



**EMPLOYEES PERCEPTION ON EFFECTIVE REWARD SYSTEM AND  
MOTIVATING INCENTIVES TO ENHANCE PERFORMANCE IN IRISH OWNED  
RESTAURANTS**

*A Case Study of Reward Management System in Comet Restaurant Dublin.*

**Dissertation Submitted in part fulfilment of the requirements for the degree of**

**MBA Human Resources management**

**At Dublin Business School**

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## **DECLARATION**

Declaration: I, Aremu Adetunji Quadri do declare that this research Study is my original work and has never been presented to any institution or university for the award of degree or diploma. In addition, I have referenced correctly all literature and sources used in this work and the work is fully compliant with Dublin business school academic honesty policy.

Signed: Aremu Adetunji Q.

Date: 5<sup>th</sup> January 2019

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## **Abstract**

This research study primarily focuses on the aspects of human resource management which is directly related to employee benefits and motivation. The research study is primarily focused on two aspects namely reward system and motivating incentives. The prime objective of the research study is to determine the employee perception about the two aspects namely effective reward system and motivating incentives for enhancement of the overall employee performance. The research setting selected in this research study is Irish Owned Restaurants. The case study of Comet Restaurant Dublin has been selected in this research study for exploration purpose. In order to address the selected research problem and key objective of the research study, the qualitative research method of semi-structured interview and case study method have been applied in this research study. The semi-structured interview has been conducted with 5-8 employees of Comet Restaurant Dublin. The data analysis of the interview data has been governed with the help of thematic analysis method. The thematic analysis method has presented the key data findings that have presented the employees have distinct perspectives towards effective reward system and motivating incentives. The findings have also reflected that all employees in the Irish restaurants seek to have good rewards and incentives as a part of motivation to be engaged with the job and having high degree of job commitment. The research concludes that though currently varied range of benefits are given to the employees, however still the rewards and incentives are not adequate to render required degree of motivation to the employees. In the end of the research study, a series of recommendations are provided for the restaurant industry of Ireland as well as for the future researchers.

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## **Chapter 1: Introduction**

### ***1.1 Introduction***

In contemporary business climate with increased competitiveness, the owners of businesses are concerned for enhancing quality and performance while at the same time cutting the costs. However, the strong economic scenario, meanwhile, has led to tighten the position of job market. Therefore, if the small business expects effective productivity and excellent performance from employees, in return, the employees expect to receive more values and recognition (Shields *et al.*, 2015).

Employee motivation is a crucial phenomenon in order to improve the productivity level of the workforce. The employee motivation in the organisations can be rendered in varied manner. The two most crucial management practices for enhancing the motivation and productivity level of employees are reward system and motivational incentives. The rewards and incentives are the vital catalysts to foster increased productivity level of the employees. Employee recognition, as well as reward-related programs, has been considered as crucial methods that encourage or motivate employees for enhancing their performance and work-related habits to give significant profits to their businesses. From the prospects of human resource, reward system for employees is determined as the program through which they are rewarded for their work performance for further enhancing their motivation to give effective performances for organisational benefits (Bratton and Gold, 2017).

Moreover, from managerial prospects, the pay incentives are also given to the employees in regard to improve their productivity, enhance their level of commitment towards organisational work and for them to attain satisfaction in job. Similarly, in food industry of Ireland, strategies regarding the facilitation of financial benefits to the employees for enhancing their motivation are common among the leading restaurants such as Tesco, Ireland (BITC, 2018). However, there is still need of exploring employees' perception



regarding current reward system and incentive schemes of restaurants to identify whether these schemes are effective in satisfying and motivating them or not. For this purpose, present study is conducted to explore and evaluate perception of employees in regard to Irish owned restaurants' reward and incentive programmes for which the case study of comet restaurant Dublin is undertaken in the study.

## ***1.2 Background***

From a considerable amount of time, employees working in the hospitality management sector of Ireland are been provided with numerable benefits like paid leaves, health insurance and specifically defined vacation. However, from the last decade with the rise in the demand of the workforce in the hospitality sector, the need for recruiting and selection of talented employees is identified crucial for fulfilling the growing competition. Benefits are being provided to the employees currently offering their services in the hospitality sector of Ireland. The workers are provided perks like gourmet meals, on-site dry-cleaning and free alcohol. In the prominent Irish hotel chains like Diageo, the employees are offered facilities like availing a three-course lunch without any additional charges. Free gym and swimming pool facilities are also provided to the employees (Newenham, 2014).

However, it has been identified that these types of perks are not capable of motivating the employees at a significant level. Therefore, there is a need to involve auxiliary rewards systems in the hospitality sector. The rewards initiative such as profit sharing is being practised in Ireland. This practice has benefited about 17% of employees (Eurofund, 2016). The hospitality sector of Ireland is identified to face an issue regarding the optimum performance levels of the employees. The employees of Ireland are in an urgent need to have adequate motivational incentives in order to deliver efficient services to the customers. The current employee turnover statistics of Ireland reveal that the restaurant and hospitality sector accounts for about 30 % of the net turnover rate. The turnover rate of the employees in the

hospitality sector is quite large. Therefore, the research will help in addressing the problem of a reduced level of employee performance in the Irish hospitality and food sector due to less effective employee reward system (Eurofund, 2016).

### ***1.3 Research Question***

Formulation of an applicable research question is necessary for directing the research in the required direction and fulfilling the core purpose of the study. Therefore, the question for this research is outlined as:

*“How the employee performance in Irish owned restaurants is enhanced with the application of reward system and motivational incentives?”*

Following questions are defined for this research study:

- *“Which type of reward systems and incentives are being currently utilised for motivating the employees in Comet restaurant and enhancing the employee performance?”*
- *“What is the perception of the employees regarding the implementation of incentive programs and reward systems in the Irish restaurant sector?”*
- *“What is the motivational impact of the reward system and incentives being currently employed in the private restaurant sector of Dublin?”*

### ***1.4 Aim and Objectives***

The research is directed for gaining a thorough analysis of the perception of the employees on the effective reward system together with the motivating incentives for enhancing the business performance of the Irish restaurants. The research is specifically carried out in alignment with the case of reward management system incorporated by the Comet Restaurant, situated in Dublin, Ireland. The specific objective of the current study is focused on determining outcomes of rewards as well as incentives on the present work

performance of the employees currently offering services in the Comet Restaurants, established in Dublin.

*Sub-Objectives:*

- To identify the presently incorporated reward systems utilised in the private food industry situated in Dublin

The rationale behind the formulation of this objective is that it helps to identify the reward system incorporated in the private sector and the problems associated in this sector.

- To critically examine the motivational impact of the rewards and employee incentive systems that are of non-monetary category within the privatised food domain of Dublin

The reason behind the formulation of this objective is to determine whether the rewards are the key driving force behind the performance of employees.

- To actualise the employee's perception regarding the rewards practices incorporated in the private sector

This objective is outlined for examining the preference of the employees due to incentives and rewards offerings like training, development and feedback.

- To gain an insight into the reward mechanism of the private restaurants in alignment to the staff for achieving a good turnover and motivation in the workforce

This objective is defined for studying different kinds of employee rewards and incentives.

### ***1.5 Research Significance***

The research proves highly significant in understanding the performance levels of the employees who are currently employed in the hospitality segment of Ireland. The research is highly useful for the management scholars and human resource managers in understanding the perspectives of employees regarding the reward systems and incentives. The research is new and unique in terms of its informational capability. The research study is highly fruitful in presenting the employee's perspective and their productivity. Information regarding the employee reward systems and incentives and their motivational impact over the employees is also identified with the help of the research study. The research is also highly efficient in describing the current strategies adopted by the Irish hospitality organisations for enhancing the performance and inductivity levels of the employees.

The research provides information on the perspectives of the employees. Previous research works such as Armstrong and Taylor (2014); Malik, Butt and Choi (2015) are focussed for delivering the useful information regarding the employee rewards mechanism and the motivational incentive system from the perspectives of the Human Resources Management unit. Different from the above studies, this research is distinct as it highlights the views of the employees regarding the introduction of the motivational incentives and reward mechanism. This research provides the business enthusiasts useful details regarding the establishment of the employee reward programs. The research is also fruitful for the future business entrepreneurs as it helps them to offer useful information regarding the attitude of the employees towards an employee incentive program.

## ***1.6 Organisation of Research***

Research work is a lengthy process which requires a definite amount of time for its successful accomplishment. Research cannot be carried out in a single phase without proper distribution of the distinct activities in a well-defined time frame. Therefore, there is a need to accomplish a research work in individual phases. These structured steps are being described below:

### *Chapter 1: Introduction*

This chapter constitutes the preface of research work. It provides information regarding the developed aim, objective and applicable questions that seem important in fulfilling the motive of the research. It also provides the rationale and background behind the execution of the research.

### *Chapter 2: Literature Review*

Under this chapter, various academic publications and informative content are critically compared and contrasted. The arguments of the scholars are also critically compared with each other under this chapter.

### *Chapter 3: Research Methodology*

Within this chapter, multiple crucial methods and approaches are described along with the rationale for their selection. These methods are data collection, sampling, design, approach, analysis method and paradigm. All the methodological approaches contribute towards obtaining relevant data and analyse it in effective and systematic manner to generate desired results or outcomes for the research. Further, ethical considerations, as well as research limitations, are also explored within this section.

#### *Chapter 4: Data Analysis*

The data analysis section comprises the analysis and evaluation of data collected from the primary or secondary method in the research. Further, the analysed findings are discussed with the support of literature to ensure the authenticity and validity regarding the results.

#### *Chapter 5: Discussion:*

This chapter has presented a detailed discussion of the key data findings that are generated from the previous chapter. The findings are discussed with the consideration of the literature data findings in order to verify their authenticity and validity.

#### *Chapter 6: Conclusion and Recommendations*

The final chapter of the research involves concluding information of overall findings of the research. Thus, this chapter comprises all the key findings and results generated in the study to reflect that these results are in line with the objectives of the research. Based on identified issues regarding the research context in the conclusion, the recommendations are given to address those issues. Further, there are also some suggestions provided for the future research works, within this research section.

## **Chapter 2: Literature Review**

### ***2.1 Introduction***

The main aim of this research work is to examine the perception of employees towards the effective reward system and motivating incentives that enhance employee performance in Irish owned restaurants. In this relation, this section conducts an in-depth investigation of the research subject in order to present authentic and relevant information. In a similar context, the literature helps in accessing the approaches of incentive motivation and the reward systems for the performance enhancement of the industry. The literature has also been focused on the Non-monetary rewards and the performance related work that would contribute to the effective development in the performance of Irish owned restaurants. The effective integration of Non-monetary incentives also contributes to the overall productivity and growth of the business. The study has also focused on exploring the varied means of motivation that will assist in the alignment of incentives and the reward systems to the individual employees working in the Irish owned restaurants. The reward system that is adopted within the Irish restaurant industry is considered as the significant factor that helps in motivating the employees of the industry. The reward system and the enhanced level of motivation also develop an effective and positive environment within the workplace of the employees (Hameed and Waheed, 2011). In the formulation and designing of reward strategy for the employees is mainly focused on the motivation of the employees considering it as the central point for the effective growth of the organisation.

In the views of Kvaloy, Nieken and Schottner (2015), the various kinds of reward that are offered to the employees help in the performance enhancement of the employees. As per the current market strategy, it is essential for the Irish restaurant industry to inculcate a motivational environment using an effective incentive and reward system. On the contrary, Hameed and Waheed (2011) has explored that the development of the satisfactory

performance of the employees leading to be a profitable asset for the growth of the Irish restaurant industry. Moreover, in regard to developing an effective relationship between the employee and the organisation it is considered to provide an effective reward system for the growth of the industry.

