

Staff motivation and its impact on performance in a retail environment

Dublin Business School

Dissertation submitted as part of Ordinary Bachelor Degree

4/15/2016

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Word count excluding bibliography & Appendix: 6,037

Table of Contents

1. Introduction	4
2. Literature Review	5
2.1 Herzberg Two Factor Theory	5
2.2 Maslow's Hierarchy of needs	6
2.3 Vroom's Expectancy Theory	7
2.4 Performance Recognition	8
3. Research Methodology	9
3.1 Research Questions	9
3.2 Research Objective	9
3.3 Questionnaires	9
3.4 Interviews	10
4. Background Analysis	11
4.1 Introduction	11
4.2 Background to Interviews	11
4.2.1 Managers on their Motivation	11
4.2.2 Managers on staff Motivation	11
5. Research Analysis of findings from Questionnaires & Interviews	12
5.1 Discussion	17
6. Conclusion	18
6.1 Recommendations	18
7. Bibliography	19
8. Appendices	19

Acknowledgements

Firstly, I would like to thank my lecture for Business Project Aisling Duhy for paving the path and providing expert knowledge in order to get to work on this dissertation. Secondly, I would like to thank my supervisor Keelin Lee for her input, and my family for their constant encouragement to keep at it when I felt like giving up. Lastly, I would like to express my sincere gratitude to the staff at Brown Thomas and Arnotts for their time in allowing me to conduct the interviews and questionnaires for whom without their participation this research would not have been possible.

Abstract

The main objective of my study; **staff motivation and its impact on performance in a retail environment** is to gain sufficient knowledge of how motivation can impact the performance of staff in the retail environment. Given the incredibly important role staff play in the daily running of a retail company it is established that motivation plays an essential part in the performance of the company. This takes us to the problem statement of **what would not be regarded as a true motivator impacting on employee performance.**

To enhance my understanding of this study three theories have been chosen these include; Herzberg two-factor theory, Maslow's hierarchy of needs and Vroom's expectancy theory. In addition to this performance recognition was researched.

My research involved both qualitative and quantitative method where I conducted interviews and designed questionnaires. These interviews and questionnaires were carried out at two of the country's leading retail outlets Brown Thomas and Arnotts, where having a highly motivated sales team and delivering top quality customer service is what separates them from the rest. Upon carrying out my research at these two companies I developed a data analysis to represent the data collected from the interviews and questionnaires, and also to discuss the findings of the research.

1. Introduction

Employee motivation is ones intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that eternal drive that causes an individual to decide to take action. (Susan M. Heathfield) At the forefront of any company or organisation there is the managers who are responsible for getting the best possible performance from their staff. In order for a company or organisation to be successful and reach their targets it's essential that employees are highly motivated in doing so. Motivation within the retail industry is still very relevant today and many managers rely on it and the incentives that come with it to help motivate their staff. The managers implement company motivational practices in order to help them motivate their staff. For companies to gain maximum performance from their employees there is need for the employees to be sufficiently motivated, therefore motivation in theory becomes a difficult subject touching several different areas. As a researcher to help guide my study on this topic; staff motivation and its impact on performance in a retail environment I have chosen three theories to help guide my study which include Maslow's theory, Herzberg's two factor theory and Vroom's expectancy theory, these will be explained further in the literature review along with performance recognition.

My research looks at how motivation can have an impact on a team of people (sales staff at Brown Thomas & Arnotts) as well as the impact motivation has on managers at the two mentioned companies. Motivation is very important to help employees and determine their ability such as the resources given to help employees do their job. Therefore motivation has an impact on the performance of employees in some way or another through a variety of different motives. For example, two salespeople may be successful but for two different reasons, one might be motivated by the commission gained from sales, while the other might be motivated by trying to meet sales targets. This proves that motivation varies for different people and from company to company. This is where managers are tasked with the difficult challenge of designing appropriate methods to motivate employees in order to keep performance at a high level.

