'The impact of HR practices on employee motivation and performance'

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<u>Statement</u>

I can confirm that this dissertation study represents my own work through the use of primary and secondary research and through using appropriate references. The contribution of my tutor and others involved in this work were consistent with the regulation/policies of Cardiff Metropolitan University. The primary research used for this dissertation fulfilled any requirements set for this project and had been fully approved by the Ethics committee.

Abstract

The purpose of this dissertation is to research into the title; 'The impact of HR practices on employee motivation and performance'. Therefore, the main question asked is what impact do HR practices have on employee motivation and performance?

The aims and objectives of this research are based on four areas, which include; analysing the meaning of HR, the importance of HR in organisational output, what factors affect job satisfaction in the workplace and to identify factors that motivate employees.

The method used in this research is qualitative research. This method was used to conduct interviews with employees who work within an organisation that have their own HR department. This was relevant as it refers back to the aims and objectives of this research.

(Word count – 12352)

<u>Abbreviations</u>

HR – Human Resources

HRM – Human Resource Management

TM – Talent management

PA – Performance appraisal

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Chapter 1

Introduction

In recent years Human Resource Management has become a central part of a considerable number of organisations with one of their main duties being to provide their employers with motivated employees (Sharma, 2006). Bratton and Gold (2012) proposes that HRM is a strategic approach which relates to the management of employment relations that underlines the increasing individual's capabilities. This is significant when it comes to achieving a competitive advantage and it can be done through the use of programmes, practices and policies (Bratton and Gold, 2012). A major part of HR is to provide organisations with motivated employees which can result in higher job satisfaction and performance (Sharma, 2006).

The aim of this research is to identify the impact of HR practices on employee motivation and performance. In order to achieve the aim of this research it's important that the following aims and objectives are highlighted; analyse the meaning of HR, the importance of HR practices on organisational output, what factors affect job satisfaction in the workplace and to identify what motivates employees.

The research title in place is, 'The impact of HR practices on employee motivation and performance'. In order to address this title a number of different areas were looked at. These being some of the following; the background of HR, motivation and performance, intrinsic and extrinsic motivation, motivation theories, recruitment and selection, training and development, and employee relationships.

The dissertation is structured through the use of different chapters including; introduction, literature review, methodology, results and findings, discussion and finally a conclusion. The first chapter includes an introduction to what is going to be discussed and looked at throughout the research. Secondly will be the literature review, which goes into an in depth discussion on previous literature which relates to the research of this dissertation, such as; the impact of HR practices on employee motivation and performance. The third chapter discusses the various methodologies which were considered and chosen for this research, and an overview on what the primary research took place and what it consisted of.

Following the methodology, the next chapter will present the results from the interviews which were conducted for this study. The fifth chapter will then discuss the results from the previous chapter, comparing them with the findings from the literature review. To finish, the last chapter will conclude the research and findings from the dissertation and present a summary of the findings and discussions which have been reached.

Chapter 2

Literature review

This chapter will be a cover the literature review. Different aspects of Human research will be reached by describing how they influence and impact upon the motivation and performance of the employees within an organisation.

Background of Human Resource

Over recent years, Human Resource Management has become an important and essential element of a large number of organisations. It is an organisational world that we live in (Stahl, et al, 2012). Before given the name of Human Resources, the terms personnel administration or personnel management was used. These terms were concerned with staff or workers of an organisation (Kleynhans, 2006 – P.3).

Organisations in this present day are increasingly producing high level jobs which are a result of the development and growth of Human Resources (HR). HR practices influence the skills of employees by the acquisition and development of an organisation's human capital (Huseild, 1995). HR uses strict recruitment procedures which result in many qualified applicants. This influences the qualities and skills that new employees will have (Huseild, 1995). Gilley (2002) suggests that the development of HR has been seen to improve productivity, efficiency and profitability through adopting the best practices in the management of people (McKenna and Beech 2008).

According to Bratton and Gold (2012), Human Resource Management (HRM) is a strategic approach associated with managing employment relations which highlights that maximizing an individual's capabilities is very important when it comes to achieving competitive advantage. This is being done by using a distinctive set of practices, policies and programs. Another definition of HRM is explained by Leap et al (1989), where he describes HRM as a 'balancing act'. At one point you may be hiring individuals who are only suited to the firm's needs or alternatively you'll be training and developing employees to meet the firm's needs (Leap et al, 1989).

The main role of HRM in any organisation is; planning, training, recruiting and developing for its employees, as well as motivation of employees to improve organisation culture and outcome (Noe, Hollenbeck and Gerhart, 2006). Sharma (2006) stated a big part of HR is to provide an organisation with motivated employees, in relation to this Smith (1994) believes that organisations need motivated employees for survival (Smith, 1994). Rapidly changing organisations need motivated employees within the work place because overall they are a lot more productive, which helps organisations survive (Linder, 1998). In order for motivated employees to have an effect, it's important for managers to recognise what motivates the employees within the context of the roles they perform - this is actually seen as one of the most complex functions a manager must carry out (Bowen and Radhakrishna, 1991). With reference to the Bowen and Radhakrishna (1991) statement, motivating employees is seen as being the hardest function managers must fulfil, the reason for this being that what motivates employees changes constantly. An example is described in research says that as employees get older, instating work becomes more of a motivator (Kovach, 1987).

Rising job satisfaction and organisation efficiency is the main objective of human resource motivation. Increasing the level of motivation in employees in organisations differs from other actions carried out in the organisation and varies depending on the type of project (Sharma, 2006). It is therefore an important challenge that a HR department faces on a daily basis in keeping their employees motivated to excel within their work.

With motivation programs and incentives, such as bonuses, flexible working, awards and so on, the HR team should seek to get the most out of their employees, and encourage a sense of togetherness among the organisation and its workers (Harzing & Pinnington, 2010). Employers often use extrinsic incentives to motivate their employees however in recent years' incentives in behavioural mediations have become very popular. Supporters of the use of incentives argue that monetary incentives can be an advantage when getting individuals to study or work harder. It's believed that using incentives in this area can backfire, however as extrinsic incentives could cancel out intrinsic motivations that were initially in place to produce a desired behaviour (Gneezy et al, 2011).

Motivation and performance

In HRM motivation refers to an individual's need to work to their full potential to carry out a specific job or task (Armstrong and Taylor, 2014). Motivation is highly important when it comes to retaining and recruiting employees (Armstrong, 2012). The process of motivation begins with a need. For example, an employee may feel the need of a challenging task, in return for higher pay or time off. Theories argue that individuals are motivated by 'deficiencies', this being in one or more of their important needs (Armstrong, 2012)

Nel et al, (2015) and Mackay (2006) are confident that identifying the key factors that motivate employees in the workplace is highly necessary for the organisation to understand the important motivational factors that influence their employees behaviour and recognise any actions that need to be taken to increase their motivation. In addition to this, Stone (2013) asserts that by knowing how to motivate your employees, you should be able to increase productivity in the workplace and improve customer satisfaction, this is one significant factor that can create a competitive advantage over any competitors. Sharma (2006) states that motivated employees are the lifeblood of an organisation.

Job satisfaction and organisation efficiency are significantly influenced by Human Resource practices (Barling, Kelloway and Iverson, 2003). HR practice and job satisfaction have commonly been studied all over the world. It has been shown that HR practices are closely related with job satisfaction (Ting, 1997). Many scholars and practitioners are certain that HR practices result in better job satisfaction which then results in an improvement in organisational performance (Applebaum, Bailey, Berg and Kalleberg, 2000). Gould-William (2003) expressed that the use of certain HR practices in local government organisations which the United Kingdom was linked to encourage a greater degree of job satisfaction, trust in the workplace, effort, commitment and alleged organisational performance.

Kristein (2010) states that different activities within the workplace can achieve varying levels of success when trying to maintain the level of motivation in employees, it can also depend on the jobs in place. Motivation encourages people to complete their job efficiently and work hard within their organisational position (Kristein, 2010). Additionally, the same author identifies the price of motivating employees in their work is compelling at any level of an organisation. It's important for a manager to understand what motivates their

employees in order to get them to perform to a high standard. Kovach (1980) states that organisations are more likely to have motivated employees rather than employees with better qualifications. On the other hand, it's not easy for organisations to motivate all employees due to difficulties in facing human behaviours (Kovach, 1980).

Employee performance depends on many different factors, for example; Motivation, performance appraisals, job satisfaction and training and development. Kalimullah (2010) states that an employee who's motivated has his/her objectives aligned with those of the organisation's and directs their efforts in that singular direction. These organisations are proven to be more successful because employees are constantly looking at ways to improve their work. Trying to get employees to reach their full potential can be a challenge, but this is achieved through motivation (Garg and Rastogy, 2006).

