

# **The effect of reward on employee motivation in retail clothing stores**

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<p>The retail industry is very demanding, especially the clothing industry, with overworking employees decreasing motivation. Employee motivation and reward has been an interesting topic for many years. This paper aims to find out the effect of reward on employee motivation in retail stores.</p> <p>The paper specifically focuses on the clothing retail industry. The retail stores have been chosen carefully and with a variety to get different perspectives. This research paper intends to understand the linkage between motivation and reward in the clothing industry and suggest how reward can affect motivation and if it is effective.</p> <p>This research consists of the theoretical framework that gives a deeper understanding of the connection between motivation and reward. The theoretical framework motivation theories are presented, starting with Maslow's Hierarchy of Needs, Herzberg's Two-Factor theory, and Vroom Expectancy theory.</p> <p>This paper's research method was the qualitative method to obtain a more in-depth knowledge regarding the employee's motivation at their workplace. Interviews were a chosen method that was held individually.</p> <p>As a result, the main motivating factor for the employees in this thesis was personal growth. Leadership and working environments were also influential in their motivation. The results also showed rewards would impact some of the employee's motivation and influence their performance. Nonetheless, the financial reward was not the main motivator for employee motivation. Appreciations and verbal rewards showed that it was the most effective.</p>	
<b>Keywords</b> employee motivation, reward, retail industry, performance, appreciation and decision making	

## Table of contents

1	Introduction .....	1
1.1	Fashion retail.....	1
1.2	Objectives of the study.....	2
1.3	Background of the study.....	2
1.4	Methodology.....	3
1.5	Structure of the study .....	3
2	Motivation, theories and rewards.....	5
2.1	Definition of motivation.....	5
2.2	Concept of reward.....	5
2.2.1	Reward and motivation .....	6
2.2.2	Employee empowerment .....	7
2.3	Motivation theories .....	8
2.3.1	Maslow hierarchy of needs .....	8
2.3.2	Hertzberg's two factor theory .....	10
2.3.3	Vrooms expectancy theory.....	12
2.3.4	Summary of theories.....	14
3	Research and data .....	15
3.1	Concept of research.....	15
3.2	Research methods .....	15
3.3	Data collection.....	16
3.4	Interviews .....	18
3.4.1	Implementation of data analysis.....	18
3.4.2	Validity and reliability.....	19
3.4.3	Limitations .....	20
4	Empirical study .....	21
4.1	Background .....	21
4.1.1	Motivation.....	23
4.1.2	Reward.....	32
4.1.3	Appreciation and decision making .....	37
5	Conclusion, Recommendations and learnings .....	43
5.1	Conclusion.....	43
5.2	Recommendations .....	44
5.3	Learnings.....	46
	References.....	47
	Appendix.....	52

# 1 Introduction

In the retail industry, specifically in the clothing industry, the work environment is very hectic and demanding. The employees work complex hours and weekends with an ergonomically default in the workplace. The employees are requested to always entertain and communicate with their customers even though their workload. The customers are the priority, and employees must always maintain a good satisfaction level even through the hectic schedules.

This research focuses on the effect of reward on employee motivation in clothing stores to understand if reward can benefit both employees and employers in the long run. The research is conducted to get a deeper insight into employees' motivation in retail stores and what their motivating factors are.

The purpose of this section is to portray and explain the objectives of this research. It follows with objectives of this research in four individual sections: (1.1) objectives of the study, (1.2) Background of the study, (1.3) methodology, and (1.4) structure of the study. The first section is to get an overview of the subject in the matter, which is supported in the following two sections that define the aims, goals, and background of the research. The following sections provide a brief portrayal of the methodology used and the framework of the study.

## 1.1 Fashion retail

Clothes are more readily available than ever, and fast fashion is becoming more common and growing. The fashion retail industry is aiming to react to future trends. Physical in-store retail is currently the biggest platform in the fashion retail business, but online retailing or e-commerce also significantly impacts fashion retail sales. (Statista 2020.)

According to Planet retail (2017), physical stores are getting more pressure from online stores and other economic factors. It might make changes for the retail industry stores such as store growth slowing or smaller stores.

The fashion industry is an industry worth 1.3 trillion dollars that employs more than 300 million individuals. According to Gazzola, Pavone, Pezzetti & Grechi (2020, 2), the fashion retail industry supports the old generations and millennials with various choices and marketing by using multiple marketing tools or techniques aimed at particular ages.

## **1.2 Objectives of the study**

The research aims to find out what impact reward has on an employee's motivational factors and if a reward can make an impact on their job performance. In that, the goal is also to investigate employee motivation and how it relates to their retail motivation. The research will be focused on females age 20 to 30 years old. The chosen clothing retail stores have mainly female workers therefore, it was natural to focus on females for this research.

The aim is also to find out what motivational factors that motivate the workers the most and how they experience stress in their working environment and in their working conditions. The study will also include recommendations for the management of human resources or managers in the retail sector.

In the retail clothing sector, employees have a high turnover, so it was necessary to find out why an employee can experience temporary work in the sector and why there are such broad satisfaction differences. The research questions are targeting for answering to questions which are to find out the influence of reward on employee motivation and the effect of reward on employee's performance.

## **1.3 Background of the study**

According to Tanner (2015), the goal of motivation is to accomplish something important to each person as an individual. The motivation leads the people to take the first step by moving themselves to achievement. Motivation seeks to achieve the purpose that the person is striving for and meet the needs of each individual or team at the workplace. Motivation comes from the needs, goals and values with which they chose to establish and finish the tasks.

According to Armstrong & Stephens (2005, 4), reward management implements a 'total reward' approach which is highlighting the value of understanding all dimensions of reward as a cohesive whole linked to other HR programs designed to support employee motivation, engagement, commitment and growth.

Reward management has been an approach that many companies take to retain employees, and it has been one of the motivating factors to improve their performance. Reward management is designed to impact employee's actions, and its main objective is to have a positive effect on the employee. (Njanja, Maina & Njagi 2013.)

Employers have been using reward management with its aim to motivate their employees. The purpose of motivation is to help achieve and strive to take the first step by going to the action. Modern organizations seek to motivate and satisfy their employees, and successful business must have motivated employees a part of their organization.

Motivation has become such a phenomenon with its complex aspects that distress employees to act in a certain way to reach their objectives. Companies must acknowledge the importance of human factors without it, and there would be non-existent organizational survival. Consequently, businesses' superiority depends on employees and their motivation, which greatly impacts their performance. (Finck, Timmers & Mennes 1998.)

#### 1.4 Methodology

The qualitative method was chosen for this research to collect the data to gain an in-depth understanding. The qualitative method provides an effective view of certain topics such as opinions, values, behaviors, and concerns. The sources of data used were secondary and primary for this research. The secondary data was gathered through articles, books, and blogs to support the theoretical framework. The primary data was obtained through interviews that were conducted for retail employees working in the clothing industry.

#### 1.5 Structure of the study

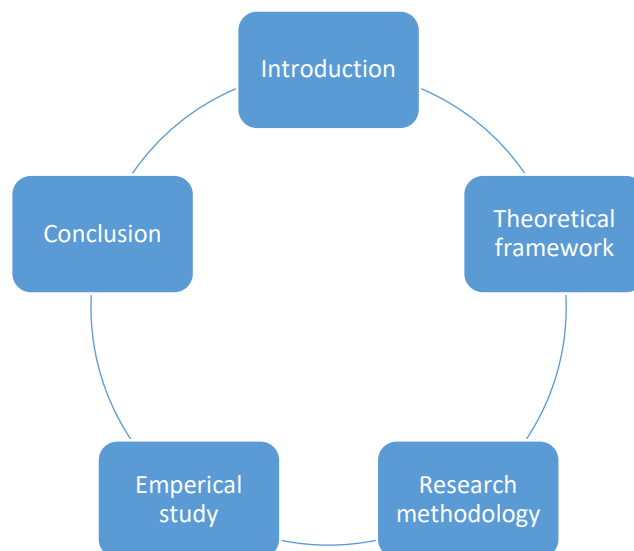


Figure 1. Summary of the structure

This research has five chapters that are divided into sections. The figure 1, shows the structure of the research. The first chapter introduces the study, the background, objectives, methodology, and the structure of the study.

The theoretical framework is introduced in the second chapter to understand the linkage of reward and employee motivation from the theoretical perspective. The research methodology is followed in the third chapter, explaining the process and implementation of the chosen method. The fourth chapter is about the empirical study. The results and research data are discussed in the fourth chapter. The last part is the conclusion, which includes discussions and suggestions for reward on employee motivation.

## **2 Motivation, theories and rewards**

The concept of motivation and rewards is discussed at the beginning of this chapter, and two related theories of motivation will be illustrated. The key to understanding the basics of motivation and the theories we will use in this analysis is this chapter's theme.

### **2.1 Definition of motivation**

Motivation is a key mechanism that directs people to function in a certain direction. There is no person with much the same behavior and attitude behaving in the same direction as others. (Varma 2017, 11.)

Psychologists have presented different hypotheses over history to describe what motivates human behavior. Motivation is originally from the word motive, which means the wishes, expectations, wants, or drives of individuals that encourage others to take action to accomplish their objectives. McShane and Von Glinow (2003), defined motivation as "Motivation is a propelling factor that affects an individual's reasoning, action, way, strength, and eagerness of behaving towards work".

According to Nandy (2019), the three major motivation components are activation, persistence, and intensity. Activation is the action to start the task, e.g., to perform another mission. Persistence shows that the worker has a goal-oriented attitude, and intensity indicates reaching the right goal to motivate himself to achieve more excitement.

There are two different types of motivation: intrinsic and extrinsic. Intrinsic motivation is internal and is motivated mainly by people's own personal interest or pleasure in the task. Extrinsic motivation is external where, for example, the motivation comes from outside, such as money or commission. People tend to see intrinsic motivation as a good alternative than extrinsic because, compared to extrinsic, intrinsic motivation is seen as more efficient. (Duggan & Shoub 2013, 23.)

### **2.2 Concept of reward**

Armstrong defines (2005, 5) reward management aims to reward employees based on the value created. Reward management is also meant to align incentive activities with corporate objectives with employees' principles and desires. Reward the proper way to spread a clear message about the importance of how it can affect behaviors and give results. It becomes easier to attract and maintain an organization's important employees with reward management. Incentives are recognized for motivating people to gain better performance and obtaining loyalty and dedication.

The human resources invest in employees to get something in return, and it is then good to reward employees based on their input and value what they bring to work. The reward management must be planned and well thought method on how to value employee's contributions. Reward management expects to accomplish commitment, improvement, and engagement on the employees. (Armstrong 2005, 5.)

