practice.

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CHAPTER ONE: INTRODUCTION

1.1. Overview

Contemporary labour challenges have made it imperative for employers to seek methods of enhancing employee retention. Ability to retain talent and high-quality employees are often considered as one of the best competitive advantages an organization can possess, this is because high employee turnover negatively affects the running cost of an organization. Andualem (2013), notes that employers lose ten times more from the exit of staff than recruiting and training new ones. Furthermore, quality employees are more productive which leads to an increase in organizational productivity. One way thus to retain quality employees is through an effective reward system. Armstrong (2012), opined that the reward system has been identified as one of the most effective factors for maximizing employee productivity and organizational performance.

Employee productivity is significantly linked with organizational performance, as individual employee performance contributes to the department, team's performance which further contributes to the aggregate organizational performance (Armstrong, 2012). This, therefore, shows that the performance of the organization is bounded, influenced and determined by the efficiency and productivity of the employees that make up the organization. In other words, an inefficient or unproductive employee in a particular department in an organization not only affects the productivity of the team or department but also that of the organization in the long run.

A reward system entails the appreciation of employees with high-performance levels and also providing incentives for employees with low performance to increase their performance. It is a system of rewarding employees who have exceeded management expectations and also encouraging those who have not to put in a better effort. The central aim of reward system is to motivate employees towards better performance, as such Griffin and Moorhead (2013:161) noted that the central aim for instituting reward system is to "Attract, Retain and Motivate qualified employees".

1.2. Research Purpose

Several research projects have discussed the link between reward systems and employee productivity. Gong, Chang and Cheung (2010), in their research, discovered that management can use reward systems to motivate employees and thereby attaining the required organizational goals, furthermore, Mendoca (2002), in his study pointed out that reward system can be used by managers to monitor the performance of employees and also motivate them to perform better. Hoole and Hotz (2016), also mentioned that reward systems can elicit positive behaviours of employees to their organizations, hence reward systems can be used by organizations to favourably shape employee behaviour. From the three authors, we can deduce that adequate reward systems can monitor, control behaviour and motivate employees thereby increasing their productivity.

Also, other studies such as Sarwar and Abugre, (2013), and Shields, Brown, Kaine, et al (2015), have studied the link between reward system and employee productivity, these studies were mainly conducted outside Ireland, further, they did not focus on the role of reward management system in monitoring, controlling and motivating employees as a combined factor in improving employee motivation.

Therefore, it is evident that there is a knowledge gap to be filled. The purpose of this research is to attempt to fill this gap while focusing on the banking sector in Ireland which will be done by assessing the effectiveness of reward systems in motivating, controlling and monitoring employees, in selected banks in Ireland. The banking sector is one of the most flourishing sectors in Ireland, the sector employs about 4.5% of the total Ireland population and in 2019 the sector had an annual turnover of € 5.3 billion (Central Statistics Office, 2019).

1.3. Research Questions

The research will be guided by the following questions:

1. To what extent have reward management systems succeeded in improving employee productivity with respect to employees of selected banks in Ireland?

2. How has reward management system contributed in monitoring, motivating and controlling employees of selected banks in Ireland?
3. Do reward management systems of selected banks in Ireland increase employee's loyalty to the organization?

1.4. Objectives of the Study: Background

Every organization needs a standard reward system which is essential in keeping employees motivated and committed on the job, according to Navid (2012), employees react to reward systems positively as such managers are to use reward systems to elicit positive reactions from employees, Sarwar and Abugre, (2013), also found out that managers can use reward system to achieve organizational goals by aligning reward system in such a way that it motivates employees to do more. A reward system seeks to influence behavioural patterns of employees, for instance, if after a year the manager of a car retail firm rewards the employee with the best sales with a brand new car, this will significantly influence the behaviours of other employees forcing them to do more in order to win the reward next year, serious employees will put more effort while unserious employees will also put in more effort. The ability of Reward system to influence employee behaviour based on Khan, Syed and Zilakat (2010), and Stringer and Didham (2011), is what makes me conclude that reward system motivates, controls and monitors behaviour of employees, as such the central objective of this study is to critically investigate the linkage between Reward system and Employee Productivity in the banking sector while focusing on the role of Reward system in motivating, controlling and monitoring.

Other objectives of the study are:

1. To investigate the standards of a good reward management system and ascertain its impact on employee loyalty to the organization in selected Irish banks.
2. To examine the impacts of reward management system on employee productivity in selected banks in Ireland.
3. To critically assess the effectiveness of reward management systems in monitoring and motivating employees of selected banks in Ireland.
4. To identify and put forward recommendations on how the reward system in selected banks can be improved to enhance employee productivity.

1.5. Justification for the Study

There is still yet to be a conclusion for what meets the standards for a good reward system, scholars are divided on how managers should operate reward systems this is because as Khan, Syed and Zilakat (2010) notes reward system should be based on the employee and since different organizations have different employee personalities, reward systems are thus different. Some reward systems are entirely monetary while others are non-monetary, however, Allen and Helms (2001), noted that good reward systems should have both extrinsic and intrinsic factors. This study will thus investigate what constitutes extrinsic and intrinsic rewards system and compare it to discover if it is being practiced in selected banks, thereby discovering if the reward system meets the standard of a good reward system which usually are monetary rewards such as salary increase, paid vacations and bonus benefits. The research will further make recommendations on how reward systems can be improved upon in the banking sector.

As noted by Stringer and Didham (2011), reward system essentially is placed to influence the behaviour of employees positively thereby stirring them towards better employee productivity. For this study, the focus will be on how a reward system monitors, motivates and controls employees. The choice of this is justified as very few current works of literature empirically examine the role of a reward system by considering these variables, this will be essential in improving knowledge of reward systems for managers and the academia.

On the overall, the study will investigate the linkage between a reward system and employee productivity thereby discovering if reward systems operated in selected banks are responsible or not responsible for employee productivity. In addition, making further recommendations that can be adopted by other companies to boost employee productivity or that will be used to improve the reward system in these banks.

1.6. Structure of the Study

This research is divided into five chapters giving the reader an in-depth understanding of the study with each of these chapters contributing significantly to the research objectives.

The first chapter is an overall summary of the dissertation which consists of the purpose of this research, objectives of research, and questions the researcher intends to answer including a justification for this study.

The second chapter is the literature review. This chapter is designed to address relevant past literature linked to this study and also relevant related concepts for further understanding of each part of the research objectives. Relevant theories of motivation are also taken into account in this chapter as well as an empirical review which links RMS with employee productivity and also the implication of the literature review on the research objectives.

The third chapter is the research methodology. This chapter defines the methodology and strategy to be used to collect the primary data. The chapter also covers areas such as the research design as well as the sample population and analysis of the data to be collected.

The fourth chapter will present an in-depth analysis of my findings via data collected from participants in my research study. The presentation of these findings will be broken down into themes in an attempt to discuss the relevant concepts that emerge from the data collected and also for easy understanding for readers.

The final chapter which is the conclusion will give a summary of the main findings of the research as well as also highlights the limitation and implication of the research. This concluding chapter will also include the relevant recommendations based on the findings and proffer suggestions for further research in the area.

1.7. Chapter Summary

This chapter presented the justification and background of the study on the impact of reward management system on employee productivity and also identified the statement of problem associated with the research. It also discussed the main purpose of conducting the research which is to assess the effectiveness of reward systems in motivating, controlling, and monitoring employees, in selected banks in Ireland. In this chapter, the research questions and objectives have also been generated which will now become the guideline in addressing relevant past literature linked to this study and also for creating concepts to be discussed in the next chapter.

CHAPTER TWO: LITERATURE REVIEW

2.1. Overview

This section contains a review of literature related to the research topic and objective. The essence of this chapter is to outlay the basic variables of the study and discover units which will be used to measure their occurrences and impacts. Furthermore, the literature review was carried to discover gaps in existing studies and areas of improvement which the current study can fill. The literature review is subdivided into four parts: Conceptual review, Theoretical review, empirical review and conceptual framework.

2.2. Conceptual Review

In this section, the basic concepts used for the research are being reviewed.

a. Reward Management System (RMS)

RMS has been a cardinal factor in Human Resource Management (HRM), however, RMS cannot be effectively conceptualized without a definition of rewards, as an adequate definition of rewards is essential in pointing out the scope of RMS.

According to Katua, Mukulu, Gachunga (2014), rewards are monetary or non-monetary payments given to employees by their organization, Abraham (2012), noted that rewards are benefits given to employees in exchange for their work or value. Therefore, Martocchio (2014), opined that rewards are strategic to human resource management policy and they aim to recognize the contributions of the employee to the organization and to serve as a fulfilment of employment contract. Rewards refer to the tangible and intangible benefit an employee obtains as a sign of the employment relationship and contract between the employer (Milkovich and Newman, 2004). Rewards become essential to employees because they are benefits which they receive from their workplace and are also determinants of their motivation, commitment, engagement and satisfaction. Furthermore, Bratton and Gold (2003), noted that rewards are payments provided from employers to employees as a fulfilment of their contract and also as a return on their contributions. These rewards can be in cash, non-cash or even psychological nature. Bratton and Gold (2003), were kin to note the differences in reward (cash, non-cash and psychological) this is because cash rewards may not always be welcomed by employees, as Stone, Bryant, Wier (2010), opined that cash rewards most times do not satisfy

majority of psychological needs of employees. This is in line with Gross and Friedman (2004), who pointed out that limiting rewards to cash base will be an archaic form of conceptualization, more contemporary meaning of rewards will embrace a holistic value scheme which an employer provides to his/her employees, such rewards will mainly constitute basic pay, long and short-term compensation and incentives, welfare benefits such as health and work-life balance and avenues for career promotions, progressions, training and development. Return on Investment (ROI) survey (2013), point out that most employees (67%) of them see rewards as pay, benefits and rewards.

From the above, we deduce that rewards refer to the total package given to an employee as a payment for his/her contribution to an organization which may constitute financial and non-financial elements. From this definition of Reward, a Reward Management System (RMS), can, therefore, be referred to as a structure which governs the rewards of employees, Armstrong, Duncan, and Reilly (2011) noted that RMS includes a set of programs set up by an organization to reward the productivity or performance of employees, at the group or individual level which is to motivate them. Murlis and Armstrong (2007), explained that RMS focuses on the formulation, and implementation of diverse strategies and policies which intend to reward employees consistently, fairly and equitably based on their value and contribution to an organization. RMS is a process which is concerned with the analyses and control of employee compensation, remuneration and other benefits given to employees. The central aim of RMS will be to create and efficiently manage the reward structure of an organization, as such Martocchio (2014), notes that RMS may consist of pay policies and practices, total rewards, salary and payroll administration, minimum wage, team reward and executive pay.

The major difference between rewards and RMS is that while rewards are the direct benefit given, RMS is the umbrella which governs how the benefit is given to employees, hence, several types of rewards exist under RMS, which could be intrinsic or extrinsic, direct or indirect, financial or nonfinancial. Table 1 shows the type of reward systems.