2. Literature Review

2.1 Herzberg's two factor theory

In 1959 Frederick Herzberg developed the Two-Factor theory of motivation. As the name suggests this theory focuses on two factors that include motivation and hygiene factors. His research showed that certain factors were the true motivators or hygiene factors. Hygiene factors, in contrast, created dissatisfaction if they were absent or inadequate. Dissatisfaction could be prevented by improvements in hygiene factors but these improvements would not alone provide motivation. Factors are either motivators or hygiene factors, but never both. Motivators are intrinsic motivational factors such as challenging work, recognition and responsibility. Hygiene factors are extrinsic such as status, job security and salary. (Herzberg 1959)

When working in retail like Brown Thomas and Arnotts, Herzberg's two-factor theory which looks at hygiene factors are very relevant in the retail industry today. Hygiene factors including pay and benefits, relationship with co-workers and status play a major role in the motivation of salespeople and managers in the retail environment. These factors help shape the image of both these two giants of the retail industry, and play a major role in helping these companies to be so successful. Managers in these companies use hygiene factors as motivators for their staff. The motivators like achievement, promotion and recognition is what makes salespeople and managers at Brown Thomas and Arnotts enjoy their job and be successful at doing their job.

According to the theory, the motivators are related to the nature of the work itself and the rewards that flow directly from the performance of that work. (Herzberg 1959) The most potent of these are those characteristics that foster the individual's needs for self-actualization and self-realization in his/her work. These work related or intrinsic factors are achievement, recognition, work itself, responsibility, and advancement. (Robert J. House and Lawrence A. Wigdor) This study goes on to explain that the theory of motivation is that the motivators are effective in motivating the individual to superior performance and effort, but the Hygiene factors are not.

Herzberg's theory is largely responsible for the practice of allowing people greater responsibility for planning and controlling their work, as a means of increasing motivation and satisfaction. The relationship between motivation and job satisfaction is not overly complex. The problem is many employers and managers look at the hygiene factors as a way to motivate when in fact, beyond the very short term, they do very little to motivate. Perhaps managers like to use this approach because the thinking is that people are more financially motivated than they are, or it takes less management effort to raise wages than it does to re-evaluate company policies and redesigning jobs for maximum satisfaction. In seeking to motivate people, first management in organisations must identify and address things that make workers unhappy about the workplace environment. Furthermore, management has a responsibility to ensure that workers are treated fairly and with respect including helping workers to grow within their jobs and giving those opportunities for achievement. (Kwasi Dartey-Baah)

Motivation and satisfaction fully depend on the motivator's treatment. (Torrington, Hall, & Taylor, 2007) The implication of employee motivation is clear: if some root-level changes

take place to employee's job; such as job enrichment, in that case it is possible to increase individual's motivation. (Cunliffe, 2008) Therefore, a satisfied worker is a more productive worker. Thus a new job plan should be drafted that has more duty and challenge, prospect for promotion and also personal growth.

2.2 Maslow's Hierarchy of Needs

Abraham Maslow, the developer of Maslow's Hierarchy of Needs developed a theory which allows us to understand what needs drive the motivation in us. (Maslow, 1943) He believed that individuals possess a set of motivational systems unrelated to rewards or unconscious desires. He created the hierarchy recognised as 'Maslow's Pyramid' which puts the needs that motivate others in the order he deemed the most important.

Sadri and Bowen (2011) support the theory claiming that the motivational hierarchy has enabled countless companies to introduce benefit packages which have been specifically developed to resonate with their employees' individual level of needs, thus generating gradual improvements to productivity, motivation and overall revenue.

As a result of improved understanding, managers can ensure employees' individual levels of needs are adhered, thus improving job satisfaction and eventually performance. (Udechukwu, 2009) Once a person has achieved and is satisfied with his/her need it will stop acting as a motivator and they will move to achieve their next important need. This theory offers leaders of organisations and managers beneficial insights into having a motivated workforce. The theory gives managers advice that includes motivating employees through programs that aim at unmet needs. (Cunliffe, 2008) This also implies that organisations, for a better output, should create programs to support employees under stressful circumstances. Each employee must be closely understood to help him/her deal with stress.

The deficiency or basic needs are said to motivate people when they are unmet. Also, the need to fulfil such needs will be stronger the longer the duration one is denied. For example, the longer a person goes without eating the hungrier they become. However, in argument against this I feel strongly when translating this into a business point of view, where a salesperson goes long without receiving or is denied promotion/pay increase the majority become fed up and the opportunity of promotion becomes less appealing. Cunliffe 2008 goes on to write that one must satisfy lower level basic needs before moving onto meeting higher level growth needs.