Reward management has many financial and non-financial rewards, and these reward terms are Intrinsic and Extrinsic. The financial reward is raised salary, benefit programs, privilege, etc. The other reward, which is the non-financial is non-tangible: Authority, upgrade, title, education, decision-making, and praise, etc. Different studies show that reward systems have been effective in organizations and has made an impact on productivity. Both financial and non-financial rewards have motivated employees to put more effort into their tasks. (Güngör 2011.)

To allow an organization to achieve its objectives, the reward system should be effective and competitive. It should be organized to produces optimum returns for both the company and its employees. Reward management should also be focused on ensuring that the company's members are equally, reasonably, and sufficiently compensated for meeting the aims of organizational objectives. (Korir & Kipkebut 2016.)

According to Armstrong and Stephens (2012, 370), employees get encouraged if their achievements are supported, and it is also the organization's mission to ensure that they have engaged and capable employees. It is important to encourage higher performance by making sure it is appreciated and supported by the reward system. In the reward systems, it is important to improve and support the corporate culture by connecting incentives to behave following fundamental beliefs.

### **2.2.1 Reward and motivation**

Employee motivation has become such an important factor for many organizations, and many organizations apply for programs to increase employee motivation. In the programs used, the reward method is used to motivate employees, although some employees are still not happy and unmotivated at work. (Hansen, Smith & Hansen 2002.)

According to Hansen, Smith & Hansen (2002), a reward is given for something that a person has done well as compensation for their assistance. A reward is comparable to promising a child that if they study well and get good grades, they will receive a reward for it,

motivating them to do better. The motivation might be extrinsic due to the influence of the parents and teacher.

Motivation recognizes different progressions, and it encourages the way our mind behaves to accomplish a certain goal. Being motivated at work by simply getting something in return can greatly impact the employee's behaviors towards the tasks. It creates such a difference having a motivation that embraces positivity at work and influences the performance. Organizations with the greatest work success are managed by those who are engaged employees and inspired employees. (Danish language 2010.)

According to Beyene and Gituma (2017), employee's performance levels are higher when receiving tangible encouragement, which inspires the employee to do better by supporting the quantity and quality to accomplish goals. Rewards, encouragements, and appreciations are important factors that affect the motivation of the employee. When workers actively participate in their jobs towards their personal motives, they may experience inherent encouragement in their actions when their tasks are ultimately pleasant and fulfilling.

Over the years, it has been spoken about "the costs involved of reward," which is the ability of incentive to suppress intrinsic motivation. Many reports have shown that encouraging employees to participate in the events decreases participation in these events, their enjoyment of the activities, and their consequent impulsive interest is the same. A reward can often have an extrinsic effect on the employee, even though the employer wants to achieve an intrinsic motivation level. (Kunda & Shwartz 1983.)

### **2.2.2 Employee empowerment**

Demgrog & Erbag (2010, 142) find that employees' business academicians and administrators mostly use employees' empowerment. The purpose is to help employees become more involved and be more self-sufficient to meet and fulfill employee's needs. It would also provide better quality for employee satisfaction, engagement, appreciation, and possibly add more loyalty between the employer and the employee. The objective is to ensure that the best employees make successful decisions and provide the process to each individual and team.

For the legitimate benefit of multiple stakeholders, the opportunity to share authority and to share important decisions is supported by the necessity to practice this authority. The need for effective decision-making to share knowledge needs employees to have access

to the information available in the organization and, therefore, the opportunity to use the company's information.

According to Elnaga and Imran (2014, 14), if employees feel empowered, their degree of trust and self-confidence will improve. If employees feel happy and fulfilled, it will be an additional benefit for the organization's whether it leads to greater performance. The greater performance can lead to better by adding loyalty, recognition, involvement and possibly lead to better satisfaction as seen in figure 2 above. If employees gain too much confidence, there may also be some disadvantages. When employers or other employees impact it, it might lead to a greedy way of doing things when the working community and environment will become more dissatisfied, and efficiency will go lower in these circumstances.

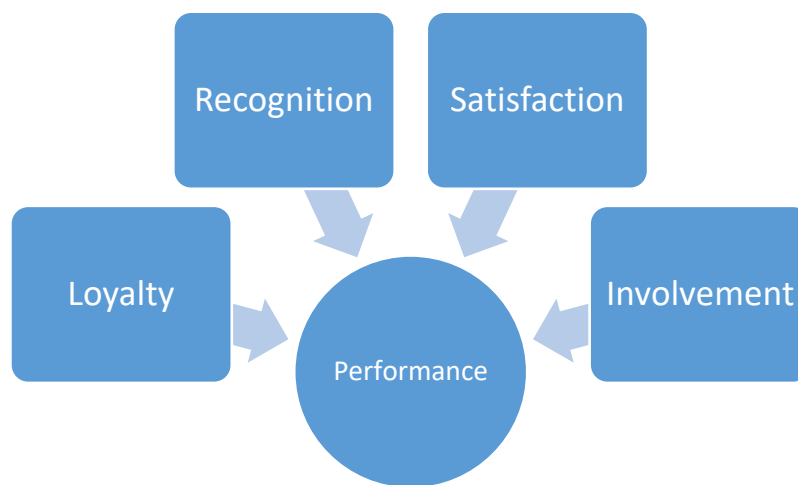


Figure 2. Performance.

### 2.3 Motivation theories

The motivational theories are introduced in the subchapters below. The motivational theories covered in this chapter are Maslow's hierarchy of needs, Herzberg's Two-Factor theory, and Vroom expectancy theory.

#### 2.3.1 Maslow hierarchy of needs

Abraham Maslow suggested the hierarchy of needs in early 1940. The Hierarchy of Needs was first presented in his 1943 work called "A Theory of Human Motivation," and also later in 1954 in his book "Motivation and Personality" (Cherry 2020). Abraham Maslow started researching Albert Einstein and Eleanor Roosevelt, where he had been motivated to explore it further.

McLeod (2007) defined that there are 5 different stages in Maslow's hierarchy of needs. The different levels are physiological needs, needs for safety, love, and belonging, needs for esteem, and self-actualization needs. In the hierarchy of needs pyramid, the largest and most necessary levels are at the bottom, and self-fulfillment needs are at the top. It's essential in Maslow's hierarchy that the bottom levels must be reached to attain the top-level requirements. The figure 3, shows how the Maslow's hierarchy of needs are based on, the self-actualization belongs to human's self-fulfillment needs, esteem and belongingness belongs to physiological needs and safety and physiological belongs to humans' basic needs.

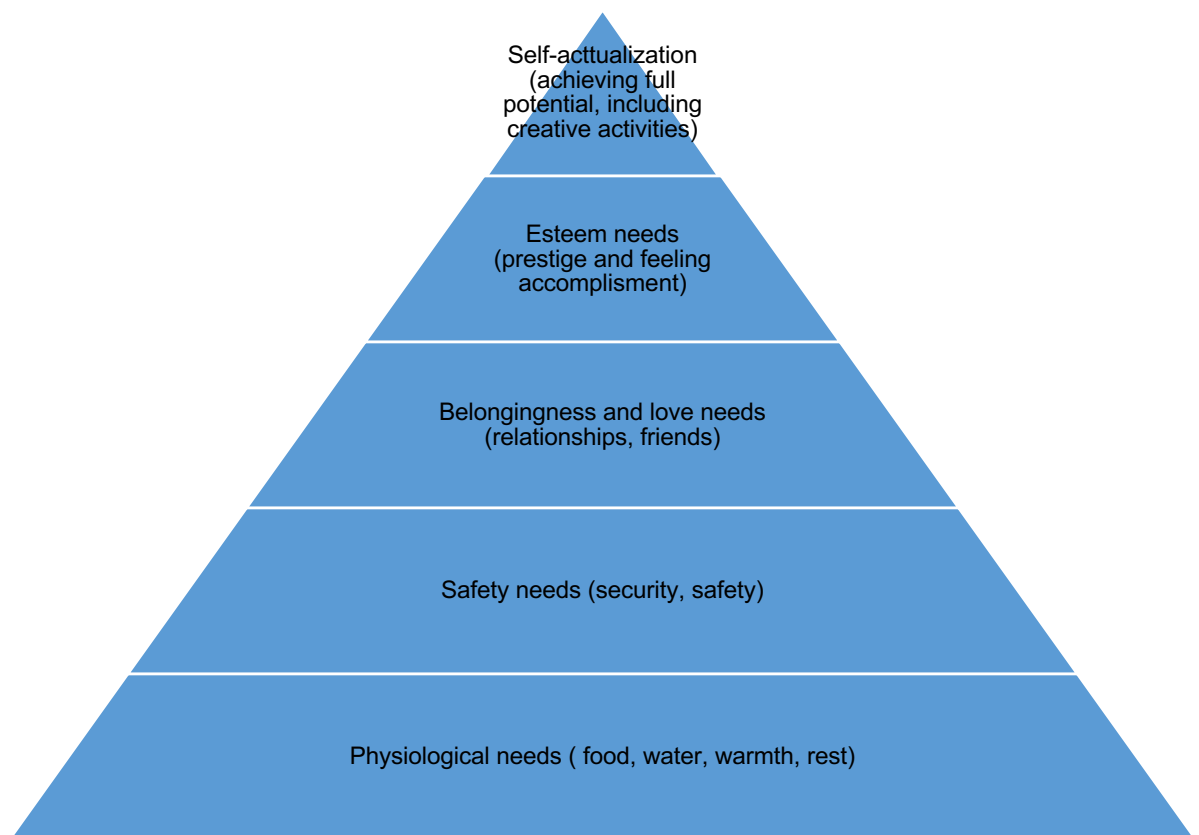


Figure 3. Maslow's hierarchy of needs.

Physiological levels contain needs such as eating, drinking, sleeping, sex, or breathing, belonging to human life criteria. Physiological needs are described as conditions of "lack of chemicals, nutrients, environmental or internal," and humans require all of that to survive. If humans do not meet them, psychological stress or even death may be induced. (Taormina & Gao 2017, 157.) Physiological needs allow the human body to act as it should and when all these needs are accomplished, a human being will move forward inspired to the second level.

According to Taormina and Gao (2017), to define the safety and security needs, it is necessary to consider the kinds of possibilities that may be appropriate to the safety and security needs and the conditions under which those needs can be met. Safety needs are needs that can be fulfilled from security and protection or anything that makes a person feel safe in life. There becomes a sensation of having something better when there is a sensation of feeling comfortable. Belongingness and love needs are, such as forming a relationship, affection, acknowledgment, or connection with others, for instance. A satisfaction of becoming involved in something belonging to a community. The more the safety–security needs are satisfied, the more the belongingness needs will be satisfied.