Figure 1: Types of Reward Systems

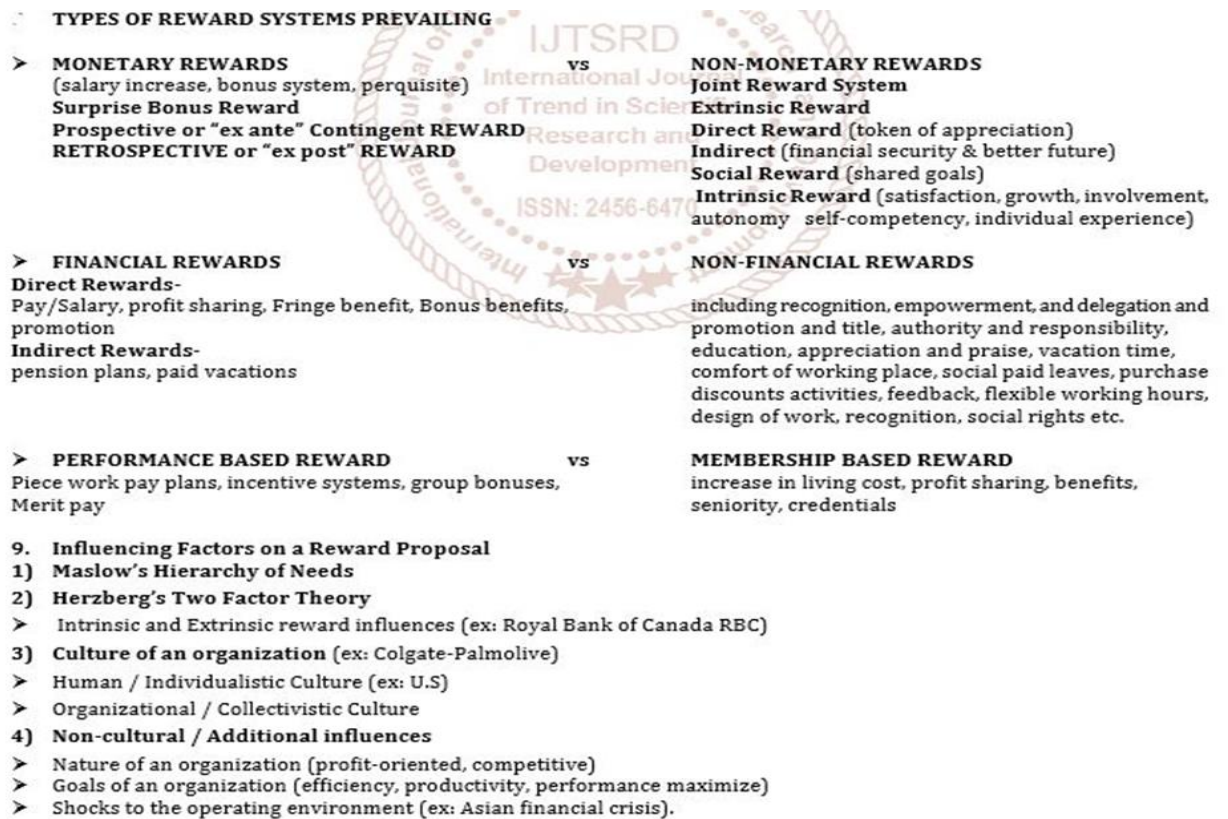


Figure 1, Source: Armstrong, Duncan, and Reilly (2011)

Khan, Syed and Zilakat (2010), also explained that reward systems are put in place essentially to impact individuals and team members performance and engagement levels within the organization. As such RMS should not only serve as a financial remuneration to individuals but should also motivate them. Adding to this they suggested that reward systems should motivate employees to achieve higher performance, engagement, and productivity and commitment levels.

Armstrong and Stephen (2005), also noted that RMS is intended to put in place, processes, strategies and policies that effectively guarantee that all contributions of employees to an organization is noted, recognized and duly rewarded. The central objective of RMS is to ensure that all employees are fairly, equitably and consistently rewarded in correlation to their efforts at achieving organizational goals. RMS further enables organizations to ensure that their employees are consistently motivated to enhance their capacity in the achievement of organizational goals. Furthermore, RMS takes into cognizance everything that can motivate an employee, thus RMS is not limited to cash rewards but integrates

other ways to keep employees motivated, such as non-financial elements (recognition, training and development).

In an old but relevant explanation Kerr (1995), points out how RMS can be understood, to him the concept is more theoretical hence a practical understanding can be difficult to comprehend. In practice RMS can be difficult because certain policies can be set up by organizations to reward a specific behaviour only to end up rewarding a separate behaviour, therefore to theorise RMS one must understand what a good RMS constitutes of.

b. What constitutes a good Reward management system?

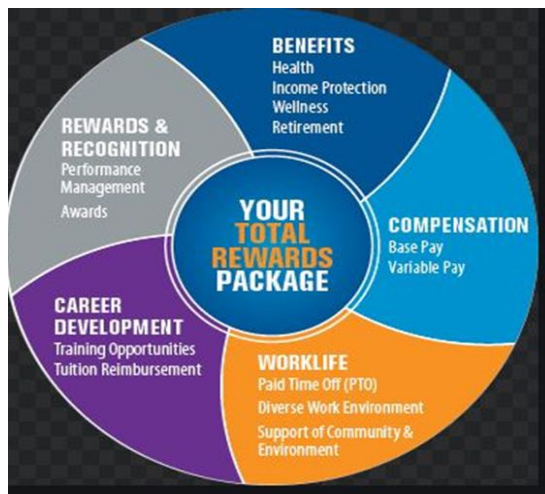
Issues of RMS are subject to the company operating them, this is because diverse organizations have diverse employees who have diverse desires in an organization, and as such what constitutes a good RMS is subject to several interpretations

Bratton and Gold (2012), noted that a good RMS must maintain equity, must match employee expectations, competitiveness, reinforce positive employee behaviour and eliminate every form of discrepancies.

In a different opinion, Armstrong and Taylor (2014), note that a good RMS must be most efficient in organizing employees to be productive, must attain employee interest and maintain good industrial relations and harmony which encourages motivation.

In a more standard explanation, Kanfer, Chen and Pritchard (2012), gave what constitutes a good management system, to him, a good reward management system refers to a total reward package which is reflected in figure 2

Figure 2: Total Reward System



Source: Kanfer, Chen and Pritchard (2012)

From the above diagram, total rewards encapsulate all aspects of work which is relevant to the employee, it seeks to provide an all-round balance for the employee, thus it offers healthy work environment, career development opportunities, learning and development, pay and recognition. The reason why total rewards must be considered continuously by management is given by Kanfer, Chen and Pritchard (2012), who noted that employees are dynamic with different needs, a deficiency in the fulfilment of one need can lead to frustration and decline in motivation which could affect work. As such, a total reward system should merge all the financial rewards which relates to benefits, salary which comes based on the contractual agreement between employee and employer and relational rewards which are within the environment of workplace and provide room for learning and development (Armstrong and Stephen, 2005).

The RMS thus takes into cognizance all aspect of the total reward which is a summation of everything valuable an employee receives from the organization. The RMS includes all valuable benefits given to the employee based on both contribution and relationship to the organization. RMS is a holistic approach which is beyond the scope of pay and benefit. Being a holistic approach, it can significantly keep employees satisfied thus being able to motivate, shape and control the behaviours of employees, it can also stimulate, gratify and retain employees (Rumpel and Medcof, 2006). This is due to the fact that not all employees can be motivated by money, cash significantly can attract quality workforce but cannot retain them. Giancola (2009), explained that cash alone cannot constitute a

proper RMS, RMS should broaden the packages of compensation and include high-priced benefit programs. Egan (2011), further pointed out that RMS should be strategic, i.e. looking at various ways to reward employees based on their needs and experiences within the organization. Giancola (2009), noted that RMS should seek to achieve the following; create a conducive future for employees, encourage workplace safety, create avenues for individual growth/receive more pay and acknowledge feedback. Employees will constantly be motivated when RMS is structured around the aforementioned factors as they are essentially devised around their needs and task.

RMS should, therefore, be a combination of all benefits an employee receives based on their continuing value to an organization, it should take cognizance of all critical aspect of the employees' effort in an organization and provide the equitable benefits. As such, RMS should not just dole out benefits to employees but should be performance-based, and highlight other benefits that are not performance-based such as health and safety packages, welfare packages, vacations, career development etc. Companies which inculcate total rewards into their RMS were better placed to attract and retain key employees and further improve on its performance.

c. Employee Productivity

Organizational success relies on the productivity of employees; hence employee productivity has become an important objective for organizations (Armstrong and Taylor, 2014). However, there is still no single definition of employee productivity as it is better measured than defined, thus Mendonca (2002), notes that employee productivity measures the performance of an employee within a specific period, thus meaning it is an evaluation of the output of an employee within a specified allotted time.

In the same vein Griffin and Moorhead (2013), noted that employee productivity is assessed relative to the average output of an employee carrying out a similar task. Thus, employee productivity is not just the evaluation of a single staff but an evaluation of the entire workforce.

Khan, Syed and Zilakat (2010), explains that employee productivity is evaluated according to the units or products or services employees handle at a defined time and place.

The measurement of an employee therefore according to Sharma and Sharma (2014), consist of the amount of time an employee is physically involved in his/her job and also the mental presence which enables the employee to work efficiently

Navid (2012), noted that employee productivity is assessed in terms of time spent by an employee while actively executing a job and the desired output produced as expected in the employee's job description. Hence employee productivity does not just consist of working on a job but working on the job and producing positive results.

The importance of employee productivity is relatively easy as it is tied to the overall success of the organization, Sharma and Sharma (2014), notes that higher productivity results in higher economic growth, social progress, and higher profitability.

d. Importance of Reward systems on Employee Productivity

The importance of reward system on employee productivity cannot be overemphasized, as, without good reward systems, an organization may not achieve their goals.

Zhang (2012), noted that a reward system is a tool which is used by management to monitor and evaluate the productivity and performance levels of its employees as well as a means for ensuring they are constantly motivated. Therefore, organizations that have put in place adequate reward systems can stimulate their employees towards better performance. Goals and objectives of organizations are usually achieved by designing task and duties of employees when employees are well motivated to achieve their task and duties effectively and efficiently thus achieving organizational goals and making the organization excel in the marketplace when compared to competitors.

Likewise, Dewhurst, Guthridge and Mohr (2009), explained that good reward systems can turn low achievers into high achievers by stimulating a positive attitude to work, this is because apart from creating motivation it creates an incentive for low performers who seeing the way high performers are being rewarded will want to be rewarded likewise hence putting more effort in their work. They further explained that despite the disparity of reward systems due to organizational differences, policies and quality of staff, reward systems essentially create personal and professional development for employees which enables them to be more motivated to work.

Sheilds and Associates (2015), also noted that reward systems need to be designed putting employee needs in mind i.e. it should effectively carter for employees needs and desires. Thus, employee needs can be satisfied through various means, some employees need financial rewards while others value rewards that increase their esteem in organizations such as promotions, appreciation, training and development and bonuses. Thus, reward system must be created in a way which balances both financial and non-financial needs of the employee, by doing this, a reward system can create a positive impact on employees as it essentially fulfils the expectations, desires and needs of employees.

