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BCR 3100

Bachelor Thesis

Hjemmeksamen Gruppe

Markedshøyskolen - Oslo School of Management

Vår 2015

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Bachelor Thesis

Student number: 984382

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Title: Does pay for performance motivate and create competitive environment: An exploratory case study

Markedshøyskole - Oslo School of Management

Abstract

In consideration of the fact that Østfold Distribusjon AS previously had a pay for performance structure, the main purpose of this research study is to determine whether pay for performance motivate distributors at Østfold Distribusjon AS to work harder in order to deliver a good job performance. This process was done by, directly asking the participants if variable pay such as performance pay, bonus, gift card and et cetera motivate them to work harder in order to deliver a good job performance. Furthermore, the sub - purpose of this research study is to identify if some factors that may arise from the theories applied in the research study motivate Østfold Distribusjon AS distributors at work. This process was done by directly asking the participants why they work and what motivate them at work.

A qualitative method approach is used to gather data or information from ten employees who work as a newspaper distributor at the Østfold Distribusjon AS. This research study is an exploratory case study. Intensive design approach is used in order to provide an entirety in-depth analysis. In order to achieve this, a semi - standard individual interview approach is used in gathering data. Further, an opportunity sampling approach is used to select participants for the research study. These methods approaches are used in order to achieve sufficient results.

Four motivational theories is applied in this research study in order to identify and organised what motivate distributors at Østfold Distribusjon AS. Further, due to the findings, external generalisation is not made. However, an internal generalisation is made due to the responses of the participants.

Furthermore, in order to increase the possibilities of generalisations, a quantitative method approach and a different research design approach should be considered. Nonetheless, a combination of a qualitative and quantitative method can be done in order to increase the demands of reliability and validity.

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Chapter 1 Introduction - Background of research

1.0 Introduction

Clinton O. Longenecker argue that "in most books on leadership, motivation is defined as an inner drive to satisfy a need, as this simple explanation of motivation is one of the most powerful: People are willing to expend effort when it satisfies some need that is important to them" (Longenecker 2011, 9). The correct question to ask is how can an organisation satisfy an individual's needs when the needs are not known. Motivational theories or need theories gives us understanding of people's needs, as well as understanding what motivate people and how to motivate people.

Motivating people is an individual processes because humans are different and we have different needs, desires and so on. This explains that motivating people is a challenging task because what might motivate individual A might not motivate individual B. Due to this effect, numbers of motivational theories has been proposed to gives us a deep and better understanding of what might motivate humans.

Four motivational theories were applied in this research study in order to identify and organised what motivate distributors at Østfold Distribusjon AS. This theories are; Abraham Harold Maslow hierarchy of needs theory, David McClelland human motivation theory, Frederick Herzberg two factor theory, and Victor H. Vroom expectancy theory. These theories were reviewed at the theories chapter in order to get a better understanding of the theories.

A qualitative method approach was applied in this research study. In order to gather data and select participants, a semi - standard individual interview approach was applied and an opportunity sample selection was used to select ten participants from Østfold Distribusjon AS. Furthermore, this research study is an exploratory case study which has it focus on presenting entirety in - depth analysis. In order to achieve this, an intensive design method approach was applied.

Furthermore, the findings indicated that human motivation is need driven. Internal generalisation was made while external generalisation was not made. For further investigation and in order to increase generalisation possibilities, a quantitative method approach can be considered.

1.1 Background

According to Clinton O. Longenecker, "managers are under increasing pressure to do more with less, requiring them to find better ways of doing business and motivating their work forces to achieve higher levels of performance" (Longenecker 2011, 9). In the society we live in today, more and more organisations are introducing an incentive form called pay for performance. Harold Burson argued that "if you take care of the inside, the inside would take care of the outside" (Harold Burson). This process should be acknowledged by organisations because employee's welfare is very paramount in achieving sufficient results that help organisations to flourish. In human resource management field of study, motivating employees boost performance. Boosting employee's performance contributes in achieving organisational targets.

Motivating employees or boosting job performance also relies on recognising and rewarding employee's performance. According to IAAP, the assumption behind transactional leadership theory is that people are motivated by rewards and punishment (IAAP 2009). Further, IAAP argue that transactional leader works through creating clear structures which present a clear work requirements, a clear reward structures and punishments are usually not mentioned but they are well understood (IAAP 2009). Transactional processes made it possible for organisations to reward employees. One way organisation can reward employees is through the use of compensation structure known as pay for performance. With regards to the increasing pressure on managers to motivate employees, does such compensation structure actually motivate employee. Because according to Clinton O. Longenecker, "it is much easier for a manager to demotivate people than to motivate them" (Longenecker 2011, 10). This demonstrates that motivation is a challenging task because humans want different things when they join an organisation. Thus, understanding what motivate employees is important in a workplace. This thesis has its focus on determining whether pay for performance motivate distributors at Østfold Distribusjon AS to work harder in order to deliver a good job performance, as well as identifying some factors that motivate distributors at Østfold Distribusjon AS.

1.2 Terms definition

The major terms were defined at this section. The definitions are important because it gives insight into what the candidate means by pay for performance, pay, performance and motivation.

1.2.1 What is Pay for Performance?

Pay for performance is a motivation concept in human resource, whereby employees receive compensations for their job performance based on achieving company's goals or targets or delivering a good job (123HelpMe). Pay for performance is often used when talking about variable pay (123HelpMe). Variable pay is awarded in different formats, such as bonus, gift, companied paid trip, holiday bonus, compensation, cash and so on.

1.2.2 What is pay?

In this case, pay is referred to variable pay such as performance pay, bonus and et cetera. As in the case of Østfold Distribusjon AS, the organisation once had a performance pay structure. A yearly additional pay was given to the higher performer at the organisation. The organisation considers a higher performer to be:

1. A distributor who delivers all the newspapers to the customers.
2. A distributor who delivers all the newspapers on time or at the appropriate time.
3. That a customer is not complaining about an employee and et cetera.

1.2.3 What is performance?

Performance can be defined as the process of performing any task diligently and effectively. Performance is referred to the ability and capacity of an employee to work harder in order to deliver a good job performance.

1.2.4 What is motivation?

According to Whiteley Philip, "motivation is individual and complex; not formulaic" (Philip 2002, 7). Motivation varies from individual to individual and it is observed and understood. Whiteley Philip further argues that, "motivation determines why, whether and how we work. There can be a strong element of control held by skilled individuals as to the terms on which they work and what motivates them to choose an employer." (Philip 2002, 8).

Nonetheless, motivation may be difficult to define because it has different definition. Pophal - Lin Grensing argue that, "from a business standpoints, motivation is giving a reason to act: the act of giving somebody a reason or incentive to do something" (Lin Grensing 2002, 6). This definition seems to be more appropriate because the act of using incentive such as pay for performance, as a motivational factor to motivate distributors in a workplace is a central question in this thesis.

1.3 Thesis Statement

According to 123HelpMe, pay for performance is a "performance appraisal system that motivates employees to perform activities in line with the company targets, and rewards employees that meet the specific targets" (123HelpMe). In the interest of achieving desired behaviours among employees at a workplace, motivation can be seen as that which maintains and controls behaviours. With regards to achieving desired behaviours and obtaining company target, a question which should be considered is how can an organisation maintain and control behaviours. One appropriate way to carry out this process is to identify what motivate employees.

This an investigation which has it focus on determining whether pay for performance motivate distributors to worker harder in order deliver a good job performance. This research study also has it focus on identifying if some factors that may arise from the theories applied in this thesis motivate distributors at Østfold Distribusjon AS. For instance, these factors may be;

- Identifying if Frederick Herzberg hygiene and motivator factors such as work conditions, salary, challenging work, responsibility and et cetera motivate distributors at Østfold Distribusjon AS
- If the suggested hierarchy of needs by Abraham Maslow motivate distributors at Østfold Distribusjon AS, et cetera.

1.4 Research purpose

The main purpose of this study is to identify whether pay for performance motivate distributors at Østfold Distribusjon AS to work harder in order to deliver a good job performance. The sub - purpose is to identify if some factors that may arise from the motivational theories listed on page 14 motivate employees at Østfold Distribusjon AS.

- Abraham Maslow hierarchy of need theory
- David McClelland need theory
- Frederik Herzberg two factor theory and
- Victor H. Vroom expectancy theory

1.5 Practical purpose

With regards to the fact that this study is a case study that has its focus on identifying what motivates distributors at Østfold Distribusjon AS, after the research study, the organisation would be aware of what motivates distributors and how to motivate distributors effectively.

After conducting the interview, it was identified that the participants hold the supervisor in high esteem and not the supervision. The research study may enable the organisation to improve its supervision processes since the supervisor is already recognised for his personalities and supervision qualities.

Also, during and after the research study, managers and employees would realise the essential role they hold towards obtaining a good job performance that would help positively in the development of the organisation. Furthermore, achieving organisational targets is an integral part in an organisation. With regards to achieving organisational targets, the research study will somewhat help managers and the human resource department outline strategies that would help motivate employees to achieve organisational targets.

“The best leaders know their employees, develop their skills, use meaningful incentives and deal effectively with low performers. Just as importantly, good leaders don’t use management tools to manipulate employees into better performance; instead they get workers to buy into the success of the organisation or process” (Longenecker 2011, 9)

This demonstrates that achieving organisational targets rely heavily on employees. In order for employees to help achieve organisational targets, attention should be directed towards motivating employees.

1.6 Research question

The main purpose of this research study is to determine if pay for performance motivate distributors at Østfold Distribusjon AS to work harder in order to deliver a good job performance. While the sub - purpose of this research study is to identify if some factors that may arise from the theories applied to this research study motivate distributors at Østfold Distribusjon AS?

1.7 Objective

- To determine whether pay for performance motivate distributors at Østfold Distribusjon AS
- To identify if some factors that may arise from the theories applied to the research study motivate distributors at Østfold Distribusjon AS.

1.8 Research limitation

The four motivational theories applied to this research indicate that human motivation is driven by human needs. Since motivation is need driven, it is important to understand what needs motivate humans. Identifying what motivate humans can be done by asking them or perhaps by observing behaviours. In consideration to the main purpose of this research study which has it focus on determining whether pay for performance motivate distributors at Østfold Distribusjon AS, in order to determine this, this research study is limited to identifying some factors that motivate distributors at Østfold Distribusjon AS.

1.9 Thesis structure

This research study is divided in into eight chapters. The research study starts an introduction and background of study. Chapter two is a case study chapter that has it focus on providing brief information on Østfold Distribusjon AS, while Chapter three focuses on the research method approach applied in this research study. This was followed by chapter four which reviewed the theories applied in this research study. Thereafter, the findings which were obtained after conducting the interview were presented in chapter five. This was followed by chapter six, this chapter focuses on presenting a conclusion on the thesis questions. After which, a critical

perspectives of the research study was presented in chapter seven. Finally, a brief further research recommendation was presented in chapter eight.

Chapter 2: Case Study

2.0 Introduction

Brief information about the organisation is presented in this chapter. The information presented in this chapter was acquired from the organisation. The information was included in this research study in order to present a brief background on the organisation. This chapter does not have its focus on elaborating on the organisation, as the research study has its focus on determining whether pay for performance motivates distributors at Østfold distribusjon AS. Also, due to ethical considerations, the identities of the individuals who provided the information will not be revealed.

This chapter begins with brief information about the organisation and what the organisation does. Thereafter, the organisation job program structure and payment structure were briefly presented.

2.1 Østfold Distribusjon AS

The organisation was founded on the 15th of November 2004. It is made up of 73 employees, 13 female employees and 60 male employees. Østfold Distribusjon AS is a wholly owned subsidiary of Amedia, the largest publisher of local media. Amedia is the name of the combined company after A - pressen bought Edda Media from British Mecom in 2012. Daily, Amedia distributes over 70 newspapers, including online newspapers and other publications to more than 2.5 million Norwegians.

Furthermore, the organisation states that there is a low level of supervision in the industry, the estimated level of supervision is at 25 percent. The organisation also has the same level of supervision internally. Also, in the year 2014, the short - term level of absence is at 3.2 percent, while the long - term level of absence is at 7.6 percent.

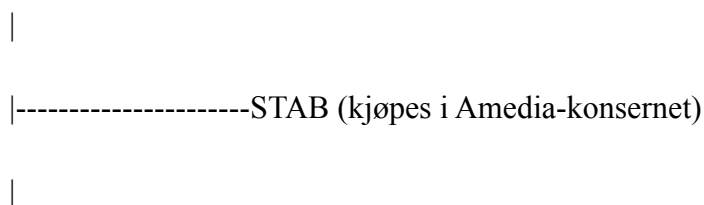
2.2 Job program structure

The organisation is a manufacturing company with the same amount of newspapers production every day. The same employees carry out the same task under each production every day. Furthermore, there is a fixed division of task among the employees who hold different positions in the organisation.

The production of newspapers takes place at night between 1 am in the night and 7 am in the morning. All productions takes take place seven days a week.

Below is the organisational map:

Distriktssjef (X)



Distribusjonsledere (3 stk)



Distributører (73 stk)

Illustration 1: Organisational map obtained from the organisation: It was obtained on the 13th of April 2015.

2.3 Payment structure

The organisation have a fixed per hour payment structure. The fixed per hour payment structure is the same for every employees who distribute newspapers. However, employees with longer routes are paid higher than those with shorter routes.

Nevertheless, the organisation once had a pay for performance structure. Currently, the organisation has a seniority allowances. Seniority allowances means that employee's get higher hourly wages the

longer the employee have been employed by the organisation. The organisation states that the positive effect of the seniority allowance is that it is easier to retain employees for several years. Further, the organisation states that the rewards structures are in accordance to the newspapers distribution Tariff agreements. The Tariff agreements is based on without any additional or subtraction of rewards.

Chapter 3: Method

3.0 Introduction

This chapter has it focus on presenting the processes used in gathering and collecting information for the research. In other words, this chapter describes the overall processes of how the study was developed.

This chapter starts with thesis development, research design, method approach, data collection, reliability and validity. And After which the sampling selection section followed. Further, the ethical guidelines applied in this study were presented. The ethical guidelines focus on presenting how trust was established among the participants.