Morris Rosenberg (1965), described that esteem is a "favorable or unfavorable attitude toward the self." Esteem needs are what Maslow has divided the needs of esteem into two distinct categories: self-esteem, such as the need for achievement and a desire for reputation and recognition from others. (Griffin 2013, 129.) We strive to seek people's approval and typically want to be someone else. Self-esteem is mostly about dignity, achievement, or independence, and the desire for popularity or recognition is mostly about people's status or appreciation.

Self-actualization criteria are all about personal growth. We have done what we desired or planned for, and now it is time to treat ourselves. It is about self-actualization, where we can essentially enjoy ourselves without becoming pressured. Taormina and Gao (2013) stated that if the needs of esteem have been largely fulfilled, a person should be comfortable in his or her social position among other people to turn to the effort of self-actualization, namely, to become what he or she wishes to be.

According to Cherry (2020), Maslow believed that these needs are similar to instincts and play a crucial role in motivating actions. Needs for physiology, security, social, and esteem are weak points, and to avoid negative feelings or effects, it is important to satisfy those lower level needs. It is essential in Maslow's hierarchy that the bottom levels must be reached to concentrate on the other levels to attain the top-level requirements.

### **2.3.2 Herzberg's two factor theory**

Fredrick Herzberg was a behavioral psychologist that suggested a Two-Factor theory in 1959. In the Herzberg theory, some variables consequence satisfaction, and other variables counteract dissatisfaction. Herzberg implied that compensation contributes little to job satisfaction, all workers need to develop, and human relationships are more likely to lead

to discontent than satisfaction. Herzberg questioned simple assumptions about what satisfies and motivates employees. (Sachau & Daniel 2007.)

According to Miner (2005, 63), various factors cause high job satisfaction levels and those that cause negative perceptions. The variables and successor personal outcomes associated with long-term structures of job events vary from those associated with structures of work events that cause short-duration incidents.

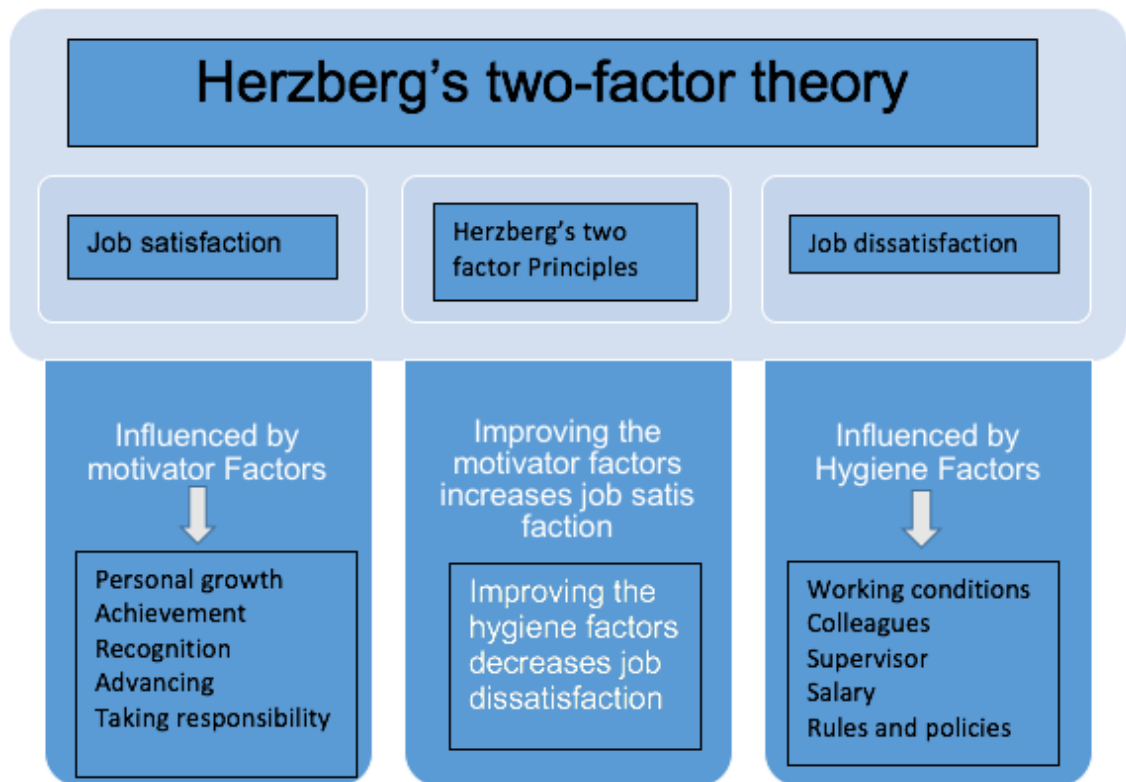


Figure 4. Herzberg's Two-Factor Theory.

In figure 4 shows that the Two-Factor theory differentiates between the motivators and the hygiene factor. The motivators are challenges that occur during work, and obligations are taken, which supervisors recognize during work time. The employee's motivator is also being involved in the decision-making process, which can positively impact the employee's motivation. The motivators are the encouraging factor that is an intrinsic circumstance of the work and acceptance, popularity, or self-growth. (Hackman, Richard, Oldham & Greg 1976, 250-279.)

The hygiene factor does not provide positive pleasure, although it leads to a greater incentive, and while their avoidance leads to displeasure. Hygiene is often applied for maintenance variables, which are extrinsic for the work and involve aspects including the market procedures, oversight, etc. The hygiene factor is precisely the job status, security,

social benefits, compensation, working conditions, fair salary, paid vacations, holidays, etc. (Hackman, Richard, Oldham & Greg 1976, 250.) (Herzberg 1968, 53.)

The Herzberg theory (1959), like the other theories, is an important theory to be applied in the retail stores. It highlights the value of providing workers with appropriate hygiene variables as a way of encouragement and has so far led more toward satisfaction. The lack of hygiene factors can contribute to demotivation, but the existence is insufficient to motivate individuals. Supervisors must also concentrate on increasing motivational factors and career enrichment: developing an exciting work and working atmosphere, providing workers with an exciting work climate.

### **2.3.3 Vrooms expectancy theory**

In his study called "Expectancy Theory," in 1964, Victor Vroom's expectancy theory was first presented. The theory of expectations intends to connect with humans' effort and motivation, essentially to understand why a person decides to perform with certain actions rather than another one and how the decision is linked to an individual's goals. Knowledge, experiences, skills, and abilities are the variables that affect people.

According to Skemp-Arlt and Toupenca (2007) Vroom developed the expectation theory of motivation with the assumption that motivation is based on the idea of the desired outcome. Vroom's expectancy mostly asks what the person can get out of it?

The theory of expectation is based on four assumptions (Vroom 1964). Lunenburg (2011, 2) cited that one theory is that individuals enter organizations with assumptions regarding their needs, motives, and previous expertise. These are the assumptions that impact how people react to the organization. A second assumption is that a person's actions are an outcome of their own choice, which means that there is a freedom to select certain behaviors meeting with their own standards.

Lunenburg (2011, 2) mentions that a third assumption seems to be that individuals want different things than others like, for example, development, or better salary from the company. And last, the fourth assumption is that individuals might prefer among options to adapt out-comes for each other personally. Components of expectancy theory are presented in figure 5 above, and shows how expectancy, instrumentality and valence are added together as a result of motivation where the employee has chosen to do the work needed.

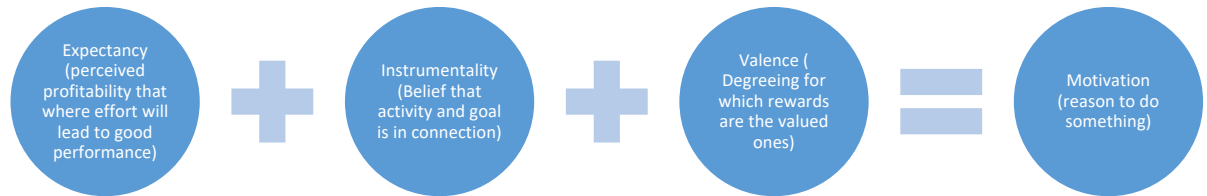


Figure 5. Components of expectancy theory.

In his study Expectancy Theory (1964), Vroom found three different elements: expectancy, instrumentality, and valence. According to Lunenburg (2011, 2), expectancy is the prediction by a human of the possibility that work-related performance will lead to a certain level of performance. For example, if an employee does not have the effort to reach the optimal performance level, the level will be 0. The expectation level is focused on possibilities and ranges, but if the employee assumes that the goal will be completed, the expectation level will be 1.

Lunenburg (2011, 3) mentions that instrumentality is based on an individual's estimates, e.g., the person believes that his or her performance will be linked to results either if the results are good or bad. Instrumentality is an individual's estimation of the chances that different job outcomes will result from a given level of accomplished task performance. Instrumentality is based on the same range level from 0 to 1, like in the expectancy element. The last element, the valence component, demonstrates a person's point of view on the amount of reward and punishment received due to success. Basically, the impact of an employee's performance preference for some specific benefits such as promotion, recognition, or salary.

Summarizing the theories, Abraham Maslow (1908-1970) is seen as the founder of human psychology by creating his first hierarchy of needs in 1943. Twenty-three years later,

Hertzberg (1932-2000) developed his Two-Factor theory, where it was assumed that he made his theory based on the hierarchy of needs of Maslow's.

#### **2.3.4 Summary of theories**

In this research, these three different motivation theories are applied: the hierarchy of needs of Maslow, the Two-Factor theory of Hertzberg, and the expectation theory of Vroom (1932- present). The hierarchy of needs is focused largely on the needs of individuals and fulfilling needs. The Two-Factor Theory of Fredrich Herzberg focuses on the enrichment and encouragement of the work included in the recognition and rewards. In his expectancy theory, Victor Vroom targeted the outcome of conscious choices that have the intention of either providing pleasure or mitigating pain.

These three theories have similarities and are linked to one another. The hierarchy of needs and Two-Factor theory is aimed at humans' internal needs and is beneficial to use in the research interviews' motivational questions. The hierarchy of needs and Two-Factor theory are similar to little differences and concentrate on human growth and motivation. In Vroom's expectancy theory, it will help with the reward-based questions since, in the expectancy theory, the question is aiming for what the person is gaining from it, which can help with the rewarding. Vroom's expectancy theory is separating somehow that the behaviors come from the conscious choices with other alternatives, where the aim is to increase pleasure and decrease the needs, wherein another hand in the hierarchy of needs and Two-Factor theory the aim is to reach the needs before moving to the other's needs.

These theories are the foundation of the research that helps to build the research. The results are also compared and linked to the theories to understand if they still can be accurate and helpful for employees.

