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İSTANBUL AYDIN ÜNİVERSİTESİ
INSTITUTE OF SOCIAL SCIENCES

**REWARDING AND RECOGNIZING EMPLOYEES:
HOW IT-PROFESSIONALS ARE MOTIVATED AND PREFER TO BE
REWARDED. THE CASE OF ING BANK TURKEY.**

THESIS
Sinitta Mara-Işık

Department of Business
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Program: Economics and Administrative Sciences

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz İşletme İngilizce Ana Bilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans Programı Y1312.130028 numaralı öğrencisi **Sınıtta Pırıtta MARA**'nın "REWARDING AND RECOGNIZING EMPLOYEES HOW IT-PROFESSIONALS ARE MOTIVATED AND PREFER TO BE REWARDED THE CASE OF ING BANK TURKEY" adlı tez çalışması Enstitümüz Yönetim Kurulunun 26.05.2015 tarih ve 2015/11 sayılı kararıyla oluşturulan jüri tarafından *aybır.hg* ile Tezli Yüksek Lisans tezi olarak *kararı* edilmiştir.

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İmzası

Tez Savunma Tarihi :.../.../2015

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*To my loving husband who
always believed I can finish this thesis.*

FOREWORD

This thesis is written as a completion to the Master of Business Administration studies at the Istanbul Aydin University. The master program focuses on international business and it includes classes from fields such as marketing, finance and human resources. The topic of this thesis; motivation, rewarding and recognition fall within the scope of master studies and especially human resources and is therefore suitable topic for a master thesis. Thesis starts with introduction and follows by literature review, research methodology, research and ends with conclusion and recommendations. The purpose is not just to complete master studies but it can also be used as a guideline to anyone who is interested in the topic or wishes to conduct a research which is similar to this topic.

The subject of the thesis was chosen together with student's interest in human resources studies and also as the examined company had a strong development urge for improving their rewarding methods. Together with these needs thesis was formed and written as it is and its ambition is to help both parties to achieve the purpose of the thesis. By choosing this topic the researcher not only wanted to develop their academic skills but also to clarify the business field where to head after graduation. This thesis strengthened the researcher's instinct that working in human resources and management is the right and most fulfilling field for them and thereby this thesis also helped researcher to unravel the career path where to head next. For the examined company this thesis helped to understand better the current situation in the company and it presented few ideas how to develop their rewarding and motivating methods.

The topic itself is the very basic of human resources and it is prominent part of everyday business life. When we are talking about rewarding the first thing that comes into our mind might be money. But rewarding is not just about money, it includes all the methods managers use in order to motivate and recognize their employees. This thesis is about those methods and it aims to find out how rewarding is implemented in ING Bank Turkey's IT-department. ING is an international financial institution which operates in more than 40 countries around the world and the research was made in the corporation's second biggest IT-department which locates in Istanbul, Turkey with almost 400 employees. The survey was carried out by online based survey which included 10 questions and it was responded by 62 employees. The survey was made in March 2015 and the whole thesis work was completed in June 2015.

This thesis would not have been completed without all the help from the administrative staff and professors at the university. Special thanks belong to the thesis advisor Bekir Emre Kurtulmus who made it possible to finish the thesis on time and organized defense in a short notice. Thank you also other jury members of the defense who gave last development ideas and helped to graduate on time. Thank you also the employees of ING Bank Turkey's IT-department who kindly filled this survey and both Hakan Inceoglu and Hakan Isik for being great help while doing this research. Without all of you and many other people finishing this would not have been possible. I am very pleased to have your support and help during this project.

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**REWARDING AND RECOGNIZING EMPLOYEES: HOW IT-EXPERTS ARE
MOTIVATED AND PREFER TO BE REWARDED.
THE CASE OF ING BANK TURKEY.**

ABSTRACT

This thesis is about rewarding, recognition and motivation which are important themes in everyday business life. Traditionally the aim of rewarding has been to improve employee performance and motivate them to work harder. Nowadays rewarding nonetheless is more and more about job satisfaction and satisfying employee's needs which has made the whole rewarding more employee-driven than before. It is commonly known that happy and satisfied employees are more productive than dissatisfied employees and that employees want to be more responsible for how and when they do their job, and eventually how they are been rewarded. Rewarding individually however is not possible especially in organizations where there are hundreds or even thousands of employees so finding a way to satisfy most of the employees is crucial and significant for managers and organizations all around the world.