Most people do have the desire to move up the hierarchy and reach the top of the ladder that is self actualisation. Unfortunately, progress is often disrupted by failure to meet lower level needs. Life experiences play a part in causing an individual to fluctuate between levels of the hierarchy. Maslow noted that only one in one hundred people become fully self-actualised; this is because our society rewards motivation primarily based on esteem, love and other social needs. (McLeod S.A, 2007)

In the retail environment this is evident because in order for a salesperson to gain promotion they must be seen by management to be working better than the current level they are at, meeting sales targets, satisfying customers, that they are deemed capable to succeed when promoted and that their motivation to grow won't stop once they have gained the promotion. For many people the basic needs of a job are that the salary allows them to pay the bills and live a lifestyle they have become accustomed to. Having a sense of financial independence is innate in almost all of us with very few people brave enough to run a risk and disregard

monetary reward in favour of other factors. In argument against Maslow's theory, Moreover, Goebel and Brown (1981) found applying the theory to a company context to be exceedingly difficult since guidance of its incorporation was absent. Additionally, they claim that the theory's concepts and language is too ambiguous and that any company's hoping to incorporate Maslow's findings must be prepared to play a "guessing game". (Moreover, Goebel and Brown 1981)

2.3 Vroom's Expectancy Theory

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expanded to fulfil them, Vroom's expectancy theory separate's effort (which arises from motivation), performance and outcomes. (Yourcoach online article) This article goes on further to explain how Vroom realised that an employee's performance is based on individual factors which include personality, skills, knowledge, experience and abilities. Vroom's expectancy theory is based on the premise that a person will be motivated to put forth a higher level of effort if they believe their efforts will result in higher performance and better rewards. In the retail environment, Brown Thomas and Arnotts have a lot of sales staff that believes in this as they receive commission for higher performance i.e more sales, which can then lead to promotion.

When you break down this theory you can see three key components performance, expectancy and reward. Vroom tackles three beliefs and brings out with some clarity and applicability. Each of the beliefs deals with what employees think will happen if they put out effort to perform. The first comprises of the relationship between effort and performance, that is, the employee's belief about the probability that effort will lead to performance. Another definition is that, the expectation that effort will lead to success. This can be seen as the employee's belief about whether or not what is expected can be done. The second belief comprises with the relationship between performance and outcomes, that is, the employee's belief about the probability that performance will lead to outcomes. This can be stated in different ways, that is the employee's belief about the relationship between "what you do" and "what you get." It is the belief about outcomes following performance and the third belief looks at the relationship between outcomes and satisfaction. The third belief is the employee's belief about how satisfying or gratifying the outcomes will be. It is the belief about how fulfilling or worthwhile they will be. It is the belief about how much value the outcomes will have in the future when they are received, rather than what their value is now. (Green 1992)

For many employees, the prospect of a promotion is a reward that is highly valuable and worth all the effort that one would need to make in order to earn it.

There are three factors that interact together to create a motivational force for an employee to work towards pleasure and avoid pain:

- Valence - refers to emotional orientations which people hold with respect to outcomes (rewards) – the value the person attaches to first and second order outcomes
- Expectancy – refers to employees' different expectations and levels of confidence about what they are capable of doing – the belief that effort will lead to first order outcomes
- Instrumentality – refers to the perception of employees whether they will actually receive what they desire, even if it has been promised by a manager – the perceived link between first order and second order outcomes. (Leopold De Sousa)

According to Koontz and Wehrich 1988, the expectancy theory recognizes the importance of various individual needs and motivations. It thus avoids some of the simplistic features of Maslow and Herzberg approaches. It does seem more realistic. It helps to harmonize individual goal with organisational objectives. And it is consistent with the system of managing by objectives. (Koontz and Wehrich 1988)

2.4 Performance Recognition

As the old saying goes, “You reap what you sow”. It holds true when it comes to how companies treat their employees, too. Recognition that produces good feelings about the job does not necessarily have to come from superiors; it might come from peers, customers, or subordinates. Where recognition is based on achievement, it provides more intense satisfaction. (Robert J. House and Lawrence A. Wigdor) Performance recognition plays a major role in how retail companies deal with their employees. In Brown Thomas and Arnotts managers are very much required to conduct meetings with staff ahead of each day to inform them of the projected sales targets for the day ahead, any upcoming events and how the day before went.