3.1 Thesis development

Analysing of thesis was done in order to know what research design, method approach to apply, as well as how to collect data. Developing of thesis started with a question: does pay for performance motivate employees? The thesis appeared to be somewhat unclear, secondary data were used in order to further develop the thesis question. Further, the use of secondary data contributed in determining what the research will focus on. This paved a way for explicit limitation because, "explicit limitation takes form when the researcher clearly states what the research will focus on and not focus on" (Jacobsen 2005, 69).

Also, the analysisation processes were applied because, developing of thesis is very important. "The thesis determines what type of research design to apply and what type of method approach to apply in collecting of empirical data" (Jacobsen 2005, 72).

3.2 Research design

The problem was to determine if the research will focus on intensive design or extensive design. Because, "selection of research design will have huge consequences on the research validity and at the same time, selection of research design will determine the significance of the research reliability" (Jacobsen 2005, 87).

Analysation of thesis contribute in determine what type of thesis question the research has it focus on. In order to determine what type of thesis question this research focus on, keywords such as:

- Pay for performance
- Does pay for performance motivate employees
- Does pay for performance demotivate employee
- Does pay for performance enhance employees performance and et cetera

Were searched up at the school library databases such as bibsys and business source premier in order to investigate if there are written books or articles on the thesis field of study. There are a lot of books and articles on motivation and pay for performance. However, the total number of written books and articles on determining whether pay for performance motivate the employees at Østfold Distribusjon AS in Norway is yet unknown. In this light, the thesis question is explorative.

According to Dag Ingvar Jacobsen, "explorative approach is applied when the research has an intention to deepen what we know little about" (Jacobsen 2005, 61).

In consideration to explorative research question which has an intention to deepen what we know little about, intensive design demonstrate to be more appropriate because, "intensive design is characterised by going in depth on few research subjects" (Jacobsen 2005, 88). Furthermore, Dag Ingvar Jacobsen argue that intensive design consist of two types of studies. These studies are, case study and small N study (Jacobsen 2005, 90). Jacobsen further argue that, case study has it focus on a special unit (Jacobsen 2005, 90). Due to this light, the research study approach applied in this research is a case study approach.

3.3 Method approach

Dag Ingvar Jacobsen argue that "the discussion about which method is best, whether it is statistical or theoretical approach has been one of the most heated public debate and still, there are many who raises the banner in this fight" (Jacobsen 2005, 125). Furthermore, Dag Ingvar Jacobsen argue "that the pragmatic perspective is that qualitative and quantitative methods are equally good but each method separate themselves to elucidate various issues and problems" (Jacobsen 2005, 125). In this research study, the question was whether to apply a quantitative method or a qualitative method. Both methods are equally good but the argument is that both methods have it strengths and weakness.

With regards to the thesis question type in this research, a qualitative approach was applied because this research study has it focus on presenting how the participants perceive and interpret the thesis question. In other words, applying a qualitative approach will help present the findings in an interpretative manner which may be done through the use of words to convey meanings.

Furthermore, Dag Ingvar Jacobsen argues that;

"The epistemological discussion is about whether statistics can convey opinions. Some supporters of qualitative methods argue that statistical focused research studies are based on closed approach because it does not present the respondents opinions, only the researcher's opinions" (Jacobsen 2005, 128).

Qualitative is hence indicated to be an open approach which provides better data in the sense that it presents higher relevance for those being investigated. (Jacobsen 2005, 128). Thus, since this research has it focus on presenting the opinions of the participants, qualitative method will be appropriate. Presenting participants opinions can be obtain by going into the real world with an open mind and the with intentions of not limiting any information acquired from the participants because it is the participants who will determine what information the researcher will gather. In this research, the researcher tried not to limit information, but at the same time, Jacobsen argue that "it is naive to think that a researcher can go out in the world with an open mind and that the inductive approach is not something we can achieve because it is only an idea" (Jacobsen 2005, 128).

3.4 Data collection

One of the most common data collection method used in qualitative research is known as interview. Berg and Lune argue that interviewing may be defined simply as a "conversation with a purpose, and the purpose is to gather information" (Berg and Lune 2012, 105). Due to this effect, the purpose of using an interview method was to gather sufficient information needed to develop this research study. Also, Gill, Stewart, Treasure and Chadwick argue that "interviews can be used to explore the views, experiences, beliefs and motivations of individual participants" (Gill, Stewart, Treasure and Chadwick 2008).

Two drafted interview guides which were limited to identifying some factors that motivate employees were written before the final interview guide draft was written. This thereby makes it a two drafted interview guide and one final drafted interview guide. Written cues were included in the interview guides before conducting the interview. During conducting the interview, the main and direct interview questions were asked. All the participants were not asked the same written direct cues because the participant's responses made it somewhat impossible. A back and forth interview approach was applied. This indicates that, in order to collect data, a semi - standardised individual interview was applied in this research study. Berg and Lune argue that the "semi - standardised interviews can be located somewhere between the extremes of the completely standardised and the completely unstandardized interviewing structures" (Berg and Lune 2012, 110).

The semi - standardised individual interview method approach was conducted face to face with the research participants and it consisted of both open and closed questions in order to ensure that the thesis questions are answered by the participants. Also, a semi - standardised individual interview method approach was applied in order to achieve and collect a deep subjective interpretation of the thesis questions.

Furthermore, observations and a noted interviews notes were taken under the interview. In order to meet the demand of reliability and validity, a tape recorder was used to record the participant responses in order ensure that all that was said by the participants are carefully cited when writing a final written interview notes from the participants. A careful cited interview notes was written in order to get an overview and a better understanding of what were said by the participants (See appendices XVII - XXVI)

3.4.1 Interview location

The interview was conducted at the participant's houses in order to have a welcoming environment. Conducting the interview at the participant's houses was suggested by the participants. This offer could have been rejected because some of them are married with children, this will influence the participants responses. Apart from being married with children, there are several factors that could influence a participant response when the interview is being conducted at home. This may have an impact on the reliability and validity of the research study

Nevertheless, at home is where an individual feels more welcomed and comfortable. Having the sense of being welcomed and comfortable is important for the participants. This will enable the participants talk freely and talking freely will enrich data information.

When conducting the interview, the participants talked freely, they were enthusiastic, they seem to be very focused, they did not take anything personal, they smiled, laughed and et cetera. This process will enrich the collected information.

3.5 Sampling method

Opportunity sampling was applied to this research study because the participants who volunteered were close at hand. In the interest of selecting participants, the researcher went to the organisation during work time in order to gain access to the employees. After gaining access to the employees, a quick introduction of the student, as well as a quick debrief about what the research is about, were orally presented to those who were easily accessible. After the oral presentation, ten employees volunteered to participate. After which, the researcher asked how to keep in touch with them. This enabled the participants give out their phone numbers.

Further, after the main interview questions were ready, I contacted the ten participants in order to book an appointment on when they will be available and where to conduct the interview. Five of the participants accepted that the research interview should be conducted on the 21st of April 2015 at their house while the other five accepted that the research interview should also be conducted on the 28th of April 2015. The entire interview could not be done in one day due to fact that a research study which focuses on in - depth approach, is time demanding.

3.5.1 The participant

Who are the participants and what do they have in common? The participants are immigrants with different nationalities, ethnicity and cultural backgrounds. As immigrants, they have a transitional status in common. Another thing the participants have in common is that, they have higher educational backgrounds and they are willing to work with something that is below their status.

The participants stated that they have more than two jobs and they work to get money in the interest of achieving their needs and desires. Further, they indicated that pay for performance motivate them to work harder in order to deliver a good job performance. These are what the participants have in common regardless of their different nationalities, ethnicity and cultural backgrounds.

3.6 Reliability and validity

When considering the quality of a result in a research study, the terms reliability and validity is being acknowledged. According to Askheim and Grenness, "reliability and validity indicates whether the results of a research study are reliable and valid. This actually means if the results can be trusted and if the results are valid" (Askheim and Grenness 2008, 22).

The thesis question started with just an unclear question. Reading through other secondary data contributed in developing a clear thesis questions and as well as limiting the thesis questions. This indicates that explicit limitations were applied and Dag Ingvar Jacobsen argues that "humans have a prejudgment assumption about the real world. This thereby implies that humans have learned how to look at the real world in a special way" (Jacobsen 2005, 69). Researchers make decisions on what they will look at and what they will overlook during conducting a research study. This will have an impact on reliability because researchers have different views about how the real world looks like. Also, it has been argued that a researcher in one way or the other have an impact on the research study. Hence, it is a difficult for a researcher to be totally neutral.

Furthermore, the research study met the demand of validity because the participant's response indicated the pay for performance motivates them to work harder in order to deliver a good job performance even though it create a competitive environment. When the participants were asked what motivate them to worker harder in order to deliver a good job performance, their responses provided some factors that motivated them at work. This thereby indicates that the demand of validity is being met.

Before the main interview was conducted, the second draft interview was tested on one of the distributors who worked at the organisation. The tested individual was not used when conducting the main interview. Also, the second draft interview questions and cues were not asked exactly as worded. The interview consisted of open and closed questions, as well as a back and forth interview method approach was applied. This is indicated that a semi - standardised interview method was applied.

The findings are similar to the findings which were obtained from the original and main interview questions. The original and main interview questions are that of the third and final draft interview. (See appendix III). The summary of the tested interview findings include:

- I work because of my needs, desires and that of my family
- Salary enable me meets my needs, desires and that of my families. Salary is the reward you get after carrying out your job.
- Money motivates me at work, as well as positive feedbacks, supervisor, job security and work conditions.
- Pay for performance is a positive development in an organisation because pay for performance is a motivational factor.
- Pay for performance definitely motivates me to work harder in order to deliver a good job performance.

As earlier mentioned, the main interview was conducted face to face and with the use of a tape recorder. This met the demand of reliability and validity because the written interview notes are carefully cited. However, during the tested second drafted interview a tape recorder was not used and the interview was conducted on the phone. This will have an impact on the findings obtained from the tested interview because it is a challenging task to listen and write at the same time. This sometimes enables one to easily loose information.

Before conducting the tested and main interview questions, the interview guide and cues were structurally written. This met the demand of reliability however, during the interviews, the structured interview guide and cues became a semi - structured processes. This will have an impact on the reliability. Also, the written interview notes from the main interview were not immediately rewritten after the interview, this will have an impact on the reliability and validity of the results

because humans memories are limited. This is so because, once observed information are not written on a paper or are not saved in our long term memory, the information will be lost. Nevertheless, in order to meet the demand of validity, the participants were treated in the same way. All information needed and asked by the participants was answered. However, with regards to ethical guidelines, the research purpose was debriefed to the participants. This may have impact on reliability because humans have a tendency to act in a specific way when they know that they are being observed.

3.6.1 Understanding of the term pay for performance

When discussing the demand of reliability and validity, understanding of the term pay for performance is important because the main purpose of this thesis has if focus on determining whether pay for performance motivate distributors at Østfold Distribusjon AS. Hence, it is important in order to determine whether the term has been measured correctly.

Information interpretation is based on our level of understanding and knowledge. With regards to reliability and validity, understanding of the major term pay for performance should be considered because the participants are immigrant and they have different language background. The interview was conducted in English Language because they understood English Language better. Hence, how the participants understood the term pay for performance may have an impact on reliability and validity. The reasons for this, is that people answer to what they think they heard, how information are explained and understood.

This can be an indication that the term was not understood properly, this will make the participants wondered how to respond to the term. However, it could that the term was completely understood by the participants because the organisation once had pay for performance structure. The extent to which this structure was understood by the employees is not completely known because some of the participants stated that the organisation once had a pay for performance structure. This is an indication that some of the participants were completely aware of the facts that pay for performance is not a fixed pay but a variable pay. This can also have an impact on reliability and validity. Nonetheless, in research study, when they participants were asked if pay for performance motivates them, the following definition was provided: pay for performance is a variable pay which is

awarded to higher performer at an organisation. Thus, understanding of the term pay for performance may have an impact on reliability and validity.

3.7 Research ethics

According to Dag Ingvar Jacobsen, "ethics involves discussing the possible conflicts researchers often face when assessing between personal desires and acquiring of information in whatsoever manner" (Jacobsen 2008, 43). Ethical guidelines argue that the researcher has a duty to inform the participants if the research will create any damages for the participants. These demands were met in this research, before conducting the interview at the participant's houses, they were informed of any possible danger.

A consent letter was made available for the participants (see appendix VI). The consent letter generally states that whatever the participants says is between the researcher and the school management. This was one way to establish trust between the researcher and the participants. Furthermore, in order to establish trust, the participants were debriefed about payments structure and the reward structures the organisation have and once had. The participants were informed that the debriefed information were obtained from the organisation in order for the participants to know that the researcher has being in contact with the organisation.

Ethical guidelines also state that the purpose of the research should be made available for the participants. This was done despite the fact that people tend to behave in a specific way when they know that they are being observed.

Chapter 4 Theories

4.0 Introduction

The four motivational theories applied in this study were reviewed in this chapter. The order of analysis starts from Abraham Harold Maslow hierarchy of needs theory, David McClelland human motivation theory, Frederick Herzberg two factor theory and Victor H. Vroom expectancy

theory. The chapter provides in depth insight of the theories and how it can be use practically to motivate employees.

Furthermore, the authorship and published dates of the article applied in analysing David McClelland human motivation theory is somewhat unknown. Although, the owner of the websites are revealed and they are: Learnmanagement2 and Mind Tools Team. Also, the published date of the article used in analysing Frederick Herzberg theory was considered because the article is published in 1999.

4.1 Abraham Harold Maslow hierarchy of needs theory

Unlike the use of rewards to motivate humans, Abraham Maslow proposed hierarchy of needs theory which argue that humans needs, wants, desires and goals drive humans. This hierarchy of needs can be classified into five categories and it ranges from the physiological needs to self-actualisation. These needs categories are;

1. **Physiological needs:** According to Nkafu Fondu Fomenky, the physiological or basic needs include foods, shelter and et cetera. These basic needs are a driving force in an individual, and when this needs are unmet, it causes tension, this tension is demonstrated by an individual behaviour. (Fomenky 2015, 332).
2. **Safety needs:** According to Nkafu Fondu Fomenky, the safety needs are security needs. This is when an individual need to feel secure irrespective of the environment. (Fomenky 2015, 332).
3. **Belonging needs:** According to Nkafu Fondu Fomenky, the belonging needs include love and belonging. The belonging needs can be obtained through communicating with other individuals. This enable employee has a sense of belonging (Fomenky 2015, 332).
4. **Esteem needs:** According to Nkafu Fondu Fomenky, the esteem needs are egoistic needs. This when an individual need recognition, keep a good reputation, self - respect and et cetera. Also, at a workplace, the esteem needs includes respecting the organisation policies, as well as other members of an organisation (Fomenky 2015, 333).
5. **Self - actualisation needs:** According to Nkafu Fondu Fomenky, the self - actualisation needs is when an individual want self - realisation. The self - actualisation needs includes morality, spontaneity and et cetera (Fomenky 2015, 333).