As it was said earlier this thesis is about rewarding and motivation and it includes a research which targets to find out how rewarding is arranged in a company. The aim of the research is to identify the relationship between rewarding and motivation and also to understand how the rewarding is organized in the examined company. The aims are been fulfilled by exploring the literature related to the research topic and by conducting the survey and analyzing the results carefully. The company where the survey was done by anonymous questionnaire survey is ING Bank Turkey's IT-Department which locates in Istanbul, Turkey and where almost 400 employees work. ING is a global company that operates in more than 40 countries and the organization's second biggest IT-department is in Istanbul after the headquarters in the Netherlands which makes the research even more interesting and significant for further use.

In order to make sure that the research will be done correctly and that the right questions will be asked the literature review was carefully done by reading and finding out information related to the research topic. Only after that the survey was formed. This ensured that the survey was comprehensive enough and that the validity of survey was secured. The survey consisted of 10 research questions and was send to respondents' emails in March 2015. The survey was send to 80 respondents and it was answered as many as 62 making the respondent rate as high as 77%. The survey was answered anonymously which guaranteed that respondents were able to answer sensible questions as honestly as possible. Results of the survey presented accurate situation in the organization and after deeper analyze the recommendations were completed. Recommendations include substantial proposals and development suggestions how the rewarding in ING Bank Turkey's IT-department should be improved as well as follow-up plan what the company should do next if they wish to motivate and reward their employees better in future.

The survey showed that the employees of ING Bank Turkey's IT-department are motivated to their work but dissatisfied with the rewarding methods they use at the company. Most of the respondents felt that the total rewarding is first of all not part of ING Bank Turkey's strategy and secondly not fair. Respondents nevertheless thought their work is important and that managers give feedback. They also liked the social environment and that managers trust on them. For example 50 employees said that social environment at the company helps them to do their job better and 49 said that they can participate in decision making. However 49 also said that financial rewarding motivates them most which is against the theories since according to them financial rewarding methods are not good when considering motivation since they have only short period effect on motivation, they are expensive and some other motivating methods are simply proven to be better. Still many non-monetary rewarding method proposals came out from the survey and they were taken into deeper consideration in the analyzing part of the thesis.

The survey included one open question where employees were able to write proposals how to develop the currently used rewarding system. 48 of the respondents used this opportunity and many practical development proposals came out from it and those proposals were used in the recommendations part of the thesis. For example increasing social activities and public praising would make the rewarding system better according to respondents. Social events like team lunches, sport events or playful competitions would increase group spirit and effect positively to job performance. Employees also claimed that the rewarding methods are not fair so definitely developing the methods together with the employees and respecting their advice would improve how the rewarding methods are felt and make it fairer. Also complicated bonus calculations and wrongly or unequally given promotions increase the dissatisfaction so managers should carefully determine how, to how and when they are giving extra promotions and bonuses.

Even though the research presented extensively the current situation in the company it is still recommended to conduct a deeper and more specific research in order to get particular answers for developing the rewarding system currently used. Also the survey was not sent to all of the 400 employees so the results cannot be generalized to whole department. Changes in rewarding and motivating methods should always include all of the department's employees and everyone should have a chance to tell their opinion if a survey is made. For this reason before making any changes in the company further research is advised and this thesis can be a framework for a new survey. Since the thesis will be uploaded to online database it can also be used as a help for future researchers who intent to study rewarding in the aspect of motivation.

This is a master thesis and in addition to make a research it also aimed to gain student's academic skills and improve research making skills which was succeed during the thesis making process. It was also part of graduation requirements and completing this thesis work graduation was granted. Thesis work helped as well to confirm the researcher's career path into human resources and management and it will help them in future to conduct a corresponding research and to understand more the complexity of human behavior.