According to an article by Chad Brooks (2012), Bersin & Associates have developed a set of best practices businesses can follow for improved employee recognition, including:

- Set the tone for recognition: when senior leaders clearly communicate their expectations so that employees understand their goals and their teams’ goals, the organisation is much more likely to have a strong business performance
- Provide recognition and rewards employees’ value: Employees want to receive rewards that are high quality, have high financial value and that they can choose

According to Susan Heathfield (2016) when you recognise people effectively, you reinforce, with your chosen means of recognition, the actions and behaviors you most want to see people repeat. An effective employee recognition system is simple, immediate, and powerfully reinforcing. Susan explains how you need to address five important issues if you want your staff to view the recognition you offer as both motivating and rewarding and important for the success of your organisation. In this article Susan goes on to give five tips for effective employee recognition. I think these tips are exceptionally useful in today’s world and especially for the retail environment; treating employees with respect, keeping team members involved, educational growth, having an impact on decision making and leadership.

3. Research Methodology

Research can be defined as “the systematic approach to obtaining and confirming new and reliable knowledge.” (Ethridge 2004)

My study of motivation and its impact on performance in a retail environment required a lot of research. I am driven by my instinct, interest and curiosity into this topic. I feel the research I have undertaken has advanced my knowledge of the whole topic and helped me to grasp a better understanding of motivation in the workplace and how it plays a major role on performance.

This study is researched through means of both qualitative and quantitative methods of research. The qualitative methods was used because it best answer’s the questions of “why” through the analysis of unstructured information. This type of method may include data collection from participant observation, content analysis, conversation analysis, focus groups, and interviews. (Piekkari & Welch 2004, 7) I chose two research methods; questionnaires and interviews which I felt would provide me with the most effective information regarding my study. The questionnaires were carried out before the interviews so that I could follow up in the interviews with managers about the respondents to the questionnaires. Questionnaires have to be taken as they are presented to you, whereas responses during interviews can be developed in greater detail.

3.1 Research Question

Below is the question to aid the study in order to get a clearer understanding of how motivation can have an impact on performance within the workplace.

- What are the best strategies to motivate employees in order to get the highest standard of performance from them?

3.2 Research Objectives

- To understand the need of employee motivation in a retail environment
- To understand strategic ideas to motivate employees to help performance in the workplace
- To understand what reward systems can be put in place to help motivate employees

3.3 Questionnaire

A questionnaire was designed to acquire information from employees at Brown Thomas Grafton Street and Arnotts Henry Street. The questionnaire was aimed to gain information from sales staff at both these stores to help understand what motivates employees to work at the standard they do and if and how motivation impacts their performance. These questionnaires were distributed by a selected number of managers who then passed the questionnaires onto their staff. The questionnaires were designed so that the information obtained would give effective results so that the topic can be better understood. The questionnaire was divided into sections on motivation. Once the questionnaires were concluded the respondents put them into a box in the staff room and their identities weren’t disclosed. The questionnaires gave me a clearer understanding on how employees felt regarding the relationship they have with their managers and company as well as clearer information on how motivation affects performance, to understand what reward systems are in place and what can be put in place to help performance. Ultimately, the questions were

designed to understand; what are the best strategies to motivate employees in order to get the highest standard of performance from them.

A total of thirty questionnaires were sent out fifteen to each company and the selected managers distributed them, the questionnaires contained ten questions. The employees were told to contact me via email if they had any queries regarding the questionnaire. Thankfully, all questionnaires were returned and all questions answered with no defaults.

3.4 Interviews

Interviews are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses. (McNamara, 1999)

In addition to the questionnaires, interviews were carried out with two brand managers from each of Brown Thomas and Arnotts. These interviewees were selected as I felt these employees would give the most effective information to help with my study. The brand managers were contacted face to face in order to arrange suitable dates and times to carry out the interviews. I made sure that the interviewees were prepared to be open and honest, as I felt these interviews would be a vital contribution to my research. Before conducting the interviews, I compiled a set of questions on what would be asked so that the interviews were structured, avoided repetition and gave clear answers to the questions. The interview questions were pretty much similar to those of the questionnaires but just changed slightly in order for the interview to run smoothly.

4. Background Analysis

4.1 Introduction

In this part of my research I will present the **key** findings and opinions of the personnel involved in my research on the topic of staff motivation and its impact on performance in a retail environment. The analysis is based on questionnaires that were carried out on sales staff at Brown Thomas Grafton Street and Arnotts on Henry Street. The interviews were conducted by me and the information gathered from managers at both these retail department stores will provide an insightful analysis of the proposed study. Throughout the data analysis and discussion you can see the many different methods of motivation and how they impact on performance in the retail environment.