According to Saul McLeod, "people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfil the next one, and so on" (McLeod 2014). Pophal - lin Gensing argue that, "until an individual's basic needs (i.e., food and security) are satisfied, that individual will not be motivate by involvement in social activities, the opportunity to learn new things, or advancement" (Gensing 2002, 9). Therefore, someone who has immediate and extended families to carter for would only be motivated by money. Money will play a key role in motivating that individual because providing for the family needs and desire will be the driving factor. Once that individual have the sense that the basic needs are being met, only this will give the individual a sense of advancement in pursuing higher needs (self - actualisation). This definitely relies on decision making. Only when an individual has to decide and accept his decision that the basic needs are met, only then would that individual advance higher. This indicates that humans are complex being. Gathering and interpretation of information play an essential role in the manner humans make decisions and these processes are unique.

From a business perspective, the Business Dictionary offers a better definition of decision making:

- "When trying to make a good decision, a person must weigh the positives and negatives of each option, and consider all the alternatives" (Business Dictionary, Date read: 20 April 2015. Time: 15:04 pm).

Since money would be a driving factor in an employee, if that employee does have the sense that the basic needs are not being met, the employee would not be motivated to advance to higher needs. This also applies in a workplace, an employee would not be motivated to deliver good job performance especially when the employee is giving a new and challenging task. However, if the employee gets a reward at the end of the task, the employee will be motivated to deliver a good performance when such task arises. This will trigger the ability to learn and the ability to advance in that employee. This creates job satisfaction and pursuing of higher needs will be triggered.

However, Pophal - Lin Gensing argue that;

"In reality, Maslow's theory doesn't work quite that simply. Each of the needs on the hierarchy are, to a certain degree, inter-related. While we strive to earn a good wage, we are also concerned with job stability, getting along with co-workers, being recognised for our achievements, and feeling some sense of intrinsic enjoyment of the work we do" (Gensing 2002, 9 - 10).

This indicates that the extent to which humans process things changes all the time, an individual might want a house and at the same time, an individual wants job security. Thus, motivating employees is not an easy task because humans behaviours are involve. Changing behaviour is a one thing and getting people to do as you want is another thing.

4.1.1 Critical perspectives of Abraham Harold Maslow's hierarchy of needs

Saul McLeod argue that "the most significant limitations of Maslow's theory is the methodology" (McLeod 2014). A qualitative method called biographical analysis was used to outline the characteristics of self - actualisation. The biographies and writings of 18 people were used to outline the characteristics. Furthermore, Saul McLeod argues that such method is subjective because it presents the researchers opinion and the opinion would be bias in nature. Bias opinions reduce the validity of the data obtained. (McLeod 2014).

Scientifically, in order to accept any research as scientific based, the researcher must meet the demand of validity and reliability. When considering a research result qualities, the concepts of reliability and validity is being acknowledged. By this we ask: "is the result of a research reliable and valid. This question has it focus on if the result can be trusted and if they are valid" (Askheim and Grennes 2008, 22). The question is, should Maslow self - actualisation definition be accepted? Saul McLeod argue that "Maslow's operational definition of self - actualisation must not be blinding accepted as scientific fact" (McLeod 2014).

Saul McLeod argues that Maslow made used of self - actualised individuals (McLeod 2014). Considering the concept of reliability and validity, can Maslow theory be generalised? Saul McLeod argues that generalisation will be difficult. (McLeod 2014).

However, the basic or deficiency needs have been criticised. Saul McLeod argue that it is not always the case that humans must satisfy their basic need before achieving the higher needs (self - actualisation). Thus, some aspect of Maslow hierarchy of needs has been falsified. (2014).

Furthermore, Saul McLeod argue that the findings which were obtained in the research conducted by Tay & Diener, from 2005 to 2010 with participants from 123 countries states that universal human needs appear to exist regardless of cultural differences. However, the ordering of the needs in the hierarchy was not correct. (2014).

In summary, questioning the reliability and validity of the theory should be considered.

4.2 David McClelland human motivation theory

Motivating humans is very complex because humans are unique, what might motivate individual A might not motivate individual B. According to the Mind Tools Team, David McClelland's human motivation theory gives an individual the ability to identify people's motivating drivers. Humans needs have been argued empirically and theoretically to be a motivating factor. Hence, it is appropriate to identify the dominating needs that motivate humans. Learnmanagement2 argue that human motivation is dominated by three needs and these needs are categorised as follows:

1. The need for achievement (N - Ach)

Self - actualisation is something most people want and these set of individuals are often goal oriented. They will set goals that will enable them reach and achieve their goals. Both sources, Mind Tools Team and Learnmanagement2 argue that such individuals prefer working with those who are higher than they are. Further, Learnmanagement2 argue that such individuals do not need praise or recognition as their reward is based on achieving the task.

For these individuals advancing in an organisation is also a drive factor for them. In order to have this sense of advancement, they need records of their job progression and achievements. For instance, the Mind Tools Team argue that, these set of individuals will want to know what they are doing right and wrong in order to improve and do better. Learnmanagements argue that, these type of individuals is not concern about the salaries they get but the level of salaries indicate their job progression and achievement.

Furthermore, these individuals often expect that other members of an organisation have the same need of achievement and this indicate why these individuals often search for how to make things perfect.

2. The need for power (N - Pow) and

Learnmanagement2 argued that need for power can be divided in two forms. The first form are those who want authority by having power over others and the second form are those who want to take responsibilities by leading the team effort. The Mind Tools Teams suggest that individuals who want power like competition and goal oriented task seem appropriate for such individuals.

Furthermore, the Mind Tools Team suggests that such individuals possess the qualities of persuading and convincing an individual about an ideal.

3. The need for affiliation (N - Affil).

Learnmanagement2 argue that "the need for affiliation is the need for friendly relationships and human interaction. There is a need to feel liked and accepted by others" (Learnmanagement2). No employees wants to work in hostile environment, there are often needs for peaceful and friendly environment. In order to achieve this, there is a need for communication. Communicating with the members of an organisation will create a friendly relationship that will enable employees have a sense of acceptance and a sense of being liked. Furthermore, the Mind Tools Team argues that individuals who are motivated by affiliation work best in a group environment and they do not like uncertainties and risky jobs.

According to both sources, Mind Tools Team and Learnmanagement2, argued that regardless of nationalities, culture and ethnicity, humans have these motivating drivers and these drives are influenced by our culture, social environment and life experiences. This indicates that, David McClelland human motivation theory is sometimes called learned theory. Humans have the tendency to motor reproduce what they have learned and during motor reproduction, managers can identify some characteristics which may contribute in understanding your employees and how to motivate them.

4.2.1 Critical perspectives of McClelland human motivation theory

According to Charlesdan, David McClelland need theory have being criticised because it has less practical effect than other theories and that, humans may be aware of the needs without knowing. How this unaware need can be measured is challenging. (Charlesdan 2014).

However, the fact that these needs are learned through cultures and life experience makes it natural. (Charlesdan 2014). It is natural because it says something about the real world. It is natural for

humans to learn behaviours and want to motor reproduce the learned behaviour. Saul McLeod argue that in social learning theory, Albert Bandura states behaviour is learned from the environment through the process of observational learning (McLeod Saul 2011). Cultures and life experience do not exist without environments, humans live in an environment where cultures are being practiced. This enable human observe the environment, the same applies for life experience. Observing of the environment enable humans determine their needs either knowingly or unknowingly. This suggests that David McClelland need theory is more natural but how to measure this needs are challenging.

4.3 Frederick Herzberg's two factor theory

According to Syptak, Marsland and Ulmer, Frederick Herzberg interviewed a group of employees to find out what gives them job satisfaction and job dissatisfaction (Syptak, Marsland and Ulmer 1999). The two essential questions asked are:

1. Think of a time when you felt especially good about your job. Why did you feel that way?
2. Think of a time when you felt especially bad about your job. Why did feel you that way?

Two dimensions on job satisfaction were developed from these two essential questions. The two dimensions are known as hygiene and motivation factors. If the hygiene factors are not absent and are handled properly, they reduce the level of job dissatisfaction among employees. However, if the hygiene factors are not properly handled, it will lead to job dissatisfaction. While the motivators are those factors that create job satisfaction when self - actualisation is being met. (Syptak, Marsland and Ulmer 1999).

Furthermore, Syptak, Marsland and Ulmer, argue that the motivators will enhance job satisfaction if the hygiene factors are attended to and this will enhance employee's performance. (Syptak, Marlsland and Ulmer 1999). Hygiene factors may reduce job dissatisfaction but without the motivators, employee's performance is at an optimum level. For instance, students may appear to be very enthusiastic and eager to work because they really need a job. Their needs and desires might motivate them to deliver a good job performance and also impressing the manager of the organisation may also play a key role in order to get job security. For the first few months, this may work positively and as planned but after the first few months, the employee may get bored. This indicate that they hygiene factors that motivate the employee to deliver high performance has dropped to a certain level, which will make the employee deliver a low level of performance and

this create job dissatisfaction. This suggests that once the job motivators are not available, the performance of the employee will remain at that optimum level. Employee's performance will not increase and if eventually, these motivators seems to be available, it will increase employees performance and this create job satisfaction.

4.3.1 Application of Frederick Herzberg two factor theory

Hygiene Factors (Dissatisfies)	Motivators (Satisfies)
- Company and administrative policies	- Work itself
- Supervision	- Achievement
- Salary	- Recognition
- Interpersonal relations	- Responsibility
- Working conditions	- Advancement

Table 1 obtained from: Syptak, Marsland and Deborah Ulmer. 1999. Job satisfaction: Putting Theory into pratice. Fam Pract Manag. 1999 Oct;6 (9): 26 - 30. Date read 26th September 2015 <http://www.aafp.org/fpm/1999/1000/p26.html>

- Company policies and administrative policies: According to Syptak, Marsland and Ulmer, employees will not be motivated or have job satisfaction from company policies and administrative policies. Company policies and administrative policies will reduce job dissatisfaction only when it free, fair and well communicated to the employees. (Syptak, Marsland and Ulmer 1999).
- Supervision: According to Syptak, Marsland and Ulmer, supervision is challenging and in order to reduce job dissatisfaction, the supervisor must possess great leadership qualities. The supervision must be fair among employees. (Syptak, Marsland and Ulmer 1999).
- Salary: According to Syptak, Marsland and Ulmer, salary is not a motivator but it will reduce job dissatisfaction if employees feel they are being paid fairly and additional rewards should be well communicated to the employees. (Syptak, Marsland and Ulmer 1999).

- Interpersonal relations: According to Syptak, Marsland and Ulmer, interaction and socialisation among employees will create job satisfaction. At the same time, organisations should pay careful attention to inappropriate behaviours. Paying attention to such behaviour will reduce job dissatisfaction. (Syptak, Marsland and Ulmer 1999).
- Working conditions: According to Syptak, Marsland and Ulmer, working environment has a huge role to play in job satisfaction or dissatisfaction. (Syptak, Marsland and Ulmer 1999). Organisations should keep working facilities and working equipment's up to date. This will reduce job dissatisfaction. Outdated working facilities and working equipment's will increase job dissatisfaction.
- Work itself: According to Syptak, Marsland and Ulmer, emphasising on the importance of a task will help show employees that the tasks are essentials and in this way unnecessary task can be eliminated. This helps increase job satisfaction. (Syptak, Marsland and Ulmer 1999).
- Achievement: According to Syptak, Marsland and Ulmer, employees should be put in a position that befits their talents and at the same time, employees should not be bombarded with challenging task as this can be stressful. Bombarding of challenging tasks can increase job dissatisfaction. (Syptak, Marsland and Ulmer 1999).
- Recognition: According to Syptak, Marsland and Ulmer, employee's wants to be recognised and appreciated for the efforts applied in doing a good job. This can either be the use of rewards or other forms such as positive feedbacks. (Syptak, Marsland and Ulmer 1999).
- Responsibility: According to Syptak, Marsland and Ulmer, allowing employees take responsibilities appears to be a motivational factor because it creates a sense of freedom and power. (Syptak, Marsland and Ulmer 1999).
- Advancement: According to Syptak, Marsland and Ulmer, advancing an employee to new and higher position in an organisation is another way of motivating employees. Awarding titles to employees if there are no available positions is another way of advancing an employee. (Syptak, Marsland and Ulmer 1999).

4.3.2 Critical perspectives of Frederick Herzberg two factor theory

Charlesdan argue that the methodology of Frederick Herzberg two factor theory is being questioned by scholars (Charlesdan 2014). It is known that a wrong in the methodological processes will definitely affect research findings. Sometimes a wrong in methodology indicate that a research findings does not say anything about the real world.

Charlesdan argue that Frederick Herzberg two factor theory has generalisation problems because Frederick Herzberg used knowledge workers (managers, accountants and engineers) and this has made scholars criticise the ability to generalised (Charlesdan 2014).

Furthermore, Charlesdan argue that individual performance may not exactly be related to satisfaction and Frederick Herzberg theory focused more on job satisfaction and dissatisfaction (Charlesdan 2014). This indicates that satisfaction is one thing and individual performance is another thing. Also, Charlesdan argue that Frederick Herzberg theory do not say anything about individual differences (Charlesdan 2014). Motivating employees is complex because different things motivate different individuals.

4.4 Victor H. Vroom expectancy theory

Lunenburg argue that;

“Expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance” (Lunenburg 2011).

This is an indication that employees will put in effort to deliver good job performance due to expected rewards. Further, Lunenburgh argue that expectancy theory is based on four assumptions and these assumptions are:

1. “People join organisations with expectations about their needs, motivations and past experience - these influence how individuals react to the organisation” (Lunenburg 2011).