### **3 Research and data**

This chapter starts with recognizing various research methods by looking from a theoretical perspective. The chapter then continues with the research approach and why the qualitative method was suitable for this research.

#### **3.1 Concept of research**

The meaning of research is an exploration of realization. It can also be described as a technical and systematic search for data. (Kothari 1985, 1.) Research, in other terms, it explains development that analysis that is performed scientifically. The authors must distinguish not just the function of sampling techniques but also its importance to the aims of the analysis, its impact, significance, and the purpose of using a particular method. (Kothari 1985, 8.) The study aims to find solutions to lingering questions throughout systematic procedures. Through studies is easier to find the concealed certainty, and that has not yet been identified. Although each study has its specific aim, study objectives can be considered to fit into a variety of general categories.

There are four different categories of the study: the first one is getting acquainted with or gaining a new understanding of a phenomenon, also known as exploratory or formulate study. The second, reflecting the features of a specific person, circumstance, or community, known as a descriptive study. The third evaluates the intensity where something happens and is related to somewhat else. The fourth is testing the hypothesis connecting variables with affiliation, also known as hypothesis testing. (Kothari 1985, 2.)

According to Shah and Khairul (2008), two methods can be chosen from either quantitative or qualitative methods that can be described as in-depth answers or hypothesis testing. Choosing the research method is based on the research problem, and the method should also be chosen depending on the social phenomena.

#### **3.2 Research methods**

According to Kohtari (1985, 3), different research forms are applied vs. fundamental. The purpose of applied research is searching for solutions for surfacing issues in threatening organizations. The fundamental study is mainly focused on the interpretation of a theory, collecting information, and is a straightforward study. Fundamental research is also regarding human behaviors but is intended with reflections and conclusions. Conceptual vs. empirical, which is abstract ideas, and the other is data-based research. Nevertheless,

there are two methods for collecting data for research, known as quantitative and qualitative methodologies. (Kohtari 1985, 4.)

Qualitative research is used to get a deeper understanding of underlying problems, thoughts, and motivation. The qualitative method is easier to solve issues by asking questions. It is also a tool for analyzing and investigating people. Qualitative research gives different perspectives, and as the analysis is undertaken, the ideas to be explored can be generated and improved. Methodologies and hypotheses ought to be suitable for examining and accepting new procedures to be modified or produced to meet the matter's needs. (Hogg 2016.)

The quantitative method is based on numerical, and measurement also focuses on uncovering details about social phenomena. (McLeod 2019) "Information Systems are data becoming information in consciousness; organizations are socially constructed through language, and reasoning about both processes takes place in dialogue" (Boland 1985).

### **3.3 Data collection**

Gathering data is a systematic process of collecting statistics or measurements to receive the information needed. Data collection helps to expand straight understanding and informal viewpoints into the research issues. Cambridge dictionary defines data as "Data, in specific information or statistics, gathered for analysis and evaluation and used to assist decision-making or data that can be processed and used by a computer in an electronic format."

A theoretical approach to data description is that data fundamentally simply a number, images of figures, or records using other techniques. For outcomes, the data can be interpreted, or the data can assist in decision-making. (MSHS 2006.)

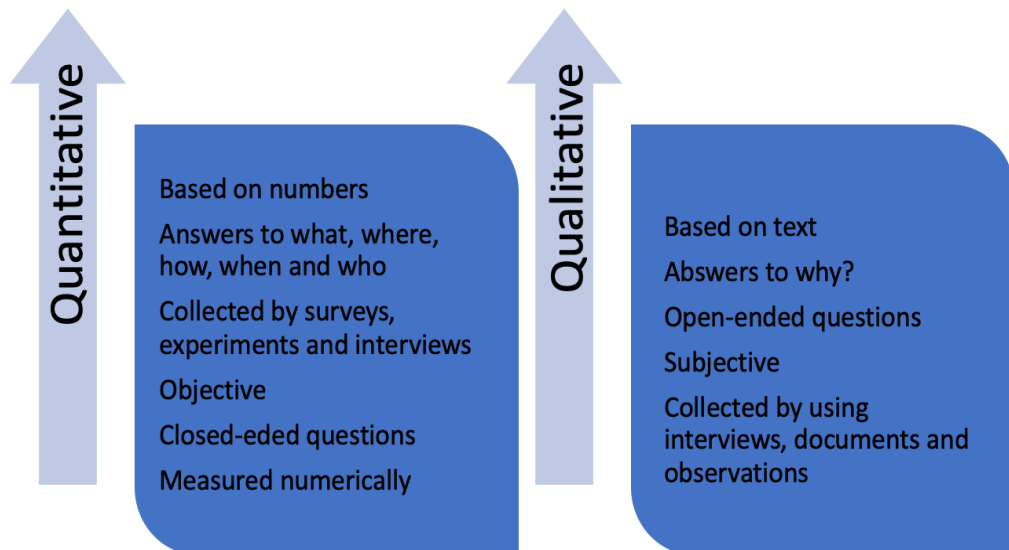


Figure 6. Summary of quantitative and qualitative

As seen in Figure 6 above, two different data analysis types are quantitative data and qualitative data. The figure gives a basic level of comprehension of the variations between the different areas of information.

There are distinct approaches used to collect data in research. These types of data are termed primary and secondary data. A researcher usually collects primary data as it is collected for the first time and has never been used before. Other researchers conduct secondary data; the differentiation by these two is that the secondary is the analysis and explanation of the original data, which is the primary. Primary is gathered to solve the issue at hand; also, it is an accurate and authentic source of data. (Ajayi 2017.)

Both primary and secondary data are implemented in this research. The data was collected through different secondary data that were academic sources and books to start with the research. The research needed to expand the knowledge of distinctive varieties of motivational theories and how reward could affect employee motivation.

Primary data was conducted through interviews. The questions for the interviews were prepared based on the motivational theories. The questions were explicitly picked to find different employee motivation perspectives, specifically if reward management impacts motivation. The questions started to first general questions about the participant to overview the employee's current role and how long the participant has worked there. These questions give the participant background and help us understand the answers behind the

in-depth responses and link them to their working experience and current role. For example, the question asked was about motivation, performance, reward, and appreciation. The respondents also shared their self-growth. These questions were connected to the motivational theories to find a link between the answers and the theories.

The questions were divided into three categories: motivation, reward, and appreciation/decision making. These categories were chosen to understand the motivation level behind employees in retail clothing stores. The interview started with the motivation question to learn about the employee's motivation and other aspects that influence their incentive. The interview continued with reward questions if reward can influence their enthusiasm and help stimulate their growth. The interview ended with a few questions concerning appreciation/decision-making. These questions were chosen to identify if employees seek to be a part of a community, and reward is not the main concern.

### **3.4 Interviews**

An interview is completed by a participant who will be interviewed whether face-to-face or by telecommunications. The purpose of the interview is to ask questions and collect information from a person being interviewed whose purpose is to discuss the interview questions. Usually, the interviewee tells her/his opinions, experiences, and feeling about the topic the interviewer is discussing. (Easwaramoorthy & Zarinpoush 2006.)

By offering an opportunity to capture sufficient information on the research topic, the interview has its advantages. In particular, the researcher influences the interview flow regime of this form of primary data collection and can alleviate problems throughout the process. But, because of the problem solving, the disadvantages may take longer for scheduling. If the interviewer needs to be on the subject and get the applicant's required responses, coordinating the interviews is needed.

The interviewer's goal is to be open-minded and not indicate what he or she could feel about the disagreements, and the interviewer could, therefore, establish a non-threatening atmosphere. The interviewer provides an overview of the research to the participant to ensure anonymity. (Connaway & Powell 2010.)

#### **3.4.1 Implementation of data analysis**

The participants for this research were 10 females that work in different retail stores in the clothing sector. Interviews were held for each participant individually from the 24th August

to 31st august. The participant was already discussed with and planned with for their participation, and these dates were set based on the participants' schedule. The interviews were held in different locations, mostly in meeting rooms and spaces in libraries. Each interview took around 30-35 minutes to complete fully. The interviews' chosen language was based on the participant's requirements; 2 chose to interview in the Finnish language and 8 in the English language. The participants were instructed of their anonymity, and their consent was needed for the recordings. Many were uncomfortable, and others were acceptable to the recordings. The recordings were later made in transcription in a written format in word. The data was read many times and notes were taken. To find the connection between the answer's sticky pads were used, maps to make it easier to find link between answers and to make it easier for the analyzing process.

The data process was analyzed once the data collection was accomplished. When the analysis was under process, the purpose of the research was thought of, the research question, objectives of the research, and the audience. All aspects were considered before analyzing to understand the purpose of the research and what message would be for the audience reading it.

The chosen method for this research was the qualitative method. Hence, the approach was the most certainly the qualitative approach, which is content analysis. Content analysis will identify the underlying problems of the respondents and will support the researchers to conclude.

### **3.4.2 Validity and reliability**

Every researcher must present the research's credibility by measuring the validity and reliability; nonetheless, the qualitative research method is significantly challenging than quantitative that can easily measure the results in statistics. Qualitative research is judged by how the trustworthiness and how the research carry itself in its whole, the presentation and relevance of the methods taken, and finally, the conclusions' honesty. (Noble 2015.)

According to Silverman (2010, 275), to convince the reader of the research validity and reliability, the collected data has to be proven by its usefulness. The documentation of the information gathered has been made properly, in a written format.

In this research, reliability and validity was an important factor and carefully thought of taking an approach with cautiousness. The topic chosen is a sensitive subject for many employees, and because of the sensitive topic, all the employees chose to be anonymous.

Hence, the employees could not be disclosed in detail; the name of their workplaces can, however, be revealed or written as "X."

The interviews were mostly recorded some of the participants were uncomfortable but were written, and the majority were recorded. A later transcript was written in a word format. In the results chapter, there will be seen quotations of the participants to bring the collected data's truthfulness.

### **3.4.3 Limitations**

According to Altinay (2016, 312), limitations are the weaknesses in research. Unfortunately, the limitations of this research were that the timing of this research was during the Covid-19 pandemic, which was not easy to conduct the interviews. The authors for this research were supposed to interview the participants at the end of June because of the circumstances. The Covid-19 increase made it harder for employees to participate. It took time for the authors to find suitable interviewees for this research who were willing to be interviewed in closed spaces.

When we thought of suitable individuals to participate in our dissertation, we found that it was very difficult to find men overall or women over the age of 30 in the clothing industry, so these two reasons contributed to why we only interviewed women from their 20s and 30s.

The interviews had to be in meeting rooms for the recording quality and making it easier for the interviews and understandable. Nevertheless, it was easier to find participants at the beginning of August, the pandemic had decreased, and it was safer for employees to participate. The authors made sure to think of the hygiene and health issues beforehand for the participants and the authors' safety.