## ***2.2 Need of Rewards and Incentives in Organisations***

In the business organisations, employees are the core of the business sustainability. In order to keep the employee productivity and performance up to the mark, the organisations have to undertake varied kinds of strategies and policies that may motivate the employees to keep engaged with the work and perform at their best. Among these policies, the provision of the effective rewards and incentives is the most crucial policy under the human resource management functional areas of the organisations. The rewards and incentives are the most lucrative policies for the employees to maintain their performance to a good level (Greene, 2018).

In the views of Greene (2018), the need for incentives and rewards has always been considered as the most effective external persuading component that is beneficial for improving the level of motivation among the employees towards the welfare of the organisation. It mainly provides the efficient and strategic path to the employees, who are willing to work for the betterment of their organisations. The rewards and performance incentives are found to trigger motivation among the employees and they influence them to align their personal goals with the welfare of their organisations. The categorisation of the incentives is mainly based on the needs of the employees, as well as their capability and efforts for the organisation. The application of reward systems also improves the skills, as well as satisfies the desires of the employees. The incentives and reward facility also contribute to the enhancement of the life skills that enables the employees to overcome with



the various issues that may arise within their workplace environment and their designated tasks.

As per the study of Locke and Braver (2008), the organisation with efficient management facilities provide an effective reward and incentive system that will contribute to the betterment of the employee's performance by motivating them via the performance-based incentives and rewards. The prominent impact of the reward system is the improvement in the level of employees' loyalty towards their organisations. The incentive programs that are developed by the organisations enables the employees to analyse the values of the company and input that are applied by the employees towards the fulfilment of the needs of the organisation. The appreciation of the efforts by the employees leads to the formation of an allegiance to the organisation. The significant rate of incentives and reward which are provided to the employees are also based on their loyalty with the organisation. The various incentive programs that are offered to the employees are considered as the motivational factor that helps the employees to achieve the most beneficial and higher degree of performance based on their efforts.

According to Haupt (2011), the effective implementation of reward and incentive system is the major aim of any organisation to achieve the desired goal for the betterment of the company is accomplished. In this context, the organisation provides the employees a desired attached bonus or incentive with their assigned target. The major role of the rewards and incentive is to increase the motivation among the employees to enable them to meet the needs of the organisation effectively. The successful integration of the reward system and incentives within an organisation lead to the reduction of company cost for recruitment purposes, which help the organisation to achieve the goals. The cost required for the recruitment of the employees is reduced, as the implementation of effective reward system and incentive plans increase employee retention and loyalty, therefore, decreasing the need

for hiring new recruits. The incentive plan in an organisation are mainly categorised into two major types that includes, concrete incentives and moral incentives. The concrete incentives are considered as the direct system of compensation, which are provided to the employees in the form of salary and bonuses. In contrast to this, the moral incentives are observed to be the indirect compensation that is provided to the employees in the form of awards and certification regarding their performance.

As per the study of Greene (2018), the effective plan for the incentive and reward system enables the employees of the organisation to recognise their efforts and acknowledge their performance for effective rewards. The integration of reward system also contributes to the development of the collaborative work that is performed by the employees of the organisation in groups to achieve the high rate of performance. The incentives also play a vital role in boosting the morale of the employees towards their assigned role in the organisation which helps them to get rewarded for their performance. The primary function of the incentive plans within an organisation is to keep the employees motivated so that they will work harder for the betterment of the organisation by giving their level best performance. The reward system also affects the productivity of the employees with the help of which the employees are benefited with various incentives and rewards.

### ***2.3 Evaluation of the current status of Irish Restaurant Industry***

As per the report of Restaurants Association of Ireland (2018), the Irish restaurant industry is based on the Restaurants Association of Ireland, which was founded in the year 1970. The Restaurants Association of Ireland is officially recognised by the agency of government that mainly serves for the local, as well as the national restaurants of Ireland. The major function that is associated with the Restaurant Association of Ireland is to promote the motivation level of the employees for the effective growth of the food industry in Ireland. The Irish restaurant industry has employs 72000 employees and low-management workers in

the food industry of Ireland and also contributes €4 billion to the economy of Irish every year.

As per the report presented by Statista (2018), the growth in the food and restaurant industry of Ireland can be seen as per the revenue growth of the Irish food market. The total revenue of the Irish food market is observed to be \$7,603 million in the year 2018. Moreover, the Irish food market is expected to have an effective growth of 1.8% annually. The major segment of the Irish food industry is the high amount of consumption of milk products contributing to the market volume of \$1,419 million in the year 2018. The Irish restaurant industry has also experienced growth due to the increasing population of Ireland that was recorded approximately around 4.83 million in the year 2017. The increase in the population leads to increase in the consumption of food products contributing to the growth of the Irish restaurant industry.

According to the report of Restaurants Association of Ireland (2018), the Irish restaurant industry has been observed to be a developing sector of the Irish market as per the effective population of the country. In regard to this, the restaurant industry of Irish has also contributed to the development of the people by creative and efficient employment opportunities for the Irish community and society. The Irish restaurant industry has been growing in the Irish market with the effective retention of the VAT at 9%, which was earlier found to be 13%. As per the retention in the VAT, there has been an increase in the employment for the food services sector. The Irish restaurant industry offers casual, as well as fast food dining services in the Irish market, which has significantly contributed to the net worth value of €7.8 billion. As per the news reports, the Irish restaurant market is effectively growing at a rate of 4.9%. As per the data report of Board Bia's food service, the Irish restaurant industry is expected to reach at a net value of €9 billion by the year 2020.

As per the report of Restaurants Association of Ireland (2018), the Irish restaurant industry is mainly governed by the Food Safety Authority of Ireland (FSAI). The primary aim of the FSAI is to provide effective assistance regarding the food business of Ireland, which contributes to achieving the efficient hygiene standards of the food and restaurant services. The Hazard Analysis and Critical Control Points (HACCP) and the food safety training are provided by the Cater Care Ltd in the Irish restaurant industry. The Food Safety Net Ireland has been established in the Irish restaurant industry that assists the restaurants to operate in a safe and healthy environment.

#### ***2.4 Examining the concept of performance-based pay and its implications***

In the views of Gupta and Shaw (2014), the performance-based pay systems mainly focus on providing effective compensation, which is based on the performance of the employees that may be either individual performance or group performance. The performance-based pay has been considered as an effective way to encourage motivation within the employees of the industry. The efficient integration of performance-based compensation provides the employees with the financial rewards that are linked to the evaluation of their performance in their designated work. The performance-based pay is found to be a widespread phenomenon within the organisations, which are provided to the employees in the various forms such as bonus and incentives. On the contrary, Larkin, Pierce and Gino (2012), the amount of performance pays that are given to the employees are based on the productivity level of the employees and their capabilities, as well as their efficiency in teamwork. Moreover, the performance pay is also determined by the rating done by the other management officials of the company. The various ratings that are examined by the department of the company are then used to calculate the performance pay value, which will be given to the employees. The performance bonus is awarded to the exceptional performer of the company, who displays excellent dedication and goodwill in his work and focus his

activities towards the growth of the company. In regard to this, the performance pay within the organisation is found to be an effective technique that contributes to the growth of the company.

According to Shields *et al*, (2015), the provision for performance pays among the employees of the organisation is a conceptual technique that uses a compensation method of gain sharing. The gainsharing is considered as a compensation technique that helps in distributing the financial rewards of the business among all the desired levels of the company. The gainsharing focuses on increasing the productivity of the employees by providing them with the pre-negotiated amount of the financial gains that are earned by the organisation. This results in the enhancement of motivation level within the employees, as they observe the benefits that the company have by their efforts.

In the views of Cerasoli, Nicklin and Ford (2014), the performance pay of the employees is also determined by the skills-based reward that are provided to the employees in order to improve the motivation level towards the growth of the company. In the skills-based reward, the employees are rewarded bonuses and incentives based on the skills they have, which, in turn, have been beneficial for the development of the company. Moreover, the companies also provide additional training to the employees rather giving appraisals to them. As per the additional skills gained by the training, the employees are then provided with an effective amount of performance pay that is based on the skills that are obtained with the effective training. On the contrary, Gupta and Shaw (2014), the employee can receive an additional amount of compensation, and along with this the company also gain of the skilled and productive employees which highly contribute in the effective growth of the company. In order to foster an effective and motivational work environment, varied types of incentives and performance-based compensations can be considered by any company to sustain market growth. The major concern behind the adoption of performance pay method is to raise the

motivation level of the employees towards their work in the company and sustain their loyalty towards their respective employer organisation.

As per reports of Small Firms Association (2016), in regard to the performance-based pay, various implications can be observed contributing in the effective development of a company. The performance pay system within the working environment of a company helps the managers to integrate a defined framework for setting their goals with the help of which, the productivity and performance of an individual employee can be improved. The concept of performance pay is considered as the most effective way of enhancing the poor performance of the employees. It also leads to the development of a healthy and effective culture for the working of the employees. With the involvement of the performance pay within a company, the management of the company has effective employee engagement and employee performance, which contributes to the overall development of the company. The performance pay also helps in the development of hard-working skills among the employees, as the review system for the performance pay is observed to be precisely aligned with the salary levels of the employees. Moreover, with the effective implementation of performance pay, the company will have efficient and increased revenue and the effective working capital. Furthermore, the management of a company can also utilise the performance pay to attract the desired job applicants, which, in turn, would effectively lead to the improvement of the employee retention rate within a company.

## ***2.5 Importance of Training and Development***

In the views of Hameed and Waheed (2011), the role of training and development is considered as the most effective and efficient component that helps in the growth and development of a business. The effective training for the employees contributes to expanding the skills and knowledge regarding the various products and the technology, which helps in gaining success in the business. In regard to the development of the business, there are multiple categories of training such as management training, sales training, and the project management skills that contribute to the effective development of the employees. On the contrary, Kulkarni (2013), the training provides an efficient opportunity to the employees to expand their knowledge base leading to the development of the business associated within a company. Training is considered as an essential element for the personal, as well as, professional growth of the employees. For the effective development of the business-oriented company, adequate corporate training is provided to the employees that help in the competitive advantage for the company. The corporate training that is provided to the employees helps them to frame their career prospects and also have an impact on the growth of the business.

According to Storey (2014), the corporate training significantly helps in boosting the skills of the employees for the effective growth of the business. The corporate training is also responsible for examining the weaknesses among the employees using the well-designed training program, which helps in addressing the solutions to overcome the shortcomings of the employees. The effective corporate training also leads to the improvement of employees' satisfaction by ensuring their adequate training, which would help them understand company values and vision, and thus, would lead to overall organisational growth. In order to reduce

the attrition rates of the employees, a well-planned training helps in maintaining the stability of the employees within the organisation.

According to the views of Khan (2011), the training and development programs that are provided to the employees of a company also contribute to the improvement of performance of the employees within a company. The training provided to the employees help them have a greater understanding of the responsibilities that are beneficial for the job role in the company, and it also helps in developing the efficient level of confidence within the employees for performing in the best way possible for the growth of the business. This will contribute to the overall development of the employees leading to several benefits for the company by developing a valid standard for the company that will lead to intense competition in the business market. On the contrary, Cardy and Leonard (2014), the training for the employees of the company helps in maintaining the desired consistency of the background knowledge and experiences that are required for achieving success in the business. The ongoing training and development of varied skills lead to the growth of creativity using the new ideas and techniques that are obtained with the help of effective training programs for the employees.