4.2 Background of the Interviews

4.2.1 Managers on their own Motivation

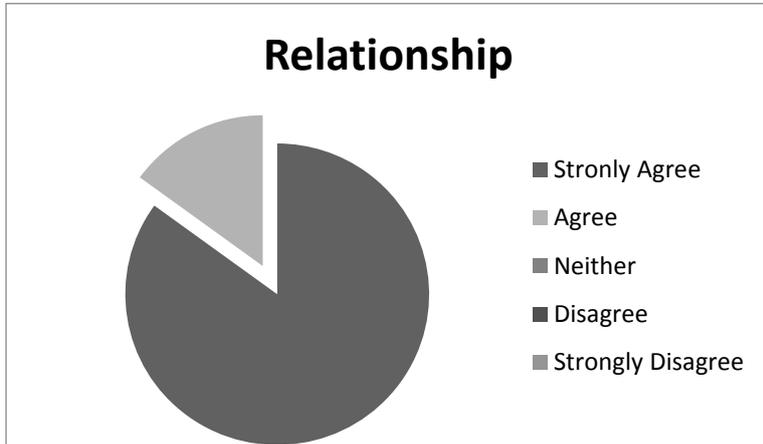
Based on the interviews both managers shared the similar views on that if managers have higher salaries it will lead to them giving their full commitment and high performance in whatever they do. They also shared the same views with regards to the importance of motivating employee's, they firmly believe that in order to obtain the highest standard of performance from employees it is absolutely necessary to have strategic plans in place to motivate employee's in doing so.

4.2.2 Managers on their Employee's Motivation

The two managers stated that salary, commission and recognition are up there with the top motivators that motivate their staff. The manager in Brown Thomas was of the opinion that it is easier to control employees when they feel they are being paid in accordance with their performance. However, the manager at Arnotts shared the view that motivation is based on bonuses/commission. The more employees receive bonuses/commission the greater their commitment. Both companies have similar strategies in motivating their employees these include; end of year awards, reward system, commission, recognition and promotion.

5. Research Analysis - Findings of Questionnaires & Interviews

A good relationship with the manager is essential to achieve high motivation and good level of performance?



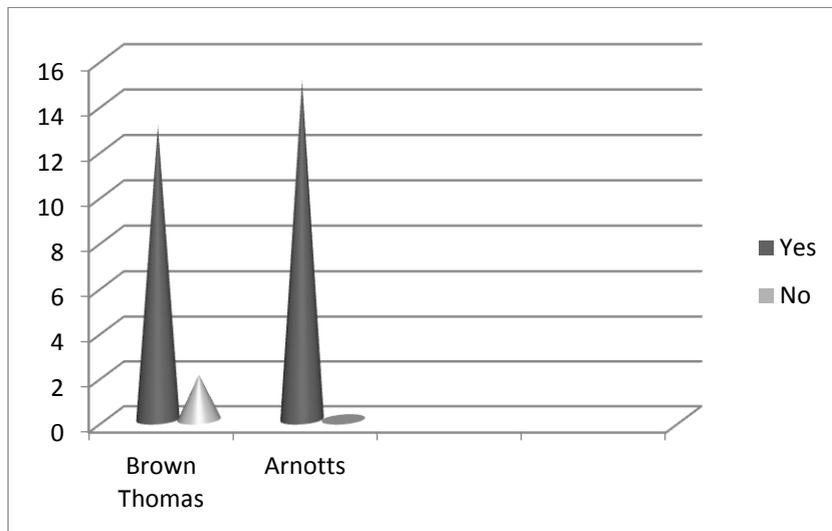
The results of the research indicate that 85% of sales staff strongly agrees with 15% in agreement that the relationship between them and their managers at both these two retail department stores is a very pivotal factor that affects the motivation of staff and contributes to their overall performance. According to the results a positive relationship with your manager and fellow colleagues is a necessity in order to keep performing at such a high standard and delivering five star quality of customer service on a daily basis. In addition, the relationship between managers and sales assistants in both retail stores appears to be very strong, a contributing factor to why the stores are thriving. In conclusion, the managers were in agreement that a strong relationship with their staff is a vital factor contributing to high levels of working performance within their staff.