Osterloh and Frey (2002) suggest that deciding whether employees are motivated and engaged in an organisation is a big step to creating a positive working environment. In general, employees who work with enthusiasm are the ones who drive innovation, deliver higher levels of work and can move the organisation forwards. On the other hand, employees are disengaged from their role they can be a disadvantage to your organisation as it can create a knock-on effect to the rest of the team. Not only would that slow down productivity, it can also result in key members of a team leaving in search of new opportunities. Being able to recognise which employees have the potential to create this impact is critical (Osterloh et al, 2002).

Intrinsic and Extrinsic motivation

There are two different types of motivation, these being intrinsic and extrinsic motivation.

Intrinsic motivation is motivation that comes from within yourself, individual's motivation is shown by the needs of employees to feel self determination in their environment as well as competence (Reis, 2012). Reis (2012) also mentions that competence is defined as the perception of an individual regarding their capabilities to organise actions to reach specific levels of performance. Competence can help motivate an employee to share their knowledge with other employees (Constant, Kieslar and Sproull, 1994). Intrinsic motivation is in fact an example of autonomous motivation; this is when people become engaged

within an activity because they find it interesting. In contrast, being controlled includes acting with a feeling of pressure or a sense of having to engage in the actions (Deci, 1971).

Extrinsic motivation is when an individual's behaviour is influenced by the values and benefits of an action (Ryan and Deci, 2000), he also adds extrinsically motivated behaviours are to receive organisational rewards or benefits (Ryan et al, 2000). Organisational rewards are often used to encourage employees to perform to their full potential. Such rewards include monetary incentives, for example, bonuses and salary increases, or non-monetary awards including promotions and job security. A number of organisations have introduced reward systems to motivate employees (Hargadon, 1998). Deci (2000) showed that when rewards were given independently of certain task engagement or when the rewards weren't anticipated, tangible extrinsic awards didnot weaken intrinsic motivation. In addition to this, Ryan, Mims and Koestned (1983), once rewards were reliant on high quality performance and the interpersonal context was supporting rather than pressuring, tangible rewards enhance intrinsic motivation in relation to a comparison condition with no rewards and feedback.

Motivation theories

Identifying what motivates employees has become a big focus for many researchers. (Teprsta, 1979). The following are two of the most popular and relevant theories related to motivation.

1. Maslow's Hierarchy of Needs (Maslow, 1987).

The following is an example of Maslow's hierarchy of needs in form of a triangle.

(BBC, 2013)

(Figure 1 – Maslow's Hierarchy of Needs)

Maslow's theory of human motivation is now over 70 years old. It has five sections of 'needs' which come in a certain order. These being; physiological, safety, social, esteem and self-actualisation (Huitt, 2004). Once a stage of need is completed, then the desire to complete the next begins (McLoed, 2007). At the top levels there are self-actualizing needs. People seek to achieve their highest potential by professional, political, educational and artistic channels. According to Maslow's concept, these needs become vital only when all social ego needs have been fulfilled (Huitt, 2004).

Maslow's hierarchy of needs is a psychological motivational theory including a five-tier pyramid of human needs. These five methods are frequently presented as hierarchical stages in a pyramid. Maslow proposed that individuals are motivated to reach specific needs and some are prioritised over other needs. The most basic need is the 'Physiological need' which is what motivates our behaviour, and therefore develops from here. The five-tier pyramid is divided into two categories; deficiency needs and growth needs. The first four stages are known as deficiency needs and the fifth is known as a growth need. Furthermore,

deficiency needs are believed to motivate individuals when targets have not been meet (McLoed, 2007).

Simons, Irwin and Drinnie (1987) express that the requirement to achieve these specific needs will be stronger the longer they are incorporated. Growth needs differ from deficiency needs in the way that growth needs are continually experienced and can potentially become stronger after they have been achieved. After growth needs have been relatively fulfilled an individual could theoretically reach the 'self-actualization' stage on the pyramid. Therefore, it is possible for an individual to progress up the hierarchy pyramid to the top however the needs in the lower stages must be met for this progress to be made.

 (Simons et al, 1987).

Managers within organisations tend to use Maslow's hierarchy to seek out the needs of their employees and help to fulfil them, whether it's a project, job or flexible working (Kremer and Hammond, 2013).

2. Herzberg's Two-Factor Theory.
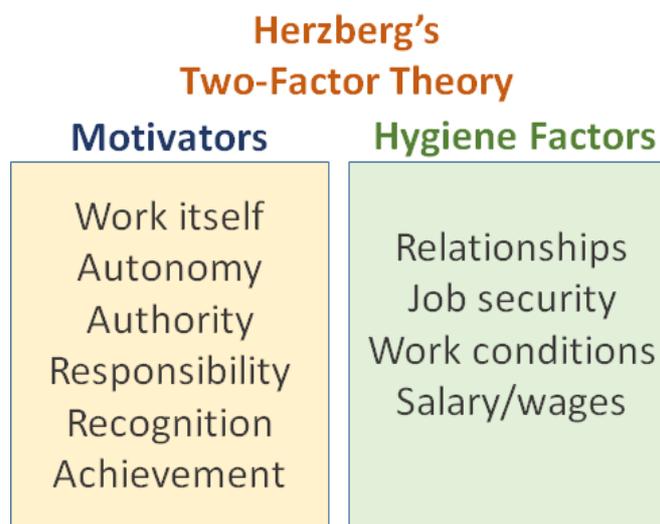
(Figure 2 – Herzberg's two factor theory)

Herzberg developed his motivation theory in 1959 by interviewing a large number of engineers and accountants in Pittsburgh (Gawel, 1997). The two factor theory shows there are specific factors in the work environment that influence job satisfaction. As well as these

there are factors that also cause dissatisfaction. This theory varies from other theories in the respect that he theorised that job satisfaction and dissatisfaction are caused by two different aspects. According to Herzberg's theory, removing the aspects that cause job dissatisfaction will not result in job satisfaction because it's determined by a different set of factors. (Europeanceo.com, 2012).

Within his findings, he was able to split these up into hygiene factors and motivators. Hygiene factors have the effect through the lack of negative work conditions (Lindsay, Marks and Gorlow, 1967). Within the hygiene factors there are physical and social working conditions; pay, status and work security. If these conditions mentioned are positive, then it's likely that dissatisfaction will go away (Kaufmann, 2005). These factors also refer to the lower part of Maslow' s hierarchy which is shown above.

Kaufmann states that motivational conditions are related to the higher needs of Maslow's hierarchy. These being; performance, appreciation, growth and the possibility of development. If these factors are positive, then they will create an effective impact on job satisfaction and productivity (Kaufmann, 2005).

The relationship between motivation and job satisfaction isn't very difficult. Many employees have the problem of looking at the hygiene factors as a way to motivate when, in fact they do very little to motivate, especially in the short-term (Ewen, Smith and Hulin, 1966). Managers perhaps are partial to this approach as they think employees are more financially motivated than they really are, or even that it takes less management effort to increase employee's wages than to re-evaluate organisations' policies and redesign job roles for higher satisfaction (Ewen et al, 1966).

Recruitment and Selection

Recruitment and Selection are often seen as 'Old' ingrained HRM domains, it's as if traditional procedures of recruitment and selection have been around for years, this puts it at odds with the ever changing environment of organisations (Currie, 2016). Practitioners generally wonder whether there will be new research-based ways for recruiting and selecting new employees (Livens and Chapman, 2010).

Livens and Chapman (2010) believe that time has come for researchers of recruitment to capture the level outcomes of organisations such as firm performance, organisational training costs, and turnover expenditures to demonstrate the service of recruiting practice in organisations. In relation to this, Rees and Rumbles (2010) states that selection of employees doesn't only occur to replace departing employees, it takes place in order to put in place employees who can perform at a higher level and show commitment within the organisation.

According to Williams et al, (1993), recruitment is important to the overall culture of an organisation. They believe that recruitment is the most direct way in which innovative thinking and practices can be applied within an organisation. Recruitment and selection creates a core part of central activities which underlay HRM. The impact of recruitment and selection is broader with the potential to adjust the composition and culture of an organisation (Searle, 2009).

Training and Development

Training and development is the formal method of ongoing efforts that are made within organisations to try and improve the performance and self-fulfilment of their employees through using different educational programs and procedures (Noe, Hollenbeck, Gerhart and Wright, 2016). Within organisations these days, these efforts have taken on many different applications, varying from instruction in highly specific job skills to long term professional development (Fitzgerald,1992). The quality of employees and their continuous development of skills and productivity through the use of training are now seen as crucial factors resulting in long-term success and profitability in businesses (Solomon, 1999).