Key words:

Rewarding, Recognition, Motivation

ÇALIŞAN HAKLARI VE MOTİVASYONU: BİLGİ TEKNOLOJİLERİ ÇALIŞANLARI NASIL MOTİVE EDİLİYOR VE NASIL MOTİVE OLMAK İSTERLER. ING BANK TÜRKİYE ÖRNEĞİ

ÖZET

Bu tez ödüllendirme, onaylanma ve motivasyonun iş hayatı ve günlük hayatımızdaki yeriyle ilgilidir. Geleneksel olarak ödüllendirme mekanizması çalışanların moralini yükseltme ve buna bağlı olarak performanslarını artırma sonuç olarak ise daha fazla çalışmalarını sağlama amaçlıdır. Günümüzde ise ödüllendirme mekanizması kişinin yaptığı işten zevk alması, işin kişiyi tatmin etmesi üzerine kurulu olmaya doğru itmekte ve ödüllendirmeyi çalışan odaklı bir şekilde büründürmüştür. Mutlu ve yaptığı işten tatmin olmuş çalışanların daha verimli çalıştıkları genel olarak bilinen bir gerçektir. Mutlu çalışanlar daha fazla sorumluluk almak istemekte böylece yaptıkları işten daha fazla tatmin olmaktadır. Bu da performanslarının, mutsuz çalışanlara göre daha yüksek olmasının en büyük nedenlerinden biri. Daha fazla sorumluluk aldığı ve daha iyi performansla çalıştıkları için de ödüllendirilmektedirler. Yüzlerce ve hatta binlerce çalışanların bulunduğu şirketlerde ise kişisel olarak çalışanları ödüllendirmek mümkün değil. Bu ödüllendirmeleri tespit edip yapabilmek ise uluslararası alanda çoğu şirketin çözüm arayışta bulamadığı bir problem.

İlk paragrafta belirtildiği gibi bu tez ödüllendirme ve motivasyonla ilgili ve bir şirkette bu ödüllendirmenin nasıl işlediğini çözmek üzere bir araştırmadan oluşuyor. Bu araştırmanın amacı, ödüllendirme ve motivasyon arasındaki ilişkinin gözlemlenmesi ve ayrıca ödüllendirmenin bahsi geçen şirkette nasıl yapıldığını anlamak. Bu amaç doğrultusunda ilgili konu doğrultusunda literatür araştırmaları yapılmış, şirket çalışanlarıyla internet ortamında anketler düzenlenmiş ve bu anketin sonuçları üzerinden de bir analiz yazılmıştır. Anket yapılan şirkette anket katılımı çalışanların kimliklerinin belli olmayacağı bir şekilde ve çeşitli sorularla da 400'ün üzerinde çalışana sahip ING Bank Türkiye'nin İstanbul operasyon ve teknoloji merkezi yerleşkesindeki çalışanların katılımıyla gerçekleştirilmiştir. ING Bank'ın global olarak 40'tan fazla ülkede faaliyet yürütmesi ve Amsterdam'daki ana merkezden sonra organizasyondaki en büyük ikinci bilgi teknolojisi departmanı olan İstanbul'da bu araştırmanın yapılmış olması, araştırmayı daha ilgi çekici kılmakta ve daha sonraki zamanlarda kullanılabilmesi için eşsiz kılmaktadır.

Ankette sorulacak soruların niteliğinin araştırmanın sonuçlarına edeceği etki bilindiğinden, doğru soruların sorulması için çok titizce bir literatür taraması yapılmış, konuyla ilgili bilgiler ve araştırma başlıkları incelenmiş ve anketteki sorular bu detaylı araştırma sonucunda final halini almıştır. Bu araştırma tamamlandıktan sonra da anket internet ortamında hazırlanmıştır. Böylece araştırma bulgularının ve sonuçlarının güvenilirliği sağlanmıştır.

Anket 10 araştırma sorusu olarak hazırlanmış ve katılacak olan çalışanların elektronik posta adreslerine Mart 2015 itibarıyla gönderilmiştir. Anket 80 kişiye gönderilmiş ve 62 kişinin cevaplarıyla %77 gibi yüksek bir katılım oranıyla yapılmıştır. Kimliklerinin deşifre olacağı sorular sorulmayarak kişilerin bazı hassas sorularda olabildiğince açık cevap vermesi sağlanmıştır. Anket sonuçları şirketle ilgili

ilginç istatistiklerle sonuçlanmış ve derin bir analiz sayesinde de öneri bölümünün yazılmasıyla araştırma tamamlanmıştır. Öneri bölümü önemli teklifler ve geliştirme önerileriyle ING Bank Türkiye bilgi teknolojileri departmanında ödüllendirme sisteminin nasıl daha iyi olabileceğini içeren çözümler ve çözümlere gidilecek yol haritası içermiştir. Bu plan, şirketin çalışanlarının gelecekte nasıl motive edilmek ve ödüllendirilmek istediklerini içermektedir.