Furthermore, Danish and Usman (2010), noted that essentially rewards serve as one of the most effective factors which motivate employees and thus propels them to better performance, it also serves as an incentive which is necessary to improve performance. It is the expectation of every employee that management rewards them accordingly as this has a way of meeting their expectations and keeping them satisfied furthermore and with high levels of satisfaction leading to better work performance. Thus, if the management fails to provide standard and adequate rewards to employees, they are bound to get dissatisfied which could lead to unhealthy organizational behaviour.

From the above, reward systems can be referred to as the centre of human resource management practice as employees expect to get rewarded for their efforts in an organization. Thus, management needs to put an adequate reward system in place that effectively meets the needs of employees and further makes them feel valued and loved within the organization, as this will enhance their respect, commitment and productivity to the organization.

d. Employee Loyalty

Employees are often considered as valuable elements of an organization, as the failure and success of an organization is significantly linked to the productivity or performance of its employees. As such, management needs to constantly ensure that employees remain loyal to their organization and do not seek alternative workplaces. This leads to the concept of employee loyalty being of prime importance to management.

“Loyalty” according to Encyclopedia Britannica (2016), means the devotion or emotional sentiment attachment to an object or a person based on an idea, duty or cause. Safra (2007), explains that it is an emotional and cognitive expression of interest to an object or person. Employee loyalty thus can be referred to as a binding relationship or emotional feeling between an employee and his/her workplace, this definition is limited as it sees employee loyalty only in terms of emotional attachment, Elegido (2013), however, points out that though emotional attachment can be part of employee loyalty, other elements can be included, such as determination and persistence, he, therefore, noted that employee loyalty is a strong determination to stay with an organization even if it is not economically favourable. Elegido (2013), further noted that employee loyalty is a conscious determination in furthering the interest of an employer, even if it means sacrificing and denying aspects of self-interest. Dutot (2004), also added elements of trust, resistance and perseverance to employee loyalty. To Alfred, Thirolf, Harris et al, (2012), employee loyalty is mainly judged by a less inclination of an employee to search for other jobs because of a strong sense of belonging to the current workplace.

From the above, a simplified definition of employee loyalty will be the willingness to stay with an organization and the determination to ensure that organizational goals and objectives are achieved.

Employee loyalty is an essential condition for employee identification and involvement in the affairs of an organization, as loyal employees seek opportunities to enhance their organization. Furthermore, loyal employees tend to decline other job opportunities and maintain the relationship with the current organization, despite it being not the best alternative in terms of pay or working conditions. Loyal employees are indispensable and essential to an organization’s success, this is because they aid in better interaction with the internal environment of the organization (work, duties, ethics, values etc.) as well as external environment (market, customers etc.) (Dutot, 2004).

In recent times, employees are offered many opportunities to shift or change jobs, from the company’s perspectives there is an incurred loss when employees exit an organization, Alfred, Thirolf, Harris et al, (2012), notes that it cost an organization 20 times more resources to recruit and train an employee than to retain a current employee, as such organizations put much in place to ensure that employees are satisfied and

competent thus improving their loyalty. Bakker and Schaufeli (2008), notes that employee loyalty significantly affects the economic performance of an organization, hence there is need for committed and more active workers in an organization. Employee's commitment to his/her workplace, loyalty, and emotional investment significantly determines the performance of an organization.

Employee loyalty can thus be regarded as a psychological attachment of employees to employers, this is mainly manifested in disposition, sentiments, positive actions and conducts of employees (McNamara, 2016). In past times, employee loyalty was exchanged for annuity, job security, retirement and lifetime packages. However, in recent times due to change in economic systems and organizational dynamics, employee loyalty cannot be significantly tied to organizational benefits. Employee loyalty is established by more elaborate factors.

Phaneuf (2013), explains that employee loyalty is not measured in the amount of time an employee puts in working for an organization but also in other factors that an employee commits to while working, thus employee loyalty will include the degree to which an employee commits to organizational goals, objectives, ethics and contributes to the corporate performance of the organization. An accurate measurement of employee loyalty will thus be in dependability, trustworthiness and long-lasting relationship between an organization and its employees.

Shanks (2007), notes that the above can be manifested in three levels of loyalty which are:

- **Affective Loyalty:** Emotional commitment to the organization. Here, employees derive satisfaction from the work environment, peers and policies. Employees with high affective commitment can go to strong lengths for the benefit of the organization. Within management practices, affective loyalty is commonly termed “engagement” and it is used to describe the level by which an employee is emotionally attached to an organization.
- **Continuance Loyalty:** This refers to the feeling of staying with an organization despite other promising jobs with better working conditions

- Normative Loyalty: Involves the moral obligations of employees to remain in an organization and offer their best towards achieving company goals and objectives. Employees believe the organization provides them with the necessary motivation and inspiration which commits them further to task and duties. This type of loyalty is built via contractual terms by which both employees and employers' benefit from the relationship.

e. Importance of Reward Systems on Employee Loyalty

Essentially employees are more loyal to organizations that effectively meet their needs and offer room for growth and job security. According to Abdullah, Boyle and Joham (2010), employees have more confidence in systems which adequately rewards them, with proper rewards employees can reinforce their loyalty and commitment which leads to better productivity and performance. RMS should, therefore, be standard enough to cater for the diverse needs of employees as they play a prominent role and factor in determining employee loyalty. Rob (2011), noted that putting standard RMS provides the feeling of belonging and value to employees, which can make them express their excellence and contribute significantly to achieving organizational goals and objectives.

To Bratton and Gold (2003), the relationship between reward system and employee loyalty is understandable and dependent on two factors i.e. the amount of rewards provided, and the value or weight accorded to the rewards by the employee. Thus, he noted that for reward management system to elicit employee loyalty it must meet up to certain standards i.e. it must be sufficient to take care of employee needs and it must also be considered valuable to them. Giancola (2009), further explained that good reward system stimulates employee loyalty by providing something tangible to employees based on their effort, it builds the trust and acknowledgement of employees thus forming an emotional connection between the organization and the employee which can withstand external pressures.

Building on the above Murlis, Michael and Helen (2004), explained that employee loyalty is not only created through tangible rewards, he explained that rewards system that focused more on intrinsic value were more likely to build and sustain employee loyalty over a longer period of time, this is because when reward system provides opportunities

for employees to develop their skills and ability, it also makes them more pertinent to the work which they carry out, they feel valued and important to that work, hence they are not likely to disengage from their place of work due to the feeling that “without them, the work will suffer”. As such, reward systems that place focus on recognition, self-attainment and self-actualization are key parameters that stimulate employee loyalty. They bind employees to the success of the organization.

Reward system is therefore, an important and critical issue in any organization since individuals anticipate monetary and non-monetary benefits in exchange for their skills and investment at the workplace. Rumpel and Medcof (2006), explained that a reward system has the ability to sustain and foster employee loyalty through attracting, motivating and retaining quality workers in an organization. According to Egan (2011), Reward management is like a cyclic process, starting with skills and jobs offered by the worker to the system, followed by commensurate rewards to the employee which stimulates and boost employee loyalty that further increases employee performance, this is depicted in the diagram below;

Figure: Cycle of Employee loyalty



Source: Egan (2011)

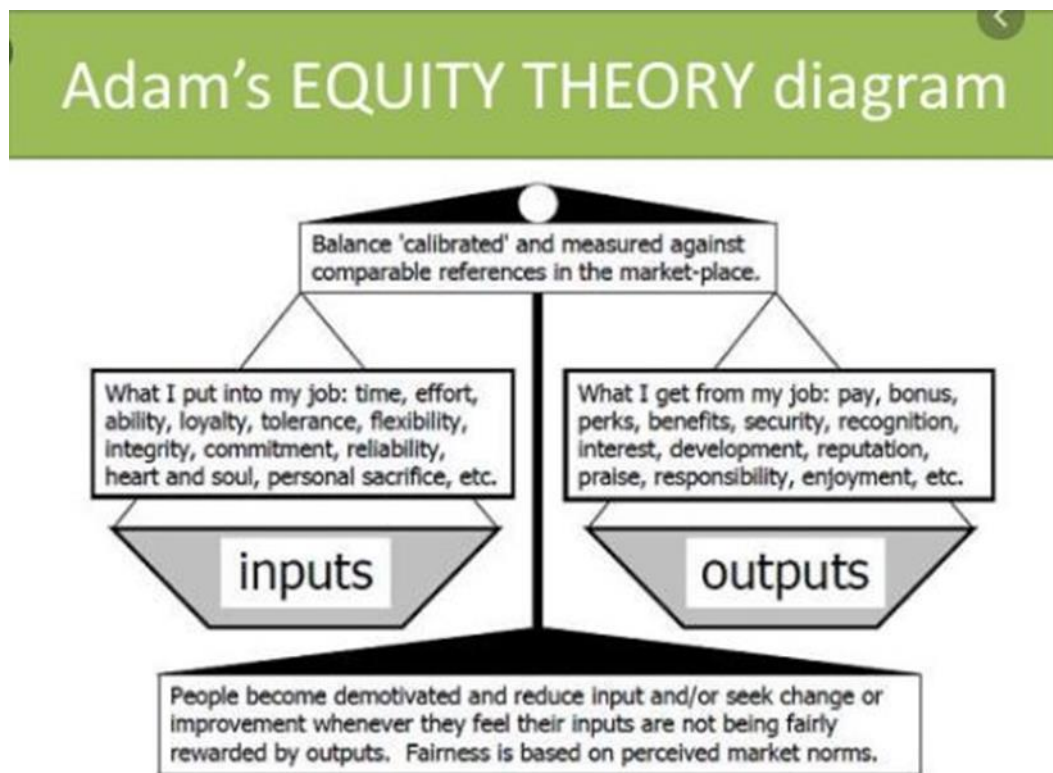
2.3. Theoretical Reviews

RMS is mainly targeted at motivating employees hence theories explaining RMS are theories of motivation. Some of these theories include:

a. Equity Theory

This theory was propounded by John Stacey Adams, the basic idea of the theory is that employees are motivated when they are treated with fairness, justice, and equity. The theory notes that equity is achieved by a balance between input factors (what employees contribute to the organization) and output (rewards are given by the organization to employees) as shown in figure four below (Datta, 2012). The theory notes that employees are sensitive and when they identify inequities in output factors, they will adjust their input factors to reach their perceived equity levels.

Figure 4: Adam’s Equity Theory



Source: Guerrero (2007)

Ramlall (2004), posits that the theory creates a balance between employee-employer relationship, as it measures and evaluates the relevance of inputs and commensurate outputs within an organization, an unequal distribution in input or output will lead to demotivated workers.

Datta (2012), further noted that the theory implies that employees are rational and sensitive individuals, they measure the totals of their inputs and outputs, for example, a nursing mother will oblige to lower monetary values (outputs) for lesser work time (inputs).

Malik, Nawab, Naeem et al (2010), noted that based on the theoretical explanations, employees have personal perceptions towards input and output, fairness and equity in an organization, as two employees of equal qualifications and experience performing the same job and receiving the same pay may have a different perception of the fairness and equity of the contract.

To effectively motivate employees, employers must thus create RMS that meets the perception of employees in terms of fairness and equality.