2. "An individual's behaviour is a result of conscious choice - this suggests that people are free to choose those behaviours suggested by their own expectancy calculations" (Lunenburg 2011).
3. When becoming a member of an organisation, people want different things. Things such as good salary, job security, advancement and et cetera (Lunenburg 2011).
4. "People will choose among alternatives in order to optimise outcomes for them personally" (Lunenburg 2011).

Lunenburg further argue that these assumptions have three key elements and these three key elements are:

1. Effort will lead to acceptable performance (expectancy)
2. Performance will be rewarded (instrumentality)
3. The value of the rewards is highly positive (valence) - valence is the employee's preference for a particular reward. (Lunenburg 2011).

Lunenburg argue that these three key elements are related to one another by equation and this equation is:

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence. (Lunenburg 2011).}$$

The multiplier effect is significant because when the expectancy, instrumentality and valence are higher than when they are low, it will result in motivation. At the same time, if one of the key elements is at level zero, the motivation level will be at level zero as well (Lunenburg 2011).

4.4.1 Application of Victor H. Vroom expectancy theory

Three factors can be taken into considerations and they are:

1. Effort to performance expectancy: Lunenburg argue that "leaders should trust that employees have the abilities to carry out a job successfully" (Lunenburg 2011). This can be done by selecting talented employees, these talented employees should be trained and required resources should be provided for them. Further, these employees should be given

progressive task to carry out and keeping record of employees should be done (Lunenburg 2011).

2. Performance to reward expectancy: Lunenburg argue that “leaders should increase the belief that good performance will result in valued rewards” (Lunenburg 2011). Ways of these include measuring of job performance, state clearly what rewards are attached to a successful job performance, state how rewards given to employees are based on their past performance (Lunenburg 2011).
3. Reward valences: Lunenburg argue that “leaders should try to increase the expected value of rewards resulting from a desired performance” (Lunenburg 2011). Ways of doing this includes distribution of rewards that employees will value because what individual A might want is not what individual B might want. Also, reducing of negative valence is highly recommended (Lunenburg 2011).

4.4.2 Critical perspectives of Victor H. Vroom expectancy theory

According to Lunenburg, Vroom expectancy theory “does not provide specific suggestions on what motivates organisation members, instead it provides a process of cognitive variables that reflects individual differences in work motivation” (Lunenburg 2011).

Boundless argue that, the theory has been criticised to be too simplistic in nature and the simplicity of the theory is deceptive because it will make employees put in effort in order to obtain the reward (Boundless 2014). Also, boundless argue that the theory needs to be updated because there have been a variety of developments of the expectancy theory (Boundless 2014).

Chapter 5 Findings

5.0 Introduction

These chapter focuses on presenting the findings obtained after conducting the interview. It starts by presenting a general finding. Secondly, the findings on whether pay for performance motivates distributors to work harder in order to deliver a good job performance was presented. After which,

the factors which motivate the participants followed. And finally, a brief summary and conclusion on the findings were presented.

5.1 General finding

Human needs are unsearchable even if they are paid millions, humans will still need more. This indicate that majority of people are unaware of the fact that they want self - actualisation. When the participants were asked if they like to work, they demonstrated that they like to work in order to obtain money that will enable then achieve their needs and desires. The most perceived important factor is money and money will enable the participants achieve their needs and desires. This indicates that human motivation is need driven.

Philip Whiteley, argue that "people do not work only for pay; but they do work for pay" (Philip Whiteley 2002, 80). When the participants were asked to share their views on salaries, the responses were; the reward of every labour is wages. This demonstrates how money is an important driving factor for the participants.

Furthermore Philip Whitely argued that, "organisations should not forget the pay systems. This cannot solve all problems but unfair pay can cause serious de - motivation" (Philip Whiteley 2002, 103). When the participants were asked how long their routes are and if the income was sufficient enough. Some of the participants indicated that the income was sufficient enough while some indicated that the income was not sufficient enough. The reason for this indication is that, the participants expect to be paid for what they deliver. The hours given to the participants to deliver the newspapers and commercials are not enough because, the participants sometimes uses more than the given hours when the newspapers and commercials quantities are high. Nonetheless, the participants further argue that they have no problem using more hours only if this is being appreciated by the organisation. Stating that they have no problem with using extra hours in delivering the newspapers and commercials only if the organisation appreciates their effort is cognitive based.

It is cognitive based because, according to Lunenburg:

“Expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance” (Lunenburg 2011).

If the participant’s effort is appreciated by the organisation, it motivate the participants but if it is not appreciated by the organisation, it demotivate the participants. The participants further indicate that in order to achieve job security, they need to do their job diligently so that they can obtain money to achieve their needs and desires. This projects what Lunenburg states about the four assumptions relating to the expectancy theory.

1. “People join organisations with expectations about their needs, motivations and past experiences” (Lunenburg 2011): The participant’s states that, as an immigrant, getting a job is not an easy task. This will influence how these participants will react to the organisation because, regardless of using more than the hours given to them by the organisation, the participants still keep the job, and at the same time, they make effort to deliver a good job performance in the interest of achieving job security.
2. “An individual’s behaviour is a result of conscious choice - this suggests that people are free to choose those behaviours suggested by their own expectancy calculations” (Lunenburg 2011): Regardless of not being paid for the correct hours they use, they put in efforts to deliver all the newspapers and commercials. If the participant calculate that, a good performance will enable them obtain job security, using extra hours will not be a problem. This indicates that expected behaviours are being picked based on suggested expectancy calculations.
3. When becoming a member of an organisation, people want different things (good salary, job security, advancement and so on): Stating that the income is sufficient enough and not sufficient enough demonstrate that people wants different things when they join an organisation.
4. “People will choose among alternatives in order to optimise outcomes for them personally” (Lunenburg 2011): Stating that the income is sufficient enough and not sufficient enough may indicate job satisfaction and job dissatisfaction because people want different things when they join an organisation. Regardless of having job satisfaction and job dissatisfaction, these participants may have decided to choose the alternatives that optimise outcomes. Because, as

indicated by the participants, getting a job is a challenging task due to the fact that they are immigrants.

As an immigrant, these participants are in transitional processes. Transitional processes include change from one position to another. These may be a disadvantage for the participants because changing an environment and adapting to that environment is a challenge. This demonstrates the transitional processes will enable them put in extra effort to keep their jobs because to them, getting a job is not an easy task. Furthermore, in order to survive in a new country, money will be a driving factor and if by any chance a job is obtained in the process, these participants will choose the best alternatives regardless of whether it creates job satisfaction or job dissatisfaction. Again, this demonstrates that human motivation is need driven.

5.2 Does pay for performance motivates employees to work harder in order to deliver a good job performance?

“Motivation is recognised by many business leaders as the ingredient that distinguishes exceptional performance from ordinary performance” (Philip Whiteley 2002, 53). Rewards structures are being set up in order to reward employees that have great performances. Great performance is important for an organisation in order to meets organisational targets, this was also stated by the participants who participated in this research study.

The participants were directly asked to share their views on income, and if variable pay such as bonus, performance pay and et cetera motivate them. This was done in order to determine if pay for performance motivate employees. The ten participants who participated at the interview demonstrated that money is a driven factor for motivation. For these transitional participants who are living in a new country, coping will be their main goal. Money is needed to cope as the cost of living, is gradually increasing in our today society. This is indicating that pay for performance motivate these participants. Also, when the participants were directly asked to share their views on pay for performance, the participants stated that, pay for performance is a welcoming development that contribute in motivating employees to work harder in order to deliver a good job performance. Further, the participants stated that pay for performance is a form organisations use to recognise employees efforts and when efforts are recognised, it create job satisfaction.

However, some of the participants indicate that money is not entirely a driving factor because being motivated comes from within. When asked what they meant by being motivated comes from within, the response has its focus on personal motivation. Personal motivation is when one has the abilities to motivate oneself to work harder in order to deliver a good job performance even if efforts are not recognised by organisations. Still, this creates job satisfaction even if efforts are not recognised.

Furthermore, some of the participants stated that the organisation once had pay for performance structure and this structure motivated distributors to deliver a good job performance. Also, the participants stated that, even if distributors were motivated by such structure, it created a competitive environment because every employee wanted the performance pay. This is an indication that, pay for performance does not only motivate but it creates a competitive environment.

5.3 Some factors that motivate?

Since organisations are concerned with motivating employees, knowing what motivates employees is a positive advantage for the organisation. The factors which are stated to be motivational factors are organised below through the use of the theories applied in this research study. It starts with Abraham Harold Maslow hierarchy of needs, David McClelland human motivation theory, Frederick Herzberg two factor theory and finally, Victor H. Vroom expectancy theory followed.

5.3.1 Abraham Harold Maslow hierarchy of needs

“Basic needs are said to motivate people when they are unmet and the need to fulfil such needs will become stronger the longer the duration they are denied” (Saul McLeod 2014). Abraham Maslow hierarchy of needs is categorised into five categories. In these five categories, Saul McLeod argues that humans must fulfil the basic needs before advancing to higher needs (Saul McLeod 2014). In this research, fulfilling the basic needs before advancing to higher needs was not the case because the participants want to achieve their basic needs and at the same time, they want self-actualisation. This was demonstrated when they were directly asked why they have and decided to keep the job. The responses were, when the desirable is not available, the available becomes desirable. This means that the job is not in their field of study, having and keeping the job was done in the interest of obtaining money, so that they can cope. This suggests that these participants want to achieve their basic needs and at the same time, they want to advance higher.

Further, the issue of fulfilling the basic needs before advancing to higher needs can also be the case in this research study because as an immigrant, coping will be a driving factor. This indicates that the participants will want to achieve their basic before advancing to higher needs. However the case may be, it was demonstrated that human motivation are need driven. When the participants were directly asked what motivate them, the factors which were obtained are outlined on page 42 through the use of Abraham Harold Maslow hierarchy of needs.

1. **Physiological needs:** According to Nkafu Fondu Fomenky (2015) that the basic needs are driving forces in an individual. When the participants were asked why they work, they stated that they work because they need to achieve their basic needs, as well as that of their extended families. This indicates that basic needs are a driving force in an individual.
2. **Safety needs:** Nkafu Fondu Fomenky (2015) argue that irrespective of the environment, an individual need to feel secure. The participants stated that, as an immigrant, it is difficult to get a job that is in their field of study. So in order to keep the available job, delivering a good job performance is important in order to obtain job security. This indicates that, irrespective of the environment, an individual need to feel secure.
3. **Love/belonging needs:** The participants indicated that no employees want to work in an hostile environment. In order to have a sense of belonging, communicating with other employees in the organisation is important. Nkafu Fondu Fomeky (2015) argue that communicating with other members of an organisation enable employees have a sense of belonging.
4. **Esteem needs:** Nkafu Fondu Fomenky (2015) argue that the esteem needs is when an individual need recognition, keep a good reputation and et cetera. The participants indicated that, in order to obtain job security, keeping a good job record is important. Furthermore, some of the participants stated that taking responsibilities about their job motivate them.
5. **Self - actualisation needs:** According to Nkafu Fondu Fomenky (2015), self - actualisation is when an individual want self - actualisation. The participants demonstrated that, they work in order to achieve career satisfaction. Interpreted by the participant, career satisfaction is achieving self-actualisation. Self-actualisation is the ability to obtain self - fulfilment and it is the tendency to become what an individual want to be.

5.3.2 David McClelland human motivation theory

Learnmanagement2 argue that human motivation is dominated by three needs. In this research, it is not appropriate to say that the participant's motivation is dominated by three needs. The most appropriate to say is that, David McClelland human motivation theory was used to identify drivers that motivate the participants. This was also suggested by the Mind Tools Team. The Mind Tools Team argues that David McClelland human motivation theory can be used to identify the drivers that motivate humans.

Nonetheless, Mind Tools Team and Learnmanagement2 argue that regardless of our culture, ethnicity and nationalities humans have the three dominated needs. After conducting the interview, the factors outlined below were obtained and it demonstrated that, regardless of our culture, ethnicity and nationalities humans are motivated by the three motivating needs, which were suggested by David McClelland.

1. The need for achievement (N - Ach): Self - actualisation is realising the potential of oneself. Some of the participants states that their motivation comes from personal motivation. As defined by the participants, personal motivation is the ability to deliver a good job performance with or without recognition of efforts. According to Learnmanagement2, humans who want achievement are usually goal oriented and they prefer working with those who are higher than them so that they can learn (Learnmanagement2). In this research study, the participants did not demonstrate that they prefer to work with those who higher than them in order to learn. However, when the participants were asked to share what motivate them at work, some of the participants stated that coaching and seminars will motivate them to deliver a good job performance. One of the importance of coaching and seminar is to enhance one's potential, enhancing one's potential pave a way of pursing and achieving higher needs (self - actualisation).
2. The need for power (N - Pow): According to Learnmanagement2, the need for power if when an individual want power over others or when an individual want to take responsibilities by leading the team effort (Learnmanagement2). The participants did not state that they want power over others nor do they want to take responsibilities by leading the team effort. When the participants were asked what they like about the job, their responses were based on taking responsibilities. According to the participants, taking responsibilities is when nobody is around to give them

orders of what to do and not to do during distributing of the newspapers and commercials. This demonstrates that, taking responsibilities can be considered as a form of the need for power.

3. The need for affiliation (N - Affil). The participants indicated that communication is a motivational factor because, it is a way of understanding employees. Healthy communication in a workplace create a sense of belonging among employees because it enable members of an organisation communicate ideas, thoughts, past experiences and et cetera. This process pave a way of liking, be liked, as well as promoting acceptance in a workplace. As argued by Learnmanagement2, "the need for affiliation is the need for friendly relationships and human interaction. There is a need to feel liked and accepted by others" (Learnmanagement2).

5.3.3 Frederick Herzberg two factor theory

According to Syptak, Marsland and Ulmer, Frederick Herzberg interviewed a group of employees to find out what gives the participants job satisfaction and job dissatisfaction (Syptak, Marsland and Ulmer 1999). Frederick Herzberg hygiene and motivator factors were obtained through factors that create job satisfaction and job dissatisfaction. This hygiene factors and motivator factors can be seen as motivating factors. After conducting the interview, it was observed that Frederick Herzberg hygiene and motivator factors motivate employees but, the observations differ from that of what was argued by Syptak, Marsland and Ulmer. The observations are organised and outlined below.