According to Guest (1997), substantial levels of training opportunities can lead to high organisational performance. The attainment of employee developmental needs can lead to flexible, autonomous and empowered employees based on their own behaviour and unrestricted effort (Arthur, 1994). Not only does training and development initiate the development of skills and behavioural scripts, but also motivates individuals to apply those skills and behaviours within their role in work related activities (Pfeffer and Veiga, 199).

Performance Appraisal

Performance Appraisal is one of the most critical and important Human Resource practices (Boswell and Boudreau, 2002). Performance Appraisal has developed into a more strategic approach of combining HR activities and business policies and may now be seen as a generic term covering an array of activities where businesses seek to assess employees and develop their skills, build their performance and give out rewards (Fletcher, 2001).

Fletcher (1997) states that a number of organisations find Performance Appraisals result in dissatisfaction. This may mark a lack of success within Performance Appraisal as a tool of developing and motivating people. It's often argued that for Performance Appraisal to create a positive effect on employee's behaviours and development, employees must have experienced some form of positive feedback, if this is not the case then Performance Appraisal will fail (Cardy and Dobbins, 1994).

Performance Appraisals (PA) can be used to express the organisation's goals, vision and strategies which should result in higher levels of commitment (Latham, 2003). PA is also about increasing an employee's awareness of how they're valued within the organisation, this awareness is likely to result in effective commitment (Levy and Williams, 2004).

Employee relationships

An employee with a healthy relationship amongst other employees and their employers can result in a larger level of satisfaction which can result in an increased productivity. The workplace becomes a much happier and motivated place, where employees tend to concentrate more on their work tasks. Motivation plays a larger part in a healthy employee relationship (Stringer, 2006).

Keeping a strong employee relationship can be a major part in the success of an organisation (Root, 2009). Strong employee relations are essential for high productivity and human satisfaction. Employee relations mostly deal with preventing and resolving problems which are of a concern to individuals which may arise out of influences within an organisation. Strong employee relationships rely on; healthy and safe working cultures, commitment from employees, incentive for motivation and effective communication throughout the organisation. With healthy employee relations in place, there's a greater

chance of having an efficient, motivated and productive employee which can then further influence the outcomes of organisational performances (Harter, Schmidt and Hayes 2002). As well as being more productive, employees with healthy relations will also create less conflict amongst each other (O'Brien, 2014).

An organisation works on the effective relationships built amongst employees and their managers. Kuvaas (2008) insinuates that the motivation behind behaviours of employees is strongly influenced by the quality of the employees relationships. Good communication can help encourage these relationships, as well as strengthen them, which can result in employees reaching their maximum productivity (Stringer, 2006). An example of this is an organisation's manager maintaining an effective relationship with their employees by carrying out regular meetings with employees, helping them along with their development, and assisting their progress. Through maintaining a strong relationship within the workplace you're able to achieve high levels of productivity and increase employee motivation (Root, 2009).

Within this chapter, it's clear that there are a number of different aspects that can affect the motivation and performance of an organisation. HR practices such as selection and recruitment, performance appraisals and training and development are a significant influence on the employees within an organisation. As Guest (1997) states, training and development can have a large influence on an employee's performance. Mazlow and Herzberg's theories both highlight the different levels of motivation that are identified within an organisation and each individual is motivated by different factors to what others may be. As mentioned under the motivation and performance section, Sharma (2006) expressed how motivated employees are the lifeblood for an organisation. Motivation is closely related to satisfaction within the workplace and many researchers are positive that HR practices can result in improved organisational performance (Applebaum, 2000). This relates to the title of this research that is 'The impact of HR practices on employee motivation and performance'.

Chapter 3

Methodology

The previous chapter contains the literature review that supports the aims and objectives of the research title. This chapter explains the research methods used in this study and why those particular methods were chosen.

The first chapter introduced the subject of the dissertation being, 'The impact of HR practices on employee motivation and performance'. The focus of the research is to identify the factors that influence employee's motivation and performance and what drives them in their place of work. This had to be completed within the set time frame and by using the resources which were available.

Methodology has the purpose of enabling a researcher to plan and examine critically the logic, composition and protocols of research methods; with the reason to evaluate a performance of an individual's techniques and also to measure the possibility of particular research designs to contribute to knowledge (Krippendorff, 1980).

A research methodology is a process where you can consistently solve a research problem. Within methodology we study a number of steps that are adopted by a researcher in studying the problem along with the logic that's behind them. It's important as a researcher to understand not only research methods but also the methodology. (Kothari, 2011).

Research question

The statement being researched is 'The impact of HR practices on employee motivation and performance'. Human Resource Management in recent times has developed into a significant and important factor of a large number of organisations (Stahl, et al. 2012).

Research strategy

It was important for the researcher to consider the aims and objectives of this research when looking at which methods were to be used within this research. When deciding on what methods were to be used within this research, a combination of both qualitative and quantitative research methods were considered whilst researching the dissertation. This is

because both were able to link back to the literature review. Therefore, quantitative and qualitative were each analysed by considering the advantages and disadvantages for each one. By doing this the researcher was then able to make a decision on which one was most relevant with what was needed for the outcomes of the research.

A quantitative approach consists of gathering numerical data that can be used through the use of mathematically based methods (Mujius, 2010). Furthermore, Bryman (2012) states quantitative research methods are built on a deductive theory in which the researcher tests and measures hypotheses against the existing theories.

Qualitative research is different from quantitative research as it's the gathering of information that isn't in numerical form. Therefore, it mostly focuses on collecting words, pictures and objects rather than just numbers. Examples of qualitative research include; open questionnaires, unstructured interviews, diary account etc. Qualitative research is mostly used for individual studies to find out in depth information from individuals by finding out how they think or feel (McLeod, 2008).

Trent (2006) highlights that unstructured or semi-structured techniques such as interviews and focus groups are an example of typical data collection methods in qualitative research. Qualitative research methods are employed to discover ideas of participants, by also being able to have an insight on the interpretation of a particular situation (Unitec, 2014).

Research method

In response to qualitative data giving more 'in depth information', the decision then came that interviews would be the best and most effective way of collecting the primary data. This consisted of gathering information through interviews amongst employees from an organisation that work under a HR team.

By using interviews, it gives the ability to focus on specific situation by having an open discussion, this gives the interviewee more to discuss without being too specific (King, 1994). Another advantage is that large amounts of information can be collected and this will also give more of an answer than asking a yes or no question as it would be by using a questionnaire (Popper, 1959). Although there were also disadvantages such as; interviewees

not responding truthfully or can take longer (Ackroyd, 1981), it was decided that interviews were the most appropriate research method that were needed in this research.

There were two different interview types that were considered for the research, these being structured and semi-structured. However, it was decided that semi structure interviews were best suited. The reason for this being that although the researcher will have a list of questions to ask, they will be done through a conversational manner offering the participants a chance to explore further. Structured interviews wouldn't give this opportunity and the information would be very limited (Longhurts, 2003).

The interviews will take place within the building of the chosen organisation. Each interview will be both recorded if approved by the interviewee as well as notes written by the researcher. Through recording each interview, it'll give the researcher more of a chance to use everything discussed without missing anything out that could be a big aspect to the answers.

By using interviews for the chosen research, it helped to achieve the aims and objectives highlighted in the abstract. By using semi-structured interviews, the four objectives were linked within the questions asked which allowed opportunity for various answers.

Sampling

The sampling approach was at random selection from a targeted group. The targeted group were employees whom work under a HR department in their organisation. They were each chosen by their manager to whom they work beneath. The reason for using these certain employees was because they all work under a HR department. This links to the research title as the main focus is to research the impact of HR practices on employee motivation and performance.

Secondary research

As well as primary data (interviews), the researcher also used secondary research. Secondary research is when you use information from previous studies and apply it to your own work. For example; media sources, journals, books, magazines and case studies

(DeVault, 2017). Secondary research was applied within the previous chapter - the literature review.

<u>Ethics consideration</u>

Ethics is a key part of the research that protects the wellbeing and the rights of the interviewees taking part in the research. Additionally, it protects the rights of the researcher when carrying out the research and also the University in question, which in this case is that Cardiff Metropolitan University is protected.

Prior to the interviews being undertaken, the researcher had previously been on work placement within the organisation where the interviews would take place. Therefore, there had already been contact between both the interviewee and researcher, although time was still taken to formally introduce themselves prior to the interview. This also made the interviewee feel comfortable and trusting in the researcher.

There are four main factors that need to be considered when discussing ethical issues, which are; whether there's an invasion of privacy, whether there's a lack of consent, whether there's harm to the interviewees and whether there's untruthfulness involved (Diener, 1978).