Do you feel your job status is safe i.e. you don't think you'll be let go anytime soon?

Yes	24
Unsure	6
No	0

The vast majority of employees feel a sense of security with their job this creates a stabilized place of work and satisfaction amongst staff. Overall this generates a productive workforce. The six employees who were unsure may be because their contract might be reviewed after a certain period for example

Would you regard the opportunity of promotion as a motivator to how you perform at work?



Out of the two managers interviewed at both department stores one manager said she promoted a sales assistant in the last 12 months. The sales assistant was promoted to assistant manager based on longevity of service, commitment and the high standard of working performance delivered during her service. The two interviewees did state that they feel the lack of promotion opportunity has had no real impact on motivation. They feel their staff are always determined and motivated to deliver regardless of the opportunities available. The questionnaires provided results that disagreed with what the managers were portraying as they felt the lack of promotional opportunities did have some impact on their motivation, furthermore, the results did prove that the possibility of promotion is still very much a motivational factor as the graph above proves.

Receiving praise/recognition for my work motivates me?

Strongly agree	21
Agree	3
Neither	0
Disagree	6
Strongly disagree	0

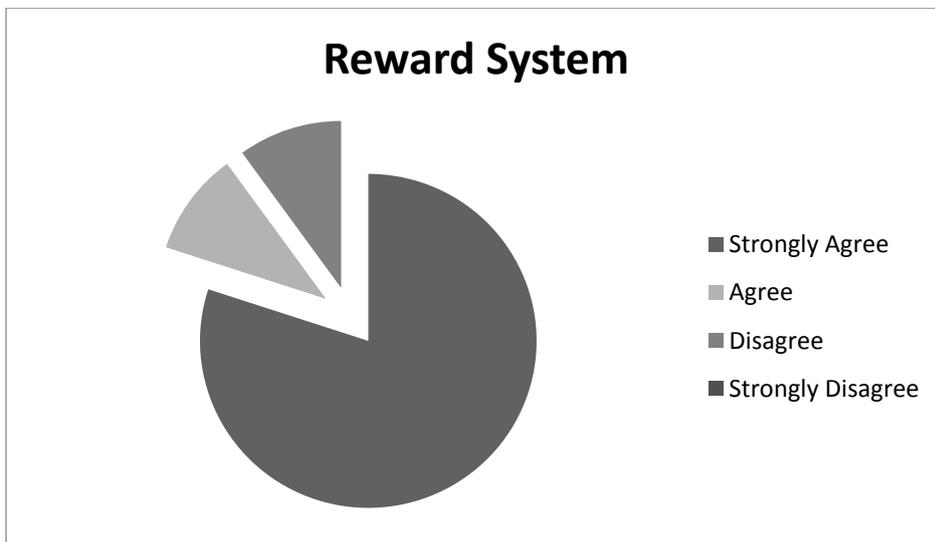
Both managers agreed that recognising when their staff is performing well, delivering quality customer service and reaching projected sales targets, it is important to give them a few words of praise to show them you notice how well they are performing. They also noted that by offering recognition to their staff keeps them motivated and encourages them to keep performing at such a high standard. From the results of the questionnaires many of the employees were in agreement that recognition is important and keeps them motivated. However, six employees regarded recognition as a less important strategy in keeping them motivated.

Rewarding for the best performance contributes to higher motivation and level of performance?



100% of staff who took this survey agreed that by rewarding employees is a significant contributing factor impacting on their performance. Rewarding employees through methods of actual annual rewards is something that the managers at Brown Thomas and Arnotts highlighted to me. The best employees are rewarded for their hard work throughout the year as a way of appreciating the work they do for the company. Rewards are also used in these two department stores to set examples to existing and future employees of what a high level of performance can help one achieve. The managers also say that by rewarding the ‘cream of the crop’ makes them feel very valuable to the company and keep them motivated to aspiring to be the best they can be.

The reward system in place is effective and fair?



90% of employees agreed that the reward system in place at both companies is effective and fair, while 10% were in disagreement. The reward system in both companies appears to be satisfactory, thus no reason to try and improve it and instead focus on other motivational strategies that could be improved.

Do you believe motivation is an important factor as to how you perform at work?