- Company policies: Syptak, Marsland and Ulmer (1999) argue company policies will not motivate employees but free and fair company policies and administration polices reduce job dissatisfaction. In this research study, it was indicated that favourable policies or organisational ethics, rules and regulations motivate distributors.
- Supervision: Syptak, Marsland and Ulmer (1999) argue that supervision reduces job dissatisfaction. In this research study, the traits of the supervisor motivate, not the supervision. The traits include if the supervisor has a good leadership qualities, not minding your background or nationality, being recognised by the supervisor, if the supervisor is friendly and et cetera.
- Salary: Syptak, Marsland and Ulmer (1999) argue that money is not a motivator. After conducting the interview, money was demonstrated to one of the most important motivational factor.

- Interpersonal relations: Sytak, Marsland and Ulmer (1999) argue that interaction and socialisation creates job satisfaction. After conducting the interview, communication was indicated to be a motivating factor. Further, it indicated that interpersonal relation also has its focus on customer satisfaction and organisational satisfaction. This is the relationship between distributors, organisation and the customers, as well as having the sense that the customer and organisation are both satisfied about the distributor performance.
- Working conditions and work itself: Syptak, Marsland and Ulmer (1999) argue that work conditions and the work itself have a huge role to play in motivating employees. After conducting the interview, the distributors indicated that the job is an easy job, having job security and the flexibility of the job create a sense of motivation among distributors. Flexibility of the job enables the participants to have time to do other things.
- Achievement: Syptak, Marsland and Ulmer (1999) argue that employees should be put in a position that befits their talents. The participants indicated that career satisfaction, self-contentment, self-satisfaction, self-actualisation motivate them.
- Recognition: Syptak, Marsland and Ulmer (1999) argue that employee's wants to be recognised and appreciated for the efforts applied in doing a good job. The participants indicated that recognition motivates them and recognition is based on job appreciation. Job appreciation is when the supervisor is always around to supervise distributors when they are faced with difficulties. Job appreciation is also when the organisation recognised and reward employee's performance. This can either be:
 1. Recognising of effort either by using economical rewards or other form of rewards create job satisfaction (this is, economic incentives or positive feedbacks and et cetera).
 2. Not recognising of effort can create job dissatisfaction.
- Responsibility: Syptak, Marsland and Ulmer (1999) argue that allowing employees take responsibilities motivate employees. After conducting the interview, the participants indicate that responsibilities motivate them. As interpreted by the participants, responsibilities are when there is nobody to give the participants orders of what to do and not to do during distributing of newspapers and commercials.

- Advancement: Syptak, Marsland and Ulmer (1999) argue that advancing employees motivate employees. After conducting the interview, the participants indicated that coaching or seminars enhance their potentials.

5.3.4 Vroom Expectancy theory

Expectancy in this case, is the act of expecting something to happen. The participants were asked if these motivational factors are based on expectancy. It was indicated that these factors were both based on expectancy and at the same time, these factors were not based on expectancy because people do not always get what they expect. This indicates that people join organisations with different expectancies. These was demonstrated when the participants were asked to share what motivate them at work. The responses varies from one participant to another participants, this demonstrate what Lunenburg (2011) states about expectancy theory. Lunenburg argue that Vroom's "expectancy theory does not provide suggestions on what motivate employee, instead it provides a process of cognitive variables that reflects individual's difference in work motivation" (Lunenburg 2011).

Nonetheless, the motivational factors were based on expectancy because the participant expect to be paid for the job, this was also indicated when they were directly asked to share their views on income. The responses were the reward of labour is wages and the participants work to get money. This is an indication that income is an expected motivational factor among the participants. Further, the participant indicated that if an employee is expecting a reward, the employee will make effort to deliver a good job performance. This is an indication that expected reward is deceptive because it will make employees put in effort in order to obtain the reward.

5.4 Findings summary and conclusion

This section focuses on summarising and presenting a brief conclusion on the findings obtained after conducting the interview.

After interviewing ten participants from Østfold Distribusjon AS, it was demonstrated that the participants work to earn money in order to achieve their needs and that of their family. Money was indicated to be a huge motivational factor among these participants. When the participants were

directly asked if pay for performance motivate them, the ten participants indicated that variable pay such as performance pay, bonus, gift card and et cetera motivate them to work harder in order to deliver a good job performance. However, even if the participants are motivated by pay for performance, pay for performance creates a competitive environment. In conclusion, this is an indication that, pay for performance motivate distributors at Østfold Distribusjon AS. The extent to which pay for performance is important to the participants was demonstrated when money was indicated to be a drive factor, when the participants indicated that they work to get money and when they further indicated that they expect to be paid for what they deliver. These indications give insight into the importance of pay for performance to these participants. This clearly indicates a setting where transactional process demonstrates to work quite good because money is indicated to a drive factor and the participants work to get money.

Notwithstanding, the participants indicated that pay for performance structure create a competitive environment because every distributors want the performance pay. In the interest of obtaining the performance pay, distributors will make effort to deliver a good job performance. Such process creates a competitive environment. This is an indication that, competitive environment boost employees performance because employees who are motivated by such structure will work harder to deliver a good job performance in order to obtain the performance pay. Whether a competitive environment motivate or demotivate employees, this question was not asked in order not to deviate from the main purpose of this research study and get into the situation whereby another thesis problem is been developed.

Furthermore, when the participants were directly asked what other factors motivated them at work, the factors listed in table 2 were stated to be motivating factors. The participants indicated that one of the motivating factors can also demotivate. Also, these motivating factors can be seen and considered as factors which create job satisfaction among these employees while the demotivating factor can be seen and considered as factor which creates job dissatisfaction. The factors are outlined in a table 2 on page 48.

Motivational Factors/Job Satisfaction	De - motivational Factors/ Job dissatisfaction
<ul style="list-style-type: none"> - Basic needs - Career satisfaction - this is, self - actualisation/ self - fulfilment - Coaching/Seminars - Communication - Customer and organisational satisfaction - Favourable company policies - Job Flexibility - Job security - Job responsibilities - Keeping a good job record - Recognition - this is, appreciation - Salary - Supervisor 	<ul style="list-style-type: none"> - Non Recognition

Table 2: Contents obtained from the participants after conducting the interview.

In conclusion, these motivating factors and demotivating factor indicate that people want different things when they join an organisation.

Chapter 6 Conclusion

6.0 Introduction

This chapter has if focus on presenting a conclusion on the main on the main purpose of this research study which has it focus on determining whether pay for performance motivate distributors at Østfold Distribusjon AS and the sub - purpose question which has it focus on identifying some factors that motivate distributors at Østfold Distribusjon AS.

Furthermore, the question on whether the findings will be generalised, was briefly discussed at the ending of this chapter.

6.1 Conclusion

Motivating employees is an individual procedure because humans are unique and different. People want different things when they join an organisation because humans have different needs and desires. This makes it difficult to gather every factor that motivates employees. Philip Whiteley argues that "motivation is an empirical science. It will never be possible to isolate and measure all the variables and all the effects" (Philip Whiteley 2002, 55). Nevertheless, gathering and knowing what motivate employees can be done by asking employees what motivate them or perhaps more appropriate by observing employees.

It is argued that money is not a motivator, even Syptak, Marsland and Ulmer argue that, salary is not a motivator but it will reduce job dissatisfaction if employees feel they are being paid fairly (Syptak, Marsland and Ulmer 1999). When the participants were asked if the salary they get is sufficient enough, some say it is sufficient enough while others say it is not sufficient enough. This indicates that salary can increase job satisfaction and at the same time, salary can increase job dissatisfaction. When the participants were asked why they work, what motivate them and if they were motivated by variable pay such as performance pay, bonus, gift card and et cetera, money was ranked as a higher motivator. As earlier indicated, this suggest that, determining what motivate employees is an empirical science which can done by gathering and collecting empirical data from the real world. In order to gather and collect some factors that motivate distributors at Østfold Distribusjon AS, the participants were directly asked to state what motivate them and the factors listed above in the findings summary and conclusion section were obtained. Also, at section 5.4, the factors were outlined and organised by the use of the theories applied in this research study.

Furthermore, by asking the participants directly if they were motivated by pay for performance, the responses indicated that they are motivated by pay for performance and pay for performance will enable them work harder in order to deliver a good job performance. This is an indication that pay for performance motivate because it is not a proof that it motivate even though the organisation once had a pay for performance structure. Nevertheless, the participants also stated that the organisation once had a pay for performance structure and the pay for performance structure

motivated employees. But at the same time, the pay for performance structure created a competitive environment. This is an indication that pay for performance motivate distributors at Østfold Distribusjon AS and at the same time, it create a competitive environment. However, can these findings be generalised?

For generalisations to be made, Dag Ingvar Jacobsen argue that, "the researcher must ensure that the sample is a representative selection of those we shall generalise to" (Dag Ingvar Jacobsen 2005, 67). In this light, generalisations can be applied internally to other employees who distribute newspapers and commercials in the same organisations. This generalisation can be applied because the organisation once had a pay for performance structure and the participants indicated that this structure motivated the employees who distribute newspapers and commercials. As a result of this, external generalisation will not be applied because, as earlier indicated, motivation is an empirical science. Humans have different needs and desires and also, what might motivate individual A might not motivate individual B. Also, another reason external generalisations were not applied is that this research study is a case study which does not increase possibilities of generalisations. It cannot say anything on how motivation processes work in a complex job environment.

Chapter 7 Critical perspective of the research study

7.0 Introduction

This chapter has if focus on presenting the critical perspectives of this research study. In terms of reliability and validity, critical perspectives are important because reliability and validity also have its focus on the correct use of research instruments or methods. The idea is based on achieving the same results when the same research methods are applied under the same identical procedures.

Furthermore, a brief critical perspective on the theories applied in this research study was presented in a different section at the end of the chapter.

7.1 Critical perspective

It is wrong to say that the researcher was completely neutral because it has been argued that researchers will always have an impact on the research study, either through choice of thesis, selection of participants and et cetera. However, every research programs will have impact on the research.

“The strength of intensive design is that it has the abilities to present relevant in depth detailed data that is not detached. There is a possibility to obtain huge internal validity. However, intensive design is based on few samples and such samples are often faced with generalisation problems” (Jacobsen 2005, 80). According to Dag Ingvar Jacobsen, “there is a basic requirement that the sample must be over a certain size before one can talk about opportunities to generalise. Further, another requirement is that these selections must be done in a special way” (Jacobsen 2005, 80). One reason why external generalisation was not applied in this research, is that there are ten participants who participated in this research and the participants were not treated in a way that it can be considered to be external representatives sampling because “a representative sample is a group of individual that have relevant characteristics which are similar to that of a population” (Jacobsen 2005, 80).

Qualitative method approach is very demanding due to the enrich information obtained. It is very challenging to interpret such data due to complexity. Hence it is very easy to overlook information, if not the most important information. This may have an impact on reliability and validity which has its focus on achieving the same results under the same identical research approach or methods.

This research study is based on the findings obtained from primary data (participants) and secondary data. Reading through some secondary data obtained from the school library database such as, business source premiere contributed in limiting thesis questions. This process paved a way for an explicit limitation approach. It has been argued that humans have a prejudgment perspectives which enable an individual decide on what to look and overlook. Hence, it is wrong to say that the researcher gathered and collected data with an open mind because no matter how open a researcher claim to be, a researcher cannot be able to gather and collect all that is happening in an interview session. Every researcher has blind zones, blind zones are things researchers cannot see because they do not know what to look or search for. Also, a researcher does not have the possibilities to gather and collect all information. These processes may have an impact on reliability and validity.

7.1.2 Critical perspectives on the applied theories

Although it was observed that factors from the theories applied to this research study motivate distributors at Østfold Distribusjon AS. There is an indication that the theories can be applied and cannot be applied to this research study because distribution of newspaper is a simple job which does not require a higher level of education. This kind of job will provide possibilities to achieve basic needs such as food, water, accommodation and et cetera. When discussing self - actualisation, such job is irrelevant because employees will not get self - actualisation with such job. Suggesting that an individual can obtain self - actualisation with such job is unrealistic because it cannot be fulfilled. In the interest of obtaining self - actualisation, realistic goals and opportunities that may contribute in achieving self - actualisation are needed.

Furthermore, it was observed that hygiene factors and motivator factors motivate the participants, but the factors contents differ (see section 5.3.3). In consideration to the findings obtained after conducting the interview, in this research study, the hygiene process is to get money while the growth process is to get pay for performance. The reason for these indications is based on how money is ranked high.

Nonetheless, Vroom expectancy theory can be applied in this research study because the expectancy theory does not suggest what motivate employees but it gives a clear indication of variables that reflects differences in work motivation. This suggests that humans want different things when they join an organisation and this process was demonstrated when the participants stated what motivate them at work. However, the four key assumptions suggested by Lunenburg (2011) gives an indication on how to identify factors that motivate employees (see section 5.1).

Chapter 8 Further research recommendation

8.0 Introduction

This chapter has if focus on presenting recommendations for further investigations if there are any intentions on conducting a further investigation on the thesis.

8.1 Recommendation

If there should be any intentions on having a further investigation on the thesis, a different method and design approach should be considered.

A quantitative method approach and an extensive method approach should be considered. This should be considered in order to increase the possibilities of generalisations. Also, when there is a need to measure the extent to which need drive human motivation, the extent to which money motivate employees who distribute newspapers and identification of more motivating factors, quantitative method approach and extensive design approach should be considered because it focuses on huge selection.

Furthermore, combination of both qualitative and quantitative methods should be considered. A qualitative method approach will serve as a way clarifying the concept, and the knowledge obtain from the qualitative method approach can be used to develop a better survey questions that will be used in the quantitative method approach. In other words, combination of methods indicates that a qualitative method will serve as a relevance check while quantitative method will increase possibilities of generalisations.

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Appendices

Appendix I

Interview - First Draft

Sex

Age

Nationality

How long have you been working with the job?

Is your route long or short?