Firstly, Bryman (2012) states that the factor invasion of privacy of the interviewees is essential. Therefore, to guarantee that the invasion of the interviewees taking part in this research's privacy was avoided and not disobeyed, the interviewees read the relevant information prior to taking part in the interviews. In addition to this, informed consent forms were signed and kept until the end of the research to ensure that if any queries rose at a later date, the interviewees and researcher were covered.

Informed consent was a significant factor where all the information needed to undertake the research was given to the interviewees beforehand to ensure that they were fully aware of what the research involved and what was required from them as interviewees. Within informed consent, there are four areas that the interviewee is informed of; they are able to withdraw at any time, they can refuse to answer any question, that taking part was voluntary and once the research was complete, the information they gave would be removed (Bryman, 2012).

In order to avoid any harm from occurring during the research, the researcher ensured that the area in which the interviews took place was a safe and appropriate environment. It was also important to make sure that the interviewees felt comfortable to participate and it was made aware to the interviewees that they could withdraw at any time if they did not feel comfortable enough to carry on. It was important to understand that the interviewees each had different opinions, therefore the researcher insured that all questions were asked in the correct and appropriate manner.

Finally, deception would happen if the information that the interviewee gave was used for something other than what was formerly specified beforehand. Since deception is relatively widespread, in some cases researchers attempt to limit the information given to the participants in research to try encourage hesitant responses. Nevertheless, in this research it was avoided since everything was explained thoroughly before undertaking the research and the information collected was used for the nature of the research only (Diener, 1978).

Chapter 4

Findings and results

Introduction

The previous chapter highlights the research methods that were used for the data collection for this research, including an explanation to why these methods were chosen.

This chapter presents the results from the primary research collected from the interviews that took place in this research.

This chapter illustrates the interview results. The participants included five employees from a company called Circle IT. Circle IT are a computer service provider based in Cardiff. They currently have over 80 employees and continue to grow with partnerships as big as Microsoft Cloud and Dell. They were interviewed in order to understand what motivates employees' performance in the workplace and how HR practices can influence this. Each employee came from different departments within the company which gives an insight on how different employees have different thoughts and feelings on motivation. This refers back to Kristein 2010's statement where motivation can vary on the different jobs in place and activities they are taking part in within the work place (Kristen, 2010).

Demographic information

To begin with, the interviewees were asked their position within the company and how long they have been working there. This gives the readers an overall picture of the participants involved in the interview and where they stand within the organisation. In order to protect the identity of the participants, they have been labelled with a letter and number; P1, P2, P3, P4 and P5.

Question 1 – What is your role within the organisation?

As mentioned above, all five of the employees worked in different departments within the organisation. To present the job roles of each employees, the following table has been made to show the answers of each participant.

	Job title
P1	Internal sales manager
P2	Project manager
P3	Technical analysis
P4	Second line engineer
P5	Quality and customer relationship manager

(Table 1 – Job titles for each participant)

Question 2 – How long have you been working in the organisation?

The table below shows how long each employee has worked at Circle IT.

	Time of how long the interviewee has been an employee in the organisation
P1	1 year 2 months
P2	9 months
P3	4 months
P4	3 years
P5	2 years

(Table 2 – How long each employee has worked at Circle IT)

Question 3 – What is the employee selection progress in your organisation? (How were you selected)

All 5 participants went through rather different selection progresses to achieve their role within the organisation. The following pie chart shows the results of the previous question.
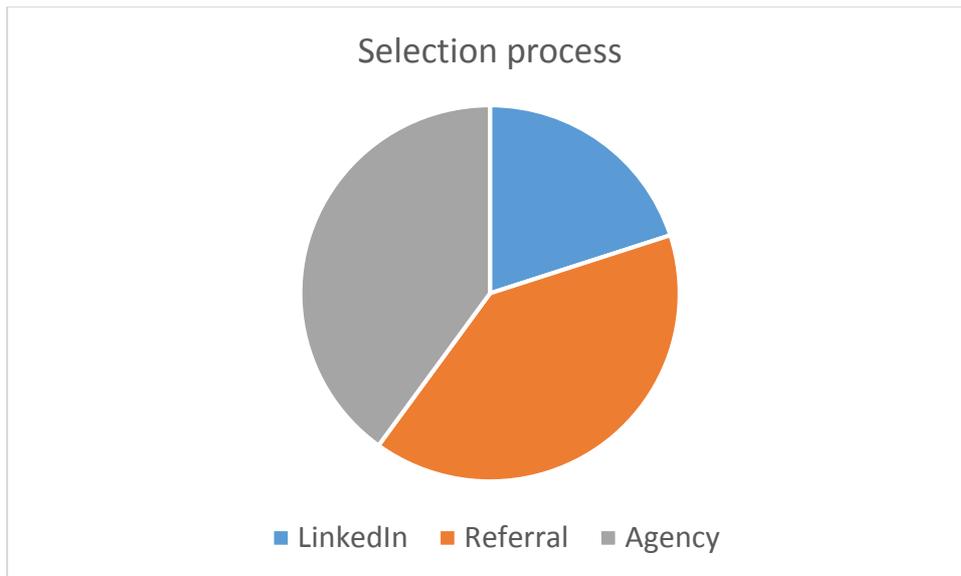
(Figure 3 - The selection process of each participant)

P1 and P4 both stated they were referred by a friend, although P1 still had to go through the stages of telephone interview, face to face interview and presentation, whereas P4 never had any structure or process whilst applying he was accepted straight into the job. P3 and P5 both went through similar processes where they were selected and contacted through a recruitment agency. They were then put forward to a face to face interview. P2 went through a rather different process where they originally started as a contracted job over Christmas through LinkedIn. This contract job then went on to a full time job and they have now been with the company for over 9 months.

Question 4 – Do you think this selection process is a good way of choosing candidates?

Each participant had a rather similar response to whether their selection process was a good way of choosing candidates, these being positive. P1 and P4 were both referred by a friend, although both had different views on their selection process. As previously mentioned, P4 were lucky enough to go straight into the job without any formal interviews or process'. The participant thought that being familiar with other employees in the company makes it far more relaxed and felt less pressure when coming into start a new job. P1, on the other hand still went through a long selection process even though they were a referral. Although it was a long process they thought it was a good way to be challenged and made him work hard to gain a position.

P3 and P5 both said that it was an easy and straight forward process. They both mentioned it was a relaxed and refreshing environment which made it a lot more enjoyable compared to other interviews they previously had. P2's selection process was rather different to the other participants as he'd come from a contracted role, it was mentioned that this process was found rather hit and miss as it's always tricky to take on contracted workers as they can get rid of you at any time. Although, now they feel comfortable within their job role where they feel it was a good way to get familiar with the organisation.

Question 5 – Have you been given training since working within this business, if yes how much has it benefited you?

During the interview all five participants were asked whether they'd been given any training since beginning to work within the organisation and whether it was a benefit to their work. All participants (P1, P2, P3, P4 and P5) said they had been given internal training within the company which has given them confidence in working to a high standard within the organisation. Only P4 and P5 had been given external training as well as there internal since starting working for the company. P4 had received a number of qualifications since being working within the company, these including Microsoft servers and firewall, both of which can be taken forward into any role or if needed into a different company. This would be a huge benefit as they aren't only to be used in Circle IT. P5 also took part in external qualifications, one of which was taken part in the University of South Wales on a course called success to leaders. Again, this is a qualification that can be used in any position or company which means it's a massive positive for an employee. As mentioned P1, P2 and P3 had also experienced training but these being 'on the job training'. Each employee expressed this was a good way of training as you are able to familiarise with the company's systems whilst also learning as you go along. Although, P3 did express external training would have been preferred. This has recently been suggested to the managerial department and they've now come to a conclusion that there is going to be a new training budget in place next year to extend the training of their employees.

Question 6 – Do you have a good relationship with other employees, do you think this effects how you work?

All participants except P3 expressed that they had very good relationships with the other employees within there team and the rest of the organisation. P5 even voiced that the relationship amongst her and the employees felt more like a 'family' rather than work colleagues. P4 stated that from the top managerial department and CEOs right to the apprenticeship in the organisation, the whole company all had a close relationship. P1 and P2 express the relationship between colleagues as friends and although they work within a small space every day, they still manage to get on well especially within their teams where they seem to have the same interests and passions.

As for P3, it was mentioned that the relationship within his team was very good and they did a lot of socialising outside of work as well as within. Nevertheless, it was expressed that the relationship with the rest of the organisation wasn't very tight. He believed this was because they were seen as the bottom line of the organisation compared to the rest of the departments.

Question 7 - Research suggest engagement is one of the best forms of motivation, what does your organisation do to keep all the employees engaged?