Yes	30
No	0

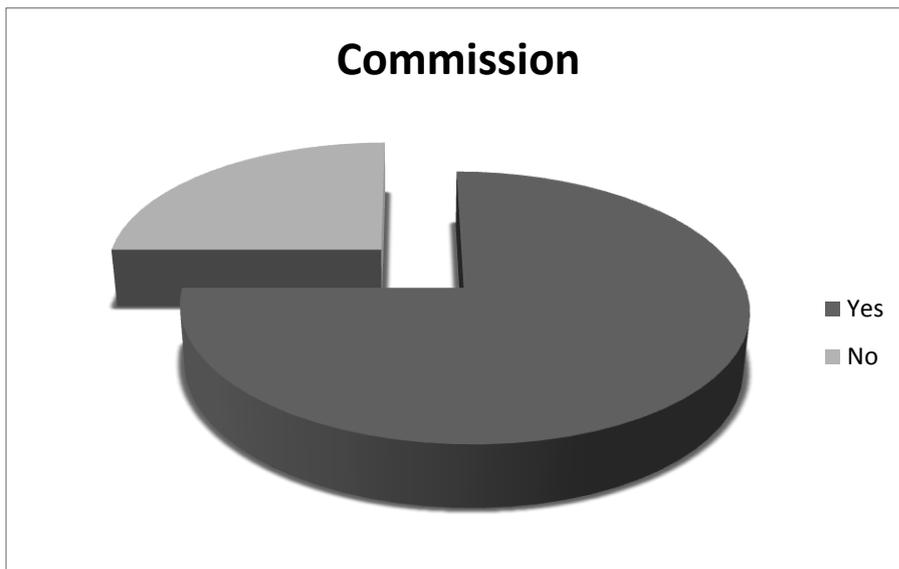
One of my objectives of this study was to understand the need for motivation in the retail environment. A staggering 100% of employees agree that yes motivation is an important factor in how they perform; therefore the need for motivation in the retail industry is still a hugely important factor today. A highly motivated employee will give more commitment and generate higher levels of productivity for the company.

Your salary is a true motivator and brings out a high standard of performance in you

Strongly Agree	0
Agree	5
Undecided	0
Disagree	19
Strongly Disagree	6

The statement of the problem of my research was **‘what would not be regarded as a true motivator impacting on employee performance’**. According to the results of the questionnaires I would be certain that money is the answer to the statement of the problem, for this area of research anyways. 25 out of 30 of the respondents disagreed with the statement I put before them in the questionnaire. Before I drafted the questionnaires I had an idea that staff might disagree with this statement, because these two department stores channel through to employees how everything they do is about the customer and delivering a five star standard of customer service. In order to be so customer driven and focused it’s an absolute necessity that these companies are employing people who are not motivated by money. Furthermore, money can be regarded as not a true motivator for the employees for this research. In addition, I would like to add that further investigation would be needed as many researchers have found money as a true motivator for employees. Finally, the outcome of this question might prove that employees feel they aren’t being paid enough, thus providing problems for management in keeping employees satisfied and motivated.

Salary aside, is the fact that you receive commission on sales a driving motivator for you?



75% of respondents answered ‘yes’ when asked if commission was a motivator for them while 25% answered ‘no’ having just answered the previous question on money being a true motivator impacting on their performance. I designed this question so that I could see if money as a whole would be a true motivator or if one aspect that has the possibility to increase ones salary would be an element of motivation for the audience targeted. In contrast to the above question while employees don’t regard their salary acting as a motivator for them they do regard the possibility of commission as a motivator. Therefore this possibly proves that employees might feel they aren’t receiving the salary to match their performance.

Rate the following nine options on scale of 1-5 (with 1 being the least likely and 5 the likeliest) that you would regard as the least likely & likeliest factor in motivating you while at work.

Salary	
Commission	
Your Manager	
Opportunity for Promotion	
Opportunity of Rewards	
Customers	
Sales Targets	
Working conditions	
Recognition	

I asked this question to specifically understand what the staff themselves regarded as the least likely factor influencing their motivation at work. By asking this question it would give me an idea of what are the best strategic ideas in order to get the highest possible level of performance from employees. The results proved that managers are very important and play a key role in motivating employees at these two department stores. From my research managers hold the greatest influence over employees and they are the motivational force that drives employees to perform at such a high standard. The results also proved that the opportunity for promotion, working conditions and customers play a role in motivating employees. The

opportunity of promotion proves Herzberg's theory regarding motivators, as promotion is one of the factors that act as motivation for employees according to his theory. Surprisingly, customers were regarded as one of the likeliest motivators for the majority of employees at Brown Thomas and Arnotts. Although I found this quite surprising maybe it isn't the case considering both these companies put customers at the top of everything they do.