Do you think rewards/sanctions play any significant role in workplace? - **Transactional theory**

From your job experience, do hygiene factors such as job security, work conditions, salary and so on enhance your job performance? Why? - **Herzberg two factor theory**

Do you agree that motivator factors such as challenging work, responsibility and so on boost your job performance? - **Herzberg two factor theory**

If hygiene factors and motivator factors does not play any significant role in your job performance, does setting everyday job goals play any role in your job performance? - **McClelland Need theory**

Does setting goals for your everyday job have anything to do with your needs or personal growth or achievement? - **Maslow hierarchy of needs**

Are these reasons based on expectancies such as what you think you will get out from it? - **Vroom expectancy theory**

Appendix II

Interview - Second draft

Sex

Age

Nationality

How long have you been working with the job?

Is your route long or short?

What are your perceptions on economic incentives such as pay for performance or bonuses?

Are you motivated by such incentives?

What motivate you to deliver a good job performance? Why?

Why do you work? - Maslow hierarchy of needs

What is salary to you?

What enhances your performance?

Cues

What do you like about this job? How long have you been working with the job? How long is your route? How long does it takes? How many Newspapers do you have to share?

What do you think about the salary? Do you primarily have this work because of money?

Do you agree that motivator factors such as challenging work, responsibility and so on boost your job performance? - Why? What do you think about recognition? Does recognition play any significant role in workplace? What do you think about feedback? Who do you want to get feedback from? Does job security, work conditions, salary and so on enhance your job performance? - Why?

Do you think variable pay play any significant role in workplaces? Does variable pay boost your job performance? What are the important things that may boost your performance?

Appendix III

Interview - Final Draft

1. Why do you work?
2. What are your views on income?
3. What motivates you to deliver a good performance?
4. Can you tell me your perceptions on pay for performance?
5. Are these factors based on expectancy?

Cues

Sex

Nationality

Age

Do you like to work? How long have been working at this organisation? What do you like about your current job? How long is your route? How many Newspapers do you have to distribute? How long does it take to deliver all the newspaper?

When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? Do you have this job because of money? - Why? Are there any other reasons you decided to have and keep this job? - If yes can you please share it with me?

Does income motivate you to deliver a good job performance? - If no, why? - And if yes, why? Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? - If no, why? And if yes, Why? Are there any other factors that motivate you to deliver a good job performance? If yes, what are those factors? Why these factors do motivates you? Are these factors based on expected rewards? - If no, why? And if yes, - why?

Appendix IV

Brief information – Østfold Distribusjon AS

1. Når ble organisasjonen stiftet?
2. Litt om organisasjon
3. Hvordan er jobb/program struktur?
4. Hvordan er tilsyn nivå? Høy eller lav tilsyn nivå (i prosent)
5. Hvor mange ansatte jobber ved organisasjonen? Hvor mange kvinner og menn?
6. Hvordan er fraværet nivå? Høyt eller lavt fravær nivå? (i prosent)
7. Hvordan er betalingssystemer

Appendix V

Brief Information Responses – Østfold Distribusjon AS

1. Når ble organisasjonen stiftet?

- 15.11.2004

2. Litt om organisasjon

- Amedia er navnet på det sammenslåtte selskapets etter at A - pressen kjøpte Edda Media fra britiske Mecom i 2012. Daglig når Amedias over 70 aviser, nettaviser og andre publikasjoner mer enn 2,5 millioner nordmenn.

3. Hvordan er jobb/program struktur?

- Vi er en produksjonsbedrift hvor det er samme produksjon hver dag, oppgavene er fast fordelt mellom de forskjellige stillingene, og de samme personene utfører de samme oppgavene under hver produksjon.

- Produksjonen foregår på natten mellom kl 0100 og 0700, 7 dager i uken.

Organisasjonskartet ser slik ut:

Distriktssjef (X)

|

|-----STAB (kjøpes i Amedia-konsernet)

|

Distribusjonsledere (3 stk)

|

|

|

Distributører (73 stk)

Continuation of appendix V

4. Hvordan er tilsyn nivå? Høy eller lav tilsyn nivå (i prosent)

- Det er lavt nivå av tilsyn i bransjen, jeg vil anslå 25%. Dette gjelder også internt i bedriften.

5. Hvor mange ansatte jobber ved organisasjonen? Hvor mange kvinner og menn?

- 73 ansatte. 13 kvinner og 60 menn.

6. Hvordan er fraværet nivå? Høyt eller lavt fravær nivå? (i prosent)

- Bedriften har 3,2% i korttidsfravær og 7,6% i totalt fravær i 2014.

7. Hvordan er betalingssystemer

-Timelønn

- Vi betaler en fast timelønn. Denne er lik for alle i samme stilling. Eneste variasjonen vi har er ansiennitetstillegg. Det vil si at man får høyere timelønn jo lengre man har vært ansatt i firmaet.

- Positiv virkning av det er at det blir lettere å beholde ansatte i flere år. Vår lønn følger avisbudenes tariffavtale uten hverken pluss eller minus.

-Nei, det er timelønn. Store ruter gir derfor mer lønn enn små.

Appendix VI

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant X

Appendix VII - Approval of Consent Letter: Participant 1

Consent Letter

My name is Benedina Idiaye Hoines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Hoines

Participant 1



Appendix VIII - Approval of Consent Letter: Participant 11

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant 2



Appendix IX - Approval of Consent Letter: Participant 1II

Consent Letter

My name is Benedina Idiaye Hoines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Hoines

Participant 3

A handwritten signature in black ink, appearing to read 'Benedina Idiaye Hoines', written over a horizontal line.

Appendix X - Approval of Consent Letter: Participant 1V

Consent Letter

My name is Benedina Idiaye Hoines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Hoines

Participant 4

A handwritten signature in black ink, appearing to be 'S. A. H.', is written over a horizontal line.

Appendix XI - Approval of Consent Letter: Participant V

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant 5



Appendix XII - Approval of Consent Letter: Participant VI

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

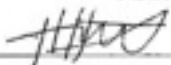
Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant 6



Appendix XIII - Approval of Consent Letter: Participant VII

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.


Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant 7

A handwritten signature in black ink, appearing to be 'Participant 7', is written over a horizontal line. The signature is stylized and somewhat illegible.

Appendix XIV - Approval of Consent Letter: Participant VIII

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant 8



Appendix XV - Approval of Consent Letter: Participant IX

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

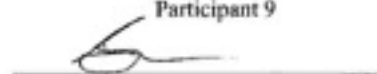
Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant 9

A handwritten signature in black ink, appearing to be 'B', is written over a horizontal line.

Appendix XVI - Approval of Consent Letter: Participant X

Consent Letter

My name is Benedina Idiaye Høines and I am currently studying Public Relations and Communication at Markedshøyskole - Oslo School of Management.

I am in the process of writing my Bachelor's Thesis. The purpose of the interview is to determine if Pay For Performance also known as Variable Pay motivates employees to deliver a good job performance.

Your participation is completely voluntarily and your responses will remain confidential and anonymous. No one other than the interviewer and the school management will know your individual responses to the interview.

Thank you.

Kind regards

Benedina Idiaye Høines

Participant 10


Appendix XVII - Interview Notes Participant I

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 21st March

Sex: Male

Nationality: African

Age limit: Over 30 - Under 40

Location: House

Signing of the consent letter: I still have to read what I am signing (he smiled and laughed).

Q: Why do you work? R: Why do I work (That is a very broad question, and took time to think) (Simplified), I work to be able to provide for myself and take care of my family (Maslow hierarchy of needs). And also, to a large extent to get a career satisfaction. I generally work because of my basic needs (Maslow). I work to learn and teach people what you have learned from your past experiences (Social belonging)

Q: Do you like to work? R: Yes. It keeps me busy and I have self-contentment. This is so because I am not lazy (attribution), if I am not working, it is like I am sick. I have busy hands so I have to do something with my hands

Q: How long have you been working at this organisation? R: I have been with Østfold distribution, approximately three 3 years Q: What do you like about your current job? R: Flexibility (taking time to think), because I can plan my day and I will have time to do other things. The time frame does not change (established eye contacts).

Q: How long is your route? R: 3 hours Q: How many Newspapers do you have to distribute? R: (approximate figure) more than 300 newspapers. Q: In 3 hours, don't you think that it is too much to distribute? R: Not really because the quantity varies everyday but during weekends, you will deliver more than 300 (gave examples) - Mondays and Fridays (took time to think) the newspapers are lesser than 300 mainly on Mondays but on Saturdays it is more than 300 (smiled)

Q: How long does it take to deliver all the newspaper? R: it depends because sometimes, the 3 hours is not enough. I use more than three hours sometimes and less than 3 hours sometimes. You can also find yourself using a few minutes above 3 hours. For instance on Mondays, I use less than

Continuation of Appendix XVII - Interview Notes Participant I

3 hours and during the weekends, I use more than 3 hours. This is why I say it depends because it depends on the quantity of the newspapers and commercials. Q: What are your views on getting paid for 3 hours when you use 4 hours or more than 3 hours? R: (Clearing of throats), to be sincere nobody wants to be paid for a 3 hours job when you use for 4 hours. But it depends on what the organisation do to motivate the employee. So in a situation where the organisation does not appreciate your job (Job satisfaction), it is not worth using five minutes extra to do the job diligently. If reverse is the case and it happens to be that the organisation appreciate your work, then it worth using one hour extra (feedback and recognition - job dissatisfaction). Although, you do not have any option, you just have to make some sacrifices. Because you need the job in order to meet our basic needs (Maslow).

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: No it is not sufficient enough because I am not paid enough for the job I do. Q: Why do you think so? R: All the organisation care about is for the employee to deliver all the newspaper and commercial despite the fact that the quantity of the newspaper and commercials sometimes take more than 3 hours to deliver. Q: Does this diminish your interest? R: To some extent yes it does. Q: Why? R: I expect the organisation to pay me for what I deliver, if i deliver 100 newspapers and commercials, I expect to be paid for that quantity instead of per hour and kilometres because for me it does not work and it is not sufficient (Maslow). This demotivates me.

Q: What are your views on income? R: (A bit of silence to think and took a deep breath), in life and considering the concept of economics, humans needs are unsearchable. Thus, even if I am paid millions, my needs increases and my way of thinking enlarges (Needs theory). The millions won't be enough for me because my status grows and changes (Needs theory). Income is not always enough for every worker.

Q: Do you have this job because of money? R: With regards to money, I won't do this kind of job.

Q: Can you please throw more light into what you mean? R: The job does not fit into my line of study and also, as an immigrant that are a lot of challenges. The job just happened to surface at the point when I needed a job to survive (Maslow, McClelland). This is the reason why I am doing the job and about being satisfied about what you do for a living, it is nowhere closed to being satisfied (Needs theory)

Continuation of Appendix XVII - Interview Notes Participant I

Q: Are there any other reasons you decided to have and keep this job? R: (A bit of silence in order to think) I do not think there is any other reason but I can say that I choose to have and keep this job because I need to survive my family (Maslow).

Q: Does income motivate you to deliver a good job performance? R: To a large extent yes, money is 70 percent motivational factor for me and the other 30 percent goes to self-contentment (Self-determination or self-actualisation, Maslow) Q: Why is that so? R: If you are well remunerated, you could put in your best but sometimes it has to do with personal motivation. That you are able to push yourself to work harder in order to deliver a good job performance, even when no one recognises your performance. However, money is considered to be one of the most important motivational factors.

Q: What motivates you to deliver a good performance? R: appreciation motivates me to work harder in order to deliver a good job performance. If you appreciate my efforts, then I can go an extra mile to make sure the organisation meets its goal. Q: What do you mean by appreciation? R: Appreciation is when the supervisor is always available to help you out when you are faced with difficulties. When the supervisor is good, then I have a sense of motivation to work hard in order to deliver a good job performance. It is not the supervision that motivates me, it the supervisor. The personality or trait of the supervisor - friendly and being recognised by the supervisor.

Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Of course they do. Q: Why? R: When speaking about motivation, economic incentive is a huge motivational factor. If your inputs are appreciated and recognised, and you get paid for it, this process motivates you. (Herzberg). Although, most people do not really care about money, once they get job satisfaction, they are motivated. Q: What do you mean by job satisfaction? R: Job satisfaction is based on personal motivation, it comes from within. Q: Are you motivated by personal motivation? Definitely it motivates me.

Q: Can you tell me your perceptions on pay for performance? R: (Established eye contacts, clears throats and smiled) it is nice a thing to have in an organisation Q: Why do you think so? R: The reward of labour is money. (Vroom) Q: Is it just money? R: (enthusiastic) There is also self-satisfaction (Maslow). Q: Are you motivated by pay for performance? R: Yes pay for performance motivates me.

Continuation of Appendix XVII - Interview Notes Participant I

Q Are there any other factors that motivates you to deliver a good job performance? R: Firstly, the customer satisfaction motivates me. Customer satisfaction is the most important thing for me.

Secondly, the organisation is satisfied about your job performance.

Q: Are these factors based on expectancy? R: (Tried to give an example) most times employee have expectancy before they go into any organisations. But when we become part of the organisation, the organisation ethical standard does not match our expectancy. Thus, it is not based on expectancy because we do not always get what we expect.

Q: Do you have anything else to add? R: Speaking about motivation I think communications motivates employee. Also, coaching of employees should be considered because it helps boost employee's performance. In our kind of work, the organisation should partner would any gym centre to give the employees 50 percent off the gym fee. This would motivate the organisation employees because it will give the employees sense of belonging.

General observations:

Took time to answer due to thinking about the questions. Established eye contacts. Seems comfortable. Maslow hierarchy of needs, David McClelland - status. Gesture - uses of hands to demonstrate. Seems enthusiastic - uses his hands a lot to demonstrate. Took a deep breath. Neutral tone - did not take anything personal. Had a lot to say.

Appendix XVIII - Interview Notes Participant II

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 21st March 2015

Sex: Male

Nationality: African

Age limit: over 30 - Under 40

Q: Why do you work? R: The reason why I work is to earn a living. Q: Do you like to work? R: Of course I do like to work. Q: Why do you like to work? R: I am ambitious and I want to achieve my ambition. Also, I get paid when I work and this income enables me achieve what I want or achieve my needs. (Maslow, McClelland). This motivates me to work.