The theory has been criticized because of its simplicity, Guerrero (2007), suggest that the theory excludes psychological and demographic variables which can affect people's judgment of fairness and equity, employers, therefore, cannot create RMS that matches every employee's perception of equity. Walster, Walster and Berscheid, (1978), also posited that the theory has questionable applicability in the real-world systems.

b. Goal setting theory

This theory was propounded by Edwin Locke, the theory recognizes the role of proper goal setting and its effects on motivation and organizational performance, according to the theory the development of an action plan can motivate employees towards achieving the plan. As such, the theory is built on four basic philosophies;

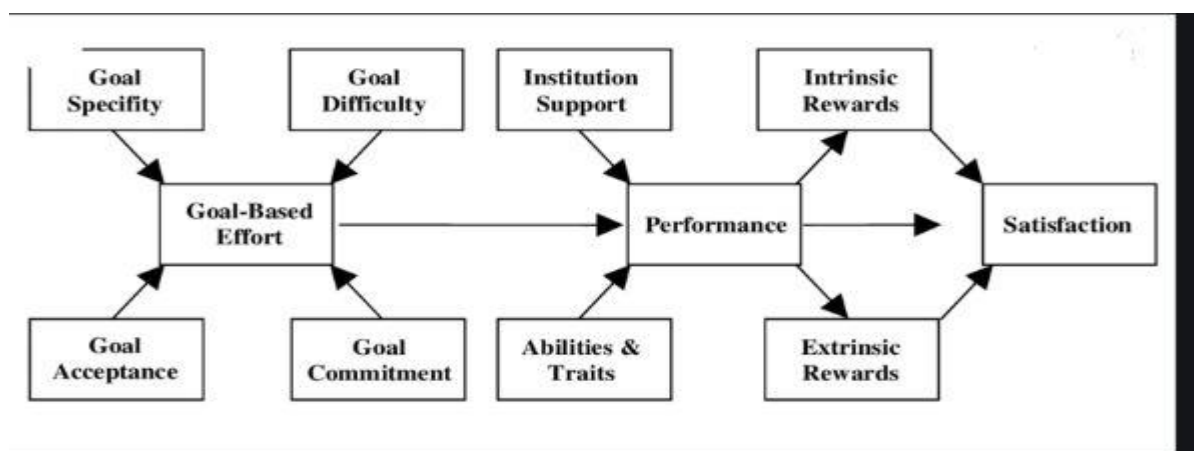
- Specific and targeted goals lead to better motivation and higher performance than vague goals
- With the ability of employees and goal commitment constant, the higher the goals the higher the motivation and performance.
- The involvement of employees in decision making, adequate feedback, and appreciation of employees influences their behaviour towards the commitment of achieving difficult goals.
- Effective goal setting can influence the motivation of employees in three ways; choice, effort, and persistence in discovering ways to achieve goals.

According to Latham (2004), the goal-setting theory excels as a motivational theory because it focuses the attention of employees to achieve relevant goal activities while eliminating irrelevant activities. In the same vein Copeland et al (2002), noted that Goals themselves serve as good motivation to employees as higher goals energize employees and induce greater strength for better performance.

The theory, however, has been criticized for laying much emphasis on goals as a motivational factor which is not sufficient enough to keep employees motivated other factors such as rewards, salary, and wages, working environment are also essential in keeping employees motivated. Further, Kishiki, Lapin, Tanaka (2016), noted that the theory can foster unethical behaviour in organizations especially when goals are not achieved. They also noted that goal setting can limit performance, especially when employees concentrate on achieving previously set goals and end up underperforming on current goals and tasks.

In relating this theory to RMS, Latham (2004), noted that Rewards are put in place to appreciate employees for achieving organizational goals, thus the more goals employees achieve, the better rewards they get. Rosie, Peter and Tony (2005), explains that the theory links goal attainment to RMS, as such, attainment of goals becomes fundamental to rewards, thus employees are motivated and zealous to achieve goals because of the rewards that follow. Managers can thus use a rewards system as a strategy to improve on employee productivity and goal attainment, as revealed in the figure below:

Figure 5: Goal-setting theory



Source: Rosie, Peter, and Tony (2005),

2.4. Empirical Review

Several empirical studies have been conducted which link RMS with employee productivity.

Oluwale (2017), studied the productivity of employees in the insurance sector in Nigeria, using a quantitative methodology and Spearman correlation formula, he discovered a positive relationship between RMS and employee productivity, according to the research, when management put proper RMS which includes adequate salary and wages, incentives, bonuses, work leaves, compensation, avenues for personal development etc. it was able to increase employee productivity.

Likewise William, Ross and Black (2003) found in their study on automobile companies in the USA, they used qualitative surveys and performance measurement statistics, they discovered that RMS was significant in motivating workers in terms of energizing them to increase outputs to reap benefits associated with higher levels of productivity.

In a more elaborate study, Navid (2012), tried to discover the relationship between work satisfaction and dissatisfaction and RMS amongst certain firms in India, he noted that although good RMS was significant in keeping employees satisfied it was not sufficient as good RMS without proper management and leadership techniques, teamwork building activities, involving employees in decision making, etc. could breed a team of dissatisfied workers.

2.5. Conceptual Framework

The conceptual framework provides a collection of all variables used for the study and how they will be measured thus influencing the data collection process i.e. giving focus on what aspects of the variable the researcher takes into cognizance while collecting data.

i. Reward Management System (RMS)

RMS is a group of programs and systems put in place by the management of an organization that appreciates employees for their productivity and performance. The RMS has several objectives, mostly it is used to motivate employees, however controlling and influencing employee behaviour and attitudes have become objectives of RMS (Armstrong, Duncan and Reilly, 2012). The most essential part of the RMS is the reward

itself which are financial or non-financial incentives given to employees, as such to measure an RMS one will be looking at the structure of rewards and how it is applied in an organization.

Measurement of RMS

Drawing from Bratton and Gold (2012), Armstrong and Taylor (2014) and Kanfer, Chen, and Pritchard (2012), RMS will be measured based on:

Components: Here we will look at what RMS constitute financial components (money) and non-financial components (bonuses, promotions, appreciation letters, training, and development)

Structure: Here RMS will be measured based on equity, equality, timeliness, and adequacy.

Sufficiency: RMS will also be measured based on its sufficiency to cater to the needs of employees

ii. Employee Productivity

Employee productivity refers to the level by which employees can meet up with tasks and duties which increases their output within a specific time. It also means the amount of time that an employee engages physically and mentally to produce quality results. Measuring employee productivity is not as easy because several factors need to be considered that makes an employee productive (Navid, 2012), such as;

Employee motivation: This is the level of enthusiasm an employee has for his work.

Employee commitment: This is the level of value an employee gives to his work.

Employee Performance: The level of work done, and the task achieved by an employee.

According to the three elements when merged ensures that an employee is productive, a productive worker must be constantly motivated thus making him see the importance of achieving a task. Employees must be committed to accomplishing the task and must perform positively. Therefore, in measuring employee productivity, the following units are used:

1. Level of employee motivation
2. Level of employee commitment
3. Level of employee performance

iii. Employee Loyalty

Employee loyalty refers to the trustworthiness, dependability, determination and perseverance and employee displays to his/her workplace. Employee loyalty is essential because it significantly determines the extent to which employees commit and remain with organizations despite poor economic conditions and privileges. According to Shanks (2007) Employee loyalty is measured in three forms:

Affective loyalty: This refers to the emotional attachments an employee has for his/her workplace which propels them to carry out more task and duties for the success of their organization.

Continuance Loyalty: Refers to the desire of an employee to remain in an organization despite other better alternatives

Normative Loyalty: Loyalty expressed by employees due to pay, benefits and other rewards.

This study will, therefore, investigate the impacts the measures of Reward management system have on the measures of employee productivity, therefore drawing conclusions and using them to achieve the research objective.

2.6 Application of theories

The equity theory and Goal setting theory will be applied to the study. Based on the theoretical review, the theories already have variables by which are to be used for analysis. The equity theory measures RMS through a procedure of input and output thus Rewards must be equivalent to the level of input or work the employee puts into the organization. This will, therefore, be applied to the study of RMS in the banking sector to discover if there exist equity in RMS. The goal-setting theory will be used to measure how RMS has motivated employees to achieve goals since based on the assumptions of

the theory employees become more zealous to achieve goals due to the rewards that follow.

The figure below gives a diagrammatical expression of the Conceptual Framework

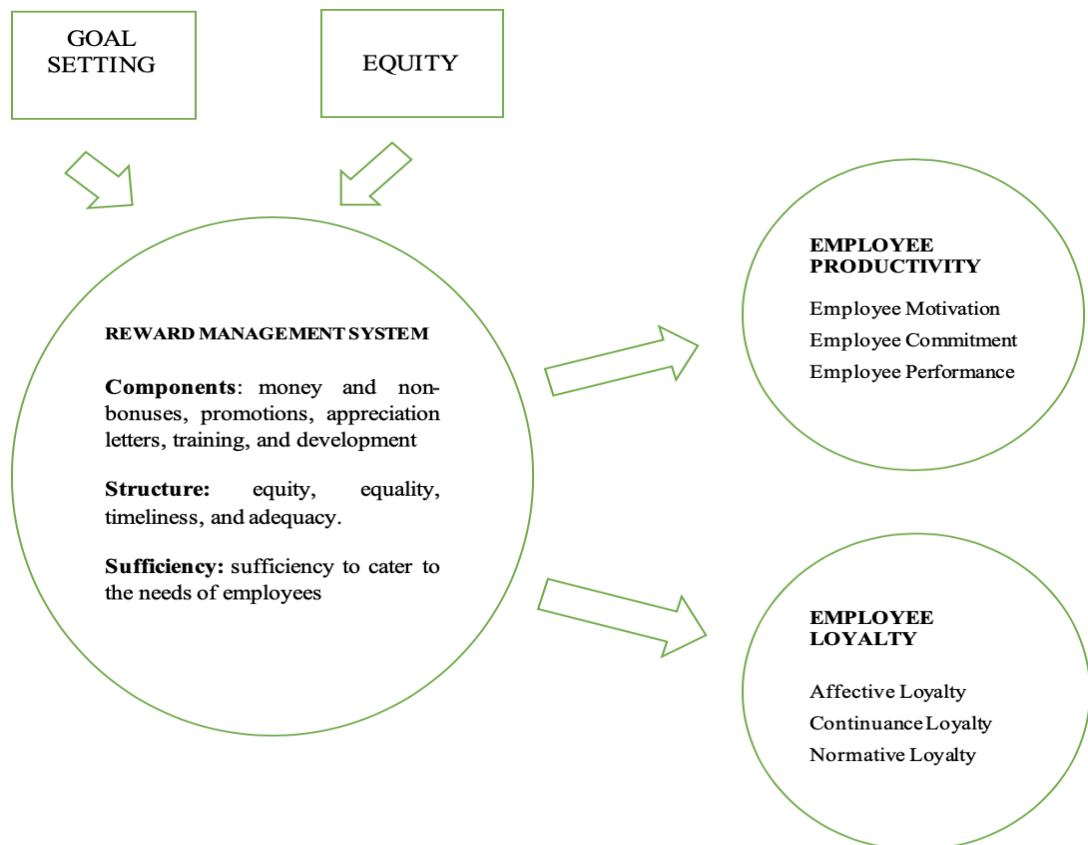


Figure 6: Diagrammatical expression of the Conceptual Framework

2.7. Chapter Summary

This chapter gave a detailed review of past literature based on each research objectives presented in the previous chapter. Having carried out extensive research, concepts such as RMS, employee productivity, measurement of RMS as well as how these variables are interlinked have been discussed extensively in this chapter. The chapter also reviewed basic theories of Reward management which include the goal-setting theory and the equity theory, while the former sees the attainment of goals as essential to RMS, the latter views equity in RMS as a requirement for a standard RMS. Empirical reviews were also conducted which reveals the validity of the impacts of RMS on employee performance.