As the question states, research has shown that engagement is one of the best forms of motivation. When the researcher asked what the organisation did to keep them as employees engaged they each had different answers. P5 said that every Friday the organisation holds a 'dress down way'. This is a way of keeping things 'relaxed' for the last day of the week. On this day there's also team activates that take place such as a pool competition, pizza deliveries, karaoke and so on. This, explained by P5 is a way of keeping everyone engaged and bringing all the employees together from each team. The activities that take place on a Friday, said by P5, are organised by the HR team and this is there way of keeping employees within a good relationship and an opportunity to communicative amongst each other. Similar to P5's answer, P1 mentioned that the team take part in a lot of sale team socials including a 'team huddle' every morning to discuss all the targets and requirements for the week ahead. This keeps everyone in the team engaged and up to date with what's going on. P2 and P4 expressed that by feeling that they are getting involved within things, then the engagement of this can motivate them within the job. P3 even states that the organisation makes sure each employees knows what is going on and it's easy to ask managers or HR if there's any questions regarding to their role. P4 had a rather different look at the engagement with management as he felt the gap was quite far from being a close engagement. He then went on to say that this concern has recently been recognised and management have realised there needs to be more engagement between each level of staff. This has created a positive impact and definitely makes it easier to work when you know what is going on.

Question 8 – What do you feel the organisation does to build team comradery?

The participants all had a number of different answers including events and team building activities that the organisation and their team have organised in order to build the team comradery. A number of these were discussed in the previous question on what the organisation does to keep the employees engaged. These two questions tend to have similar results. The following table are examples that were giving in the interview of the sort of activities they took place in.

	P1	P2	P3	P4	P5
Team	Mini golf Escape rooms Casual drinks	Airsoft event	Daily team huddles Bacon sandwiches every Friday	Game nights within the building Social nights (Food and drink)	Pool competition
Whole organisation	Christmas and summer party	Christmas and summer party	Christmas and summer party	Christmas and summer party	Christmas and summer party Company meeting every three months

(Table 3 – What the organisation does to build team comradery)

As shown in the table it's clear there are a number of different events that take place, whether it's as part of a team or as an organisation. P5 stated that as it's a small company the team comradery comes rather natural. They also mentioned how the culture throughout gives a fun energetic vibe which motivates them to want to come to work.

Question 9 – Does the management involve you in decision making when connected to your department?

P4 mentioned that problems had been raised with management where employees felt they weren't able to put their opinions or suggestions across. But management have recently listened to what the employees had to say and this has resulted in an increase of annual leave days. P1, P2 and P5 each mentioned they felt they did have a say in any decision making but only if it was relevant to the department they were working in. P5 especially, as an employee who works alongside HR felt they often influenced the decision making. On the other hand, P3 felt as if the department he worked in never had a say in anything. He felt it was influenced by his role being one of the 'bottom runners'.

Question 10 – Do you think motivation is important in relation to your performance in the organisation?

Every participant involved in the interviews agreed that motivation is important in relation to their performance in the organisation. They all said that if they felt unmotivated, this would make them not want to perform to their highest standards and would influence on their performance. In P4's department, it's shown that the team leader is a huge influence on how motivated the employees are, with the ability to boost morale throughout the whole team. P4 added that the employees in their department all have similar interest and personalities which helps them get along well and motivate each other in their roles.

Question 11 – What sort of HR practices are in place to help your working performance?

A number of HR practices were discussed in the interview that influence on their working performance, these being –

- 1 to 1 performance appraisals every month
- PDR's annually
- Customer service meetings once a month
- HR handbook which has practices for everything
- HR willing to help at any time

Each participant brought up the 1 to 1 performance appraisals they have every month with the HR manager. P1, P2 and P3 each expressed how they felt comfortable bringing up any personal concerns or issues in these meetings and HR are very helpful in helping and guiding them through any problems. P2 brought up how he used to work in a much larger organisation where he felt 1 on 1 meetings felt more of a 'tick box' but since coming to Circle IT they've been a massive help and it doesn't just feel like a task to them but that they actually want to help.

Question 12 – What motivates you the most?

The following table shows what motivates the participants in their workplace.
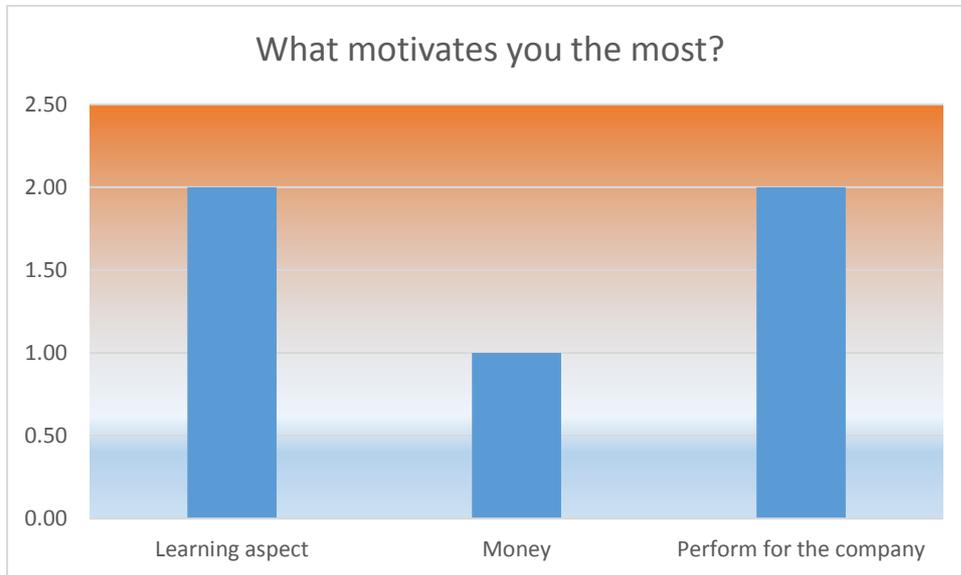
(Figure 4 – What motivates the employees the most)

This table shows that only one of the participants is motivated just by money, this was P1. P1 feels the motivation of money comes within the job as his department is within sales. P2 and P5 main drive is their want to work their best for the outcomes of the company. That leaves P3 and P4 who were motivated through the learning aspect of the job. The motivation in wanting to learn new things which will hopefully result in moving further up the chain into a better position.

Question 13 – Do you think benefits or incentives can influence your performance?

P1 believes that if there were benefits in place it would definitely make him strive into performing up to the standard expected. P2 and P3 both said it would all depend on the benefits that were in place. It's more important for them to be recognised rather than working for a bonus. P4 who works as an engineer already has bonuses in place within his department, and he agrees that it does make him want to work harder but it wouldn't be a huge issue if the targets weren't met. Lastly, P5 said money or benefits weren't a driver for them at all. This links back to the last question where P5 said that they are motivated through wanting to perform for the company and not just for their own benefits. An important factor for P5 is to enjoy the job and environment they work in without having to compete for something.

Question 14 – Is there anything that you feel can influence your motivation to decrease in work?

Participant	What can decrease motivation?
P1	Fail to achieve results
P2	Risk of company growing
P3	Being left out of decision making
P4	Taking on other people's work load
P5	Unsure on task at hand

(Table 4 – what can influence the employees' motivation to decrease at work)

Each participant had very different answers to what influences their motivation to decrease within the workplace. P1, with the nature of the job being in sales if the results haven't been met when putting in a lot of hard work it can put a huge negative on their motivation. P2 has the worry of the organisation growing which could then effect the culture of the organisation and the mind set of employees. P3 feels their motivation decreases if ideas get dismissed or they get left out of any department decision making. P4 mentioned that working support can sometimes leave them dealing with other peoples' workload, which effects increases their work load and in turn results in them failing to complete tasks. P5 sometimes feels their motivation decreases if they are unsure of the task at hand.

Chapter 5

<u>Discussion</u>

<u>Introduction</u>

The aim of this chapter is to discuss the results and findings from the interviews which relates to the aims of the research. Through using the discussions from the interviews, and referring back to the findings of the literature review, a connection can be sought and the equality of the results can be considered.

From now on, the findings and results from this research will be referenced as the 2017 study.

<u>Motivation and performance</u>

As previously mentioned, Armstrong (2012) states that it's important to retain employees, and this is supported by the 2017 study. All five participants touch on this subject for example; participant 3 says as long" as you feel you're getting involved within things then engagement can definitely motivate you within the job", while participant 5 mentions that the company have 'dress down days' on Fridays. In addition to this, every other Friday different events are scheduled, such as; pool competitions, karaoke, pizza deliveries etc. P5 then states "It's just a way of keeping everyone engaged and bringing the employees from each team together". Additionally, Nel et al (2015) and Mackay (2006) promotes this confidently by recognising key factors that motivate employees.