As per the study of Cardy and Leonard (2014), the requirement of training and development programs for the employees can be observed for the varied reasons that affect the growth of the business associated with a company. The primary reason for the training is the indication of the performance appraisal regarding the improvement in the performance. The training is also required for the overall development of the company. Moreover, the training is also necessary for testing the operations of the new and upgraded performance management system. The primary concern regarding the training of the employees is to enhance the skills regarding the new technologies that will contribute to the active growth of the company.



According to Gruman and Saks (2011), the significant focus of the employees training is on the communication as with the increasing workforce diversity; there is a wide variety of different customs and languages that are required to be known for the growth of the business. Moreover, the training for the employees is also focused on the improvement of quality initiatives such as total quality management, benchmarking and quality circles that require basic training for the execution. The integration of the effective training program for the employees of a business company leads to various benefits which mainly include the growth of job satisfaction and the morale of the employees, increasing the efficiencies in the process of financial gain, leading to varied innovative products and strategies for the economic as well as the overall development of the business.

### ***2.6 Role and importance of Non-Monetary Incentives***

In the views of Fisher (2015), the various organisations use bonuses, promotions and other monetary incentives for the motivation growth within the employees, but this strategy is not considered an effective way for the development of the business associated within a company. On the contrary, Walsh (2011), the non-monetary incentives are found to highly influence the motivation level of the employees which results in the betterment of the company. The non-monetary incentives are considered as compensation that is given to the employees of a company in varied forms rather than cash.

According to Walsh (2011), the non-monetary incentives are mainly called non-cash benefits that are provided to the employees for enhancing their motivation level towards their professional career. In regard to this, the non-monetary incentives are primarily classified as three separate categories which include psychological benefits, medical benefits and the lifestyle benefits. The psychological benefits focus on the mental health of the employees which help in raising the motivation for their work in a company. On the contrary, Abdullah and Wan, (2013), the psychological benefits to the employees mainly consist of employee

assistance program and the mental health education that is provided to the employees of the company. The lifestyle benefits under the non-monetary incentives are precisely focused on maintaining the lifestyle of the employees. By developing the lifestyle of the employees, the company can avail the benefits of the hard work that will be developed with the help of the non-monetary incentives. The various lifestyle benefits include childcare support, preventive care for the health and life insurance benefits that focus on developing effective motivation among the employees. In the medical benefits that are concentrated under the non-monetary incentives is found to be the most effective and efficient monetary benefits. The medical benefits that are provided to the employees are mainly focused on the health insurance of the employees covering their family that support the motivation of the employees towards the growth of the business.

As per the study of Kvaloy, Nieken and Schottner (2015), the most common benefit that is fulfilled within the non-monetary incentives is the efficient flexibility in the working hours for the employees. The flexibility in the working hours of the employees highly influences the motivation level of the employees that are beneficial for the growth of a business or company. The various benefits within work flexibility include the appropriate work timings and provision for proper leaves for employees, which, in turn, offers a positive work environment and an effective working culture for the employees.

As per the views of Aguinis, Joo and Gottfredson (2013), the non-monetary incentives also include adequate training for the employees which provides them with plenty of ways to develop their skills for the personal as well as professional growth. The integration of efficient preparation for the employees helps them to overcome the issues of their routine jobs that are assigned by the company. Moreover, with the development of training, the employees will be able to meet the significant business challenges that are faced within the company. On contrary, Fisher (2015), the efficient training also enables the employees of a

company to understand their strengths and weaknesses that benefit in the development of the business. The non-monetary incentives consist of an even more considerable impact on the motivation and satisfaction level of the employees as compared to the traditional rewards system. The non-monetary benefits are considered to be the essential factor that helps in attracting a productive workforce environment for the employees. Offering non-monetary rewards to the employees are observed to be an effective incentive program which contributes to the recruitment of skilled employees for the business associated within a company.

### ***2.7 Relationship of Rewards and Incentives with Enhancing Employee's Performance***

In the views of Payam *et al.*, (2013,) the rewards and incentive programs in the organisations are observed to be an effective technique to enhance the productivity of the organisation and the employees. The relationship between the reward system and the employee performance is found to be the very effective, which contributes to the overall development of the organisation. The various aspects in which, the performance of the employees can be improved mainly consist of employer-employee relation, job security, and rewarding policies in place. The most important aspect for the performance enhancement of the employees is considered to be the motivation level of the employees towards their assigned roles in their organisations. In regard to the performance enhancement, the most considerable aspect is the opportunity of rewards and compensation in the form of incentives that are provided to the employees.

As per the study of Cho and Perry (2012), in the present competitive market, there is huge requirement of incentives in order to reward the most suitable and hardworking employees of the organisations. The strategies of incentive and reward system for the employees are significant for maintaining and inspiring the employees to meet the global challenges for the growth of the organisation in the international business market. The

rewards to the employees are provided on the basis of their efforts, which are made for improving their performance in the company. The performance of the employees is examined as per the tangible outcomes of the team work or quality of work obtained from different tasks and roles assigned to the employees.

In the views of Nwokocha (2016), in order to maintain the relation between the rewards system and the employee performance, the organisations mainly provide three types of rewards that includes, social rewards, intrinsic rewards, and the extrinsic rewards. The extrinsic rewards are considered as the effective physical rewards, which are provided to the employees including promotion prospects and the fringe benefits. The intrinsic rewards are the most considerable type of reward that is offered to the employees of the organisation based on their specific performance regarding the assigned task and are considered to be the self-granted pay-off. The social rewards are provided to the employees based on their interaction with the people within the organisation and maintaining supportive relation with the co-workers of the organisation.

According to the views of Saleem (2011), the rewards and incentives, which are provided to the employees directly affects the loyalty of the employees and their commitment towards the organisation. The commitment of the employees is highly responsible for the improvement in the performance of the employees and it also led to the reduction of the organisational turnover. The effective incentive and rewards contribute in building the employees relationship as the incentives develop the basis for the efficient level of commitment of the employees. Moreover, the efficient level of employee's performance within an organisation is directly related to the higher level of loyalty benefit which mainly includes monetary and non-monetary rewards and also the incentives that help in increasing the motivation level of the employees. The management of the organisation is responsible for

providing improve the financial incentive and rewards for the enhancement of employee loyalty and the effective performance of the employees.

As per the study of Sajuyigbe Olaoye and Adeyemi (2013), the rewards and the incentive that are provided to the employees can be in any form such as cash, appraisal both. The reward system is very efficient for the improvement of employee's performance as the rewards schemes which are offered to the employees based on their individual performance or group performance. As the reward and incentive are found to play an essential role in determining the effective performance of the employees within the organisations. The provision of incentives and rewards are found to be the operational stimulus within the organisation which encourages the employees to meet the challenges that are responsible for the growth of performance. The high rate of incentives that are provided to the employees of an organisation also contributes to the effective engagement of the employees to their work which lead to the growth in their performance. The rewards and incentives that are provided to the employee based on their engagement and performance also contributes in gaining the most efficient customers satisfaction which helps in enhancing the motivation of the employees.

## ***2.8 Summary***

It has been concluded that the perception of employees towards the reward systems and the motivating incentives to enhance employee performance have a useful role in the growth of a company. In regard to this, the literature has focused on the effective evaluation of the current status of the Irish Restaurant Industry. In this regard, the performance pays and the reward system that is adopted within the Irish restaurant industry is considered as the significant factor that helps in motivating the employees working at different levels of various organisations associated with the industry. The literature has also focused on the concept of performance-based pay that mainly contributes to the enhancement of motivation

within the employees. The implications of performance-based pay concept within the organisation lead to the active development of the business. It also helps in examining the capability of the employees for the growth of the business. The next chapter of the research work has presented a detailed account of the key research methodology framework that has been adopted in this research study for the purpose of data collection and data analysis. The research methodology has been developed in the surrounding of the Saunder's Onion Model.

## **Chapter 3: Research Methodology**

### ***3.1 Introduction***

Research methodology provides the directional base to the research work with the inclusion of philosophical assumptions and directive research approach and design that can be suitable for addressing the selected research problem and answering the research questions. Research methodology chapter of the research work directs to reflect methods and procedures undertaken for collecting data and analyse it in the most effective manner in order to achieve the research objectives. The research study has undertaken qualitative approach of data collection for acquiring the relevant data and information for the research context. The qualitative data has been collected through semi-structured interview method which is conducted with the Comet Restaurant Dublin. In this regard, for the presented research work, for this method, the research work is directed to adopt suitable research design, approach and paradigm. The choice of the specific methods and approaches has been presented in this chapter with proper justification and evidence source in order to maintain the credibility of the data collection process. The prime quest of this section of the research work is to explore the research methods and its methodology in the most rational and justified manner. The research methods and approaches have been selected through the consideration on Onion Model of Saunders.

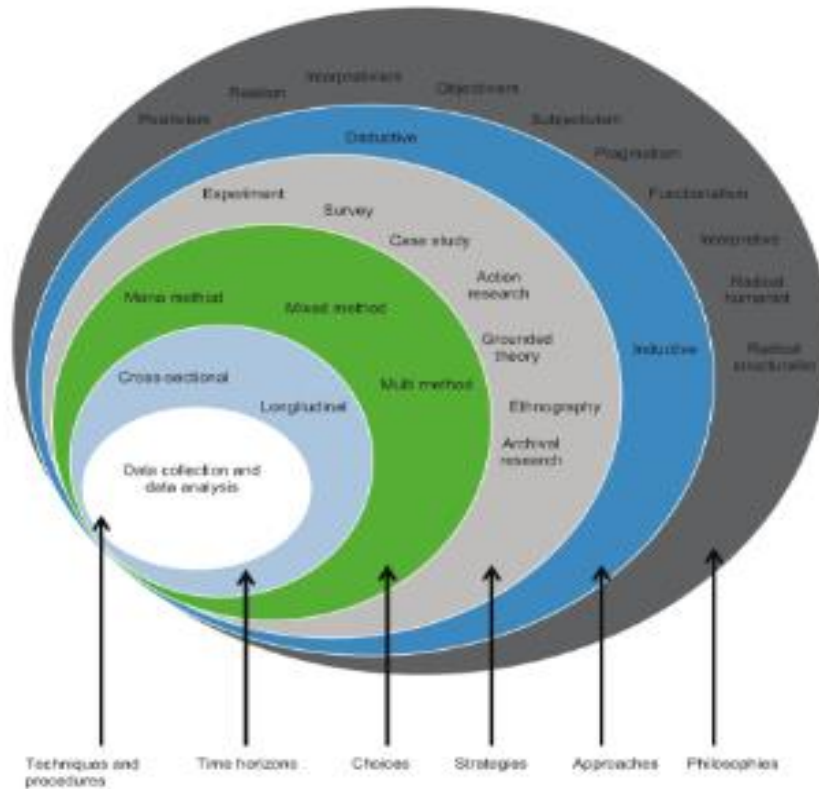


Figure: Saunder's Onion Model

(Source: Heerdt, 2014).

### 3.2 Research Design

For the presented research work, it is essential to set the designing of the entire procedures and activities so that the research work can be accomplished in a smooth manner (Holloway and Galvin, 2016). In this regard, generally in the research works, three different types of designing namely exploratory, descriptive and experimental, which are generally applied in different types of researches as per their nature and requirements. In the existing research work, descriptive research design would be the most suitable and applicable research design as the quest of the research work is to describe the existing perception and attitude of employees on effective reward system and motivating incentives to enhance performance in Irish owned restaurants (Bryman, 2016). This will be a qualitative phenomenon in which requires description supported by various theories and concepts. In the alignment of this research design, the research work will have qualitative nature which aims to critically



analyse and present qualitative and subjective information only in order to describe and present existing perception of employees regarding reward system. This research design would be effective in adding into the existing theories and research phenomenon available in the related pool of studies. In addition to this, the detail and subjective exploration of the research context will be helpful in identifying the needs of employees working in the in the most effective and efficient manner.