Both the variables and the theories were marshalled up to draft the conceptual framework which describes the variables and their unit of measurement. The next chapter focuses on the methodology to be used to generate primary data to assist in achieving the research objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Overview

The focus of this chapter is the research methodology employed in critically investigating the linkage between Reward system and Employee Productivity in the banking sector while focusing on the role of reward system in motivating, controlling and monitoring employees. The methodology amongst other things consists of the research design, strategy, study population and the data collection method used. The chapter also acknowledges the process in which the researcher intends to analyze the data collected from the participants in the primary research process.

3.2. Research Paradigm

Research paradigms are important to the conduct of any scientific study, this is because they guide the acquisition of knowledge (Bryman, 2012). Research paradigms are therefore frameworks by which the acquisition of knowledge is built upon. For knowledge to be deemed worthy and acceptable within the academic circles the scientific endeavour must meet the criteria of certain research paradigms. Therefore, research paradigms essentially explain how the acquisition of knowledge should be understood and addressed.

Within the above context, there are five research paradigms which include positivism, realism, interpretivism, post-modernism and pragmatism. However, for this study, the interpretivism paradigm will be adopted. The principle behind interpretivism is the belief that reality is shaped by social actors and human perception of it (Wahyuni, 2012). Interpretivism which is often identified with terms like constructionism and naturalism is rooted on the basis that methods used to comprehend human knowledge in the social sciences are not identical as it is used in the physical sciences due to the fact that humans act based on their interpretation of the world (Pham, 2018).

Therefore, Lincoln and Guba (1985), characterize interpretivism paradigm to be based on the notion that realities are multiple and also socially constructed via social constructions such as shared meaning, language, and consciousness. This study will, therefore, apply interpretivism as the central objective of the study to get a correlation between RMS and

employee productivity in the banking sector of Ireland. Through the literature review, several measurable and observable variables such as RMS, what constitutes a good RMS, measurement of RMS, employee productivity etc. have been discovered while using an interpretivist approach/philosophy which enabled the empirical study of these variables thereby achieving the research objectives.

3.3. Research Design and Strategy

The research design refers to a framework that has been created to provide answers to research questions and thus achieving research objectives (Bryman, 2012). The research design integrates all components of the research, thereby specifying the procedures necessary to be used while collecting and analysing data. The research design further specifies the kind of data which should be collected to ensure that variables are measured accordingly (Creswell, 2013).

For this study, the qualitative research design will be used. The qualitative design is that which collects nonnumerical data and seeks to describe and explain variables using narrations and in-depth explorations. As such, the qualitative design uncovers the depth of phenomena by studying the causative and impacts variables have on each other (Creswell, 2013). Using this design, therefore, will enable us empirically to discover the influence of RMS over employee productivity. This increases the straightforwardness of the research making the findings understandable and with less ambiguity, more so, since we are dealing with several variables (RMS, employee productivity, organizational commitment, employee performance, etc)

Cropley (2015), expounded on the qualitative research design and notes that the design examines the difference between the level of the variables that is been studied while also using concepts and terminologies that are scientifically abstract in such a way that focuses on how the researcher's mind views the world. Therefore, the fundamental idea of the qualitative research design is based on reality been subjective.

Furthermore, the use of qualitative research design provides the researcher with the opportunity to access the feelings and thoughts of the participants in this research thereby enabling the development of an in-depth understanding into the experiences of the participants. In other words, the motive behind adopting this research design is to elicit a

broader explanation into the impact reward systems have on employee productivity with respect to banks in Ireland.

3.4. Collection of Data

3.4.1. Sources of Data

Two types of data are used for this research, primary and secondary data. The Primary data is collected via interviews. The importance of using this type of data is that it gives us the opportunity to collect specific response based on the research questions asked. This further goes ahead to boost our chances of getting clear and reliable answers to the research questions. The nature of this research is exploratory and thus adopts the aid of semi-structured interviews in order to generate in-depth answers to the research questions. The semi-structured interview style combines both the structured and unstructured style of interview and the use of semi-structured interview will be focused on several questions and themes which will enable the participants to give their opinions about a phenomenon using narrations, experience and further evidence. Thus, more detailed responses are facilitated/sought while using this style of interview.

The secondary data is collected from a critical review of past works of literature and publish documents concerning the subject matter, these literature and documents include journals on business management, articles, official records from the Irish central statistics office and Chartered Institute of Personnel and Development (CIPD), past research, newspapers, and magazines. The significance of using this type of data is that it is always available and not expensive to access, it also helps us to validate conclusions gotten from the primary data.

3.4.2. Sampling and Population of the Study

There are two available sampling techniques according to Saunders and Lewis (2018), which are: probability sampling and non-probability sampling. Before going into the two sampling techniques, Saunders, and Lewis (2018) further notes that samples are used to collect information from a particular segment instead of obtaining the information from the entire population as it is not practicable to collect data from the entire population. The probability sample technique is one in which the researcher uses a method based on the theory of probability to choose samples from a wider population. This technique is also

based on the fact that every member of the population has an equal and known chance of being selected and this will not be possible for this research. The non-probability sample technique, on the other hand, is one in which the odds of any member of the population being chosen cannot be calculated. The technique is therefore based on the subjective judgement of the researcher.

However, for this research, the non-probability sampling technique will be adopted as the research is focused on a small number of population and also due to the fact it will be impossible for the researcher to identify the whole population of employees in Irish banks that are of interest in this study.

Research population by Frankel and Wallen (2000) can be defined to mean the set of people which the outcome of a research is designed to apply. They further expressed that a population for the most part comprises of the people who have certain information, qualities, or knowledge that a research aims to explore and investigate. The population of this study will consist of ten employees chosen from different banks in Ireland. These participants encompass a mix of genders, diverse culture, and varying length of service to the bank. The researcher will be at will to choose the participants of the interviews based on who is best suited to give relevant information as it pertains to the research. The selected banks used for this study were based on judgemental and convenience sampling, which will enable the selection of key personnel that will answer the research questions.

3.4.3. Access and Ethical Issue

The use of semi-structured interview helped the researcher get access to reliable, comparable qualitative data and participants got to provide their real and direct opinions on the subject matter. The participants for this study were chosen via the professional platform LinkedIn and also via referrals from family and friends that are employees in the bank, and they were also provided with basic information on the researcher, dissertation topic and research questions. The chosen participants for the interviews were informed before being recorded and all recordings are kept by the researcher and transcripts of the interviews are typed as well as the handwritten interview guide are also provided in the appendices.

As regards issues in ethics, Hart (2005) takes note that ethics and morals in research, same as the regular day to day life are a mix of instinct, discretion and as a researcher placing yourself in others position to view and re-evaluate on actions as other humans may do. During this study, most of the ethical requirements were satisfied as it relates to the interviews as all questions asked were answered by the participants to the best of their ability and based on their discretion. The participants were provided with consent form stating they have the option to opt at any time as they are not been forced to partake in the research. They were also assured of confidentiality as regards all information provided by them.

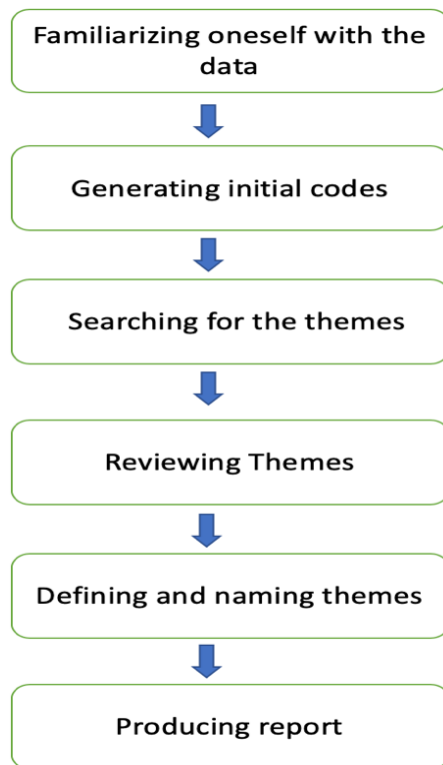
The identity of the participants will not be revealed and styles such as ‘participant A’, ‘one participant told me’ etc will be introduced when presenting and discussing the findings of the interviews. In general, the data collection process went smoothly, and the researcher exhibited traits of honesty while collecting data and transcribing the data collected.

3.5. Approach to Data Analysis

Referring to Saunders et al. (2016), the foundational method for qualitative analysis is thematic analysis as this involves the researcher making use of codes in analysing the qualitative data with the aim of identifying themes or patterns that relates to the research questions. Therefore, this study made use of narrations and themes which are sourced from the literature review and conceptual framework and these themes were generated after adequate coding, transcription, and synthesis of interview responses.

According to Braun and Clarke (2011), the thematic analysis uses a systematic approach to analyse qualitative data, but it is however flexible, relatively easy to use and describes and organise the data in detail. This study, therefore, follows Braun and Clarke six method of thematic analysis which is shown below:

Figure 7: Braun and Clarke’s six methods of thematic analysis



Source: Braun and Clarke (2011)

The first step I took in my primary research process is writing the interview questions and forward them to the participants to ensure they become familiar with the structure and for them to be comfortable with the questions. During the interview, participants are recorded and also aware that they are being recorded. After each interview, the audio recordings are transcribed immediately into a data sampling report.

Following Braun and Clarke’s method of thematic analysis, all recorded and transcribed data is reread to ensure the researcher gets familiar with all aspects of the data as this is very vital and is the foundation for the data analysis process. The next step is the generating of codes, which is done comprehensively and systematically from the data collected from all participants. The researcher at this stage generates codes that are of interest and meaningful to the research questions.

After the generated codes are combined, they are analysed and sorted into relevant themes. The next step after this is to review the initial themes created and also identify if there are enough meaningful data to support the themes generated and if not, some themes are discarded at this stage. After this, the themes are refined, and the final step is

the detailed presentation of the result generated into a report in the data analysis/findings section (chapter 4).

3.6. Chapter Summary

This study adopted the interpretivism paradigm and the qualitative research design with interviews as the means of collecting the primary data. This chapter presented the target population which will be employees from selected Irish banks. The chapter also highlighted how data will be collected and analyzed using Braun and Clarke method of thematic analysis and the findings generated via the primary data will be presented in the next chapter.