## 4 Empirical study

The study seeks to find whether the rewards will influence an employee's motivational factors and how their employee productivity can also be greatly improved. Overall, the objective really is to investigate employee motivation and how it corresponds to their retail motivation. Ten females between the ages of 20 to 30 who work in the retail industry were interviewed in the research. We will discuss the background of the questions with the charts in the chapter. The research provides participant quotations in this section of the research, attempting to understand why the respondents answered as they could. The various quotations will be presented with cursive typography in the chapter.

### 4.1 Background

In our research report, the first three questions were to discover the respondent's age, to know the length of their job contracts, and how long they had worked in the retail industry. Since our research aimed to understand females' motivation in retail, all of our ten respondents were females. The background questions can be seen in figure 7, figure 8, and figure 9.

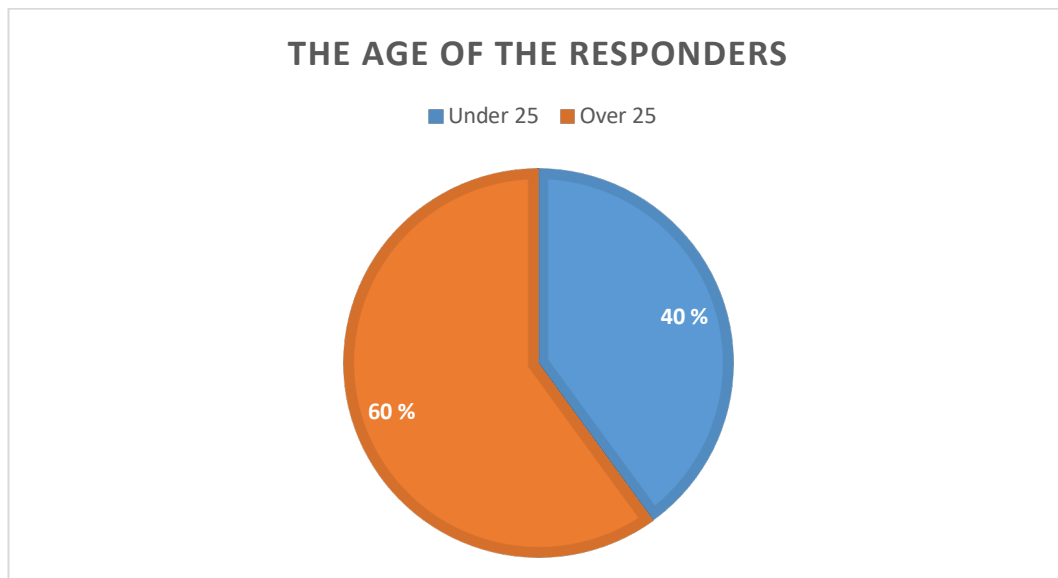


Figure 7. The age difference between ten responders

We interviewed ten females who were employed in the retail industry. Our objective was to discover the motivation of 20 to 30-year-old females. Figure 7 shows that the age's outcomes were that the majority of respondents were women over 25 years of age, with 60 percent of respondents participating. On a median, the average respondent of this age

range was 27 years old, with an overall age ranking of 27,6 years. The 40 percent of respondents who participated in the interview were 25 or under 25 years of age, and the median age ranking of respondents was 23 years of age, with the age of 23.25 years.

This question's background is to understand if there had been any differences in motivation, whether the employee had a full-time or part-time job. The objective was to figure out what kind of job contract our respondents to the thesis study. For several years, it has been discussed whether part-time employees are more motivated than full-time workers. In Figure 8, the results showed that 40 percent of respondents worked in their workplaces with a full-time job and the remaining 60 percent were part-time employees, many of whom were working simultaneously as they had their part-time work.

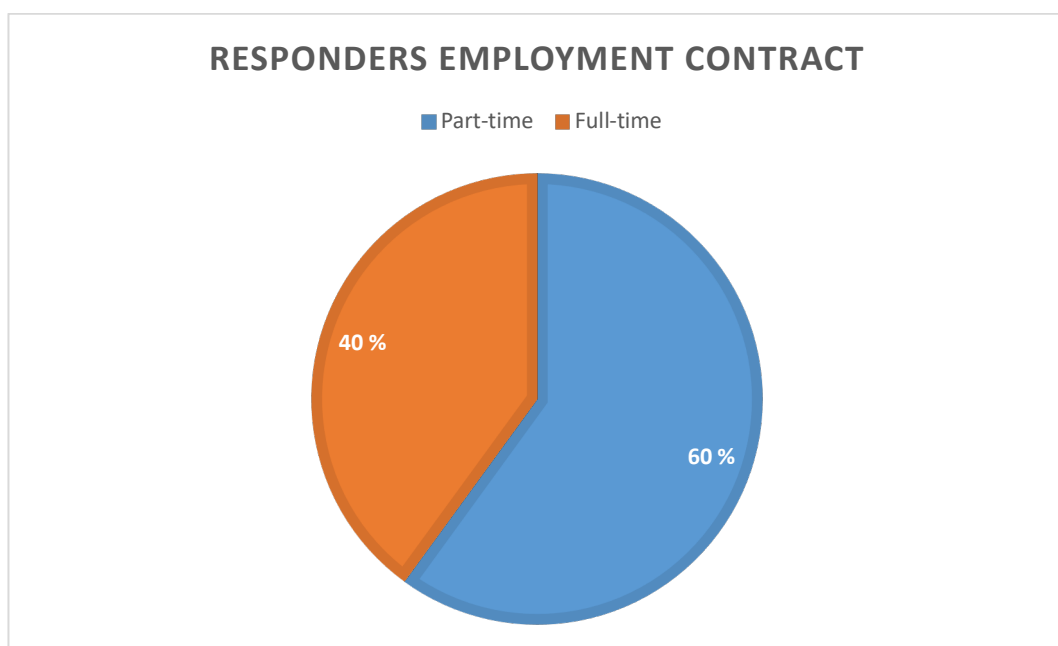


Figure 8. Ten responder's employment contracts

The purpose of our third question was to find out more about the employees' work experience. Three different alternatives were presented in the interview sessions to describe how long they had work experience. The first alternative was to choose from 1 to 3 years of experience. The second alternative was 3 to 5 years of experience. The third option was more than 5 years of experience working in retail.

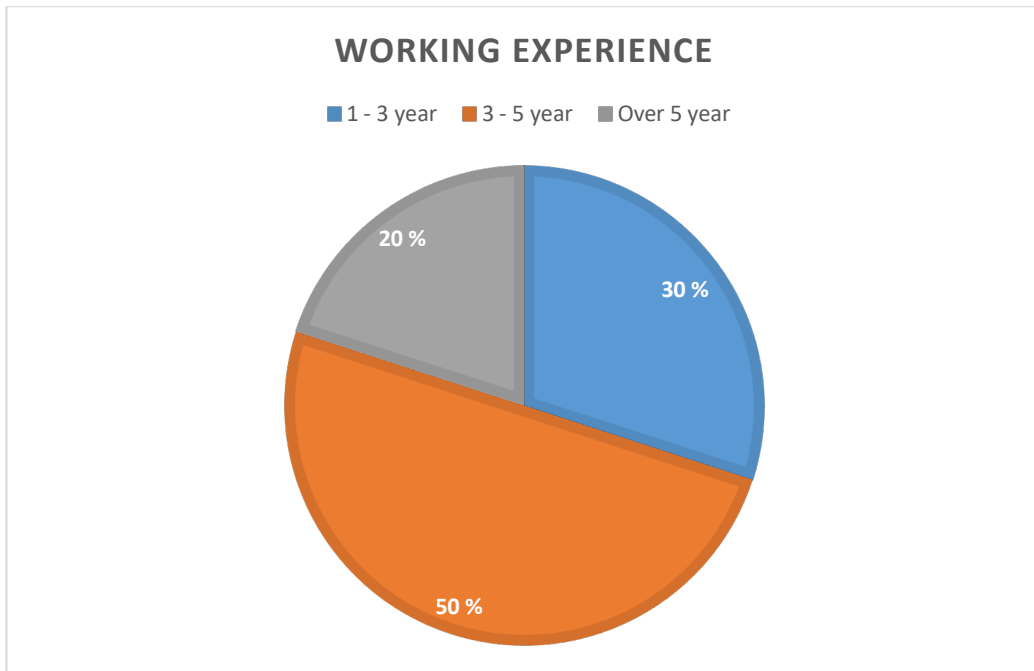


Figure 9. Working experience of ten responders

There was a minority of working experience with 5 responders who had worked in retail for 3 to 5 years with 50 percent. Figure 9 shows that the second-largest working experience was with 3 responders, with 30 percent of the retail employees who had worked for 1 to three years in retail. The least working experience was with respondents, with 20 percent having worked in retail for over 5 years.

#### 4.1.1 Motivation

The thesis had six different questions about motivation in the next component of the interview. The questions were predominantly concerning what the retail industry employee's motivation situation has, what actually impacted the employee's motivation, how well the working environments influence it, and how stress can be associated with job motivation. The table above has all of the six motivation questions the research aimed to look for, and the responders have been marked as numbers, and, in each section, the "R- number" means the same person.

According to Maslow (1954), to achieve a satisfactory level, it is important to satisfy the lower levels of needs and then level up to the more complex ones. Herzberg's Two-Factor theory states it is important to satisfy the hygiene factors and then satisfy the motivational factors. If the hygiene factors are neglected, it will lead to demotivation. (Herzberg 1968, 53) The Vroom (1964) theory differs from them because the importance of that theory is that the outcome is dependent on the conscious choices which provide either pleasure or mitigating pain.

Table 1. Motivation questions

Motivation questions
1. How motivated do you see yourself in the current working place?
2. What are the three main motivational factors at your working place?
3. What factors affect your motivation?
4. Do your working conditions effect on your work motivation?
5. Do you consider your current role your ideal job and do you see it as a long-term job?
6. Do you experience stress in your working place?

The first motivation question aimed to get a deeper insight into the respondents' current motivation situation in their place of work. It was important to understand what motivates the respondents and acknowledging if there are underlying issues.

Among the respondents, the results gave a rather stable outcome. Generally speaking, six respondents said they were motivated in their job in some manner. The existing four participants claimed they did not have enough motivation. For diverse factors, the outcomes were complex. The lack of motivation was for financial reasons, and some respondents stated because the income was not what they were striving towards. The respondents' studies often had much to do with motivation, with two respondents noting that they were studying mainly because they would no longer continue in the retail sector but would pursue a career in their present degree.

In Herzberg's two factor theory, compensation in organizations will not lead to job satisfaction. As shown by the respondents above, the satisfaction should start from within that

some did not have motivation for diverse reasons and some for financial reasons. (Sachau & Daniel 2007.)