Anket sonuçları, ING Bank Türkiye bilgi teknolojileri departmanı çalışanlarının yaptıkları işlerle ilgili motive olduklarını ancak şirkette uygulanan ödüllendirme sistemi ile ilgili tatmin olmadıklarını göstermekte. Katılımcıların çoğunluğu birinci olarak toplu ödüllendirme yönteminin ING Bank Türkiye'nin stratejisinin bir parçası olmadığını hissetmekte, ikincil olarak da bu ödüllendirmenin adil olmadığını düşünmekte. Katılımcıların tamamı işlerinin ne olduğuna bakılmaksızın, yönetici geri bildirim almanın çok önemli olduğunu düşünmekte ve bu geri bildirim aldıklarını hissetmekte. Ayrıca sosyal çevreyi sevdiğini belirtmekte ve yöneticilerinin kendilerine güvendiğini düşünmekte. Örneğin; 50 çalışan sosyal çevrenin işlerini daha iyi yapmasını sağladığını düşünmekte, 49'u ise karar alma durumlarına kendilerinin de katılabildiğini söylemekte. Bununla birlikte 49 kişi finansal olarak ödüllendirilmenin kendilerini çok daha iyi motive ettiğini belirtmekte. Bu durum finansal ödüllendirmelerin iyi olmadığını bunun nedeninin ise motivasyon üzerinde kısa süreli bir etki yarattığını, pahalı olduğunu ve bazı başka motivasyon metodlarının basitçe daha etkili olduğunu iddia eden teorilerle terslik içinde. Katılımcılar buna rağmen parasal olmayan bir çok ödüllendirme metodu önermişlerdir. Bu öneriler ve cevaplar tezin ilgili bölümlerinde derinlenmesine ve detaylı olarak analiz edilmiştir.

Anket, çalışanların nasıl bir ödüllendirme sistemi istediklerini yazabilmeleri için açık bir cevap alanı içermekteydi. Bu cevapta ister yeni bir sistem önermeleri isterse de mevcut sistemi nasıl daha iyi yapabilecekleri istendi. Katılımcıların 48'i bu fırsatı değerlendirdi ve onlarca pratik geliştirme teklifiyle sistemin nasıl daha iyi olabileceği belirtildi. Bu soruyla ilgili cevaplar, tezin teklifler bölümünde derinlenmesine ve detaylı olarak analiz edilmiştir. Örneğin; sosyal aktivitelerin artırılması ve başarılı kişilerin tüm çalışanlara duyurulması, ödüllendirme sistemini daha ileriye götüreceğine inanılan bazı çözüm önerileriydi. Bölüm öyle yemekleri, spor faaliyetleri ya da oynanabilir yarışmalar grup ruhunu artırabilir ve böylece iş performanslarını olumlu olarak etkileyebilecek çözümlerden bazıları olarak gösterildi.

Çalışanlar, ödüllendirme metodlarının adil olmadığını iddia etmişlerdir. Bu yüzden de çalışanlarla ve onların belirttiği çözüm önerileriyle ödüllendirme metodunun geliştirilmesi şirkete hem saygılarını kazandıracak hem de sistemin daha adil olduğunu hissetmelerini sağlayacaktır. Ayrıca ikramiye hesaplamalarındaki karmaşıklıklar ve yanlışlıkla ya da eşitsizlikle verilen ikramiyeler çalışanların tatminsizliklerini baya bir yükseltmektedir. Yöneticilerin bunu göz önünde bulundurması ve hesaplamaları daha şeffaf ve net bir şekilde kime niye daha fazla aldığını hissettirmesi gerekmektedir.