Participants 3 and 4 in the 2017 study had different views on how they see the engagement within the organisation. Participant 3 states that Circle IT make sure all employees have an idea of what's going on within the company and therefore makes it easy for employees to confront or ask the management on any questions that may arise. Participant 4 on the other hand feels as if there is a big 'gap' between the employees and management within the organisation. This concern has recently been addressed by management and changes are now in place to make employees feel more engaged and involved within the company as a whole. Osterloh et al (2002) supports the importance of keeping employees engaged within the organisation. If they are disengaged it can cause a slow down in productivity which can

then create a knock on effect to the rest of the team. He also suggests that it's important for employers to recognise whether employees are kept motivated as this can be an important step to creating a positive working environment within an organisation (Osterloh et al, 2002).

Extrinsic and intrinsic motivation

Extrinsic and intrinsic are two different forms of motivation. Intrinsic is being motivated from within (Reis, 2012) and extrinsic being motivated by value and benefits (Ryan and Deci, 2000). In question 12 (What motivates you the most?), there were three different types of answer, these being; learning aspect, money and performing for the company. The results showed that only one participant (P1) was motivated by money. This could be because, as question 1 shows, he works within the sales department therefore the nature of his job is to make money for the company and hit target sales. This shows his form of motivation is extrinsic and according to Hargadon (1988), rewards are often implemented in organisations to encourage employees to perform better and can often influence them to perform to their full potential.

As for the other four participants, they disagree with what Hargadon (1988) says. Participant P2 and P5 are driven by wanting to perform well for the company and P3 and P4 were motivated by the learning aspect. This is a form of intrinsic motivation where Reis (2012) says that individuals are motivated by the drive to achieve or want to do something for themselves.

Recruitment and Selection

By looking at the participants' responses to questions 3 and 4 (Selection process) it is evident that there are a variety of answers. Participant 1 was referred by a friend and went through two stages. Stage one being a telephone interview and stage two, face to face interview and presentation. To compare with the other participants; participant 4 was not involved in any recruitment and knew the service desk manager**. Williams et** al (1993) would disagree with participant 4's process as he believes that recruitment is significant to the general culture within an organisation. Furthermore, the author proposes that

recruitment is the most direct approach to which working practices and individual way of thinking can be useful in an organisation.

Training and Development

Noe et al (2006) and the 2017 study coincide with one another on the area of training and development. The five participants all state they had received on the job training in some way. Participant 4 suggested that the qualifications developed through training can be a great benefit to any job and participant 5 says they attended a number of courses that lead to other pathways, for example; success to leaders. This is supported by Soloman's (1999) work since he states that development through training is one of the main factors that leads to long term success. Guest (1997) also agrees and proposes that a high level of training can lead to high organisational performance.

As mentioned above; all participants had experienced on-the-job training. They each express how this was a good way to be trained as it allowed them to familiarise themselves with the organisation's systems. This would then prepare them for when it comes to completing the tasks in their job roles. This links to Pfeffer and Veiga (1999) suggestion that developing employees' skills will motivate them to apply what they've learned within their work related activities.

HR practices and performance appraisals

Barling et al (2003) expresses how job satisfaction and organisation efficiency is extensively influenced by HR practices. From the 2017 study, Participant 3 and 5 both support this expression as they discussed how HR organise social events for the organisation and their relationship with employees is very close, which makes it easier to confront HR with any issues.

Referring to question 11 from the interview in the 2017 study, it was asked what sort of HR practices are in place to help their working performance. One of the practices was highlighted every employee were the 1 to 1 performance appraisal meetings. As Boswell and Bourdeau (2002) mentions, performance appraisals are one of the most essential HR practices. Participant 2 from the 2017 study discussed how he previously worked in a much larger organisation than Circle IT and that the PA meetings felt like more of a procedure, this

created a negative and less trusting environment when the meetings took place. P2 then goes on to explain how the procedure of the performance appraisals in Circle IT on the other hand are much more useful and they seem to really care about helping employees. This is supported by Levy and Williams (2004) who found evidence that PA made employees feel valued within the organisation which resulted in effective commitment. Latham (2003) also agrees with this as he states through the use of PA and expressing organisational goals, visions and strategies, it can result in a higher level of commitment.

<u>Employee relationship</u>

According to O'Brien (2014) a positive employee relationship is proven to be effective, where employees are more likely to be motivated, productive and efficient. This is reinforced by the 2017 study with Participant 1's response to question 6 stating that it motivates them all as employees to be productive as a team in order to be successful and create a strong and positive environment in the workplace. In addition to this, Stringer (2006) believes that motivation plays a big part in a strong and healthy employee relationship. He also proposes that good communication can help encourage employees relationship which leads to them reaching their full potential. He illustrates this by stating that managers within a workplace can sustain a successful relationship with employees by being consistent and carrying out regular meetings with other employees that are lower down the line. This demonstrates that managers help support these employees to develop their skills in order to reach higher goals and qualifications within the workplace. This is supported by the 2017 study with Participant 4's response being "The relationship from right at the top with the CEO to the apprenticeships". This is a great example of effective communication which leads to a strong relationship between all employees on the job. Again, another author agrees, Root (2009) states a good relationship increases productivity and motivation. Although, not all questions asked in the interviews mention motivation, it is evident that several answers link to it. This demonstrates how significant motivation is within a workplace.

It's become clear that HR places a great emphasis on the motivation of employees, and motivated employees are what make an organisation a success going forward.

Chapter 6

Conclusion

The aim of this research was to identify what HR practices influence the motivation and performance of employees. This is in relation to training and development, performance appraisals, employee relationships and employee motivation. As seen in the literature review, HR plays a huge part in the motivation and performance of employees within organisations.

According to the literature review, a significant part of HR is to provide organisations with motivated employees (Sharma, 2006), it was as a matter of fact that motivated employees are needed for survival (Smith, 1994). It was also highlighted that motivation is key to the performance of employees as motivation encourages individuals to get their job done and to their highest standard (Kristein, 2010).

Barling et al (2003) believed organisational efficiency is substantially influenced by Human Resource practices. HR practices have been a large topic of research across the world and it was shown that they are in fact related to job satisfaction (Ting, 1977). The main HR practices covered in the literature review are mentioned above. An example of a practice that influences organisational performance would be training and development. Solomon (1999) believes the quality of employees and the ability to develop through the use of training are major factors that can result in the long-term success of an organisation.

The primary data collected for this research was collected from interviews that took place within an organisation called CircleIT. It consisted of asking 14 questions to a selection of 5 different employees, whom all work beneath a HR department. The reason for the selection of these employees was because they all had experience of working under the HR department and had taken part in the practices they have in place. The participants were asked a number of different questions relating to how they are motivated, what motivates them, their selection process, and employee relationships within the company.

Through analysing both the literature review and the outcomes of the questionnaire, it was clear there were connections between them both. The interviewed participants expressed a

number of ways in which they are motivated within the workplace and the aspects that influence on there performance outcomes.

One of HR's main function is to retain employees and keep them engaged, Armstrong (2012) expresses the importance of this function. As for the five participants involved in the interviews, each of them mentioned how remaining involved within the organisation can definitely motivate them within the job. Participant 5 even went on to give examples of team engagement events and activities that take place such as 'pool competitions, karaoke days and fast food deliveries'.

A HR practice which was a popular source of discussion in the interview were the performance appraisals that take place every month between the HR manager and employee. Levy and Williams (2004) found evidence in their research that PA meetings created a trusting environment for employees and it made them feel valued within an organisation. Participant 2 agreed with the usefulness of the performance appraisal meetings and then compared his past experience in his old job where the performance appraisals there had felt like more of a tick box exercise.

Although there was a connection between the literature review and results, there were also disagreements. An example of this was participants P2 and P5 stated they were driven by wanting to perform for the company while P3 and P4 were motivated by the learning aspect. Hargadon (1988) thinks differently as from his research employees are often motivated by reward to encourage them to do better.

The 2017 study helped the researcher investigate into the way employees are motivated as a result of HR practices. The researcher looked into several different aspects of HR practices, from the employee's position within a workplace to what motivates them and how it can influence their performance outcomes.

For future reference, an option to further the primary research would to use a larger company as Circle IT is relatively small in comparison to many others. It would be interesting to compare the results and determine if the size of a company affects such things within the workplace. Additionally, to this, it would also be of interest to include companies from different geographical locations. Despite this, in terms of success within this research, the

sample of participants worked extremely well as a whole. There were a variety of responses for each of the different questions asked and this gave enough information to analyse. Another benefit of the chosen participants was that they all had experience of working for an organisation with a HR team, this was incredibly useful as it related to the title and they had each experienced HR practices within their positon. Having said this, it's clear from the results obtained from this research that HR practices do have a positive influence on employee motivation and performance: although responses vary amongst the participants when all areas of motivation are considered.