For the presented research work, experimental and exploratory research design is not suitable as the nature of the research and desired outcomes are not aligned with these research designs. The prime quest of applying experimental research design is to find out something new perspective in the research context, which is unknown in the existing knowledge arena. When there is a need of finding new phenomena or test a new theory, experimental research design is used, but in this research work, no new theories are tested. Moreover, exploratory research design is used when there is a need of exploring some new dimensions in the existing theories. Finding some new dimensions in the existing available theories can be considered as prime postulations of exploratory research design. However, in the presented research design, no new dimensions are to be scanned rather, this research work is directed to describe the existing theories and context in an elaborative manner so that overall knowledge pool in the presented research area can be enhanced in the most effective and efficient manner. owing to this reason, the descriptive research design would be the most suitable and applicable research design for the presented research work.

### ***3.3 Research Approach***

The research approach reflects the flow of data collection and other processes so that research activities can be determined in the most effective manner (Sekaran and Bougie, 2016). In this regard, generally research works undertake two different types of approaches namely inductive and deductive research design, which are undertaken as per the nature of

the research. In the presented research work, inductive research approach would be the most suitable research approach as it directs the research work from specific observation to generalised research outcomes. In the presented research work, aim and objectives, as well as, research problems have already been determined and all the focus and directions of the research work has been reflected on the same which shows that the flow of the research activities is initiating from specific observations. In addition to this, for the purpose of reflecting the impact of effective reward system and motivating incentive on employee performance, the perception of employees of Irish restaurants have been obtained which has refined the search perspectives of the research work. In this way, the research work will explore such specific observation collected from primary as well as secondary sources and will obtain a generalised research which can be applied in different other industries also. In this way, the implied research approach in the presented research work will be inductive.

Another crucial approach for social science research work is deductive research approach. This research approach has been rejected in the research work as the flow and requirements of the presented research work is not aligned with the deductive research approach's requirements. For instance, deductive research approach is applied in the research contexts where there is ample material available in the research context and the focus of the research work is not set. The aim and objectives of the research work is not determined until the thorough review of literatures available in the existing area. This research approach seeks to find the research focus on the basis of the gaps available in the existing knowledge pool. However, in the existing research work, aim and objectives have already been defined to narrow the focus of the research work. Further research and literature research have been designed in the alignment of the already framed and determined aim and objectives. Owing to this research inductive research approach is more suitable for the research work in comparison to deductive research approach.

### ***3.4 Research Paradigm***

The research paradigm shows the philosophy and mind set of the researchers while undertaking the research procedures and selecting data collection method (Stage and Manning, 2015). In this regard, generally two different philosophies namely inductive and deductive are generally taken into account in the research work. Positivist research paradigm reflects the usage of statistical and numeric methods for analysing data and obtains the results in absolute terms. In comparison to this, when there is a need of describing any relationship among two variables in detail form with the help of causes and reasons behind the relationship, interpretivism philosophy can be considered as the most crucial and applicable philosophy. In the context of the presented research work also, there is a need of detail information regarding reasons behind relationship between reward and incentive systems and employee performance which will be explored and described with the help of qualitative type of data collection and analysis methods. Owing to this reason, the implication of interpretivism research philosophy can be considered justified in the presented research work.

The nature of the presented research work does not allow to use positivism research philosophy in the research process. Positive philosophy can be applied in the research works in which there is a need of exploring some new data collected in quantitative form. In this research philosophy the analysis of the data is performed by applying some statistical and quantified research method. The quest of this philosophy is to explore the scientific and quantified results of the research questions which can be further interpreted in order to reach to a valid and well-informed conclusion. However, this research work requires only qualitative data to explore and be analysed, which does not require the application of any statistical or quantified data analysis tools. In addition to this, this research work is aimed to find out subjective and detailed solutions of the research problem which can be confined with the help of the subjective views of people and theoretical assumptions undertaken by various

authors and scholars. Owing to this research, the rejection of positivism research philosophy and application of interpretivism research philosophy in the existing research work can be considered quite justified in the presented research work.

### ***3.5 Data Collection***

Data collection is the vital process in the research study that helps to have collection of the relevant and useful data that can be helpful for addressing the selected research problem. For the determination of the data collection methods suitable in a particular research study, it is vital on the part of the researcher to have a good understanding of the key data collection methods that are used commonly in the research studies. There are basically two categories of data collection methods that are use in the research studies namely primary data collection methods and secondary data collection methods. The selection of the appropriate data collection method is governed in the research study in accordance to maintenance of the validity and reliability aspects of the research study. The selection of the data collection methods is also based on its suitability with the key research objectives as well as addressing the selected research problem in the best suitable manner.

#### ***3.5.1 Primary Data Collection Method***

Primary data collection methods are considered superior method over other data collection methods as these methods provide fresh and first-hand data that is completely based on personal experience of the respondents. This method facilitates to have collection of the realistic and experience-based data that enhance the evidence base of the research work and provide it an empirical base. The implication of the primary data collection methods is evident in larger number of research studies; however, its selection is based on the suitability of the research work and purpose of the research.

In this research study, a key research strategy named Mono Method qualitative study is implied (Lampard and Pole, 2015). Under this research strategy, the primary data

collection method of interview has been implied in this research study. There are two types of interview methods used in the research studies namely structured interview and semi-structured interview. The structure interview process includes a fixed questionnaire to be asked from the interviewees, however, in the semi-structured interview, the question set are not fully fixed, however some other questions can also be asked in between in accordance to the research objectives. Overall, this can be affirmed that semi-structured interview process is more flexible for the researcher for primary data collection purpose.

The interview has been developed in the form semi-structured interview. The key advantage of using semi-structured interview is that it facilitates to give the respondents an opportunity to give additional information in between the interview questions when required. The interview is conducted with a specific group of people namely team members or low-level employees in Comet Restaurants Dublin. The key rationale behind using these people for interview purpose is that they have a significant knowledge about the key aspects related to the rewards and incentive motivation that are rendered to them on regular basis and that they expect to have. The use of semi-structured interview for data collection purpose is a significant approach as it determines to render good degree of flexibility to the employees so that they can take time to think about the questions asked and even can provide more valued added information for the other related questions that can be asked during the interview process (Taylor, Bogdan, and DeVault, 2015). With the help of semi-structured interview, a narrative inquiry can be conducted for the data collection purpose (Green and Thorogood, 2018).

Along with interview method survey through questionnaire is also one of the major and frequently used data collection method for the purpose of gathering the primary data in any research work. However, in the presented research work, this method has been rejected due to several reasons. First of all, this method is used for collecting quantified responses of

the respondents on any issues in which only limited views of the people can be collected. The presented research work requires detailed and explained views of respondents along with the rationale, which cannot be collected with the help of survey method. Only interview method allows the respondents to express their ideas and views independently. Along with this, survey method generally uses close ended questionnaire to be filled by the selected respondents. Owing to this reason, the scope of the answers gets limited, which is not suitable for the presented research work. In the interview method, open ended questions are asked in which respondents can express their views and experience in detail. In addition to this, survey method requires a large sample for ensuring high degree of validity of the research work. The presented research works aims to reflect the existing perception and attitude of employees on effective reward system and motivating incentives to enhance performance. This aim needs to have views of senior level managers employed in Irish owned restaurants. Owing to this reason, it is not possible to approach Managers of restaurants in such a large number and avail their time and consent for the presented research work. In this way, small sample size adopted in the interview method can be considered as one of the effective approaches in the research work. Owing to this reason, survey through questionnaire method has been rejected and interview method has been selected in the presented research work.

### ***3.5.2 Secondary Data Collection Method***

Secondary Data Collection methods are the methods that provide second hand data that has already been published and explored by other researchers. The secondary data has its own advantages to be implied in the research studies as it is well authentic and reliable data because it is researched by renowned scholars and published by established and authorised publication houses and journals. The secondary data collection methods are also of varied kinds namely literature survey method, case study method and document analysis method. Among all these methods, case study method holds a significant place because it is based on

realistic case of any organisation. The case study method provides evidence-based data and hence its implication is quite significant in the research studies.

In this research method, the case study of the Comet Restaurant Dublin has been conducted in the research work in order to determine the actual data about the company to be selected as the case study. The use of this additional method of data collection will be proved effective approach in order to reach the verified data and research results. The case study method will be helpful to determine and verify the findings of interview method.

### ***3.6 Sampling***

Sampling is the most important technique in this research work for selection of the most appropriate sample for the data collection purpose (Merriam and Tisdell, 2015). There are a range of sampling techniques available under the research methodology framework such as probability sampling, non-probability sampling, random sampling, cluster sampling, purposive sampling, targeted sampling and convenience sampling. All these strategies have their own base for implication in the particular research work and their suitability is different for different data collection methods. Though purposive sampling is used in most research studies for interview respondents' selection, however in this case there is good number of employees available for the data collection purpose and hence, 5 interviews will be done as participants are selected randomly. This is an adequate sample size for interview purpose as lesser than this number will not be adequate for collection of most authentic and reliable data and larger than this sample will tend to be higher and time-consuming process for data collection purpose. The random sampling strategy has been used in this research study in order to ensure that the issue of biasness and discrimination can be avoided to a good level in the research work (Flick, 2014). The random sampling strategy is applied through listing all the employees of Comet Restaurant in a tabular format and then selecting the defined number of employees in a random manner. The random sampling strategy is found fair and

transparent on the part of the respondents also as it renders all the participants of sample population equal opportunity to be the part of the targeted sample for interview purpose. The Comet restaurant has been communicated and a carry on in respect to the research has been approved by the owner and manager of the branch.

Other sampling methods such as convenient sampling and Snowball sampling method cannot be considered appropriate for this research work. These sampling designs are applicable where there is a large population which is not easy to target. However, the setting selected for the presented research work is Comet restaurant which quite focused and approachable. Owing to this reason, for eliminating research bias, random sampling can be applied easily.

### ***3.7 Ethical Consideration and Access to Data***

In the academic research work having abidance with the Ethical Code of Conducts is vital and mandatory on the part of researchers. Ethics is a very important part in the academic research works and hence universities provide specific ethical guidelines for researchers that need to be taken into consideration in the research studies. The inclusion of ethical codes of conducts in the research work enriches the validity and reliability degree of research work. In this research study, varied ethical considerations are given value such as information confidentiality, having written informed consent of the participants, credibility to the scholars whose work is referred and data originality (Edson, Henning and Sankaran, 2016). All these ethical considerations have been proved supportive and contributing to maintain the validity and reliability aspects of the research study in theoretical and practical terms. The detailed explanation of specific ethical considerations is given under following points:

- The first ethical consideration that has been given value in this research study is related with information confidentiality of the participants' identity as well as information provided by them. It is against the ethical code of conducts to harm the



personal identity of the respondents. In order to secure the research work in consideration to this ethical code, the identity of the respondents is kept anonymous in this research work. Furthermore, the information provided by the respondents is kept secured in password protection so that none of the third party can access it for any illegal purpose.