Q: How long have been working at this organisation? R: 5 years. Q: What do you like about your current job? R: (smiled) I cannot say what I actually like about the job but I can say that I like the salary (Transactional theory) and the management structures (Herzberg), as well as, the job program structure (Herzberg). Q: Why do you like the pay and the program structure? R: Because it is worth it. Q: Why is it worth it? R: Considering how long it takes to deliver the newspaper and commercials, it is far better than what I thought of getting as an income. Q: How long is your route? R: it is 3 hours and five minutes. Q: How many Newspapers do you have to distribute? R: It is up 600 newspapers. Q: How long does it takes to deliver all the newspaper? R: It takes 2 hours and 30 minutes or 2 hours and 40 minutes depends on the quantity of the newspapers and commercials.

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: Like I earlier indicated, I use less than 3 hours to deliver the newspapers. Thus, I think the income is sufficient enough because for someone is working just 3 hours, it is almost enough for me to meets my needs. Q: So you are telling me that you have this job because of the money? R: Yes, that is correct, I have this job because of the money (Maslow and hygiene factors)

Q: Why do you have the job because of money? R: As an immigrant, there are lot of challenges and with regards to this, the pay seems to be enough for me to survive. Q: What are your views on income? R: In our society, if you do not have anything that gives you income, you are a liability to the society and no one wants to a liability to the society. Q: Why say so? R: No government would want a liability but someone who would contribute in building the country's economy. I will want to be one of the individuals that contribute in building a country's economy because it will make me proud (Need theory). Q: Are there any other reasons you decided to have and keep this job? R: It is flexible.

Q: Does income motivate you to deliver a good job performance? R: If I am satisfied with the salary, I will be motivated to deliver a good job performance. For instance, the organisation had performance pay structure. If we do anything extra, we get paid and also, if the newspapers and commercials arrive late, the employees would be paid for the late arrival. Apart from these extra

Continuation of Appendix XVIII - Interview Notes Participant II

bonuses, I can say that the basic income motivate me. Q: What else motivates you to deliver a good performance? R: There are other motivational factors but for me income or money seems to be most important motivational factor. Q: Why does money appears to be the most important? R: Because I cannot live without money

Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Yes of course it motivates me. Like I earlier indicated, the management introduced a performance structure. Every month, they would select three best workers that delivered good performances. These employees got gift cards which can be used to shop anywhere. These paved a competitive environment for the employees because we all wanted that gift card. This motivated me and other employees to work harder in order to deliver a good job performance. Q: Can you tell me your perceptions on pay for performance? R: If all organisations implement a pay for performance structure, most of the employees would want to deliver a good job performance in order to obtain the extra rewards. This would definitely motivate the employees. Q: Is pay for performance a significant part in an organisation? Of course it is significant and I also have such structure at my own company. Q: Why do you think pay for performance is important? Humans are unique and most people work because they need money to survive. Getting extra pay would give employees sense of motivation.

Q: Are there any other factors that motivate you to deliver a good job performance? R: The supervisor, working conditions, communication but if want to get the best performance, bonuses or pay for performance would achieve that in order to meet organisational goals because the market is competitive. Also, in order to achieve customer's satisfaction, organisations have to motivate employees. Furthermore, Seminars or coaching would also motivate employees because they get to learn things that will broaden their knowledge. So why do you think seminars or coaching would motivate employees? R: Whatever employees learn, they would want to reproduce it (replicate or motor reproduction). Learning is also a part of motivating employees because it helps builds employees. This way employee knows how to contribute in achieving organisational goals.

Q: Are these factors based on expectancy? Yes they are based on expectancy. Q: Why? R: It is a vice versa situation (Vroom), just like the saying scratches my back I will scratch yours. Organisations are expected to do something to motivate the employees.

Continuation of Appendix XVIII - Interview Notes Participant II

Q: Do you have anything to add? R: I would like to add that feedback is way of relating with the employees but it is not a motivational factor. Q: Have you ever received feedback? R: Yes I have. Q: Did it motivate you? R: No it did not motivate me because I see it as a normal procedure in every organisation. If you add some pay for performance, it makes the employees work harder in order to deliver a good job performance. Thus money is a motivational end point for me.

General observations

Took time to think. Seems calm. Smiling, moving of his legs, folded his arms while sitting. Maslow. Established eye contacts. Precise responses.

Appendix XIX - Interview Notes Participant III

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 28th March 2015

Sex: Male

Nationality: African

Age limit: Over 30 - Under 40

Q: Why do you work? R: I work in order to take care of myself by meeting my needs and also the needs of my family. (Maslow) Q: Do you like to work? R: Yes I like to work because a man needs to work. Q: How long have been working at this organisation? R: More than 1 year. Q: What do you like about your current job? R: I love the job because of the job security I have, you take responsibilities (hygiene factors). Q: How long is your route? R: 3 hours and 10 minutes. Q: How many newspapers do you have to distribute? R: I have 260 newspapers to distribute. Q: How long does it takes to deliver all the newspaper? R: When the weather is good, I use 3 hours and 10 minutes to distribute the newspapers but when the weather is bad, I use approximately 4 hours to deliver the newspapers.

Continuation of Appendix XIX - Interview Notes Participant III

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: I can also that the income is appropriate enough when I use the 3 hours 10 minutes given to me. But when I use more than the 3 hours 10 minutes, the income is not appropriate enough. Q: What are your views on income? R: My views on income are that, every labour comes with rewards. Be it any kind of rewards, we need the rewards at some point in our lives. We have ambitions, we have needs and so on. To some extent, these rewards contribute in helping us achieve our desires (Need theory, Maslow, McClelland).

Q: Do you have this job because of money? R: Yes I do because I need money to take care of my needs, my wife and my extended family. Also, I do not think I will work if not because I need the money involved. Q: Why do you have this job because of money? R: Because a man need money to survive and without money, you are a nobody (Need theory).

Q: Are there any other reasons you decided to have and keep this job? R: I have to keep this job because getting a job is not an easy task. Also, the job is flexible, it is nice because I am the boss of my job. Q: What do you mean by boss of your job? R: I take responsibilities, when distributing these newspapers and commercials, there is nobody out there to give you orders. (Hygiene factors).

Q: Does income motivate you to deliver a good job performance? R: Yes income motivates me to deliver a good job performance. Q: What motivates you to deliver a good performance? R: Money and feedbacks motivates me to deliver a good job performance. Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Pay for performance no longer exists in at my workplace. But if it still exists, definitely I can say it will motivate me because additional pay is involved or gifts and so on.

Q: Can you tell me your perceptions on pay for performance? R: It is a positive thing or a welcoming development in any organisation because it will motivate employees. Q: Why do you think it will motivate employees? R: It will motivate employees because it helps recognise employee's efforts and recognising your employee's efforts is another way of appreciating employees and what they did in order to achieve organisational goals. Thus, I believe pay for performance will make boost employee's motivation.

Q: Are there any other factors that motivate you to deliver a good job performance? R: The work environments or conditions motivate me to deliver a good job performance (hygiene factors). I am

Continuation of Appendix XIX - Interview Notes Participant III

also motivated by a good supervisor. Q: What gives you job satisfaction? R: Taking responsibilities give me job satisfaction. Q: What give you job dissatisfaction? R: Bad weather gives me job satisfaction especially winters. Bad weather gets me angry and this makes me direct my focus on attention or not delivering a good job. And also, I will be thinking of the query that I will get from my workplace if I do not do a good job. Q: Are these factors based on expectancy? R: No there are not based on any expectancy because sometimes, what you expect is not what you get. Q: Why do these factors motivates you? R: Because I am always happy when I get positive feedbacks from my supervisor. In order to keep getting positive feedbacks, I work hard to deliver a good job performance.

Q: Do you have anything to add? R: Not really but I just want to say that Pay for performance motivate employees. If my workplace still have the structure, I do not think the employees will like to be absent from work. Q: Why do you think so? Because everyone would like to have it and it will become a competition among the employees. This would enable employees work hard in order to deliver a good job performance.

General Observations

Established eye contacts. Gesture. Enthusiastic. Folded his arms. A bit of silence. Took time to think. Smiled and Laughed. Tried giving examples in order for me to understand his points.

Appendix XX - Interview Notes Participant IV

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 28th March 2015

Sex: Male

Nationality: African

Age: 30

Continuation of Appendix XX - Interview Notes Participant IV

Location: House

Q: Why do you work? R: I work to earn a living and live a good life. To meets my needs and take care of my family. Q: Do you like to work? R: I like to work. Q: Why do you like to work? R: I like to work because of money. Q: How long have been working at this organisation? R: 5 years. Q: What do you like about your current job? R: I like the organisation because of how the treat employees and customers. Q: How do they treat workers and customers? R: There is a good relationship between the employees, customers and the organisation. One of the most important thing is the good relationship with the employees. Q: Why do you think this is the most important thing? R: If the employees are happy, this in turn will make the customers happy because the employee will be motivated to work hard in order to deliver a good job performance. This helps to maintain and build an organisation. Q: Why do you think it helps organisations to grow or flourish? R: When the customers get what they paid for at the right and appropriate time, it creates customers satisfaction. This will help the organisation to grow because they will get more customers and the existing customers will continue to buy their products.

Q: How long is your route? R: My route is 3 hours. Q: How many newspapers do you have to distribute? R: This depends on commercials, I don't distribute the same amount of newspapers daily. Sometimes there are more than one thousand newspapers and commercials to distribute and other times, it is less than one thousand. Q: How long does it takes to deliver all the newspaper? R: When the weather is good, it takes 3 hours 10 minutes or less than 3 hours but when the weather is bad, it takes more than 3 hours 10 minutes.

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: Yes I think it is sufficient enough. Q: What are your views on income? R: Incomes are far lower than expenditure in this country. Q: What do you mean by that? R: Cost of living is getting higher by the day and incomes are not increasing. There is a somewhat no balance between both variables. Nevertheless, every labour deserves rewards. Q: Do you have this job because of money? R: Yes I do have this job because of the money. Q: Are there any other reasons you decided to have and keep this job? R: It is hard to get a job and any job you have, you have to keep it (Smiled and laughed)

Continuation of Appendix XX - Interview Notes Participant IV

Q: Does income motivate you to deliver a good job performance? R: Yes income motivates me to deliver a good job performance. Q: Why? R: Because it is the reason why I work. Q: What motivates you to deliver a good performance? R: Like I earlier said, getting a job is hard and keeping my job motivates me to deliver a good job performance. Q: What motivate you to keep your job? R: Because I will get paid and I need the money.

Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Yes, variable pay motivates me to deliver a good job pay performance. Q: Why? R: Because you will get additional pay or gift and so on. In order to obtain these, you have to work harder to deliver a good job performance. Q: Can you tell me your perceptions on pay for performance? R: It is an encouragement processes. Q: Why do you think it is an encouragement processes? R: If you encourage somebody, in a way you are motivating the person.

Q: Are there any other factors that motivate you to deliver a good job performance? R: The supervisor motivates me to deliver a good job performance. Work environments or work conditions motivates me also to deliver good job performance. Q: Are these factors based on expectancy? R: Normally you do not expect these because they are not on the contracts. What is included on the contract is the income.

Do you have anything to add? R: Pay for performance and communication with your employees will motivate employees to work hard in order to deliver a good job performance.

General Observations

Smiling. Established eye contacts. Gesture - moving of hands and legs. Folded his arms. Maslow. Took time to think - bit of silence. Gives examples - enthusiastic. Sigh - seems calm

Appendix XXI - Interview Notes Participant V

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 21st March 2015

Sex: Male

Nationality: African

Age: 30

Q: Why do you work? R: Actually life without work is boring and useless. If I do not work, I cannot achieve my needs and I am also working to better my life. Q: Do you like to work? R: Of course I do like to work. Q: How long have been working at this organisation? R: Almost 5 years. Q: What do you like about your current job? R: It is very flexible and by saying it is flexible, I mean I have other time to do other things. It is not a hard job neither is it very demanding. Q: How long is your route? R: 3 hours Q: How many newspapers do you have to distribute? (Approximate figure) R: I have to distribute 350 newspapers. Q: How long does it takes to deliver all the newspaper? R: It depends on if there are commercials and each working day varies. But I can say in summary that I use 3 hours. Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: (A bit of silence) I do not think the income is sufficient enough due to the working hours, it is at night and the quantity of newspaper and commercial we have to distribute.

Q: What are your views on income? R: For me, income is a reward. Q: Do you have this job because of money? R: No, I do not have this job because of the money. Q: Why do you have the job? R: I have this job because of the proximity (it is the available job). Q: Are there any other reasons you decided to have and keep this job? R: Apart of the reasons that I have mentioned, there are no other reasons.

Q: Does income motivate you to deliver a good job performance? R: Of course it does motivate me to deliver a good job performance. Q: Why? R: Because of my needs, in order to meet my needs, I need money. (Maslow).

Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Of course yes it does motivate me. Q: Why? R: In life, not matter how much you earn,

Continuation of Appendix XXI - Interview Notes Participant V

you will want to earn more. Thus, if you know that a good performance will earn you more, you will do anything in your capacity to deliver a good job performance.

Q: Can you tell me your perceptions on pay for performance? R: I believe every organisation that have pay for performance structure brings out the best performance in every employee. Q: Why? R: Because employees will want to have additional pay and this will make them deliver a good job performance. Q: Are you motivated by pay for performance? R: Yes I am motivated by pay for performance.

Q: What motivates you to deliver a good performance? R: The income motivates me to deliver a good job performance. Q: Why? R: Because I will like to earn money in order to achieve my desires. Q: Don't you think that there are other factors that motivate employees to deliver a good job performance? R: Yes of course there are other factors but for me, it is just the income. Q: Can you tell me the factors? R: There some individuals who work just for the passion of it and not for the money.

Q: Apart from money, are there any other factors that motivate you to deliver a good job performance? R: (A bit of silence) Taking responsibility of the job, organisation policy and working conditions also motivate me. (Hygiene factors) Q: Why do these factors motivates you? R: Generally, human prefer things that are less challenging. Q: Are these factors based on expectancy? R: It is somewhat based on expectancy and also, If you know that putting extra effort will fetch you extra reward, than you will put in extra effort.