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<u>Appendices</u>

- Appendix 1 – Ethics form
- Appendix 2 – Email confirmation (Interviews)
- Appendix 3 – Participant information
- Appendix 4 – Research proposal Performa
- Appendix 5 – Participant consent forms
- Appendix 6 – Interview transcripts
- Appendix 7– Participant consent form

(Appendix 1 - Ethics form)

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e,g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.

The document *Ethics application guidance notes* will help you complete this form. It is available from the [Cardiff Met website](#). The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.

PLEASE NOTE:
Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

Ethics approval number – 2016D0348

PART ONE

Name of applicant:	Kirstie Mason
Supervisor (if student project):	Rachel Mason-Jones
School / Unit:	Cardiff Metropolitan University
Student number (if applicable):	St20044782
Programme enrolled on (if applicable):	Business Management with HR
Project Title:	The impact of HR practices on employee motivation and performance
Expected start date of data collection:	16/01/2017
Approximate duration of data collection:	8 weeks
Funding Body (if applicable):	N/A
Other researcher(s) working on the project:	N/A
Will the study involve NHS patients or staff?	N/A
Will the study involve taking samples of human origin from participants?	N/A

Does your project fall entirely within one of the following categories:	
Paper based, involving only documents in the public domain	N/A
Laboratory based, not involving human participants or human tissue samples	N/A
Practice based not involving human participants (eg curatorial, practice audit)	N/A
A project for which external approval has been obtained (e.g., NHS)	N/A
If you have answered YES to any of these questions, expand on your answer in the non-technical summary. No further information regarding your project is required. If you have answered NO to all of these questions, you must complete Part 2 of this form	

In no more than 150 words, give a non-technical summary of the project
The aim of my dissertation is to research into the impact of HR practices on employee motivation. I will be using sources such as online journal articles and books to complete my literature review.   My aims are to recognise the main 'motivational aspect' that strives employees in wanting to succeed in their job and hit their goals and to identify how do HR impact on employee's motivation and what they do to impact them.   Further to this primary research will be used by interviewing a sample of people who work under a Human Resource department. This meaning I will be able to associate the questions with HR practices. At the end of this form there will be the email from HR manager for a company called Circle IT, Jennifer Griffiths showing proof of approval of conducting the interviews with her employees.

PART TWO

A RESEARCH DESIGN	
A1 Will you be using an approved protocol in your project?	Choose an item.
A2 If yes, please state the name and code of the approved protocol to be used[1]	
Click here to enter text.	
A3 Describe the research design to be used in your project	
- I will be conducting my own primary data by Qualitative research through the use of interviews. - My sampling approach will be a random selection from a targeted group. The targeted group will be employees whom work under a HR department. - Ill be conducting 1 to 1 semi-structured interviews, the reason for this being i'll be able to ask the set questions but will be able to have more detailed and in depth information via face to face communication. - I'll be interviewing employees from Circle IT as they all work under a HR department, therefore they'll come under my target group. - I have already been in contact with the employees at Circle IT regarding the interviews for my research, an email of confirmation from the HR manager can be seen below in the appendix. - When I'm ready to conduct my interviews I will be I contact with the employees via email. - I've recently been on work placement with Circle IT, therefore I will have already met a number of there employees, although I will take time to formally introduce myself prior to the interview. - All questions will be based simply on key theories relating to motivation. Examples of authors I'll be basing my theories on are Armstrong, M. (2010) and Rogers, E. W., & Wright, P. M. (1998). - As for analysis, Interpretivist stance will be taken and I'll code the work moving from open codes to thematic codes.	
A4 Will the project involve deceptive or covert research	N/A
A5 If yes, give a rationale for the use of deceptive or covert research	
N/A	
A6 Will the project have security sensitive implications?	N/A

---

[1] An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here

A7 If yes, please explain what they are and the measures that are proposed to address them
N/A

B PREVIOUS EXPERIENCE
B1 What previous experience of research involving human participants relevant to this project do you have?
I have had previous experience with conducting research involving human participants whilst studying Health and Social care at A-Level where I collected a completed 25 questionnaires. This has given me an insight on the importance of confidentiality.
B2 **Student project only**   What previous experience of research involving human participants relevant to this project does your supervisor have?
N/A

C POTENTIAL RISKS
C1 What potential risks do you foresee?
-   None
C2 How will you deal with the potential risks?
-   N/A

(Appendix 2 – Email confirmation Interviews)

Re: Dissertation

Jennifer Griffiths
Yesterday, 13:59
You ⩒

↩ Reply | ⌄

No all good :)

On 8 Dec 2016, at 13:56, kirstie mason <kirstiemason1@hotmail.com> wrote:

Hey again!

I've had a meeting with my tutor and she feels as if interviews would be more appropriate than a questionnaire for my research. I'll be using the same questions as I would have in a questionnaire it just gives a bit more leeway in the answers. I understand this may take up a little bit more time but it can be done over a few weeks, even if they have to be over the phone that would still be great. I'll still check over the questions pre to this. Please tell me if you have any problem with this, thank you for all your time :)

Kirsite.

Jennifer Griffiths

Jennifer Griffiths
Fri 11/11, 10:49
You ⩒

⤷ Reply | ⤳

Of course, happy to help!

-----Original Message-----
From: kirstie mason [mailto:kirstiemason1@hotmail.com]
Sent: 11 November 2016 10:48
To: Jennifer Griffiths <Jennifer.Griffiths@circleit.co.uk>
Subject: Re: Dissertation

Great :) I haven't come up with the questions yet but should be done in the next month or so. I'll send you them over when I've finished and you can make your decision from then if that's ok.

Thank you!

Sent from my iPhone

> On 11 Nov 2016, at 10:45, Jennifer Griffiths <Jennifer.Griffiths@circleit.co.uk> wrote:
>
> Of course I remember :)
>
> Should not be an issue - can I see the questions first?
>
> -----Original Message-----
> From: kirstie mason [mailto:kirstiemason1@hotmail.com]
> Sent: 11 November 2016 10:42
> To: Jennifer Griffiths <Jennifer.Griffiths@circleit.co.uk>
> Subject: Dissertation
>
>
> Hi Jennifer,
> Hope all is well.
>
> Hopefully you will remember me from my work experience. I'm emailing in regard to my dissertation that i've just started. As part as my research I will need to send out questionnaires. After discussing with my tutor she thought it would be a good idea for me to ask you if employees at Circle IT would be able to complete some questionnaires. My title is "The impact of HR practices on employee motivation and performance" so the questions will be based around this. I understand if you don't want to take part but it would be a massive help if you could. If you were to agree then it wouldn't be until January time that the questionnaires will need to be completed.
>
> Thank you very much

(Appendix 3 – Interview questions)

<u>Interview questions</u>

1. What is your role within the organisation?

2. How long have you been working in the organisation?

3. What is the employee selection process in your organisation?

4. Do you think this selection process is a good way of choosing candidates?

5. Have you been given training in since working within this business, if yes how much has It benefited you?

6. Do you have a good relationship with other employees?

7. Research suggests engagement is one of of the best forms of motivation, what does your organisation do to keep all the employees engaged?

8. What do you feel your organisation does to build team comradery?

9. Does the management involve you in decision making when connected to your department?

10. Do you think your motivation is important in relation to your performance in the organisation?

11. What sort of HR practices are in place to help your working performance? (Performance meetings, appraisals)

12. What motivates you the most? (Salary, promotion, bonuses, recognition)

13. Do you think benefits or incentives can influence your performance?

14. Is there anything that you feel can influence your motivation to decrease in work?

(Appendix 4 – participant information)

<u>Cardiff Met Research Ethics Committee Guidelines</u>

ethics reference number: 2016D0348

Title of Project: The impact of HR practices on employee motivation and performance

1. The information taken from the interview will be used in my research for my dissertation that I am doing as part as my degree.

2. The interview will consist of 15 to 20 minutes

3. The reason for me asking you to participate in my research is because you work under a HR department which is highly relevant to it.