Maslow also encourages that to strive for motivation, it must start from the physiological needs first and then climb up to others' needs. Vroom's theory is important for your individual goals and focusing on your within to then strive after your goals at work. (Lunenburg (2011, 2) The respondent's answers show that less than half of them were not motivated at work, and some had individual reasons which had to be solved to achieve the motivating level. Some of the answers the motivation has also come from the supervisors to encourage their employees. Interviewees responded:

R 3

*"I did not see myself very motivated and that is one of the main reasons why I continued with my current master's education. One of the main reasons for this was my former boss. Me having higher education than her gave me a good reason to become a better version of myself. With an upper master's degree in business, I can reach positions where my work can and will be respected"*

R 5

*"Very motivated. I recently got more responsibility at my work and by that the motivation grew. It doesn't feel like you're stuck. I can use my knowledge"*

R 6

*"I am not motivated at all. I feel like I'd have something more to give rather than working in company X, which I do not feel like will give anything more to me to aim for"*

R 8

*"The motivation in my current working place is depending on the working days and of course every job has its pros and cons. The pros with working in the retail industry is that you see all sort of people and for someone who likes clothes and the newest fashion then the retail industry is a perfect place for it. I like also the flexible schedule that you have with the retail industry you can work morning and evening shifts and weekends which can be good"*

*for those that prefer this than working the regular 8 h shift from the morning. The cons that come with it is of course the stressful days when it is sales”*

*R 9*

*” I am very motivated. I like my workplace and my colleagues working with me. But I feel that I don’t get much recognition in my workplace I would appreciate more recognition for me to be more motivated at my work. What I mean by being more recognized is by giving some sort of reward such as a financial reward. I put a lot of hours in my work and give my best all the time I think that deserve some sort of a reward order me to keep giving my best”*

The second question aimed at understanding the main motivational factors. The respondent's motivating factor showed six respondents towards personal growth; the personal growth for many of the interviews was to grow at work and individually. According to Maslow's (1954), self-actualization is personal growth, and it is when a person feels that they have already done what they have desired, and it is now the moment for growth. (Taormina & Gao 2017.) It is shown in the respondent's answers that many of them are now at the point of feeling the need for personal growth. According to Vroom (1964), It is the employee's choice to reach certain levels at work; if the person wants to perform well at work and reach personal growth, it is their own choice.

The other motivating factor that the respondents chose was benefits and colleagues, which was also an important factor motivating enough for them to go to work. In the Herzberg two factor theory (1959), colleagues and benefits are influenced by hygiene factors, although according to the theory, it can lead to dissatisfaction in the long run.

The respondents seem to have these as motivating enough for them to go to their work. The working environment was also important for many of the respondents to have a good working environment where they meet people. Interviewees responded:

*R 1*

*“For me the main motivation factors are flexible shifts, colleagues and personal growth. I chose those three because I study currently at the same time and having an opportunity to have almost every shift wish or shift changed if needed. Also, one of the reasons are that I work in a company where there are many amazing colleagues which makes my job so much easier and better by just being on the same shifts as me and third, personal growth. I feel like I have become from insecure girl to confident one in my working place.*

*People tend to ask me for help, and I feel like I'm important co-worker for the bosses and my colleagues"*

*R 3*

*" Personal growth, opportunities, and money. Simply because without these three factors I cannot see myself developing in life. I do not want to stay in my comfort zone"*

*R 4*

*" Personal growth, opportunities, good communication and atmosphere with co-workers, hardworking atmosphere, taking care of each other. Whenever anyone works I think it should bring all round benefits for everyone. From customers to managers the ideal is that everyone is happy"*

*R 10*

*" Personal growth, and work environment. The main reason why I like my workplace are my co-workers. A good work environment is very important"*

In the third part of the motivation questions, the respondents were asked about what affects their motivation. The respondents appreciate a flexible work schedule; it is one of the working conditions that motivate them at work. Good leadership was also most of the participant's response; many claimed it would be challenging to get inspired by a strict leader. Good leadership was an essential factor for them to stay motivated. Some of the respondents were also motivated if they got benefits, had a good communication, and colleagues are also a working condition that would help motivate.

The responses from a theoretical perspective are leaning towards more physiological and safety needs in Maslow's theory (1954). The physiological is the benefits and pay, which was a motivating factor for some of the respondents. The safety and stability were an essential part for the respondents were the right working place was motivating enough for them.

The responses in Herzberg's point of view are leaning towards the hygiene factors, where working conditions, pay. Relations are a motivating factor which is the lowest motivator and can create job dissatisfaction. (Sachau & Daniel 2007.) Both Maslow's and Herzberg's theory (1959) claim that starting from the bottom is the lowest motivator, and the higher you reach or lean toward satisfier factor, that is when you get a good motivation point. Interviewees responded:

R 4

*" Good leadership and trust between managers and staff and within staff are extremely important from my point of view. Constructive feedback and open communication are also key factors that affect my motivation"*

R 5

*" Flexible work schedule affects me a lot. Cause when you have one those bad days, the flexible schedule saves the day. It takes a bit stress off your shoulder. It might be a bit oppressive and it effects my motivation knowing that my schedule is always the same"*

R 7

*"When there are uncomfortable working hours (it can differ from day to day) and heavy work to lift a lot, which makes the job unergonomic ally which can affect the job negatively, so you become unmotivated to go to work some-times. Good managers and colleagues make the work more fun and if you get several tasks so that the work does not become square gives a positive motivation"*

R 10

*" Good communication between managers and staff. Flexible work schedule and versatile tasks are important too"*

The fourth question for the respondents was to find out if their working conditions affect their work motivation. Many of the responses show that their working conditions influence their motivation. The pressure had been presented several times by the respondents, which considered a decrease in motivation. Understaffed and having a lot of pressure at work causes stress and non-motivated employees. It was important for the respondents to be appreciated verbally and through dinners and benefits.

Leadership was important not to have a strict leader and a leader who cares for the employees. Controlling leadership was seen as causing inconvenience and a negative feeling. Too high expectations also added to the decrease in motivation. According to Herzberg (1959), the supervisor needs to provide their employees with good hygiene factors to encourage their workers to strive more and have a pleasurable working experience. Many of the respondents were not pleased with the working environment; some felt understaffed, causing stress.

In Herzberg's Two-Factor theory supervisors should develop a good working atmosphere and career enrichment; it is also important for the employee to feel appreciated. (Hackman, Richard, Oldham & Greg 1976, 250.) Maslow (1954) defined, that for the employee to feel motivated with the basic needs such as working conditions and making the employee feel a part of the company is important for the employee to stay motivated at work. (Cherry 2020.) Interviewees responded:

R 1

*"Yes, they do. In my working place where I'm working has monthly dinners or gifts if we reach the goal of the month. I feel like it's important to have those dinners to bond in the team to get e.g. the new employees feel like they belong to the team. I feel also that my working place is caring of the employees and not letting us feel like that we are just an employee to them, we are family"*

R 3

*"I believe so, I can notice fast that my motivation in myself if I do not have working conditions good enough. If I feel like my working conditions would be the way, it should absolutely be enjoying my workplace"*

R 5

*"Yes definitely. If there are bad working conditions it affects me, my manager and the customers"*

R 7

*"Sometimes, if we are understaffed there can be a lot of pressure when there is a lot to do, it can be difficult and can then affect motivation. Having a controlling manager who is strict can also have a negative effect the employee as well, you can easily get intimidated and put more pressure on yourself"*

R 10

*"Of course. Too much pressure and no feedback can't motivation anyone. There are too many customers compared to the number of employees which causes bad working conditions and of course it will affect to the staff and through the staff to the customers"*

The fifth question asked the respondents if they considered their current role their ideal job and if they could see it as a long-term job. All the respondents did not see it as a permanent job; most of the respondents have worked their many years and saw it as a temporary job. Many of the respondents worked in the clothing stores to have a flowing income whilst studying or starting from the bottom to get a higher retail store position. Covid-19 was mentioned as a barrier to employment and therefore saw the current job as temporary rather than long-term.

The respondents see the retail job as a safety according to Maslow's hierarchy of needs (1954); their safety needs are where they feel safe and secured that they have an income flowing. None of the respondents saw it as their long-term job or a job to build up themselves for higher positions.

According to Herzberg (1959), hygiene factors are influenced by hygiene factors, which often causes job dissatisfaction in the long run. The respondents were asked in previous questions on their motivation in their current job, and it showed that six people were motivated, and 4 people were not motivated. The more the respondents were asked, the understandable it got that all the respondents have different work plans, and their current workplace/field will not stay the same, and therefore, some did not feel that motivated. Interviewees responded:

*R 3*

*"No since I am getting my degree from MA. I see myself more in the leader position than just a retail store employee."*

*R 6*

*"Not at all. I'm aiming for medical field and currently finishing my adult high-school and this job is just short-term for me. Just to get money until I know what I will do with my life. I have also thought of having study leave."*

*R 8*

*"I am currently working there temporarily but my goal is to finish my studies and then work with retail as well but in HR. I see this job fitting for me for now because I learn about how working is as a salesperson and demanding it is, after my studies working with HR would give a better understanding of who is fitting for the job."*

R 9

*"I think from the beginning I saw it as a long-term job but after a while working there, I saw that there is a lot of work and causes a lot of physical pain after a while. Working in retail store is a good working place but there is a lot of heavy lifting involved with it and it can be very hard to always stand and carry around products. I have issues with my back, so I don't see it fitting for me, but it is a good job, and you get to meet people and it is always fun working with clothes"*

On the sixth question, the aim was to find out if stress would mark on work motivation. Most of the respondents stated that they experience stress in their workplace, and a few replied that they are balanced with stress and do not experience stress. Respondents who said they were stressed mentioned that lack of communication will cause stress in the workplace, causing anxiety for them. The lack of employees also caused stress for many because if they worked alone in the store, they felt they had a lot on their shoulders.

The stress experienced by the employees is a physiological need, in Maslow's hierarchy of needs, which is a need that also occurs during pressure from the workplace. Some experience stress due to workload and lack of employees and miscommunication or bad communication by their supervisors. (Taormina & Gao 2017.)