Araştırma mevcut durumu olabildiğince açık ve detaylı olarak sunduysa da, daha derin ve kapsamlı bir araştırmanın yapıp ödüllendirme sisteminin açıklarının tespit edilmesi ve herkesin anlayabileceği hesaplama yöntemleriyle de bunun geliştirilmesi tavsiye edilmektedir. Bununla birlikte anket 400 kişinin tamamına değil sadece 80'ine gönderildiği için tüm departmanı kapsadığı düşünülemez. Ödüllendirme ve motive metodlarının değiştirilmesi durumlarında tüm çalışanlara anket yapılması ve

yine isteyen her alıřanın dūřūncesini dile getirmesi iin aık cevapların verileceęi soruların sorulması gerekmektedir.

Yukarıda sayılan nedenlerden tūrū řirketin mevcut yntemlerinin deęiřtirilmesi durumunda bu arařtırma daha derin bir arařtırmaya kaynak saęlayacak bir ereve olabilir. Tez internet ortamına aktarılacaęı iin, gelecekte bu veya benzer konularla ilgili yapılacak arařtırma durumlarında arařtırıcı kiřilere kaynaklık edebilecektir.

Bu bir yūksek lisans tezidir ve ek olarak ęrencinin akademik yeteneklerini ve arařtırma tekniklerini edinebilmesi amalanmıřtır. Tez yazma sūresince de ęrencinin arařtırma yapma yetenekleri bařarıyla geliřtirilmiřtir. Ayrıca bu tez bir mezuniyet gereksinimidir ve ęrenci bu tezi tamamlayarak mezun olma gereksinimlerini tamamlamıřtır. Bu tez, arařtırmacının insan kaynakları ve ynetimi konusunda kariyerine devam etmesini kararını verdimiř ve gelecekte yapılacak olan insan davranıřının karmařıklıęının anlařılması arařtırmalarına yardımcı olmuřtur.

Anahtar kelimeler:

dūllendirme, Onaylanma, Motivasyon.

1. INTRODUCTION

Rewarding and recognizing gets more complex when we get older. When we were kids it was enough to get attention or an extra ice cream from the good work we did. At school good grades and long summer holiday waiting at the end of school year was something that kept most of us studying. In early work life the excitement of first salaries and being in real work life can keep us enjoying the small things but when years go by it is hard to get motivation from small salary and lousy work conditions. After that point it is critical to find something that keeps the work spirit on and us hard working. For that we need motivation which is a power that keeps us doing the good work or sometimes makes us wake up in the morning and go to work. The motivation should come inside of us with the little help of managers and other people around us. It should not be too hard to be found when we are doing something that we enjoy but unfortunately not all work is fun and motivating. For this we need rewarding and recognition which sometimes is pure money but most of the times just great opportunities and fun moments in life.

Almost 15 years ago McCoy (1992, 3) wrote that the work environment is changing; competition is increasing and costs are escalating which has led to new kind of situation where employers should consider more and more about rewarding and human behavior in order to keep the employees motivated and improve their performance. For this the author wrote a book about Behavior-based incentive compensation where every organization should develop their own rewarding system based on their culture and management style. The main point of the total rewarding systems were to comprise about employees and their needs individually, reward them based on their behavior and performance, organize necessary funds for rewarding and be flexible and change the methods and plan whenever it is needed. Even though this statement is already more than ten years old it is still valid and a hot topic in Human Resources Management. The important points made that time are now everyday business in every organization and understanding its importance was and still is crucial for all the companies if they want to be successful.

In this paper it will be discussed about rewarding, recognition and motivation. These three topics are closely related to each other since motivation can be increased by rewarding which is considered to be money based. People can also be motivated by recognizing which does not have direct monetary value for employee. These non-monetary ways are most of the times more important than money based methods and they have stronger effect on human behavior than money based methods, like salary appraisals or annual bonuses. Non-monetary methods can be for example feedback from manager, possibility to be sent to education, challenging work or the work environment itself. These methods are part of managers every day job and organizations all over the world should pay attention on it and keep the rewarding and recognizing methods updated and flexible.

Early motivation theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory tried to explain motivation as part of needs which should be satisfied for a person to be motivated. Nowadays these theories are hard to implement to work life although they were surely right at the times they were invented. Without getting too deeply into motivation theories we can simply explain motivation as an effort that a person puts on his or her doing to reach the beforehand set goal. Scheuer (2000, 23) shortly defined motivation and especially motivation at work as: "motives that form the background for the conduct of individuals, and reflexive reasoning that individual actors use in order to act in a certain way in relation to their contribution at work". Scheuer also claims that motivation at work actually comes in unconscious forms like instincts and inclinations, and that habits and rituals express our earlier reflexive choices. Together they create the complicated concept of motivation that should be increased by rewarding and recognizing according to this thesis.