Q: Do you have anything to add: R: In summary, people hope to get a reward out of their effort. This will motivate employees to work hard in order to deliver a good job performance. Q: Are you saying expected rewards motivate employees? R: Yes, expected rewards motivate employees because there was a time at my workplace, the organisation said the best performance would get additional 1500 Kr; and it became a competition among the employees. Every employee was expecting to get that 1500 Kr; so they put in their best performance. This definitely motivates employee.

Continuation of Appendix XXI - Interview Notes Participant V

General Observations

Moving his legs. Took time to think. A bit silence to think. Gesture - uses his hands a lot.

Established eye contact. Seem relaxed calm tone. What are your views on income - seems shallow - could not provide effective answer. Very explanative - seems open. Smiling and laughing. Maslow. Hygiene Factors.

Appendix XXII - Interview Notes Participant VI

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 21st March 2015

Sex: Male

Nationality: African

Age: 30

Q: Why do you work? R: I work in order to meet my needs and my family needs. Q: Do you like to work? R: Yes I like to work. Q: Why do you like to work? R: Because it will fetch me money and money makes me happy. Q: How long have been working at this organisation? R: 6 years. Q: What do you like about your current job? R: It is flexible and it is an easy job to do. Q: How long is your route? R: 3 hours. Q: How many newspapers do you have to distribute? (Approximate figure) R: 340 newspapers. Q: How long does it takes to deliver all the newspaper? R: It depends on if there are commercials. Sometimes I use approximately 3 hours and sometimes I use more than 3 hours.

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: It is relatively ok.

Q: What are your views on income? R: It is a normal thing in life. When you work, you get paid. Q: Do you have this job because of money? R: No I do not have the job because of the money. Q: Why

Continuation of Appendix XXII - Interview Notes Participant VI

do you have the job? R: I have the job because getting a job is not an easy task. Q: Are there any other reasons you decided to have and keep this job? R: No there are no other reasons because it is the available job, So it is best to keep the job than to be idle.

Q: Does income motivate you to deliver a good job performance? R: Yes income motivates me to deliver a good job performance. Q: What motivates you to deliver a good performance? R: Keeping a good record, taking responsibilities and work conditions motivate me to deliver a good job performance.

Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Of course it does motivate me. Q: Why is it so? R: Because you get additional pay or any sort, this will motivate you to work harder in order to obtain the variable pay. Q: Can you tell me your perceptions on pay for performance? R: It is a positive and encouraging development among the employees. Q: Why do you think it is an encouragement? R: Because motivating employees is very important. It enables them achieve organisational goals and every organisations wants this.

Q: Are there any other factors that motivate you to deliver a good job performance? R: A good and friendly supervisor motivates me to deliver good job performance. Favourable organisation policies, feedbacks and recognition somewhat play a role in motivating me. Q: Are these factors based on expectancy? R: No it is not based on expectancy. Q: Why do these factors motivates you? R: These factors motivate me because I will feel good about my performance and this will make me work harder every time in order to deliver a good job performance.

Q: Do you have anything to add? R: I think pay for performance is important because motivating employees is very essential.

General Observations

Maslow. Smiling. Established eye contact. Took time to answer. Gesture - hands movement. Enthusiastic.

Appendix XXIII - Interview Notes Participant VII

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 21st March 2015

Sex: Male

Nationality: African

Age: 33

Q: Why do you work? R: I work in order to earn a living and take care of my family. Q: Do you like to work? R: Yes I do like to work. Q: Why? R: Because it enables me achieve my needs. Q: How long have been working at this organisation? R: 2 years and 6 months. Q: What do you like about your current job? R: Taking responsibility and flexibility. Q: How long is your route? R: 2 hours and 15 minutes. Q: How many Newspapers do you have to distribute? (Approximate figure) R: 400 newspapers. Q: How long does it takes to deliver all the newspaper? R: It depends on if they are commercials. Sometime I use approximately 2 hours 15 minutes but when the commercials are more, I use more than 2 hours and 15 minutes.

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: Yes I think it is appropriate. Q: Why do you think so? Because the income is reasonable. Q: What are your views on income? R: Income is paying for your effort. Q: Do you have this job because of money? R: Yes, I work to earn money so that I can achieve my needs and live a good life. Q: Are there any other reasons you decided to have and keep this job? R: I have this job because it is the only available job.

Q: Does income motivate you to deliver a good job performance? R: Of course income motivates me to deliver a good job performance. Q: Why? R: When you have a good income, you will be motivated to deliver a good job performance. Sometime ago at my workplace, at the end of every year, best performance gets additional pay. This motivates employees to work harder in order to deliver a good job performance. Q: Are you saying that variable pay motivates you to deliver a good job performance? R: Yes it motivates me to deliver a good performance. Q: Can you tell me your perceptions on pay for performance? R: It is an encouraging development because this will motivate employees to worker harder in order to deliver a good job performance.

Continuation of Appendix XXIII - Interview Notes Participant VII

Q: Are there any other factors that motivate you to deliver a good job performance? R: The work environments and also if the supervisor is a good supervisor, not minding your background.

Organisations policy - ethics - rules and regulations, work conditions, recognition and feedbacks motivate you. Q: Why do these factors motivate you? R: Because it creates a happy environment, it creates a sense of belonging and this is important. Because no employee wants to work in a hostility environment, this will demotivate them. It will make employee want to quit or they will always find excuse just to be absent from work. Q: Are these factors based on expectancy? R: No it is not based on expectancy.

Q: Do you have anything to add? R: I think organisations should have pay for performance structure because it helps motivate employees. Motivating employees is very important in order for organisations to meet its goals. At the same time, money is not the only motivating factor.

General Observations

Calm tone. Established eye contacts. Hand movements. Gestures. Bit of silence. Took time think. Smiling. Enthusiastic. Demonstrate with his hands.

Appendix XXIV - Interview Notes Participant VIII

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 28th March 2015

Sex: Female

Nationality: Polish

Age: 35

Q: Why do you work? R: I work because I need money. Q: Do you like to work? R: Yes I do like to work. Q: Why do you like to work? R: I like to work because I need money to take care of my personal needs and also, my motivation for working comes within. It is a personal thing. Q: How

Continuation of Appendix XXIV - Interview Notes Participant VIII

long have been working at this organisation? R: I have been working with this organisation for over 3 years. Q: What do you like about your current job? R: What I like about the job is that it is flexible, easy and I can take responsibilities. Q: How long is your route? R: 2 hour and 15 minutes.

Q: How many Newspapers do you have to distribute? (Approximate figure) R: 200 newspapers. Q: How long does it takes to deliver all the newspaper? R: It is depends on if there are commercials. If there are no commercials, I use 2 hours 15 minutes but if there are commercials, I use 3 hours to distribute the newspapers and commercials.

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: The income is relatively ok. Q: What are your views on income? R: Humans have to survive and income helps us to survive. Income is a natural thing and also, it is a reward for your labour. Q: Do you have this job because of money? R: Yes I have this job because of the money and also to keep my body in good condition. Q: Why do you have the job because of money? R: I need money to meet my needs or achieve my desires.

Q: Are there any other reasons you decided to have and keep this job? R: Other than money, nothing else. Q: Does income motivate you to deliver a good job performance? R: Income also plays a role in motivating me but it is not the only thing that motivates me. Q: What motivates you to deliver a good performance? R: I am the kind of person that likes to do things in a perfect way. Therefore, any job that I have, I like to put in effort in order to deliver a good job performance.

Q: Can you tell me your perceptions on pay for performance? R: Pay for performance is a welcoming development and it a way of appreciating the effort of an employee. Because employees that put in extra effort to achieve organisational goals should be rewarded accordingly. This makes it motivational factor among employees. Q: Will pay for performance motivates you? R: Yes it will motivate me. Q: Why do you think it motivate you? R: Because I am working for money and getting extra rewards would motivate me. Although, it will enable me pay extra attention to my job but my motivation to deliver a good job performance comes from within and this is who I am. Q: Why do you think you motivation comes from within? R: It has always been this way since I got my first job. Q: What gives you job satisfaction? R: Doing the job in the right way and no queries or complains from the customers and organisations. Q: What gives you job dissatisfaction? R: I am dissatisfied when I put in extra effort and at the end it did not go well, due to this effect I am getting

Continuation of Appendix XXIV - Interview Notes Participant VIII

queries or complains from the customers and organisations. This gives me job dissatisfaction because nobody recognised the fact that I actually put in extra effort.

Q: Are there any other factors that motivate you to deliver a good job performance? R: Appreciating my efforts, good supervision, job security, positive feedbacks, the working environments and working conditions. Q: Are these factors based on expectancy? R: No they are not based on expectancy because I try not to expect anything before applying for a job.

Q: Do you have anything to add? R: I do not think money really motivate people because when I was working in Poland, there was an investigation conducted to determine whether money motivate people. Those with less income had a good job performance than those who have higher income.

General Observations

Smiling. Took time to think - bit of silence. Gestures - nodding - using of hands. Waving of hands - enthusiastic - laughing. Subjective views.

Appendix XXV - Interview Notes Participant IX

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 28th March 2015

Sex: Male

Nationality: African

Age: 34

Q: Why do you work? R: I work in order to earn a living and there is dignity in labour. Q: Why do you think there is dignity in labour? R: Because working makes you achieve your ambitions and working is an achievement because it raises my status. Q: Do you like to work? R: I like to work because I do not have a choice. Q: Why do you not have a choice? R: I do not have a choice

Continuation of Appendix XXV - Interview Notes Participant IX

because there is no food for a lazy man. Q: What do you mean by that? R: It means you will not achieve your needs or desires.

Q: How long have been working at this organisation? R: 5 years. Q: What do you like about your current job? R: Nothing actually. Q: Why say so? R: When the desirable is not available, the available becomes desirable. Q: How long is your route? R: 5 hours. Q: How many newspapers do you have to distribute? R: I deliver more than 800 hundred newspapers daily. Q: How long does it takes to deliver all the newspaper? R: It depends on my mood and if there are commercials. If there are no commercials, I use less than 5 hours and if there are commercials, I use more than 5 hours. Q: What do you mean by mood? R: The psychological state of mind.

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: It is relatively ok. Q: What are your views on income? R: It is a natural thing in life. Q: Do you have this job because of money? R: Yes I have the job because of the money Q: Why do you have the job because of the money? R: Because I have to meet my needs, take care of my family and also to achieve my ambition. Q: Are there any other reasons you decided to have and keep this job? R: Getting a job is not easy, so apart from being the available job and the only job I have, there are no other reasons.

Q: Does income motivate you to deliver a good job performance? R: In general, income motivates me to deliver good job performance. Q: Why does income motivate you? R: I need money to meet my needs. Q: What motivates you to deliver a good performance? R: Money motivates me to deliver a good performance. Also, like I mentioned, getting a job is not easy and in order to secure my job, I need to work harder in order to deliver a good job performance.

Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Such structure existed at my workplace and it motivated the employees. Thus I can say that it motivate me. Q: Can you tell me your perceptions on pay for performance? R: Motivating employees is very important and most people work because they need money. Therefore it is a positive motivational factor in an organisation because it will enhances employee's performance and this will in turn help in achieving organisational goals.

Q: Other than money what motivates you to deliver a good job performance? R: Job security and taking responsibilities. Are these factors based on expectancy? No they are not based on expectancy.

Continuation of Appendix XXV - Interview Notes Participant IX

Q: Do you have anything to add? R: To me, money is the most important motivational factor. Although, money may not appear to be the only motivating factor but it helps boost employees performances.

General Observations

Smiling - laughing. Gesture - moving legs- moving hands. Took time to answer - a bit of silence. Folding of arms. Subjective views. Established eye contacts.

Appendix XXVI - Interview Notes Participant X

Q means question asked by the researcher and R means Response obtained from the participants.

Date of interview: 21st March 2015

Sex: Male

Nationality: African

Age limit: Over 30

Q: Why do you work? R: I work because I have to take care of my family and meet my needs. If I do not work, I will not have the money to meet my basic needs. (Maslow). I also work in order to contribute to the economic activities of the country. Q: Do you like to work? R: Yes I do like to work. Q: Why do you like to work? R: Because I need a source of income that will enable me meets my needs.

Q: How long have been working at this organisation? R: 4 years and 6 months. Q: What do you like about your current job? R: I do not actually like anything about the job, I have the job because it is the available job. Q: What do you mean by the available job? R: It is not my field of study and as an immigrant, it is hard to get a job. So, when the desirable is not available, the available becomes desirable.

Continuation of Appendix XXVI - Interview Notes Participant X

Q: How long is your route? R: 3 hours and 30 minutes. Q: How many newspapers do you have to distribute? (Approximate figure) R: 400 newspapers but when there are commercials, the distribution quantity is above 800. Q: How long does it take to deliver all the newspaper? R: I use more than 3 hours 30 minutes to distribute the newspapers and commercials.

Q: When you think about your route and how many newspapers you have to distribute, do you think your income is sufficient enough or appropriate? R: It is not sufficient enough. Q: What are your views on income? R: I have different views on income but in summary I can say that every labour deserves a reward. Q: Do you have this job because of money? R: I do have this job because of money. I need money to survive and also, it is the only job I could find at the moment.

Q: Does income motivate you to deliver a good job performance? R: Yes income motivate me to deliver a good job performance. Q: What motivates you to deliver a good performance? R: Friendly environment, good communication with the employees, job security, work conditions, challenges, taking responsibilities, recognition, supervision, positive feedbacks, organisation ethics:- policies, rules and regulations. Q: Why do these factors motivate you? R: It motivates me because I like equality. Q: Are these factors based on expectancy? R: No they are not based on expectancy.

Q: Do you think variable pay such as bonus, performance pay and so on motivates you to deliver a good job? R: Yes it motivates me. Q: Why do you think so? R: Getting extra or additional rewards will be a great thing for me because it will contribute in achieving my needs. This is a good thing and at such, it will definitely motivate me. Q: Can you tell me your perceptions on pay for performance? R: If organisations keep rewarding employees for their effort or performance, of course employees will be motivated to deliver a good performance.

Q: Do you have anything to add? R: I also think, coaching and communicating with the employees by asking employees what they want would help determine what motivate employees. Also, it will help organisation to flourish.

General Observations

Hand gesture. Calm tone. Hardly established eye contact - medium. Paid careful attention to me by the way he moved his head. Maslow and hygiene.