Furthermore, the results showed that salary and recognition are the unlikeliest factors of motivation that impact on employee's performance at this place of work. Meeting sales targets and rewards also ranked highly as motivational factors for employees. According to the interviews with the managers, for both these two companies to remain as the leading retailers in Ireland it's important that they constantly meet targets, so it's necessary to have a constantly motivated sales team to remain at the top. The results of this question echo what the managers say as they too believe that promotion, customers and themselves are up there as the most significant motivators for employees.

5.1 Discussion

Based on the findings of this research a better salary for employees will spur their motivation equaling an even higher standard of performance. The research found that by recognising employees for their work will result in job satisfaction and stimulates motivation for better performance for the companies. Employees with a longer service have confidence in their employers as staff receiving promotion is usually down to longevity of service and commitment, this instills belief in employees that long term commitment to their goal will result in promotional opportunities, thus keeping them motivated. Vrooms theory postulates that people's motivation towards doing anything will be determined by the value they place on the outcome of their effort multiplied by the confidence they have that their efforts will materially aid in achieving a goal. In other words, Vroom makes the point that motivation is a product of the anticipated worth that an individual places on a goal and the chances he or she sees of achieving that goal. (Ajayi Adeola)

From the findings some employee's are motivated by trying to reach sales targets, while others are motivated by the prospect of the commission that comes with meeting sales targets. Yet, some employees were motivated by receiving recognition and rewards. Furthermore, employees were motivated by working conditions with the company like communication with management, briefs on sales daily sales targets for example. The above coincides with Herzberg's two factor theory on motivation. Herzberg states that employees are influenced by two factors; the motivators and hygiene factors.

In conclusion, looking at the finding's majority of employees felt the status of their job was safe, with most employees who took the survey employed on a permanent contract. This boosts the mentality within the workplace creating a productive working environment. This justifies the needs of Maslow's hierarchy that is safety needs.

6. Conclusion

The findings of this research indicate that staff motivation is still a very vital aspect impacting on performance at work. This can be said because employee's are the face of the retailing companies thus delivering high standard of performance through the motivation channeled through by management and company policies. Management are constantly developing strategic methods to keep staff members motivated and satisfied. This results in high productivity, sales and low staff turnover, which creates a stable place of work and usually a happy environment to work in and in return companies get high productivity.

Due to the complexity and dynamism of this research topic, researchers have tried to give theoretical explanation on how staff motivation can have an impact on performance in the workplace. These theories are incredibly complex and we should remember the fact that these theories cannot explain human behavior and how staff motivation can impact on performance. This is because theories are ideological and aim to satisfy researchers. Therefore, theories should be used as a guide to your research.

Overall I really enjoyed my research around this topic. I enjoyed the experience of carrying out my very first interviews with managers at Brown Thomas and Arnotts. I also learned a lot about the motivation methods used in these two companies, which now I realise why motivation is a significant factor contributing to staff performance in these companies. Highly motivated employees are what helps these two companies thrive within the retail industry.

6.1 Recommendations

- To fellow researchers make use of the explained theories as a guide to your research due to their complexity and the fact they cannot explain human behavior and how best motivation can impact performance.
- Further research is needed to solve whether or not salary is a true motivator, in this study it proved not the case.

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8. Appendices

1. A good relationship with the manager is essential to achieve high motivation and good level of performance?
2. Do you feel your job status is safe i.e. you don't think you'll be let go anytime soon?
3. Would you regard the opportunity of promotion as a motivator to how you perform at work?
4. Receiving praise/recognition for my work motivates me?
5. Rewarding for the best performance contributes to higher motivation and level of performance?
6. The reward system in place is effective and fair?
7. Do you believe motivation is an important factor as to how you perform at work?
8. Your salary is a true motivator and brings out a high standard of performance in you
9. Salary aside, is the fact that you receive commission on sales a driving motivator for you?
10. Rate the following nine options on scale of 1-5 (with 1 being the least likely and 5 the likeliest) that you would regard as the least likely & likeliest factor in motivating you while at work.