1.1 Background to the Research

Companies use yearly lot of money in rewarding and recognizing their employees. Managers of the companies are trying to find innovative and new ways that hopefully are inexpensive for the company to keep their employees happy. Good and probably the most famous example of motivating work environment is Google which has been chosen the best work place of the whole world. It is surely not just IT-business which is trying to imitate the work environment and benefits they have at Google but as Mr. Hakan Inceoğlu, the group manager of Technology Center in ING Bank Turkey's IT-department, was interviewed, the Google example came out many

times during that interview. Google's way is to make a work place like home so that people will work hard but at the same time enjoy what they do. Listening employees' needs should be one of the most important points to create such a successful environment but of course big resources are needed too. Surely not many companies have capabilities to invest on employees that much but even the small changes can matter to retain skilled employees and keep them satisfied. ING Bank Turkey's IT department is now trying to do those small changes to ensure that their employees are happy in future too.

At the moment ING Turkey is planning to change some policies to make their employees to be more motivated and innovative. Some ideas have come up but big decisions or changes have not been implemented yet. This research will help managers to find out what could they change by asking from the employees what things motivates them and how do they want to be rewarded and recognized. There has lately not been any survey about rewarding methods or motivation so this survey will be a needed help to understand how ING Bank Turkey should plan their rewarding system in future. The idea of this survey came from researcher's interest and it was developed and shaped to be suitable to meet both ING Bank Turkey's IT-department's and researcher's needs. There was also awareness that even though this is an important topic there is not that much literature or researches about this topic. This gave good starting point for the whole research and thesis work.

One more important fact is needed to be mentioned for the background of the research. ING Bank Turkey's IT-department has not had clear problems with the motivation of their employees or the rewarding methods they are using in their company. Methods used in the bank are actually, after interviewing some employees working there, quite same than the ones that are used in other banks in Turkey too. Before performing the actual research those few employees who talked about the topic said that they are happier in this company than they were in previous ones and that ING is concentrating more on their employees as individuals. This research will hopefully show if other employees feel the same way too. Anyway the basic assumption is that the employees of ING Bank Turkey's IT-department are happy and motivated in their work and the rewarding methods they are using are good. According to Pettinger (2002, 2) this is actually what the best organizations do; they train and develop their employees anyway even though there is not necessary a crying need for it. The cost of anticipatory actions will be anyway smaller than the cost of losing their talented employees and even market share if the

organizations continue in the same old ways rather than developing themselves constantly.

1.1.1 ING Bank Turkey

ING Group is a Dutch financial institution that offers banking, investment, life insurance and retirement services around the world and currently operates in more than 40 countries. ING has been offering their services for more than 150 years with more than 93 000 employees around the world. ING Group is the 12th biggest Financial Institution in Europe. ING Group forms from two different institutions, ING Bank which offers banking services and ING NN Group and ING Voya Financial which offer insurances and other financial services. ING Bank, in which the ING Bank Turkey's IT-department belongs too, has more than 33 million customers and over 50 000 employees. The net profit of Q4 2014 was 548 million euros. (ing.com)

ING Bank globally states in their annual sustainability report that in order to engage their employees they create a great working environment that encourages their employees to develop their skills, grow personally and professionally and achieve their full potential. For that for example in 2012 ING Bank spent more than 60 million euros to train and develop their employees. They also measured the engagement rate of the employees by a survey and according to it 74% of their employees are engaged to their work. (ing.com)

ING Bank Turkey is a commercial and retail bank which is the 9th biggest private bank in Turkey. ING Bank Turkey has 330 branches in Turkey with 6500 employees. IT-department is located in Ümraniye, Istanbul with 400 employees which makes it the second biggest IT-organization in ING Group. The thesis will concentrate on ING Bank Turkey and the research will be done in IT-department of the bank. (ing.com)