- The second ethical consideration that has been implied in this research study is related with gaining informed consent of the participants for taking part in the interview process. This is against ethical values to include any individual in the data collection process without gaining consent. For incorporating this ethical aspect in the research study, the cover letter and initial research draft has been provided to the respondents to make them aware with the subject matter of the research study and purpose of the research work. Only after gaining the written informed consent of the participants they are selected for interview data collection method. None of the research participants is given any kind of monetary incentive. Even they are not forced to take part to have participation in data collection process.
- The third ethical consideration given value in the research study is related with maintenance of the data originality. In the research work, copying information from any other source is considered violation of the Data Protection Act. The violation of the data protection act is a major issue for the researchers in the academic codes of conduct. The research is exposed to the issue of plagiarism due to harming the originality aspects. In order to avoid this issue, in this research work, all the data acquired from data sources is presented in the original language through having deep insight into the research data.
- The other ethical consideration that has been used in this research study is related with maintenance of credibility of the authors. For such purpose, proper references are

given in this research study in the end of the thesis. All the authors whose work is retrieved for data are properly given citation in the text in order to show their individual credit in the research work.

- The last ethical consideration that has been involved in this research study is that it is ensured that this research work is my original creation and it has never been submitted in any university for any academic purpose.

In this research study, some accessibility issues were also faced. For interview purpose accessing the required targeted people was a critical accessibility issue that I faced during the research work. The other issue in the same line was related to having accessibility of the databases for finding the scholarly articles for the literature review purpose. The accessibility issues were dealt with at the most adequate level.

### ***3.8 Data Analysis***

Data analysis is the most integral process in the research work that is governed in alignment of the data collection process. The data analysis in the research studies is governed in two different ways qualitative data analysis and quantitative data analysis. Data analysis in this research work has been governed with the help of qualitative data analysis method as the data collection from interview method is descriptive in nature. In order to analyse the interview data, thematic analysis method has been used in this research study. The themes are derived from the literature review that has been conducted in this research study. Under each theme specific interview questions are evaluated. The thematic analysis method has been proved supportive to research as it has provided a strong ground for reaching the crucial data findings that are essential for addressing the selected research problem in this study (Bryman and Bell, 2015).

Thematic analysis undertaken in the research work is directed to explore the responses of interviewees and interpret them in the detailed manner in order to explore the context in

the detailed and subjective manner. Themes are generated on the basis of the response collected from the interviews of different selected respondents and theories explored in the literature search measure. The thematic analysis would direct to explore a specific context with the help of primary data so that reliability and validity of the arguments and claims made can be checked.

After analysing interview responses with the help of different themes, detailed discussion would be taken into account in which findings of primary data would be cross-checked with the help of secondary data finding. The discussion would help in enhancing the reliability of the interview data and provide literature support to findings so that overall research results can be made more reliable. The overall discussions on the finding would skim the positive and negative points of each of the perspective highlighted in interview data and confirmed with the help of literature survey measures. In this way, the discussion would allow the researcher to reach to the final conclusion of the research work for the purpose of answer in the research question in the most effective manner.

### ***3.9 Limitation of Methodology***

Thematic analysis undertaken in the research work is directed to explore the responses of interviewees and interpret them in the detailed manner in order to explore the context in the detailed and subjective manner, However the incorporation of single case study will be a limitation as practicalized suggestion can be attained in regards observed reflexion. It can also be presumed that investigation procedure been justified can be seeing as its own limitations. Limitations such as the use of small sample size in gathering of primary data as organisation looking into was fast running during research period due to the festive season of Christmas and new year. In regards this most employee there are of short time contract as about two to three-long term employees are on holiday break. However, the only people

interviewed are the old staffs in other to get tangible responses which lead to use of small sample size.

#### ***4.0 Summary***

The research methodology chapter has presented a detailed account of the key research approaches and methods that are used in this research study for the data collection and data analysis purpose. The description of each method and approach has been governed with proper justification points. The research study has included qualitative data with the help of interview method case study method. The inclusion of both these methods has fostered qualitative data that has been analysed with the implication of thematic analysis method. The research methodology chapter has also presented the key ethical considerations that have been used in this research study during the data collection process. Overall, this chapter has presented a sound base for justifying the overall data collection process. The next chapter of the research study will present the key findings of the data and their analysis with the implication of thematic analysis approach of qualitative data analysis. The research study has undertaken qualitative data and hence thematic analysis method has been adopted for the data analysis purpose. The themes are derived from the conceptual base developed in the literature review chapter.

## Chapter 4: Data Findings and Analysis

### 4.1 Introduction

Data analysis is the most significant and crucial elements of the entire research work that provides base for reaching the research conclusions. This chapter is not about presenting opinion of the search participants from whom data was collected, while it mainly involves interpretation of the results/findings to analyse identified facts in order to meet the research gap. Data findings and analysis has significant importance in the research project because it mainly depicted results of this project that is the new knowledge in the current studies. The use of literature to support primary findings at this stage or chapter of the research project is ensuring validity, authenticity and relevancy of the results and analysis. This chapter is the comprehensive presentation of the respondents' views in answer to the questions asked during interview process and secondary evidence to support their views for the viable interpretations. In particular to the research problem, this chapter is exhibited responses of the employees of the Comet restaurant that were participated in the semi-structured interview process. From the different sections of Dublin based Comet restaurant, 2kitchen (Junior and senior staff), 2 supervisor (General supervisor and floor supervisor) 1 floor staffs (who also works in the bar) were interviewed and in all total 5 interviewees' responses collected in this primary data method that are presented and analysed in this chapter.

<b>Interview Respondents</b>	<b>Denotes as:</b>
Senior kitchen Staff	A
Junior Kitchen Staff	B
General Supervisor	C
Floor Supervisor	D
Floor / Bar staff	E

The responses of the participants collected during interview has been analysed through using thematic analysis to integrate responses collected in form of qualitative data with the research aim, objectives and questions. Thematic analysis involves different themes to reveal findings explored at the stage of primary and secondary data collection to reveal key facts directly associated with the research problem that leads to conclude effect of reward system and motivational incentives on the employees' performance in Irish owned restaurants. Thematic analysis in this chapter covers participants' responses in direct quotes and interpretation in underpinning of the secondary data.

#### ***4.2 Data Analysis and Discussion***

The following exhibited themes in this chapter are directly developed from the research objectives/questions that help inferring pertinent data. The semi-structured interview questionnaire to access viewpoints of employees in the Comet Restaurant in Dublin is developed in alignment to the research aim and objectives. In process of inductive approach, specific data is collected about reward system and incentive from employees' opinion and experiences in specific of the Comet Restaurant in Dublin to reach at the generalise conclusion.

##### ***4.2.1 Theme 1: Reward System and incentives being used in the Comet Restaurant in Dublin***

The first interview question to the research respondents was about reward and incentives system used in the Comet Restaurant in Dublin; it was answered by one of the kitchen staffs (A) that *“Comet Restaurant mainly offers non-monetary reward and incentives to the employees more than that of monetary rewards.”* Another kitchen staff member (B) replied that *“monetary and non-monetary both are used in the reward system and incentives in the Comet Restaurant.”* In response to this, supervisors as the interview participants (C & D) replied in the majority that *“reward system and incentives being used in the Comet*

*Restaurant involve more non-monetary benefits for the staff in relative to the monetary benefits to enhance performance.”*

It can be interpreted from kitchen and supervisors’ responses that Comet Restaurant in Dublin focuses on stimulating performance and motivation of employees through offering non-monetary benefits at the greater extent. However, it offers monetary benefits as well. The significance of non-monetary benefits is considered more than in the restaurant industry in order to skilled employees for sustainable performance. Literature has also supported this fact that non-monetary reward and incentives to the employees in food restaurants; such as superior-superordinate relationship, recognition, appreciation and supportive work environment leads to stimulate self-value of employees. Thus, it can be revealed that employees’ motivation to work hard to enhance employee value or worth in the organisation is driven by the non-monetary reward and incentives (Oshi and Daniel, 2017).

In the same context, it replied by the floor/Bar staff (E) that *“Comet Restaurant reward and incentive system is not differently designed from its different sections. The combination of monetary and non-monetary both is equally included to gain employee loyalty, employee retention along with to foster performance. The reward and incentive system of the restaurant is significantly focused on the encouraging motivation of employees.”* From the response, it has been interpreted that there might be a difference in the reward and incentives system of the Comet Restaurant for employees working in different sections. Expectancy theory of motivation in alignment in this fact also claimed that desirable reward in the form of monetary and non-monetary is essential to be yielded for the favourable performance (Wigfield and Eccles, 2000). Desirable reward to the employee leads to satisfying his expectancy and essential needs that ultimately motives for the efforts and performance. In concern of the different expectations of employees, reward and incentives

system is designed to meet the expected needs of employees that influence them for the high performance (Chiang and Jang, 2008).

In the same context, most of the respondents (including General supervisor (C) and Floor / bar staffs (E) replied that *“reward and incentives system represented is inclusive of both monetary and non-monetary because of a positive interlink with the motivation and performance.”* On the other side, another respondent stated that *“employees’ motivation through the provision of non-monetary rewards is the agenda of the Comet Restaurant in Dublin because of active contribution, intended goals of personal and organisational development, skilled staff retention through relationship management and loyalty as a whole.”* It has been identified from the views of supervisor and floor / bar staff that inclusive approach for the reward and incentives system designing is important for overall restaurant development because it takes into account employees’ need and organisational goals, so as to motivate employees to achieve organisational goals. The unfulfilled employees’ needs due to an ineffective reward system that lacks consistency between employees and organisational development are against overall performance management (Larkin and Pierce, 2016).

Overall, responses of employees working in different sections of the Comet Restaurant have been indicated that employees’ motivation is proportionally linked to the reward and incentives system. In the restaurants, employees are more offered non-monetary incentives to sustain good employer and employee relationship that important for the service excellence and control over HR costs in the recruitment, selection, and training of the new employees. The high performance of the employees is significantly raised through adequate monetary rewards along with non-monetary in concern of building and upholding strong association (Kang, Tang and Fiore, 2015).



#### ***4.2.2 Theme 2: Rewards and employee incentives systems impact on the employee motivation (non-monetary category)***

After the question about current reward system being utilised by the Comet Restaurant in Dublin, interview respondents were asked to share experiences about impact of rewards and employee incentives system particularly non-monetary rewards. Majority of the respondents mentioned positive and progressive motivational impact of rewards and employee incentives system at the great extent. Kitchen staffs (A & B) perceived that *“non-monetary category of rewards and incentive system encourages them to show creativity in food preparation and presentation for render satisfaction to the customers. Non-monetary category helps in gaining higher position in the kitchen department along with other privileges.”* In the same series, supervisors also believed in *“earning more non-monetary than monetary reward because they perceived earning of higher position would eventually lead to earn more money. Non-monetary ensures work satisfaction and thus, more consideration to the non-monetary rewards and incentive system in the Comet Restaurant is the positive motivator for us.”* It has been interpreted that non-monetary rewards and incentives plays crucial role to encourage employees for the better results. There persists directly proportional relationship between non-monetary rewards and incentives system for the employees in the restaurants, and better performance that because rewards and incentives contribute towards fostering employees to achieve higher position in the organisation (Abdullah and Wan, 2013). This has been indicated positive motivational impact of rewards and incentives on the employees’ and organisational performance as a whole.