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Overview

The purpose of this research is to assess the effectiveness of reward systems in motivating and monitoring employees in selected banks in Ireland and as such, it required me to reach out to employees from different banks in Ireland. This chapter, therefore, includes a presentation of the findings collected via the qualitative primary research method as earlier stated in the previous chapter. Based on the data collected and analyses of the interview questions, I will discuss the findings in relation to the research objectives and secondary sources of information discussed in the literature review. The findings identified in the research have been classified into the following three themes:

- The components of a good reward system
- The relationship between rewards and employee productivity
- The role of a reward system in employee loyalty.

4.2 Interviewee Profile

I carried out ten semi-structured interviews with employees in various departments from four different banks in Ireland. The interviews took about 30-45 minutes and were recorded for future reference and transcribed immediately. The interviewees have all experienced a form of reward from their respective employers and were willing to share their experiences on how the rewards affect them. The identity of the interviewees and their employer is kept anonymous based on interviewee's request and in this research, the interviewees are referred to as "participant A, participant B, participant C etc." and the banks are referred to as "bank A, bank B, bank C, and bank D". Below is a breakdown of the participants' information.

Participants	Banks	Years of experience in the Bank.	Location
Participant A	Bank A	6 years	Dublin
Participant B	Bank B	1 year	Dublin
Participant C	Bank A	2 years	Dublin

Participant D	Bank B	2 years	Dublin
Participant E	Bank C	7 years	Dublin
Participant F	Bank B	12 years	Dublin
Participant G	Bank B	3 years	Dublin
Participant H	Bank A	1 year	Dublin
Participant I	Bank D	2 years	Dublin
Participant J	Bank D	1 year	Dublin

4.3 Finding 1: Components of a Good Reward System

In this segment of the research, the questions asked aimed to discover the participants understanding of a reward management system. Based on the data collected, a necessary finding was that each participant had a basic knowledge of reward systems and had experienced some form of reward from their employer.

To begin with the interview process, the interviewees were asked about their knowledge of reward management system (RMS). Participant C considered RMS to be very broad, but all participants acknowledged that RMS is a way of rewarding or compensating employees for a work well done. Participant D however further referred to reward management system as “a system concerned with formulating strategies and policies aimed at rewarding people fairly and equitably”. Similarly, participant B is certain that “RMS is concerned with initiating certain policies that are geared towards rewarding employees in line with how much they have contributed to the organization or how they are valued in the organization”. Participant G on the other hand also asserts that RMS is about rewarding staff but added that it also involves “how to manage and retain as many people as possible as everyone is working for a reward”.

Question 2 asked about the RMS initiatives in their respective banks, all participants agreed that both monetary and non-monetary rewards are used in their banks. However, participants from bank A agreed that the use of non-monetary rewards is more prevalent in their bank, while the participant from bank C noted that monetary reward is more widely used in the bank and participants from banks B and D stated that both types of reward are used equally to an extent and complement each other.

Participant F mentioned various monetary rewards such as car allowance, end of the year bonus, COVID allowance and corporate discount for employees. Participant H and C from bank A mentioned team-based outing sponsored by the bank as a form of incentive. Participant E, D and G highlighted that their respective banks have invested in employee career development as a form of reward and participant G further explained that employee career development “is a form of reward system that allows for employees to develop themselves by writing professional exams which the bank pays for”.

All participants spoke of recognition and praise via mails or in-person from their line managers as a form non-monetary reward which according to participant B makes people feel valued and want to work harder and efficiently. Participant E who is the only participant from bank C provided unique examples of rewards she enjoys which other participants do not have. These include 80% health insurance, subsidized gym membership and an opportunity to work two days a week from home even before the COVID pandemic.

Most of the participants agreed that a good reward system should be sufficient in meeting the needs of employees and which is exactly what the reward structure in their banks have been. Participant C refute this and said the reward structure has not been sufficient in his bank and asserts that the bank needs to do more and put effort into pay increase and performance bonus as a form of reward and not only focus on recognition and praise. When asked what the participants would do differently or change to improve the reward structure at their bank and make it better, all participants except participant E, stated they would like to receive full cover on health insurance for themselves and family from their banks. Participant F also added that a good reward system should be flexible and comprehensive and he would like his bank to make the reward structure more flexible in such a way that “employees would be given the opportunity to choose between the type of rewards they want based on their career level in the bank. For example, employees should be able to choose between 40 annual leave days in a year with free banking or 20 annual leave days in a year with health insurance”

4.3.1 Discussion

The primary research found that rewards are compensation or benefits given to employees for a work well done. Edirisoriya (2014) corroborated this by explaining rewards to be some kind of benefits for performing a task, discharging a responsibility or rendering a service. Jehanzeb et al (2012) also added that rewards are all kinds of benefits which can be monetary or non-monetary that an employee obtains based on their employment relationship with an organization. A good reward system as highlighted by O’Riordan (2017), should have a strategy that is highly dependent on the company’s strategy and the management style of the company concerned.

The participants acknowledged that there is no general type of reward that works for every bank as the reward that works for bank A is not the same for bank D which is why Holston and Kleiner (2017), stated that every company must determine the mix of rewards that aligns best with their business strategy and culture as there is no one size fits all method for reward system.

O’Riordan stated that an appropriate reward structure should not only recognize and motivate employee but should be able to manage and retain as many people as possible as added by participant G. Holston and Kleiner (2017) also added that the strategic use of a good reward system should be to attract, retain and motivate all staff, likewise, this is obvious from the primary data gathered as participants from bank B stated that they attract quality people and have a low employee turnover compared to their competitors. In the same vein, Monica and Luis (2015) agreed that the use of a good reward system attracts, motivates employees, makes them more productive, creative and energized.

It has been established from the primary research that both monetary and non-monetary rewards are utilized in the banks. However, Monica and Luis (2015) noted that organizations tend to rely on the use of monetary rewards as their main tool to influence motivation because non-monetary rewards were seen as a psychological phenomenon and not formally considered in reward practices and policies. However, Axelson and Bokedal (2009) refute this that monetary reward is certainly not the only type of reward and also not necessarily the best one as there is another that relates to the subjective feeling of satisfaction, liking and pleasure of the staffs (Schultz, 2006).

The majority of the participants believe that earning more money is the primary reason people work and as such will prefer an increase in pay over any form of praise or thank you from their supervisors, this supports Holston and Kleiner (2017) opinion that employers should increase employees base pay on an annual basis by awarding well-performed employees a lump sum bonus since rewarding employees on a monetary basis is an important aspect of a good reward system. However, Dewhurst et al (2009) oppose this that there is more to a good reward system than just monetary reward. Some of which include praise that employees can acquire from their supervisors, the opportunity to take on significant activities or tasks, and even leadership position. Another form of reward highlighted by participants from banks B and C is the career development prospect sponsored by the bank which Milkovich and Newman (2005) opine that it provides employees with the opportunity to boost and develop their career, which in turn creates a supportive work environment and can be considered as an increasingly important method of rewarding employees. In agreement to what a good reward system should be as considered by the participant, Holston and Kleiner (2017) also consider all forms of rewards to be components of a good reward management system which includes but not limited to wages, bonuses, vacations, and health insurance.

It is also noted from the primary research that the participants expect that a good reward system should be sufficient in meeting the needs of employees. This statement correlates with Omolawal and Bawalla (2017) study which also contended that a good reward system produces a positive assurance for fulfilling the wants and needs of employees in the workplace.

4.4. Finding 2: The Relationship between Rewards and Employee Productivity

Using the data analysis method applied in finding one, this section examined the relationship that exists between rewards and employee productivity and what extent rewards have an impact on employee productivity in the banking sector in Ireland. All participants agreed that as rewards increase, productivity also increases. Also, in question four, I asked participants if they think reward have an effect on employee productivity

and their views on its effects. All participants asserted that rewards have an effect on employee productivity, but majority based on previous experience had different views on its effect. Participant F, for example, stated that up to a certain point rewards have an effect on productivity and gave an analogy that “if you give someone a salary raise, it only increases their motivation for a certain time frame like say 13 weeks. For example, if I get a salary increase, I will be motivated but after the 13 weeks, it will seem normal to me”. He further added that “it is more about understanding what motivates the employee and using those motivators so people can see that the company has taken into account what’s important to them. In conclusion, yes it does have an effect on employee productivity but not as much as people think.”

Participant G also from the same bank as Participant F had a different opinion on how rewards affect productivity and emphasized on the fact that the effect on productivity highly depends on the job position or department. In her words, “Some roles no matter how much rewards you are getting, if you are not enjoying the role, you will not be productive. I find customer service one of those roles. You will find it okay for a while but later start hating it, so irrespective of the reward you just hate the role and want to get out and do something else. But this also depends on you as an individual. Some people love customer service and want to do it so no matter how little the reward might be, been able to satisfy the customer tends to be the greater reward for them.” Also, Participants from other banks are of the opinion that rewards, when attached to a project, gives an employee a high level of morale which in turn boosts employee productivity.

When asked which is more effective between monetary and non-monetary rewards. All participants stated that a mix of both rewards are needed in every organization. One participant further added that money is important, but one will get to a level where pay increase does not motivate anymore and all you need is just job satisfaction, working in a conducive environment, been respected and recognized for the work done. However, in question eight, I asked participants what motivates them more between monetary and non-monetary rewards. Most of the participants tended towards monetary rewards with some simply saying they like money and others arguing that they tend to do well and put in their best when money is involved. Two of the participants that are motivated by non-monetary rewards argued that at their current career level they are driven by knowing

their views are respected, they are encouraged, and the aim is to build a career profile rather than just receiving a huge amount of money.

In question six, when asked how effective the reward system in the bank has been in motivating and increasing their productivity, participants from banks C and D considers that their bank has a good reward system and has been very effective. Some participants went to the extent of rating the effectiveness in their bank nothing less than an eight out of ten. One participant, however, noted that “the RMS has its own role but can’t cover up for every other lapse. If you are in a team where the manager does not listen to you or there is no work-life balance in your department the reward system will not cover up for such other lapses, which is exactly the dilemma in my department”. On the other hand, participants from bank A are of the opinion that the reward system has not been fully effective because it lacks the flexibility and balance between monetary and non-monetary that is required in a reward structure.

4.4.1 Discussion

It was stated in finding one that different rewards work for different banks as there is no one size fit all method of reward system, so also it was established from the data generated that different rewards motivate different employees. Because each participant is different from the other, the reward system that motivates one participant is not the same with what motivates another participant. In a similar manner, some participants also noted that as humans change in behaviour, so also what motivates each employee will change over time based on their career level. This correlates with Axelsson and Bokedal (2009) study that noted the fact that we are all different and as such, our experiences, thoughts and needs will vary, and we will also tend to be motivated by various things. He also added that what motivates us is bound to change after some time as what was viewed as significant 20 years ago will most likely not seem as important today. Humans are therefore motivated by various things based on where we are in our career development stage.

In terms of reward and employee productivity, the general perception from all interviewees is that rewards are an exceptional tool of motivation in every bank. This correlates with Dewhurst, Guthridge and Mohr (2009), as earlier addressed in the

literature review, that good reward systems can turn low achievers into high achievers by stimulating a positive attitude to work, this is because apart from creating motivation it creates an incentive for low performers who see the way high performers are being rewarded will want to be rewarded likewise hence putting more effort in their work. Likewise, Danish and Usman (2010), also noted that rewards serve as one of the most effective factors which motivate employees and thus propels them to better performance, it also serves as an incentive which is necessary to improve performance. It is the expectation of every employee that management rewards them according as this has a way of meeting their expectations and keeping them satisfied furthermore with high levels of satisfaction leads to better work performance.