Herzberg (1959) states that improving the hygiene factor decreases job dissatisfaction, which is the working conditions; employees should work in a good working environment to increase their job satisfaction. It should start with the hygiene factors to achieve a satisfied employee. It is also the supervisor's job to ensure that employees should not work under bad circumstances and try to find solutions that would work for both the customers and employees. Interviewees responded:

R 2

*"I experience stress in the working place. There are too many customers compared to the employees and my tasks are too big for me to reach in the end of the day. Working environment is sometimes toxic maybe because of the amount of woman's in the same job and that caused me a lot of stress since I'm not that kind of a person"*

R 3

*"Not really. I'm not a person who would stress in any kind of situation"*

R 4

*" My working community is very stressful. It starts with the supervisors who unfortunately vents it to the employees, and it is easy to see from them"*

R 5

*"Lack of communicating also is a huge stress starter. Of course, the amount of work is stressing a bit"*

R 8

*"I don't get easily stressed but understaffed can affect and sometimes we are not enough to help the customer"*

R 9

*" Sometimes I can experience stress, but I don't really get affected by it that much, but sometimes it can be a bit overwhelming when we are understaffed. I think also what causes stress for many is having unclear tasks and when the supervisor is always watching and complaining"*

#### **4.1.2 Reward**

Table 2. Reward questions

<b>Reward questions</b>
7. Do you know what reward is in a workplace and how it can be used?
8. Do you wish to be rewarded in your workplace and why?
9. If you would get rewarded at your workplace, would you get motivated go to/be at work and why?
10. Do you think that reward can have an impact on your performance in your job?

In the seventh question, it demanded to discover in the study if respondents were conscious of what kind of rewards program they have in their workplace. In Vroom's expect-

tancy theory's one of the components, valance is one of the expectation theory components where an individual enjoys a certain result or the benefit. (Redmond 2016.) In Maslow's hierarchy of needs, it's important to fully motivate every five parts in the employee's hierarchy to satisfy the reward, either oral or monetary. (Ruskowski 2012.)

Eight of the respondents said they knew what kind of reward scheme they had, some of the respondents said they had a monetary incentive, and some said they would, among other options, get a dinner, goods, or a staff discount. The reward was considered either a financial reward, a different position, non-work-related activity, or just oral feedback. Few respondents also thought an oral reward would also be a good enough alternative to a reward.

The result shows that reward, either it's an option of the above, has a big influence on the attendees; it also made them feel more appreciated. Those who answered in the negative had not taken a sufficiently clear reward for the system in their workplace, but one of the respondents still knew that they would have a chance to advance in their careers if the job were done correctly. Interviewees responded:

*R 1*

*" Yes. If we reach the monthly goal, we will benefit out of it, even it's an item or a dinner with my store employees"*

*R 4*

*" Yes. Rewards can be monetary, or even just good constructive feedback, little benefits at work to make it more comfortable to do daily tasks, employer being flexible for the employee's needs. Also, we get every 2 year and bonus of 400 to 600 euro if we reach the yearly goal"*

*R 6*

*" Yes, bonuses every 2 year if we aim the selling goal and the reward amount is under 500 euro usually"*

*R 8*

*" Yes, reward is something if you have done good and get rewarded for as in money or appreciated. I think it can be used to encourage employees when they do a good job to give them something for it such as verbally or a bonus"*

*R 9*

*" Yes, I know what reward is. Reward is like a recognition as in money or verbal reward for doing something good. Reward can a good thing for the employees to get motivated at work"*

The study's eighth question was meant to determine how many respondents were hoping to receive either a financial reward or feedback in their workplace. Rewards are important for a performance properly conducted, and amongst the most underrated components of the employee, loyalty tells an employee that you seem to be committed to their growth.

All respondents said that they would not mind if their supervisors sometimes gave them feedback. When they were orally rewarded and motivated, they found that they were more likely to do a better job with better quality because they would be more respected. As it was considered to make it easier for employees in their personal lives, a monetary reward, such as a compensation raise or a promotion, was also listed a few times as a good source of encouragement.

Hertzberg's Two-Factor theory explains that extrinsic factors impacted respondents' workplace satisfaction, and it is recommended that components extrinsic should be acknowledged to have a direct effect on the workplace satisfaction of workers. (Tan 2013, 21.) Vroom expectancy theory explains that one affecting factor is the relation with reward and effort where the purpose is that the profitability and performance of the human depends on the worth of the reward. (Niemelä 2018, 10.) Interviewees responded:

*R 2*

*" Yes! Being rewarded for your good work performance is one of the best motivators for myself. That's how you see that your employer really appreciates your effort. That gives you more energy to work harder"*

*R 3*

*" Yes. I feel like my time and work are worthy and it should be somehow shown either it's money or feedback. Feedback would be nice from the employer, but of course money would absolutely be helpful"*

*R 5*

*" Yes, because it motivates me. It helps me to realize or recognize that my work is being respected. Working in non-rewarding environment can often make your work feel unappreciated"*

R 7

*“Yes definitely. I feel more appreciated if someone would give me feedback once in a while. Also, money would be more likely very helpful.”*

R 8

*” I wish to get rewarded to get more motivated and I feel that I would perform better when my job is valued and appreciated. The reward for me is more like a “thank you for all the hard work you are putting in”. The reward itself does not need to necessarily be a higher salary but it would be nice, but it can also be getting a promotion to a higher position or even a bonus”*

In the ninth question, was asked the respondents if they would get rewarded at their workplace if they would get motivated to go/be at work. Many of the participants would enjoy showing up for work if they were rewarded. The compensation could also be verbal feedback, which also encourages workers to continue to work. Some felt that the reward could positively impact, and they would feel valuable for the company. Maslow (1954, 46) mentions that when an employee does what they were supposed to do, she/his striving aims to be better, and she/he also fulfills their own needs and the other needs.

According to Niemelä (2018, 12), in Vroom’s two-hygiene factor, the effort to achieve better leads to improved self-confidence with the reward, either oral or monetary, and challenge themselves even further to do better. Also, Herzberg’s theory backs it by mentioning that the fact that is motivating factors also have a favorable effect on the motivation. (Niemelä 2018, 11.)

Interviewees responded:

R 1

*“Yes, I think it has made me more motivated to work since we have the end goal each month. I feel like it would be hard to go to another company which does not have any kind of reward system at all since I’m used to that at least from 10 months of 12 we will get something from the company”*

R 4

*“Yes, but I would be happy with constant and constructive feedback that goes both ways between the employer and employee”*

R 5

*"It would not affect my work directly, however the possibilities of being rewarded can motivate me to challenge myself"*

R 7

*"Yes, because you feel noticed which contributes to a positive aura despite the fact that it can be tiring sometimes, it raises your self-confidence to get it confirmed"*

R 8

*"I would indeed get motivated to go to work when I am being valued for my work that I am doing, I would happily go to work. I think reward can make a difference being recognized it encourages you to go to work and to always give your best. I think reward should not only be about money but also verbally"*

In the tenth question, it was necessary to know whether the respondents thought whether the reward did play a significant role in the performance of their job. If the reward plays a significant role in the work, work performance was expected to enhance. When a participant was respected, oral recognition often played an important role in that. Participants stated that if employers were more respected, longer-term employees would still get work and be more secure.

In Maslow's hierarchy of needs, self-esteem will be accomplished when the human's needs are respected, and the needs can be the value by others or being accepted. Also, the self-actualization needs are when the motive is accomplished when the values and goals are achieved when observation Maslow's theory is that the needs for respect and self-actualization provide the key motivating support where management can work to make an organizational environment that provides opportunities for independence and acknowledgment for the employees. (Steers & Porter 1991.)

The expectation theory of Vrooms outlines the needs for organizations to relate rewards to workers' success and to decide that the rewards are provided according to the employee's desires and wishes (Redmond 2012). In Herzberg's two-hygiene factor, the worth of the reward will increase the probability of achieving better. A work with factors of job satisfaction and, according to Herzberg (1966), would ideally motivate employees, provide employee motivation, and motivate effective performance. Interviewees responded:

R 3

*“Absolutely yes. Employer would also have more motivated and long-term workers if they would reward employees either it would be feedback or money, but I think money has more motivational effect than feedback from an employer”*

R 4

*“Absolutely. If there are short term achievable goals set, employees are more likely to engage to tasks with more motivation”*

R 7

*“Yes, I think when you get a reward your self-confidence grows, and you get motivated to strive to do better at your job a bring more to the table”*

R 8

*“Yes, I think very much that it can have a big impact if my performance is not recognized and noticed by my supervisor, I would not feel that there is any growth at work. I think that I would want to go to work to feel that I have made and impact at work and that I don’t leave work each day without making a positive difference. If I am being valued by my supervisor, I would get self-confident in what I am doing and try to do my utter best and feel the need to grow at my work”*

R 9

*“Yes, of course reward can have an impact on performance it is a sense of recognition and having that at a workplace gives you confidence to bring the best out of you. Reward stimulates the performance by giving a purpose to be at work”*

#### **4.1.3 Appreciation and decision making**

Table 3. Appreciation and decision-making

<b>Appreciation and decision-making</b>
11. Do you feel that your opinion is valued/appreciated at work?

12. Does your supervisor tell what she/he thinks of your work? Do you feel appreciated?

13. Are you encouraged to make decisions and take responsibility at your workplace?

Everyone in their workplace seeks appreciation and recognition, according to Maslow's hierarchy of needs. Appreciation and recognition are human needs, and for that reason, it was necessary to question respondents if they thought that their opinions would be appreciated in the workplace. It is necessary to provide a good understanding of the motivators of employees' job satisfaction to encourage a healthy working atmosphere and motivate on decision-making. (Giese & Avoseh 2018, 1.)

The responses were rather complex, and there were distinct job descriptions for the respondents. Some had full-time trustworthy status, and others may have had part-time jobs, which often influenced discrepancies.

The workplace size mattered somewhat, as it was felt that in smaller companies, the opinions of employees would be taken into account more, and they would be listened to, unlike in the larger company. It was replied that a part was also considered in the meetings where they thought it was easier to share their views and thought that their views were considered. Those who did not feel that their opinions were valued were mostly part-time, and some of them thought that they would not want to express their opinions when working so few times a week. Interviewees responded:

*R 2*

*"No. They listen when you need to talk but there are no changes happening"*

*R 3*

*"In big organizations not so because there is so much of employees, so I think that everyone's opinion is not valued rather than smaller companies"*

*R 5*

*"I do feel like my opinions get taken seriously at our meetings and my employer does listen to me if I have something on my mind or something that I would like to be changed"*

R 7

*“Yes, I feel that valued, and it has been proven many times when I have been at meeting that taken to consideration and it is well appreciated”*

R 8

*“It depends on the situation if my supervisor asks for my opinion on something, I gladly give my opinion and sometimes it is valued and accepted. I think that sometimes when not asked, and the timing can be not that good then it is not that valued and appreciated”*

In the twelfth question, it was important to know if supervisors appreciate their employees' work and acknowledged. Recognition is helping companies gain a positive environment in the workplace, and the negative recognition does not satisfy the employees' needs. It may lead to being less engaged or motivated.