The responses and perception of the Supervisors and floor staff is entirely different from the kitchen staffs during interviews. General Supervisor and floor staff on the majority stated that *“non-monetary rewards and incentives have been impacted their motivation level, but it is not at the utmost extent. Monetary rewards are perceived equally important for the*

*motivation to complete task with high efficiency.*” It has been analysed that impact of reward and incentive system on the motivation level is not similar for the employees’ working at the different sections in the restaurants. The value of monetary reward cannot be undermined over non-monetary in the hospital sector because employees perceived that job performance can be motivated through providing value for efforts in monetary terms along with non-monetary rewards (Armstrong, 2010). The literature findings by Park, Chung and Woo (2013) has underpinned that type of reward to the employee has considerable effect on performance, and eventually on the customer loyalty. This is due to direct effect of reward on the quality of services. Monetary rewards effects in contrast to the non-monetary rewards are more as determined from this study that support views of cleaners and floor staffs in the restaurants (Park, Chung and Woo, 2013).

In response to the same question, Floor/Bar Staff (E) replied that *“non-monetary rewards are more important in this service industry. My perception is that non-monetary helps in attaining employee value through which career growth would be accomplished. Monetary rewards are important for family responsibilities, but non-monetary rewards and incentives are important in the long-term orientation.”* On the other hand, another respondent (B) said that monetary and non-monetary rewards and incentives both are to be adequately provided to the employees. The job effectiveness is not determined through personal or career growth, while meeting family responsibilities is also equally crucial. It has been inferred that motivation effect of the rewards and incentive system on the employees is not clearly depicted because it depended on the perceived importance by the employees working in different sections of the restaurant. Literature study of Aguinis, Joo and Gottfredson (2013) revealed voluntary participation of employees for the better job performance in order to achieve non-monetary rewards is to be stimulated through using monetary rewards. This indicates importance of monetary rewards to foster participation of employees’ that

contributes to improve individual performance of employees along with organisational performance. It is criticised that monetary rewards to employees' might not lead to the growth in terms of promotion because monetary rewards is the financial costs burden and thus, value of reward might not equivalent to the higher performance of an employees. The monetary value of reward for the performance might be declined level of motivation. Hard work is not paid off through lower monetary rewards and thereby, it has been generalised that non-monetary rewards are effective to sustain level of motivation of the employee to show potential in order to achieve higher responsibilities or work profile. The combination of the monetary and non-monetary rewards is the best or effective rewards and incentives system, but only monetary rewards might be unfavourable if an employee perceived reward and incentive lower than the expected performance and efforts in the organisation than co-workers (Armstrong, 2010; Aguinis, Joo and Gottfredson, 2013).

#### ***4.2.3 Theme 3: Rewards and Incentives system Impact in the Performance/Turnover Enhancement of the Employees***

After identifying impact of rewards and incentives system on motivation, next question is about impact on performance /turnover enhancement of the employees. On the basis of the majority responses, it has been interpreted that rewards and incentives are positively correlated with the performance/turnover enhancement of the employees. All the interview respondents commonly replied that *“rewards and incentives encourage them for show creativity towards performance/turnover enhancement. Rewards and incentives act as a persuader that directly influences their interests or zeal to prove potency through putting efforts for the high level of performance.”* Rewards and incentives is the way towards attaining progress and promotion in the professional career that opens new doors for the personal and professional development. On the common grounds, it has been generalised that performance of employees is not stimulated through stringent control of the management,

while there is required motivator factor that promote for the performance enhancements to achieve monetary and non-monetary rewards. It has been interpreted from the responses of all employees that rewards and incentives are not influenced job performance of the employees working in the kitchen, supervisory, bar and floor management, while staffs working in the cleaning department of the restaurant also likely achieve recognition and progress in the private food sector. The intended efforts of the employees is to earn rewards and thus, provision of adequate reward leads to direct employees' efforts and actions towards attaining common goal and vision of the organisation; such as good customer services, high self-efficiency and productivity, minimisation of work issues or mistakes and focus on commitments (Armstrong, 2010).

According to Armstrong (2010); Bratton and Gold (2017), reward management is one of the indispensable functions of the human resource management (HRM) interlinks positively with the aspect of motivation, performance enhancement and retention. The relationship management with employees is considerably needed provision of the adequate rewards for the performance that has been extensively influences work interests and enthusiasm for performing better than fellow workers. It has been inferred from interview responses and secondary search that rewards and incentives system have mutual relation with the performance enhancement and the performance management. Performance enhancement in terms inducing zeal to achieve targets with the efficient performance, while performance management in terms of setting benchmark for the next performance targets to sustain position in front of the management and senior staff.

#### ***4.2.4 Theme 4: Perception of Employees regarding Incentive Programs and Reward Systems Implementation in the Irish Restaurant Sector***

When asked about employees' perception for the current rewards and incentives program in the Irish Restaurant Sector, it was replied by the staff members (kitchen staff (A)

General supervisor and Floor / bar staff) that “current rewards and incentives system is good that majorly provisioned non-monetary benefits than monetary. In the service industry, employees are directed actions and efforts towards attaining value in form of recognition and appreciation to build strong employment relationship that contributes to the career growth in terms of progression and promotion.” Another kitchen staff member in answer to this question has revealed unclear or mixed perception. Kitchen staff (B) answered that “current rewards and incentives system of the Comet Restaurant in the private food industry of Ireland (Dublin) could be better through giving equal consideration to the monetary and non-monetary rewards and incentives. Floor Supervisor (D) answered that “As my perception, mixed reward would help meeting employees’ financial and non-financial related desires that induces them to work and perform better than others. Moreover, (E) answered that Non-monetary rewards are worthy for the employees in an organisation to differentiate from others and to promote distinct position, but monetary is also important for the family welfare.” It has been determined that non-monetary rewards are perceived more contributing and valuable towards success of Irish Restaurant sector due to its considerable effect on the employees’ motivation. The effectiveness of the existing rewards and incentives system of the restaurant is not completely agreed by all employees working in different sections. In the same series, cleaners perceived that “existing rewards and incentives system is not effective for the retention of employees. They emphasised on including both monetary and non-monetary rewards, to uphold competitiveness of Irish Restaurant Sector.” Floor supervisor responses during interviews seem confusing because of their criticised viewpoint. They said that “Comet Restaurant in Dublin are not focused on the interests of employees, while key concern of the restaurant towards organisational performance and thus, rewards and incentives are designed in integration of the restaurant growth and competitive position, not associated with employees’ welfare.” It has been interpreted that rewards and incentives

system designing is aligned with the interests of the both employees and organisation, so that employees' can be motivated for the improved performance to earn rewards and incentives. The meeting of employees' interests contribute towards attaining organisational goals and thus, effectiveness of reward and incentives system in concern of its effect on the individual employee performance, and work commitment/dedication is altogether important determinant.

It has been analysed that monetary and non-monetary rewards and incentives in the system is equally important and significant; thereby, consideration to the provision of both type of rewards should be valued in the existing system of the restaurant. In contrast to this interpretation, literature evidence by Oshi and Daniel (2017) has exhibited importance of the non-monetary in the rewards and incentives system of the restaurant and thus, it has been indicated that there is high effectiveness of the current rewards and incentives system used in the Irish Restaurant Sector. Majority of the employees of the restaurant perceived that current rewards and incentive system is effective because such system is commonly found in the private food sector or restaurants. The critique of system of rewards and incentives in Irish restaurant by the some of the respondents has not indicated ineffectiveness of the current system, while their views can be considered for the reform in the rewards and incentives system to induce their motivation to perform in the best way.

#### ***4.3 Summary***

The critical analysis of the qualitative data has been reflected the positive impact of the reward system and motivating incentives on the employees' performance and eventually on the restaurant performance. The experiences of the employees' working in the Comet Restaurants in Dublin has indicated that their good performance is because of the effective reward system and non-monetary incentives that motivate them to put efforts to stimulate

individual productivity and performance in the direction of attaining restaurant goals and objectives.

However, employees at the certain sections of restaurants are more likely interested in the monetary rewards than non-monetary to manage good lifestyle and responsibilities towards family members. Training and development, and performance feedback are considered important by the employees for the performance on the job, but monetary benefits are equally important to keep up the zeal of working in an efficient way. Altogether, findings and discussion of the qualitative results indicated employee performance is enhanced at the good extent with the reward system and motivational incentives application; but it is also important to value monetary benefits for improving performance at the utmost extent. The next chapter is the discussion that restates findings and analysis to address objectives, so as to clearly elucidate new knowledge or inferences of this research project. Discussion chapter has been critically discussed primary findings and secondary data results and findings, to reach at the viable conclusion that ensures meeting the research gap identified in the stage of critically reviewing literature studies.

## **Chapter 5 Discussion**

### ***5.1 Introduction***

This chapter of the research project is important to reveal key findings of the primary and secondary data research to achieve research aim, objectives and questions. The interpretation made in the above chapter in form of revealing findings and analysis is discussed under this chapter to reveal clear insight of the subject in terms of the research variables or concepts and their relationship to the organisation and its stakeholders. The discussion in this chapter is revolved around impact of non-monetary rewards on the employees' motivation and performance in the hospitality sector particular the Comet Restaurant in Dublin. The integration of the primary and secondary results is the key focus of discussion, so as to reveal new knowledge contribution of this research project.

### ***5.2 Discussion of the Key Results and Analysis – Primary and Secondary Data***

It has been discussed in the context of the first research objective that reward and incentives system of the companies are significantly affected on the employees' motivation and performance. Thus, reward system utilised in the companies in the same or different industry has been mainly involving monetary reward, non-monetary or both monetary and non-monetary rewards and incentives. The selection of the rewards and incentives in the system is considerably based on the business nature and purpose and employees' beliefs for rewards and incentives in return of the outstanding performance. The employee interests to work beyond expected performance are to earn something whether it is monetary or non-monetary reward or incentive. Thus, reward systems and incentives could provide monetary or non-monetary, and both benefits in order to meet the expected needs of employees.

Monetary reward to employees is a kind of value to the employees for their extra efforts and outstanding performance, while non-monetary rewards to the employees is a kind of appreciation and recognition that act as a motivator for the others in a company (Bratton



and Gold, 2017). The distinct position of an employee in an organisation is reflected through providing non-monetary reward and incentives in form of paid leaves, higher responsibilities, promotion and childcare benefits. From the majority responses of employees from a different section, it has been identified non-monetary rewards and incentives are more considered than monetary rewards to enhance the employee performance in the private food industry situated in Dublin.

Non-monetary rewards and incentives are placed more value by the employees in the restaurant sector or food industry in comparison of the monetary because of their keen interests in earning value addition in terms of additional responsibilities and recognition for the more efforts than colleagues (Oshi and Enyia, 2017). Non-monetary rewards are perceived by the employees as a recognition and value in the industry that leads to gain career growth. Employees' perceived value of promoting relationship with the employer because more value in employers' eye leads to attain aim of the personal and professional development, and thus, they have intended focus on earning of the non-monetary rewards over non-monetary.

It has been discussed that non-monetary rewards and incentives are given the opportunity to be part of the management and get a promotion to the higher job level through providing satisfied services to the customers (Cheema, Akram and Javed, 2015). Despite that, some of the employees working as cleaners and floor staffs are more inclined to earn monetary rewards in concern of the meeting family responsibilities and managing living style. Employees of the Comet Restaurant also believed that non-monetary rewards and incentives are equally important to the monetary rewards that encourage employees to work hard to gain employees value.

From the perspective of the management, non-monetary rewards to the employees are the motivator to encourage for the outstanding performance in the private food industry that

beyond expected and standard performance that eventually contributes to the organisational productivity and sustainable performance. It has been discussed non-monetary reward in the Comet Restaurant in Dublin is favourable to the restaurant growth in terms of employee's motivation for hard work and more efforts along with retention of skilled employees. It has been discussed that there is a positive interrelationship of the non-monetary rewards with sustainable organisational development and employee motivation in the restaurant sector (Armstrong, 2010).