Another finding gathered from the data analyses is that virtually every bank has a performance management system which is aligned with the bank's goal. In bank C for example, the participant stated that "at the beginning of each year goals are set for all employees and during the year a performance appraisal review is carried out and employees with high points are usually sure of a form of reward which makes them do their job well during the year". Likewise, other participants from other banks also noted that when rewards are attached to a particular project, they tend to be concerned about doing a good job. The view of these participants is corroborated by Lawler (2003), who argued that rewards when linked to the result of performance appraisals it leads to an effective performance management system as employees generally are concerned with doing a great job as long as the outcome of the appraisal has a significant impact on the rewards allocated to them which in turn encourages employees to work harder.

Most participants acknowledge that monetary reward is more effective in improving employee productivity. Based on research carried out by Amoatema and Kyeremeh (2016) they are also of the opinion that monetary rewards positively enhance productivity and satisfies employees. Perry et al (2006) on the other hand contradicts this and states that monetary rewards should not be considered as the motivating factor as monetary oriented result have a demotivating effect among employees. For productivity improvement, Bowen (2000) indicated that personalized non-monetary rewards foster positive behaviour, improves employee retention and productivity.

Another finding identified based on the primary research process as a strong tool to increase productivity is employee recognition. Imran et al (2014), corroborates this finding by stating that employee recognition is a strong motivational tool that increases employee's energy towards accomplishing organizational objectives and goals and also has a positive significant relationship with employee productivity. Amoatema and Kyeremeh (2016) added that employee recognition is now becoming popular in organizations because monetary rewards is not sufficient alone to improve employee productivity and this is the exact case faced in bank A as noted by the participants.

The role reward system plays in employee productivity cannot be understated as reward practices play a significant role in improving employee performance and to achieve organizational goals as emphasized in the literature review. By improving the knowledge, skills and capability of an employee to actualize organizational goals, a reward system can influence employee performance and productivity (Ajila and Abiola 2004).

4.5 Finding 3: The Role of Reward System in Employee Loyalty

This final finding addresses the impact reward system have on employee loyalty in the banking sector in Ireland. From the data collected and analyzed, I found that the participants have diverse opinion on the role reward system plays in employee loyalty. When asked in question 9 what extent rewards have played in their level of loyalty to the bank. Some participants stated that the reward system has been the deciding factor for not leaving the bank while other participants are of the opinion that their loyalty to do bank has nothing to do with the rewards they receive.

Participant E, for example, stated that “at some point, I was considering leaving the company, I applied to 1 or 2 companies and just because they did not offer the work from home form of reward, I enjoyed working at my bank so, I turned down the offers. So yes, rewards secured my loyalty to the bank”. In a similar manner participant F said “my level of loyalty to the bank is driven by rewards most especially monetary rewards. This is because when I look to leave the bank, one thing I check is the salary. For me, my main motivator is am I learning, am I developing? And then I look at the monetary rewards”. In the words of participant, I, “reward system is an extra factor in terms of loyalty, and it has played a very significant high level to my loyalty to the bank”. In a similar manner,

other participants assert that reward systems most especially the monetary ones have indeed played a significant role in securing their loyalty to the bank.

The other participants like participant B believe that the little rewards she receives play no role in her loyalty to the bank she explains that, she values “monetary rewards and work-life balance but here in my department, there’s no work-life balance. We work every day and I know if I get another organization with a better reward structure I will definitely leave here. Yes, the bank is doing well with the rewards but there is more to securing my loyalty than just rewards”. Participant C had something a bit different to say and noted that “loyalty to a particular organization is a must in as much you have chosen to work there either monetary or non-monetary reward. To a large extent, loyalty to an organization depends entirely on the individual and monetary or non-monetary reward might not play a significant role in my loyalty to an organization. I do not believe you can use reward to buy my loyalty. To others, use of rewards might influence their loyalty but me as a person it does not play a role in my loyalty.

4.5.1 Discussion

This research attempts to ascertain the impact good reward system have on employee loyalty and the findings generated are somewhat consistent with previous studies that have highlighted the influence rewards have on employee loyalty. From the data collected and analyzed, the participants asserted that the use of rewards is a way of securing their loyalty. This finding relates to research carried out by Newman and Sheikh (2012) that the provision of monetary rewards has proved to lead individuals to be emotionally attached towards an organization. However, Nyakundi, Karanja, Charles & Bisobori, (2012) argues that monetary rewards should not only be used in securing employee loyalty but employee recognition as a form of reward system should also be utilized as it allows employees to understand how valuable their work is and also makes them feel appreciated, gives them a feeling of belongingness, and improves their morale which in turn enhances employee loyalty.

O’Riordan (2017) asserts that in return for their loyalty, employees anticipate being rewarded via promotions, compensation, fringe benefits, holiday bonuses, stock options, perquisites, feelings of competence, achievements, responsibilities or significance. I found that this view aligns with that of the participants based on their responses.

Frempong, Agbenyo and Darko (2018) in their study notes that loyalty to an employer is usually from a genuine desire to maintain and protect the employer-employee relationship or from a belief that the cost of disloyalty is too great to bear or simply from a feeling that an employee is duty-bound to remain loyal and stick with the employer irrespective of if rewards are met or not. From the data collected, two of the participants share this same similar opinion about rewards and its role in employee loyalty.

4.6 Chapter Summary

The qualitative research process has done a great deed in analyzing and proffering answers to the research objectives of this study. Based on the data analyzed and literature explained in support, I have realized that in relation to objective one (to investigate the standards of a good reward management system and ascertain its impact on employee loyalty to the organization in selected Irish banks), that there is no generally acceptable standard for a good reward system but each bank will need to figure what reward structure works best for their employees and enhance the reward system in such a way that it aligns with the bank's goal and objectives and is also sufficient in fulfilling the basic needs of the employees. Amongst other things, a good reward system should be both monetary and non-monetary which includes but not limited to salary increase, compensations, vacation benefits, well-furnished workplaces, jobs with higher responsibilities (promotion), feeling of worth, recognition, medical insurance plans, club/gym centre benefits, job autonomy, wall plaques, non-verbal signals for example smiles, golden handshakes, profit sharing, incentive plans, developmental feedbacks and so on. I have also found from the data analyzed that a good reward system plays a huge role in acquiring and preserving the loyalty of employees in Irish bank, however, this highly depends on the personalities of the employees.

While examining the impacts of reward management system on employee productivity in selected banks in Ireland (objective two) via the qualitative research process, I have found that rewards are a powerful incentive that simply spur or zeal in the employees in the banks for better performances or productivity. The study also found while addressing objective three (to critically assess the effectiveness of reward management systems in monitoring and motivating employees of selected banks in Ireland), that the reward

management system in the selected banks has been effective in motivating and monitoring their employee but still needs more improvement in other to keep motivating and monitoring the employees.

Finally, it is also important to note that this study while addressing the fourth objective has identified recommendations on how the reward system in Irish banks can be enhanced to improve employee productivity which will be discussed in the next chapter.

CHAPTER FIVE: CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH, ITS LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

5.1 Implication of Findings for Research Questions

This study set out to assess the effectiveness of reward systems in motivating and controlling employees in the Irish banking sector and as earlier stated in chapter one, the following are the research questions:

1. Do reward management systems of selected banks in Ireland increase employee's loyalty to the organization?
2. To what extent have reward management systems succeeded in improving employee productivity with respect to employees of selected banks in Ireland?
3. How has reward management system contributed in monitoring, motivating and controlling employees of selected banks in Ireland?

Based on the research findings, I have realized that the components of a reward system in each of the sampled banks differ, but it is also clear that the components of a good reward system should include both monetary and non-monetary benefits that should be geared towards enhancing employee performance. In relation to the findings gathered and literature used, in order for a good reward system to serve its purpose, it should be made up of what is considered as a total reward package which includes recognition, benefits in kind, work-life balance, career development and compensation. Based on finding three about the role of reward system in employee loyalty, there is a discord of opinion on the link between reward system and employee loyalty. To a larger percentage as opposed to a few of the employees in the Irish banking sector, a reward system is a huge deciding factor in their loyalty to the banks as they either leave their banks to other organizations because of the rewards involved or they remain in their current bank also because of the rewards they enjoy. This finding implies that the type of reward system in the Irish banking sector plays a role and also increases or affects their employee's loyalty to them.

In regard to question two of what extent RMS have succeeded in improving employee productivity in Irish banks, the findings generated puts forward that rewards to a very large extent have been very significant in improving employee productivity as there is a concise and clear relationship between the rewards employee receive from the banks and the output of the work employees produce to the bank. The rewards system in the sampled banks for this study stimulates in their employees a positive attitude to work and also propels the employees to better performance. It would, therefore, be unwise for banks to either reduce the rewards they give employees or not improve the rewards since it has proved to be successful in enhancing the productivity of employees.

Finally, the findings generated indicates that the reward system in the Irish banking sector has been a powerful incentive used to monitor, motivate, and control the employee but there's still room for improvement in the type of rewards used for the employees. However, it was noticed that some of the employees prefer the use of monetary rewards than non-monetary, but all these still depends on the career level of the employee concerned as noted from the interviews conducted. It is apparent from the primary data and the literature reviewed that how rewards are managed is very vital to the success of a reward system. If the reward system is misused, it could prompt major challenges to an organisation as the workers may get frustrated and discouraged. Hence, objectives and goals put forward by the banks should be as clear as possible and attainable.

5.2 Contribution and Limitation of Research

From the above findings explained, in other for the reward systems to continue to enhance employee productivity and increase employee loyalty, the banks need to be informed of what rewards motivate her employees and how to use the rewards to secure the loyalty of the employee. These findings play a contributory role to banks in Ireland in making adequate reward management policies that aim to satisfy their employees.

As seen in numerous researches, this study is not without its own limitations. This study aims to attain results of the highest readability and validity, however, based on the sample size utilized in the primary data, this research might have some limitations.

One of the major limitations of this research was getting access to participants for the research. Due to the fact that the research participants are employees in the bank, it was

difficult for the participants to create sufficient time to participate in the research. The initial research design was to sample six banks in Ireland but access to the bank employees was impossible which made the researcher use just four banks. The implication of this is that there was insufficient data for the researcher to have the option to make general statements hence leaving a significant part of the findings of this study requiring further research with more participants to solidify the worthiness of the findings.

5.3 Recommendation for Practice

Rewards are vital to every organization and an efficient reward system provides moral incentives which can be linked to some level of productivity to distinguish excellent employees based on their performances and as a means of improving productivity. Based on this research study, the following are the researcher's recommendation:

1. Studies have shown that both monetary and non-monetary rewards are capable of influencing employee behaviour, increase employee loyalty and improve employee productivity and as such it is vital for banks in Ireland to strike a balance and employ both monetary and non-monetary rewards in order to get the best results from their employees.
2. Organizations should endeavour to employ a feedback mechanism which will be focused on the performance of the various reward system. This will, in the long run, enable management to realize the reward system that works best for each employee. In other words, the reward system should be tailored to employee needs.
3. An organization should also endeavour to maintain a work-life balance of the employee as this will motivate them to perform better.