According to Niemi and Pellas (2009, 12), Herzberg's Two-Factor theory, the hygiene factor, is aiming for fair treatment. Employees who are offered more responsibilities in their role and more independence show higher satisfaction levels; this offers supervisors the potential to assign duties to a workplace that deserves more responsibility. (Giese & Avoseh (2018, 13.) Also, Maslow's need for belongingness where the physical needs and safety needs mean that the person wants to feel belonging and valued. (Niemi & Pellas 2009, 10.)

Many of the respondents said, "yes and no," "sometimes," "not really," "not often," and two of the respondents said "yes." The impression gotten from the answers is that many of the employees have not received proper acknowledgment from their supervisors and want to hear feedback or praise from their supervisors. Positive respondents felt that it is easier for a supervisor to say if something is wrong instead of saying something good to their supervisors. Some also felt their confidence was rising when their supervisor noticed their work footprint. Face-to-face meetings were also recommended to allow employees to hear good things or give their own feedback. Some who responded no said, among other things, that they received more feedback from their co-workers than their bosses, and some also mentioned the problem that they have many supervisors, which made it harder for them to get feedback. Interviewees responded:

R 1

*“Yes and no. In these cases where we go to the dinner it’s great bonding time with employees and with the supervisor who is always in the dinner with us. She always says about us, but I feel like she does not say it personally which would be amazing thing to hear. Maybe these would be good if we would have personal meetings at least twice a year”*

R 3

*“Not really. Mostly only on the annual personal communication meetings. In my working environment this comes from colleagues. I do feel appreciated”*

R 5

*“Yes, she does. But I understand that sometimes it is difficult for supervisors to appreciate their employee’s effort due to their stress and busy schedule”*

R 7

*“Yes and no, I think it is easier to say to someone if something is wrong rather than saying good things, but of course if you do something really big and that is good then you get praised for it. Overall, I fell appreciated by my supervisor by giving me bigger responsibilities and it shows that I am trustworthy”*

R 8

*“Sometimes the supervisor says what she/he thinks and appreciate but it depends on the situation I think it easier to say when something is wrong rather than give appreciation to someone. But when my supervisor notices my work and appreciate it boost my confidence and I want to even be better to receive a praise and the “good job”*

It was essential to reach out in the final question of the thesis whether respondents were encouraged to make decisions and take responsibilities in the workplace. Eight respondents responded in interviews that they feel they can take responsibility and participate in decision-making. Respondents who answered in the affirmative mentioned on several occasions the word trust and confidence which is why they also found it easier to bring responsibility and decision making. In Herzberg theory it was found that people have huge importance towards relationships, co-workers, social associates and good relationship with their supervisors. It has been proven that employees have worked effectively due to

great supervision that also gives rewards/appreciation and relationships. (Giese & Avoseh 2018.)

Among other reasons, two respondents who answered that they did not feel that they would get enough decision-making and responsibility cited insufficient communication, and that they thought that in their work the respondent was not taken seriously. In Herzberg theory it has proven that bad relationships with supervisors, dissatisfaction and not being considered are more likely leave the workplace. The employees leave because they are affected of the intrinsic factors. (Giese & Avoseh 2018.)

According to Maslow hierarchy of need (1954) with the esteem needs it is for achievements, independence and to feel recognized at work. Some of the respondents did not get enough decision-making which is a part of an achievement and taking own initiative at work which they were not given that opportunity. It is the supervisor's duty to try to include all team members in the decision-making and help the employee to achieve milestones at work. Interviewees responded:

*R 1*

*"Yes, sometimes my boss gives me extra responsibility, so I feel like it means that she trusts me a lot and it's easy to be in the decision-making process"*

*R 2*

*"Not really. They don't take your ideas seriously and tend to do things the way they like it to be done"*

*R 4*

*"Yes, I've had many responsibilities my decisions are taken into consideration because my supervisor trusts me"*

*R 8*

*"I think I always try to make decisions and if I am encouraged it depends sometimes, I feel more confident to take place and to decide, but I always take responsibility at my work. I never neglect or take less responsibility even if I sometimes don't necessarily make decision, but I am always on top of my work"*

R 10

*“No. But because of poor communication I do feel like no need to step and say my opinion”*

## 5 Conclusion, Recommendations and learnings

In this chapter, the conclusion is presented initially, and then it is followed with recommendations for the clothing industry. The last is our learnings and what we have learned out of the thesis.

### 5.1 Conclusion

Summarizing the research of the thesis, this study was done to find out how reward would influence employees' motivation in clothing stores and understand how the reward would affect the performance of employees. In the study, 10 females from the age of 20 to 30 years old, with a median age of 27.6 years old working in the retail sector, were interviewed. The interviews were aimed at an open-minded discussion in which the participants responded with their own thoughts in full. We used three different motivation theories: Maslow's hierarchy of needs, Herzberg's Two-Factor theory, and the expectation theory of Vroom last.

The thesis aimed to ask two questions where we wanted to find answers to two questions.

- Does reward influence employee motivation?
- Does reward affect employees 'employee's performance?

The reward influenced employee's motivation according to the interviews that, with the rewards, different people may not always have the same goals, some of the participants keen on intrinsic motivators that are internally rewarding, and some others aimed at more extrinsic motivators where external rewarding is the main motivation. Also, continuing with rewards, the interviews showed that some of the participants did not have clear understanding of their companies' reward system. These two motivators are an important factor for the employee to want to stay at work, especially the intrinsic motivator that allows for personal growth. Having an intrinsic reward, it is also a crucial factor for work retention.

The importance of involving employees is central. Employees must be involved in decision-making so that they are aware of workplace issues. The opportunity to also add individual meetings was motivating as they could bring more of their own opinions and ideas to their supervisor. When the employees felt valued and listened to it increases their performance in a positive way. In Maslow's Hierarchy of needs (1954), it is mentioned that the value of being respected and goals and values should be accomplished together in order to reach self-actualization. The respondent's self-esteem increased when they felt appreciated by being verbally rewarded and financially. A quote by one of our interviewees:

R 9

*“Yes, of course reward can have an impact on performance it is a sense of recognition and having that at a workplace gives you confidence to bring the best out of you. Reward stimulates the performance by giving a purpose to be at work”*

According to Eta (2013), verbal and financial reward can make such an impact on a human brain. When a human accomplishes something the brain automatically releases dopamine, which is a reward chemical that magnifies the memory to concentrate and in the end the brain wants to repeat the experience. Supervisors does not need to give continues financial reward to help with the performance, but they can indeed give verbal appreciations which is rewarding for the human brain and desires the repeated experience to concentrate more.

In the end the responses showed that both intrinsic and extrinsic rewards impact the employee's performance, and it is a motivating factor for them to strive to do better.

## **5.2 Recommendations**

In this section, we discuss the problem areas that have arisen since listening of participants, allowing us to make recommendations to clothing industry supervisors, or why not even staff, to offer a more general understanding of their work in this study.

1. The results indicate that not all participants had a clear understanding about how and what their reward system was made up of. Therefore, the suggestion would be that it would be clearer if it were possible to go about at the beginning of the working relationship while training participants for employment so that everyone knows what the reward consists of.
2. One of the causes of stress was the low shortage of employees and some respondents felt that this also caused a decrease in motivation so based on the interviews it would be absolutely important to increase the workforce to shifts, this could increase employee motivation and reduce stress.
3. Employee satisfaction gives higher levels of motivation which will satisfy employees. When supervisors involve employees by adding more meetings or discussion

sessions it's easier to understand what their thoughts and opinions are and also make them feel listened and valued.

4. Adding feedback days would be worthwhile. In this way, supervisors would get a better idea of what is a problem in the workplace or worth changing (for example, making something easier in a different way).
5. Empowering employees is one of the cornerstones of motivation. Giving employees the opportunity to participate in decision-making benefits both the employee and the employer.
6. Maintaining a work community is important. Many felt that the monetary reward was important, but a few respondents also considered it important that, for example, joint lunches or meetings be held. This would help, among other things, to get to know new or even not so familiar employees and atmosphere.
7. It is also important to think about employees individually. Everyone has their own demands and perception of reward. For some, an oral reward is enough while others want the reward in cash.
8. Employees would also be encouraged to bring out their own opinions or needs more. Sometimes a supervisor may have so much work to do and may not realize they are ignoring the employee, so it would be desirable if the employee themselves remembered to start giving feedback.
9. Lack of communication was also mentioned in some of the interviews. It would be important for the employer to remember to communicate enough to the employees to know, for example, current issues or needs. This would benefit the employer as they would not keep everything on their own shoulders but would also share things themselves so that employees stay informed.
10. Taking employees into account for a job well done would also give them more confidence in jobs and growth. This would also increase employees' motivation to get a better idea that their work input, for example, is sufficient.

### 5.3 Learnings

We chose this subject mainly because we both worked in the area of retail. There were or were people who had worked in retail for many years in the inner circle of both, so we wanted to find out what kind of motivation motivates people, whether it was an oral reward or a financial one. When we interviewed the respondents, we gained a broader understanding of the respondents' thoughts on the clothing industry.

We also learned to interview unique personalities when we interviewed ten respondents, which increased our self-confidence and interviewing, in general, was an eye-opening experience for both the interviewees and us. It was essential not to form opinions when interviewing participants to claim but truthfully say their views. It was crucial, so to speak, to think carefully about what was said.

Generally, we are delighted with our interviews. Of course, we should have considered more questions because some were identical in style, confusing the interviewees' questions or repeating the responses. By the last day of October, our goal was to complete the thesis, and we have been working hard to complete this thesis on time.

Time management was successful because, as scheduled, the interviews were performed on time, and the final work on the last day of October was almost done on time, but due to our scheduling, we ended this research in November. We are thankful for everyone who contributed to our thesis, Marika Alhonen, our thesis supervisor who helped us, and ten other respondents who gave their time for our interviews.

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## Appendix

### Basic questions

Age?

Gender?

Full-time or part-time?

How many years have you been working on retail?

### Motivation questions

1. How motivated do you see yourself in the current working place?
2. What are the three main motivational factors at your working place?
3. What factors affect your motivation?
4. Do your working conditions effect on your work motivation?
5. Do you consider your current role your ideal job and do you see it as a long-term job?
6. Do you experience stress in your working place?

### **Reward questions**

7. Do you know what reward is in a workplace and how it can be used?

8. Do you wish to be rewarded in your workplace and why?

9. If you would get rewarded at your workplace, would you get motivated go to/be at work and why?

10. Do you think that reward can have an impact on your performance in your job?

### **Appreciation and decision making**

1. Do you feel that your opinion is valued/appreciated at work?

2. Does your supervisor tell what she/he thinks of your work? Do you feel appreciated?

3. Are you encouraged to make decisions and take responsibility at your workplace?