It is critically analysed that motivation of the employees is not influenced by the monetary rewards, while non-monetary rewards are also played vital role because it links directly with the recognition and appreciation to the extra efforts for the better performance than others. Employee motivation in the present organisational culture is given more importance to non-monetary rewards due to significant impact on the stimulating employee value and importance that leads to achieve good appraisal and performance-based pay growth (Abdullah and Wan, 2013). In the Comet Restaurant in Dublin, kitchen staff, supervisors and bar staff performance is the result of non-monetary rewards and incentives, while other staffs wants to get both monetary and non-monetary rewards for the performance.

The employees' attrition rate/turnover is generally higher in the private food sector industry because of greater opportunities to work with leading chain of restaurants. Non-monetary rewards to the employees' act as motivating factor to ensure retention of the skilled and knowledgeable staff. This has indicated interlink of the reward and incentives system, and retention of the staff in the long concern. The sustainable competitive advantage and performance of the companies in the private food industry is not only influenced by the ambience and infrastructural design of the restaurant, while it largely depended on the services offering by the employees working as the kitchen staff, floor staff, cleaner, bar staff and supervisor. The customers' satisfaction is directly proportional to the performance of

employees' in the food industry because customers at the restaurant are likely preferred delicious, tasty and quality food items along with quick and good service offerings with hygiene environment.

It has been discussed that persuading employees for the expected performance to help gaining customers' loyalty through satisfying perceived demands is important HRM concern that can only be achieved through providing adequate monetary and non-monetary reward for the performance. This is important to differentiate employees in the company, who are performing over the expected performance or below the expected performance. The rewards and incentives is the return for the better performance of the employees' that ultimately contributes to the organisational success in term of earning and sustaining competitive position (Armstrong, 2010; Abdullah and Wan, 2013).

In Irish owned restaurant, employee performance is enhanced with the application of reward system and motivational incentives by setting benchmark for the performance. According Ferreira and Otley (2009), benchmark setting helps encouraging employees to set own milestones for the better performance beyond set benchmark in order to set new benchmark for the other employees. Benchmark encourages employees to induce level of motivation to perform targets and job roles with high enthusiasm that in return yield rewards and incentives. Benchmark setting is associated directly with employee motivation to earn more and more rewards and incentives through performance enhancement. It has been discussed that performance for the rewards and incentives in the private food sector is to set benchmark and example for others (Chenhall and Langfield-Smith, 2007). The competition among employees' in the industry is to gain value and position that ultimate result of the non-monetary rewards and incentives for the performance. It has been discussed that employees' performance in the food sector is analysed with the considerable aspect of reward that involves "expressions of approval" and "seniors or immediate managers' recognition". The

reward in monetary or non-monetary form helps to achieve goal of “progression and promotion” in the company (Ferreira and Otley, 2009). The employees’ perception for the effectiveness of the rewards and incentives system of the Comet Restaurant has been revealed its feasibility in context of the food sector. It is because of high preference to non-monetary rewards and incentives by the employees as such service industry considers employees’ value and performance in offering promotion. The progress of the employee in the fast food sector or industry is based on the past performance tracks and reviews in terms of employee identity, performance track and experiences in the service sector (Chenhall and Langfield-Smith, 2007).

The employee progressive journey is the result of attaining of rewards and incentives in form of non-monetary category to lead building position at the growing phase that at the end guarantees higher earnings on the basis of job performances, job commitments and experiences or employee value. It has been discussed that gaining of rewards and incentives of non-monetary category is the steps towards earning higher income by accomplishing milestone of higher- or top-level position. The interdependencies of the progress and promotion with the performance management aid employees to earn rewards of recognition and appreciation. It has been discussed employees have to put best efforts along with intelligence and creativity to upgrade employee value (Larkin and Pierce, 2016).

Besides this, employees are provided specific training and development programs to lead attaining benchmark performance or beyond performance to avail benefits of the reward system and motivational incentives. It has been discussed supportive environment to the employees to prove potential in order to attain reward and incentives acts as motivational driven factors that direct their efforts towards attaining vision in the influential and impressive way (Larkin and Pierce, 2016).

In the supportive environment, employees' interests to perform have been stimulated that eventually contributes to the organisational performance. There is a positive relationship of the organisational environment with the performance of the employees that directly aids in earning rewards and incentives. It has been discussed that reward system and incentives have motivational impact on employees in the restaurant sector of Dublin in context to build and sustain employees' commitment towards job responsibilities. Reward system has directly foster employee to perform distinctly and creativity with commitment for the better results. It has been discussed that employee commitment to the good performance is not only earning getting salaried amount, but it is associated with showing potential and calibre to hold job position, as well as, getting promotion at the regular intervals. Rewards and incentives has been encouraged employees to work for meeting job commitments and getting returns in form of the recognition, appreciation, employee value, higher position, higher responsibilities and growth prospects (Abdullah and Wan, 2013).

### **5.3 Summary**

Altogether, in the context of the Comet Restaurant in Dublin, it has been identified that non-monetary rewards and incentives are highly accessible for the hotel staff in order to maintain long term relationship for the service quality efficiency. Rewards and incentives have been contributing towards performance management in addition leads to earn employees' commitment and loyalty for the assigned job roles. Retention of the employees' is also directly proportional to the rewards and incentives for the performance.

The next chapter is the conclusion and recommendation in line with the discussed findings that is presented key conclusions in order to answer the research questions. The recommendations for the management of the Comet Restaurant in Dublin are also included along with future implications in the next chapter.

## ***Chapter 6 Conclusion and Recommendations***

### ***6.1 Introduction***

This aspect of the research study is been looked into after the findings and discussion of the above chapter, as which will help to analyse tangible recommendation and conclusion in regards research data and findings.

### ***6.2 Conclusion***

The research study is primarily focused to examine the role of effective reward system and motivation incentives to enhance the productivity level of employees. The research is conducted in specific context to Irish Restaurant Industry and Comet Restaurant Dublin. The research study has implied the primary data collection method of semi-structured interview for data collection purpose that has facilitated qualitative data to address the selected research problem. The thematic analysis of the research has presented the key data findings in relation to the selected research objective. On the basis of the research data findings and their discussion, several key conclusions have been driven which are presented as under:

Firstly, it has been concluded that performance enhancement is the key focus area in the organisations for human resource managers in restaurant industry. The service industry solely relies on the efficient performance of the employees and hence maintaining and enhancing the performance of the employees is the most crucial essentiality on the part of the management. This has been affirmed on such basis that employee motivation must be imposed and given consideration in the restaurant sector to a great extent in order to enhance the performance of each individual employee.

This has also been concluded in the same regard that employee perspective towards motivation is different in different sectors. Even in the same sector, employees have a different perspective towards performance enhancement. Mostly employees consider the incentives and rewards as the best management practices to enhance their performance. In the

perspective of employees, they must be valued and recognised by the managers in the organisations. The employees do consider that good rewards and incentives for the best performance is the integral HRM practice in the organisations for fostering good degree of performance improvement in the organisations. The employees tend to have performance-based reward system in the organisations and this directly motivates them to improve their performance in the same regard. Performance based pay is a new phenomenon as compared to the convention approach. Performance based pay is a fair and justified approach for employee motivation purpose as this is based on accuracy and measured performance of the employees and hence renders good degree of job satisfaction among employees.

The research study has also provided base for concluding that effective reward system is one of the key human resource management practices that have directly impacted on employee performance. The research study has also affirmed that all employees expect rewards for their extraordinary performance and this they consider as the most crucial motivational phenomenon. The employees do expect that when they are putting more efforts as compared to the other employees they must be provisioned with effective rewards. The effective reward systems will definitely execute the effective human resource measure for determining the good performance level of employees.

The research study has also concluded that in the restaurant industry of Ireland, it is vital to have keen focus on the maintenance of sales and profits. For sales and profit maintenance it is vital on the part of the employees to perform at their best level. In relation to this, performance enhancement of the employees is crucial for the restaurants in Ireland including Comet Restaurant Dublin. This has also further concluded that there are two best means for motivating employees to perform at their best level including rewards and incentives. For rewards, implication of effective reward system is the key practices on the part of the human resource managers of the restaurant industry in Ireland to induce the

employees to perform at their best level. The effective reward system is one that renders all the required rewards to the employees that they deserve in accordance to their performance criteria. This has also been fostered in the same relation that employees have a specific perspective and perception for the rewards. They are not satisfied with general rewards in exchange to their performance, whilst they seek to have crucial rewards such as monetary rewards and recognition in the organisation for the best performance. These kinds of practices in the rewards systems make the employees feel valued in the organisations and they become motivated to perform at their best in order to have better recognition and value among all the employee groups.

The research study has also concluded that motivational incentives are also crucial for enhancing employee performance level. All the employees tend to perform their routine jobs and duties as the general perspectives of the employees. However, the employees become motivated to perform extraordinarily when they find any specific motivation associated with their job. There are two kinds of incentives such as monetary incentives and non-monetary incentives such as paid leaves, medical facilities, health insurance, and monetary rewards which employees seek in return of their best performance or extraordinary performance. In such a case, it has been determined that employee performance can be enhanced with the help of incentives and effective reward systems at the best level.

### ***6.3 Future Implications***

This research study has significant future implications in the present context. The research study results will have significant implications in the restaurant industry of Ireland to have a clear understanding of the employees' perspectives and their viewpoints related to the motivational requirements of the employees. The research study will have generalisability implications as the research outcomes will not be limited to Comet Restaurant, whilst other



restaurants will also be equally benefited with these results to enhance the current performance level of the employees.

In other way, the research study will also have significant implication in the human resource management field. This will help the human resource managers in the Ireland restaurant industry to determine the need of the employees and their perspectives towards the motivation for performance enhancement. The human resource managers will get a new direction for making improvement in their existing HR policies related to rewards and incentives and this will enable them to enhance the performance of the employees through consideration of their perspectives and hence will be supportive to reach the desired performance outcomes.

#### **6.4 Recommendations**

This has been examined from the research results that though the restaurant sector of Ireland has significant implications of rewards and incentives for employees for improving their performance at the best level, however, still there are gaps in the performance level of employees and the major cause behind this is that the reward system and incentives offered to the employees do not meet the perspectives of the employees. This has been examined in such a case that the human resource manages of Comet Restaurant and the entire restaurant industry of Dublin needs to have implication of significant new measures for enhancing employees' performance through making improvement in the reward system and incentive policies. For such purpose some useful recommendations are proposed under the following points for the HR managers:

- At the first level, it has been recommended to the HR managers of Comet Restaurant must introduce the new reward systems in the Irish restaurants. One key strategic approach in this regard can be the implication of total reward system. The total reward system includes both tangible and intangible rewards. The inclusion of both these kinds of

rewards will tend to cover all the kinds of aspect that are expected by the employees in terms of including tangible and non-tangible reward such as monetary incentives and benefits and other benefits such as recognition, promotion and health benefits and values. In this way, the introduction of total reward system approach will be a new strategic measure that will support to reach the desired outcomes of performance enhancement in the restaurant.

- The other key approach that can be used by the Irish restaurant sector is the introduction of the performance-based payment system approach. This will be a workable approach under motivational incentives. The restaurants must provide good incentive to the individual employee or employees working in a team in order to ensure that their performance in the team is equally effective to the other team members. The organisations must also ensure that pay given for specific performance is adequate enough to meet the expectations of the employees. The performance-based pay system is in real terms a workable strategic approach for enhancing the performance level of employees as it fostered good degree of job satisfaction to the employees. The performance-based pay system is a fair and transparent approach for enhancing the performance level of employees.
- The other key strategy that can be followed in the Irish restaurant industry is that it can implement the holistic approach of total remuneration planning. Under this approach, the remuneration given to individual employees must be fair and transparent enough in accordance to the standard organisational policies and practices. The total remuneration planning approach is significant to determine that remunerations are given to the employees according to their working hours and target achieved by them. A fair and transparent remuneration policy is key to improve the performance level of the employees to a good level.