5.4 Recommendation for Future Research

Further research on this subject ought to consider utilizing a blended technique that incorporates both a quantitative and qualitative approach. By blending both quantitative and qualitative research method and data, it permits the researcher to expand further on findings from either technique while also permitting the researcher to neutralize any shortcomings they discover utilizing either method also.

Communication between executives and employees is fundamental when organisations are executing a rewards management framework as seen in the primary data collected. In this manner, more research ought to be considered in investigating the relationship that exists between communication and the productivity of employees.

5.5 Final Conclusion and Reflections

In conclusion, the qualitative data has done a great deed in assessing the effectiveness of reward management system in improving employee productivity. The findings of this research have shown that there is no one size fit all for reward management system and each organization's reward management system is based on the organization's goals and strategy which in turn provides the zeal for employees to perform better, and also influence employee loyalty.

Finally, the study found that a good reward management system plays a vital role in reducing a company's employee turnover and it is also clear that there is a relationship between the rewards an organization gives an employee and the performance the employee gives back to the organization.

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APPENDICES

Appendix A- Plain Language Statement

Griffith College GBS Plain Language Statement

My name is Akerele Oluwakemi a master's student in International business management from Griffith College Graduate business school with registration number 2997406. I am currently writing my dissertation on The Impact of a Reward System on Employee Productivity: Case Study of the Banking Sector in Ireland.

This thesis aims to assess the effectiveness of reward systems in motivating, controlling and monitoring employees in selected banks in Ireland and as such will require, an interview with HR and project managers as well as resourceful employees in selected Irish banks. This primary research will be carried out via remote forms of communication such as zoom, skype and phone interviews.

As participants in my research, this research study bears no risk to you or your workplace and the research study will not only benefit me the researcher but will also provide recommendations that will improve the reward systems in the banking sector.

This interview will be recorded for the purpose of this study and as a result, every information provided by the participants will be protected and used for the purpose of this research only. I will make sure that there is confidentiality of information for all my data and it will be protected by the law. Also, the participants will confirm that I have interviewed him or her so as to takeaway every form of doubt.

The participants may withdraw from the research study at any point and is under no duress to partake in this interview and as participants, your involvement or non-involvement in this project will not affect the ongoing assessment or grades of the researcher irrespective of the relationship with the researcher.

However, if participants have concerns about this study and wish to contact an independent person,

Please contact:

Dr Garrett Ryan,
Griffith College Research Ethics Committee
South Circular Road, Dublin 8, Ireland

Mail: garrett.ryan@griffith.ie

Appendix B- Sample Informed Consent Form



Griffith College GBS Informed Consent Form

- i. I ([redacted]) voluntarily agree to participate in this research study
- ii. I understand that the title of this research study is; Impact of Reward System on Employee Productivity: Case Study of The Banking Sector in Ireland
- iii. I understand that the purpose of this research is to study the impact of reward system on employee productivity in the banking sector in Ireland. Which will be done by assessing the effectiveness of reward systems in motivating, controlling and monitoring employees in selected banks in Ireland.
- iv. I confirm the following:

Participant – please complete the following (Circle or highlight Yes or No for each question)

<i>I have read the Plain Language Statement (or had it read to me)</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I understand the information provided</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I have had an opportunity to ask questions and discuss this study</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I have received satisfactory answers to all my questions</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I am aware that my interview will be audiotaped</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No

- v. I confirm that my involvement in this research study is voluntary and that I may withdraw from the research at any point.
- vi. I confirm that I have been advised that my actual name and contact will be protected, and all effort will be made to ensure my anonymity and the data collected will be properly stored and analysed by the researcher only.
- vii. I have read and understood the information in this form. My questions and concerns have been answered by the researchers, and I have a copy of this consent form. Therefore, I consent to take part in this research project.

Participants Signature: Osarehin

Date: 11/07/2020

Appendix C- Interview Questions

1. What is your understanding of a reward management system?
2. From your experience, What Reward Management System (RMS) initiatives have been put in place in your organization? Are they monetary or non-monetary?
3. Which rewards do you think are more effective, monetary or non-monetary or a mix of the two? Why?
4. Do you think reward systems have an effect on employee productivity Yes/No?
5. What are your views on its effect on employee productivity?
6. How effective has the RMS put in place in your organization been?
7. How has RMS contributed to motivating you as an employee?
8. What motivates you more as an employee, monetary or non-monetary rewards? And why?
9. What extent has monetary or non-monetary rewards played in your level of loyalty to the organization?
10. From your experience working in the bank, does productivity/ performance increase as rewards increase? Yes/no?
11. Do you consider that these increased rewards have played a role in increasing your loyalty to the organization? If yes, why?
12. What type of employee loyalty programmes exist in your organization?
13. Is the reward structure at your bank sufficient in meeting the need of employees like yourself? If yes, how? And if No why?
14. If given the opportunity to improve the rewards structure at your bank, what will you change or do differently?
15. What RMS will you recommend to other banks to put in place in their organization?

Appendix D- Sample Interview Transcript

Thanks for joining me for this interview. What is your role in the bank and how long have you been in the bank?

I work in the HR and Recruitment department and I have been at the bank for 3 years now.

1. What is your understanding of a reward management system?

It is basically how to reward people for their work which can be via monetary or non-monetary and it is basically how to manage and retain as many people as possible as everyone is basically working for a reward.

2. From your experience, What Reward Management System (RMS) initiatives have been put in place in your organization? Are they monetary or non-monetary?

We have a few RMS in the bank, but it actually depends on the dept you are in. each department has different experiences and different reward system. The bank has actually invested a lot in employee development as a form of RS. This is a reward system that allows for employees to develop themselves maybe via professional course and the bank pays for it and this form of reward is for all department in the bank.

Other forms of rewards are giving out cars to certain employees at a particular high position. Also, the opportunity to work from home is a RS, as the bank have allowed for employees to buy chairs, tables, laptops and screens to make working from home comfortable and of course the bank reimburses the employees the money used to get these necessary items. The reward here for people is been able to have these items which makes them work efficiently from home.

3. Which rewards do you think are more effective, monetary or non-monetary or a mix of the two? Why?

Mix of both. part of the non-monetary one would be holidays for example, extra holiday days and people prefer it to getting bonus pay even if it is just one extra day. People prefer that to money and also people just get tired of working and just want a break. So, it is a mix of both. Sometimes even gatherings like going out with your teams and the company covering the cost and it is really nice just to hangout and be with your own team and discuss things outside work and this matters to a lot of us. For example, there is a surprise for my team, and we are sending little gifts...it is not a lot of money, but it is something. Basically, people will rather take a lower pay and have more holidays but for me it's a

mixture of both as people will ignore the monetary rewards and take extra holiday days because banking can be really stressful regardless of what department you are in.

We also have other non-monetary rewards like the provision of Employee Assistance Program (EAPs) for all staffs. what that means is that people who need counselling, emotional support etc. the bank provides that for free and the bank also cares a lot about your health and wellbeing, and all these means a lot to people.

4. **Do you think reward systems have an effect on employee productivity Yes/No?**

Yes. In my own personal experience, it does. I remember the first time they increased my pay I was super excited and decided to work harder and even did more over time. Also, if you do some professional courses, they also increase your pay and people are then pushed to do things like that so they can get that extra pay. So yes, it does definitely have an effect on employees. And it is just not only for pay, like I said earlier, the extra holidays. People also find health insurance rewarding, although they do not fully give that, there is a discount on it the bank offers.

5. **What are your views on its impact on employee productivity?**

I have answered that a bit previously. But to be honest this actually depends on the role. Some roles no matter how much rewards you are getting, if you are not enjoying the role, you will not be productive. I find customer service one of those roles. You will find it okay for a while but later start hating it so irrespective of the reward you just hate the role and want to get out and do something else. But this also depend on you as an individual. Some people love customer service and want to do it so no matter how little the reward might be, been able to satisfy the customer tends to be the greater reward for them.

6. **How effective has the RMS put in place in your organization been?**

I think it is very effective because compared to the general market and other competitors and based on what they offer, employees tend to stay with us longer and to people it all about having a safe place which is what the bank offers. if you want to stay longer you can, if you want to switch departments, you can which gives a broader experience. The bank has actually been a support system that supports you to develop more in yourself. To be honest my previous role for example had more rewards than my current role but my current role gives me peace of mind which is the greatest reward ever for me which I believe applies to other people. Some people however might stick with customer service because of the many rewards and they are happy with it irrespective of the workload. There are other rewards such as discounts on certain services or products the Bank sells all of which combined together goes a long way for the employees.

7. How has RMS contributed in motivating you as an employee?

To be honest, I do not think it is the reward system that motivates me to work but it is me as a person that has really want to stay and that's because I like what I do now and also the fact that I see that I can switch departments and learn more. Also, we have 1 to 1 with our manager and they ask us questions that steer our growth (what do you want to achieve? where do you see yourself in the next 5 years? etc.). to me all these are rewards because there are people supporting you and concerned about your career growth.

8. What motivates you more as an employee, monetary or non-monetary rewards?
And why?

To be honest I would say both but more of non-monetary like the ability for me to develop myself. Also, the ability to write professional courses and the bank covering the cost. If I were to pay for that myself, it is a whole lot.

9. What extent has monetary or non-monetary rewards played in your level of loyalty to the organization?

To be genuinely honest, it has played a lot. And it is the non-monetary ones that has. For example, I got a job last year with a different company in Dubai as air hostess with really attractive rewards, but I reconsidered and realised the educative reward I get here at the bank I won't get it in the company. Also, the opportunity to switch department and gather more experiences also plays a vital role to stick to the bank.

10. From your experience working in the bank, does productivity/ performance increase as rewards increase? Yes/no?

Yes, definitely it does. In all departments, once rewards go up, productivity goes up. You tend to see people that were considering leaving the bank now staying because of the increased reward.

11. Do you consider that these increased rewards have played a role in increasing your loyalty to the organization? If yes, why?

Yes, I will not lie it has. When I was moving to this role, I did not realise they will increase my salary and when they did, I was like yes! I will be here for a long while.

12. What type of employee loyalty programmes exist in your organization?

We have things like the holiday funds, the tax savers program, and EAP. All of these has really helped. There are other programs I am not allowed to say unless you join the bank.

13. Is the reward structure at your bank sufficient in meeting the need of employees like yourself? If yes, how? And if No why?

To be honest, it depends on where you as an individual and where you live. You might be earning very well but then the cost of living in Dublin will suck you dry. And this is why the bank is now encouraging people to work from home/ anywhere in the country. For e.g., I stay at Waterford currently and my role is in Dublin. Also, for example, you can be earning 3k euros and living in Waterford you would say it is sufficient but living in Dublin, that pay and added bonuses will not be sufficient for you.

14. If given the opportunity to improve the reward structure at your bank what will you change or do differently?

Insurance. I want full insurance included

15. What RMS will you recommend to other banks to put in place in their organization?

Most banks have what works for them. So, I would say more holiday days to be included in their reward structure as I will take lesser pay to have my holidays increased