4. If you decide to join the study you can change your mind and stop at any time, you do not have to give a reason why. Your decision will be respected. There are absolutely no penalties

5. After the interview I will analyse through the answers and use what I find is relevant to be included in my research.

6. The information taken through the interview will be used **only** for research purpose and nothing else.

(Appendix 5 - Research proposal performa)

NAME:	Kirstie Mason
STUDENT NUMBER:	St20044782
PROGRAMME:	Business Management with HR
PROPOSED WORKING TITLE:	The impact of HR practices on employee motivation and performance.
MAIN AREA OF LITERTAURE	- What HR practices mainly effect the motivation of employees. - Impact of incorporation of HRM on the growth in organisations. - Identify the impact of staff motivation on the performance of the employees and the overall impact on the organisation. - Connection between employee motivation and performance.
PROPOSED RESEARCH QUESTION:	What impact does HR practices have on employee motivation and performance?
PROPOSED RESEARCH AIM (1 aim only) & OBJECTIVES (3-4 objectives maximum):	**Aims + Objectives**
	1. Analyse meaning of HR 2. Importance of HR on organisational output 3. What factors effect job satisfaction in the workplace 4. Identify factors that motivate employees

(Appendix 7 - interview transcripts)

Question 1 – What is your role within the organisation?

P1 – Internal sales manager

P2 – Project manager

P3 – Analyst – Phone

P4 – Second line engineer

P5 – Quality and customer relationship manager

Question 2 – How long have you been working in the organisation?

P1 – 1 year 2 months

P2 – 9 months

P3 – 4 months

P4 – 3 and half years

P5 – 2 years

Question 3 – What is the employee selection progress in your organisation? (How did you get recruited for this job)?

P1 – Referral by friend —— First stage – telephone interview, second stage – Face to face interview and presentation

P2 – Found through Linkedin – Face to face interview

P3 – Phone call through an agency – Started in a contracted job over Christmas

P4 – No recruitment involved, knew service desk manager (Referred by friend)

P5 – Through an agency (CPS) – interview

P1 – Was a tough and long process but was a good way to be challenged.

P2 – Yes, was straight forward.

P3 – Hit and miss. Risky to take on contracts. Can get rid any time with contract. Desperate over Christmas so was a quicker way.

P4 – Good when you know people, makes it more relaxed and less pressure when coming into a new company.

P5 – Was an easy process. Easiest and most enjoyable interview ever had. Was refreshing as it was so relaxed.

Question 5 – Have you been given training since working within this business, if yes how much has it benefited you?

P1 – On the job training, easy way to learn as you're in the working environment.

P2 – On the job training, mostly just getting familiar with the programming and systems.

P3 – On the job training. Company is bringing in a training budget this year to extend the training of employees.

P4 – A lot of internal training as well as qualifications, such as Microsoft servers, firewall etc which can be a big benefit as they can be taken to any job.

P5 – Number of different courses such as pathways to success for leaders, this took place at the USW. Internal training also taken place.

Question 6 – Do you have a good relationship with other employees, Do you think this effects how you work?

P1 – Yes, very close relationship with member of my team which makes working together a lot easier and smoother.

P2 – Very good, more like friends rather than collegues.

P3 – Close relationship. Although the team are in each others faces every day they still get on very well and do a lot to socialise within the organisation and out. Not much relationship with other employees outside of the team though.

P4 – Yes, the relationship from right at the top from CEO to the apprenticeships is very close nick.

P5 – Yes, like to think so. More of a family than work colleagues.

<u>Question 7 - Research suggest engagement is one of the best forms of motivation, what does your organisation do to keep all the employees engaged?</u>

P1 – Regular sale days to socialise with rest of sales team. Beginning of every week we have a 'Team huddle' to discuss all the targets and requirements for the week ahead, this keeps everyone engaged and up to date with what's going on.

P2 – Social event. Team leader keeps rest of team up to date with what's going on. HR a big help as they work very closely with the team to let us know what's going on.

P3 – As long as you feel you're getting involved within things then engagement can definitely motivate you within the job. The organisation makes sure each employee knows what's going on and it's easy to ask managers or HR if there's any questions in regards to plans or targets.

P4 – Before there was a divide with management and employees beneath the management this gave a big gap in the engagement. After listening to the employees say, management have realised there needs to be more engagement between each level of staff and this has created a positive impact and definitely makes it easier to work when you know what is going on.

P5 – On Fridays they call it a 'dress down way', just a way to keep things more chilled for one day of the week. Also have events on every other Friday which can include, pool competitions, karaoke, pizza deliveries etc. It's just a way of keeping everyone engaged and bring the emplolyees from each team together.

<u>Question 8 – What do you feel the organisation does to build team comradery?</u>

P1 – Team building activities every now and again, for example mini golf, escape rooms, casual drinks as a team.

P2 – Airsoft events. Christmas and summer events. Food and drinks socials.

P3 – Daily team huddles. Every Friday morning have bacon sandwiches.

P4 – Game nights within the building – social nights. Christmas party.

P5 – The company are all pretty close as it's a small company it comes natural. Company meetings every 3 months. Positive and fun culture throughout the organisation. Friendly managers. Christmas and summer work do's.

<u>Question 9 – Does the management involve you in decision making when connected to your department?</u>

P1 – If it involves the department that I'm working in then yes.

Previously have worked in a much bigger organisation (AA), the department previously worked in showed a lot less care than it does in this organisation as It's a much closer relationship in the company.

P2 – Anything to do with the department or if it relates to the job I'm doing.

Previously worked in a bigger company (BT). Much bigger company comparted to Circle IT where we have much more of a say as the department's so much closer. Feel more like I can have my own say.

P3 – No, we do feel like the bottom runners being on the phones.

P4 – This has become better since they've started listening to what the employees want, but if this was a couple of months ago then no. Recently listened to our want of increased holidays and this has now been approved by the management.

P5 – Yes, often get us involved and asked on our opinions. Especially in HR we often influence the decision making.

Question 10 – Do you think motivation is important in the relation to your performance in the organisation?

P1 – Yes, it's very important to keep motivated within the workplace and this definitely influences on the performance of job tasks.

P2 – Helps a lot yes. If I didn't feel motivated, then I wouldn't want to be doing the work.

P3 – Hugely impacts the performance of my work. If I felt not motivated it would make me go through my emotions and make me not want to perform at my best ability.

P4 – Definitely influences my performance. Team leader influences massively on my motivation and this boosts the morale throughout the whole team. We also have similar interests and personalities within the team so this helps us get along and motivate each other.

P5 – Absolutely, if I don't feel motivated I wont give my all.

Question 11 – What sort of HR practices are in place to help your working performance?

P1 – 1 to 1 meetings every month, discuss feelings or concerns. PDR's annually.

P2 – Monthly 1 to 1 meetings – Can trust the HR in being able to really say how you feel and if you have any personal concerns or problems. Annual reviews. Feel as if HR department at Circle IT seems to care a lot more than previous organisation I worked in (BT), more than just a tick box and they seem to really want to help improve.

P3 – 1 to 1 meetings every month to raise any issues. Customer service meetings once a month to discuss targets.

P4 – 1 to 1 meetings every month. Set goals at start of every year, individual and team which then fall into the organisations goals.

P5 – HR handbook – practices for everything. Always have HR to help and they are all very friendly. 1 to 1 meetings every month. PDR's annually.

Question 12 – What motivates you the most?

P1 – Motivated mostly by money, this is quite relevant as my job is within sales. A big part of my motivation is also recognition, it's always nice to be congratulated or being told a well done whilst performing to a good standard.

P2 – Motivated to perform for the team, I enjoy coming to work and this motivates me to want to work well as it's a company that I want to stay within.

P3 – Motivated by the learning aspect of this job. Strive through learning new skills.

P4 – Learning the new technology and wanting to move further up the chain.

P5 – Motivated by seeing people develop and grow into a better worker. Enjoy coming into work and this motivates me every day to want to work my best for the company.

Question 13 – Do you think benefits or incentives can influence your performance?

P1 – Definitely, when there's a goal in place especially with a bonus/benefit then it will definitely help you want to reach that.

P2 – Would be keep to progress into that but it's not something that would influence me massively. It's more important to be known as a person rather than just an employee.

P3 – Would have to depend on the bonus put in place, would have to be pretty huge to influence my performance at a large scale.

P4 – Bonuses are already in place within my team, including individual and team goals. It does make me want to work harder but it's not a huge issue for me if they aren't always met.

P5 – Money or benefits aren't a driver for me. What's important is that I'm enjoying my job and in an environment that I want to work in.

Question 14 – Is there anything that you feel can influence your motivation to decrease in work?

P1 – The nature of a sales job can mean putting in a lot of work but doesn't get the result if a sale fails.

P2 – The risk of the company growing, if it gets bigger and bigger it can change the culture of the organisation and would effect my mind set.

P3 – If my ideas ever get dismissed or if I feel left out of the decision makings of team or organisation.

P4 – Working I support can often mean taking on other employees' jobs and this can then effect my own work load. (Knock on effect).

P5 – Can some times feel unmotivated if unsure on my job role or are not enjoying a task that I have been given.