## 6.5 Recommendations for Future Research Work

- In this research study only, primary data collection method of semi-structured interview has been used. In addition to the, interview method, the survey questionnaire method would also have been incorporated in the future research work in order to collect data from the wider and large sample population. The survey method will help to have collection of data from the larger samples and hence it will be supportive to have exploration of several hidden aspects that are even not explored in the current research work. Hence, survey method will be supportive unfold several hidden aspects of research (Taylor, Bogdan and DeVault, 2015).
- The research study will also be improved in terms of conducting further research work related to the employees in relation to enhance their performance level. In such context it has been determined that in future research work, the researchers can explore the subject of job satisfaction, job rotation, training and development, employee performance appraisal, employee motivation and several other aspects that have a direct impact on the performance level of the employees. This will render a new research direction to the research study and will be helpful to have new knowledge in the existing research arena.
- In the future research work, the research study can be conducted on other industries also other than restaurant industry. This will be a significant approach to enhance the degree of implication of this research work in broader context. Through conducting the same research context in relation to the other industries, the future researchers will be enabled to reach the new dimensions of the research study. The research study will

also have significant implication in relation to the management people of the different organisations (Sajuyigbe, Olaoye and Adeyemi, 2013).

- In the future research work, the research study can be conducted in global context, rather than restricting the research work to only Irish industry. The extension of the research span to the global level will increase the degree of implication of the research work in the future context.

## **Chapter 7 - SELF-REFLECTION**

### **7.1 Introduction**

This chapter helps to investigate my general learning experience and what I have achieved in the teaching learning process of my MBA programme and project examination. The chapter also aim at analysing and discussing my learning ability and skills during the MBA and how necessary these skills can be important to future and strategic views of personal and interpersonal development. The selection of my topic as looking into restaurant reward management system has been a long-time plan as i am most interested in the sector a long time to secure future aspirations as a restaurant owner. The more books I am going through to study the effect of rewards on staffs in a general role as shown to me how much more valuing and motivating staffs are in businesses and investments.

### **7.2 Learning Styles**

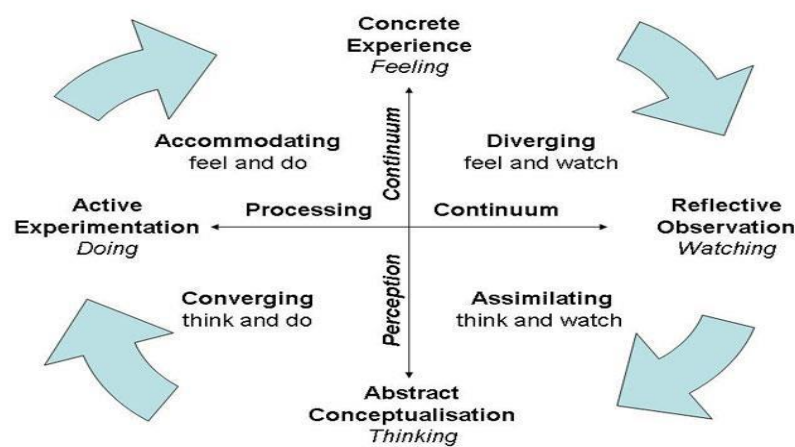
Individual learning capability requires or depends on how reflective you can engage in experience activities and how effective you are able to put in use whatever skills that has been acquired or learned into action outside learning environment. According to (University 2017), Every single human has distinguishing style of acquiring knowledge which help to understand and digest information's to understanding. However, learning styles can be seen to have been influenced by your learning environment, past educational experiences and your willingness / commitment of your study. David Kolb approach of learning is attained on the learner internal cognitive developments and he perceives learning as the first means of procuring knowledge through transformative experience. However, David kolb categorised four different steps of learning processes which are interdependent on each other for teaching learning processes to be completed.

- **Reflective observation of any new acquired experience** - This explains how active and sensitive you can connect in mind with any new experience acquired as a learner.
- **Abstract Conceptualization**- When the new idea and experience you have acquired gives perspectives of other new ideas in the world around you
- **Cognitive Experience**- This implies getting of new ideas or experiences that are been interpreted or reformed from the old or existing ideas
- **Active Experimentation**- This explains how you can put in use whatever experiences you have got in changing and making things work out positively in the world you are surrounded through application of the four stages.

David Kolb hereby proceeded explaining four learning styles in alignment to the four stages explained above as he proposes that learners actualises their own benefiting style of learning which are mostly influenced by learner cognitive structure, social background and learner educational background.

- **Assimilating**- They are learners to be more strategic with ideas in logical order. They are regarded to assimilate and organise large amount of ideas from their experience or knowledge.
- **Converging** – They are regarded to as problem solvers with experience. were by are good practically in solving problems with the experiences they have gotten or acquired in a long run.
- **Diverging** – Most learners on this aspect of learning style have a different reasoning and a distinctive approach to things. where they tend to observe for knowledge than to participate.
- **Accommodating** –They are dependent learners who understandings are much more of people’s ideas and mostly are said to be dependent on people’s ideas rather than their own.

In regards David Kolp Explanation of learning styles, I regard my learning style as diverging learner, As I believe in my own spectative reasoning and ideas of coming up with new things rather than what's been done in time. Kolb explained two continuums in place of contradictory variables as the very first one is Processing continuum that explains how learners approach a task and the Perception continuum that elaborates on how we reason or feel about a task.



**Figure: 2- David Kolb proposed Cycle of individual learning {Simply Psychology}. From the above Diagram it is explained how concrete experience Signifies or represent feeling and Abstract Conceptualisation stand for Thinking and they are both in alignment from diverging learning style.**

### **7.3 Skills development**

In the beginning of my research study, I have got much more confidence in going through my research as regards a topic I was familiarised with through interest and learning from school modules, But with optimum surprise on along the research, I found out the work was much more of serious in-depth of researches that i had no idea of, thus putting me though seeking more knowledge from reading more journals and articles to boost and increase my ideas of the research. Interview stages was a bit complex as well as I have never conducted any form of interview before. But with the help of online videos and past interviews by people as I was able to boost my moral to partake a good interview for the research.

#### **Skills Acquired during Dissertation**

- **Communication Skills** – Having to look at my level of thinking and communication before my MBA courses started, I have drastically improved in my communication skills and reasoning. Having to read other authors books and working with different people during my dissertation as given me the moral to carry on and express my opinion about the subject of any matter. Been able to interview people and explaining to them how their work is and also helping them to relate circumstance of their work to the dissertation topic and interview questions during the interview as made me feel more professional. Module processes during learning stages as regards group assignment and presentations in lectures as given this ability to me. As for me it's never a regret learning this way as I'm confident of speaking to people of different background as this will impact positively on me over a long period of time.



- **Research Skills** – My module Assignments has given me the ability to analyse well and write compressively is regards completion of this dissertation writeup. I was able to benefits from this because all assignments requires to be written in detail as you don't explain or just put down your opinions but analyse from authors views /researches conducted with point of view relating to your own suggestions as I got use to reading journals and consulting text books in the library to write to expectations and standards of the school. The same strategy was given and done in this dissertation which helped relate and put everybody opinion in a stabilised and standardised manner for future consultation to make business develop well. With no regret acquiring this skill as made my MBA study a reliable and competitive one.
- **Time Management Skills** – Time management is very important in all forms of research study, I would regard it as probably the most achievement for me, As I ensured i was able to attain every task within the allotted period given. I was able to set plans to achieve all tasks having to know what to do at the right appropriate time. This helped me in setting short time plans and was crucial at he stage of my interview as time management was key in interview schedules.
- **Leadership Skills** – My form of leadership during the MBA was of huge surprise to me. Over the years I just knew I love to take responsibilities and govern people but due to being shy, I never was able to explore or show most of this characteristic in me. Meanwhile during some of the modules requires group presentation which everyone had to participate in, as during them I was able to express my experience and communication skills significantly with people. On along few presentations, few groups of up to 4 made me their group leader and number one speaker as they saw this attribute of concentration and participation in me. With more sincerity this gave me moral of always performing well as people always what to know of my results

after assignment as the group leader. At the stage I saw myself at the level of a leader which people are looking up to during the module study.

#### **7.4 Challenges encountered during dissertation**

During this dissertation, just few challenges were encountered as regards situation of case study and interviewing staffs of the company in regards the festive period as restaurants were very busy at the period. Different varying opinion gotten from staff's members as well was a bit strange which was confusing and new to me even as a staff of a different restaurant in regards answers gotten from them. Some other challenges was looking into strategic objectives as I am will not to align my objective to previous similar research work cornering rewards as I have ideas of them already. But in the end I came up with tangible ideas and how best to manage my time though out this period to get all I wanted to achieve.

#### **7.5 My MBA experience and my future**

I am very privileged I have studied my MBA programme in Dublin business school as my view of seeing the whole aspect of studying a great and reliable one over developing oneself in the future. I have acquired much more skills and develop most of my competencies mostly though time management. The courses I took and topics I went through are all I needed to have know as an individual and expert who wants to manage people and own a business. My time through the learning process has helped me worked with different group of people from different regions giving scopes and experiences from their areas to improve projects. This has specifically helped my analytical and interpersonal skills and how to work well as a team.

## **7.6 Conclusion**

In completion of this dissertation research and write up, I have gotten the exposure and knowledge of the right and best management systems for managing and motivating employee in different forms in the restaurant / food sector as this will help me in a long run of my long-term future goals as a brand owner. Skills and experiences gotten through course learning process as regards modules and assignment will help me work and build on myself in regards performance when been employed in the professional field.

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## **Appendix A: Interview Questionnaire**

**Kindly Note that the incorporated drafted questions are to be investigated in the process of the dissertation primary research. However, Incorporating a strategy of semi Structured Interview.**

- To identify the presently incorporated reward systems utilised in the private food industry situated in Dublin
  1. What is the current system of rewards and incentives used in the Comet Restaurant?
  2. What kinds of rewards are given to the employees to improve their performance?
  3. Whether the employees at all levels are satisfied with the present reward system?  
Please give reason for your response.
- To critically examine the motivational impact of the rewards and employee incentive systems that are of non-monetary category within the privatised food domain of Dublin restaurant
  1. How far and to what extent can rewards and incentives system of your restaurant has been impacting level of motivation?
  2. How supportive are the non-monetary rewards for motivating the employees to a good level?
  3. What kind of improvement do you expect in the reward and incentive system of privatised food domain of Dublin?
- To actualise the employee's perception regarding the rewards practices incorporated in the private restaurant sector
  1. Would you like to incorporate any changes in the rewards and incentives system of the Comet Restaurant in Dublin? And Why?
  2. Whether all the employee groups have same kind of perception towards the reward practices in the private sector? Give reason.

3. To what level are employee's perception valued by the management in Dublin restaurants while making changes in the reward systems?
- To gain an insight into the reward mechanism of the private restaurants in alignment to the staff for achieving a good business turnover and motivation in the workforce
  1. Do you perceive that the current system is effective enough in this competitive business environment to deal with challenges in managing employees' performance and long-term association?
  2. How far and to what extent current rewards and incentives system of the Comet Restaurant has been impacted in the performance and turnover enhancement?
  3. What aspect of the reward mechanism of the private restaurants makes them differentiated from other sectors?

Thank You