ING Bank's global strategy is to empower people to stay a step ahead in life and business by creating a differentiating customer experience. This strategy will be achieved at ING Bank Turkey with the help of Human Resources strategy which is "to be the most desirable company to work for with their compensation policy, continuous training and social benefits". The compensation is: "equal pay for equal work, performance and knowledge level" and the company in Turkey offer many social benefits like insurances, transportation, food and pension plan. In IT-department especially there are many opportunities for education and for example it is possible to be sent to abroad for short term assignment to work in other ING

Branch or then go to short conferences or educations inside of Turkey or abroad.
(ingbank.com.tr)

1.2 Significance of the Study

ING Bank Turkey's HR policy of "being the most desirable company to work for with their compensation policy, continuous training and social benefits" shortly states the significance of the research that will be done since compensation policy, continuous training and social benefits are exactly what we understand with motivation, rewarding and recognition. And since the ING Turkey has not yet reached the most desirable company to work there are things to do to get there. This research will be a help for the managers who are deciding for the new policies by giving ideas which come from the employees from the survey that will be done and then explaining what kind of things motivates the most their employees.

Hacker (2004, 5-6) says that if a company wants to be successful they should always keep all the good people as their employees. Good employees are motivated in their job and their performance is much better than the ones who are not satisfied. Motivated people produce loyal customers and they will bring more money for the company. This is one good reason why the topic is important, since it will eventually bring more money to companies and retain good employees. But in order to make an efficient rewarding and motivating system organizations should according to the author reward employees by allowing them to get involved, create a rewarding system that is based on individuals' performance, find ways to make people feel important and appreciated and try to make working as fun as possible. These are the main characteristic of a working rewarding system and this survey is now trying to find out how these procedures are used and how powerful they are in examined company.

The newest change in ING Bank Turkey's policy was changing the dress code. As Mr. Hakan Inceoğlu told he was among with others in charge for this change and it was implemented by managers first. One day after weekend top managers came to work with t-shirts and jeans instead of wearing suits without letting the employees know about the new change. Few days later employees had adapted this new dress code and now everyone excluding top managers are with casual clothes at work. The change was really welcomed since many of the workers are working over hours and especially for IT-personnel sitting in front of the computer more than ten hours a

day without actually dealing with customers face-to-face it felt unnecessarily to require them to use suits. With help of this research hopefully similar needed changes will be found out and they will help employees to feel more comfortable at work. However those solutions should not harm the business or take too many resources.

Since the IT-department is located in Ümraniye in a high tower where many other companies operate too it can be a limiting factor but also an advantage. The space is really limited so it is not possible to build gyms or other activities for the ING office so it should be taken in consideration while doing the research. But the space problem should not limit too much the creativity of new ideas. Maybe together with other companies operating in the building they can change the common areas to sport rooms or make the facilities more useable so that everyone in the building can benefit from them. For this reason it is not needed to limit the results of the research just to ING Bank Turkey's IT-department but use it for any other company at the same building to increase the common satisfaction. At the moment coffee shops and cafeterias are in everyone's use already so building more common areas should not be a problem. Communicating with people from other companies can bring benefits to all of the companies and if some great but costly ideas come from this research it could be possible to share the costs with other companies too for example building a gym or common areas for all of the employees from different companies.

1.3 Statement of Purpose

According to Saunders etc. (2009, 138-141) the purpose of a research explains what are the expected results or answers the research will get and how research questions and objectives will be met and explained. The purpose of research can be exploratory, where the main point is to seek new insights and ask questions and to understand the precise nature of the problem. The purpose can also be descriptive where the aim is to describe the profile of persons, events or situations where it is important for researcher to have a clear understanding of the phenomena where the data collection is happening. The last one is explanatory study which is also the purpose of this study. The main characteristic for explanatory study is to understand the situation and problem and explain the relationship between variables. Explanatory studies are most of the times done with quantitative method and so is this research too. However this research has also exploratory study characteristic because it also aims to understand what is going on at the moment and it aims to

find out new ways to reward employees and understand their needs. This survey has anyway limitations and it is not that flexible that it could change according to results like exploratory studies usually have.

The purpose of this study is first of all to understand the current situation in ING Bank Turkey's IT-department. The survey aims to understand how the employees feel about the current rewarding system and how they want to be rewarded in future. All the rewarding methods used in the ING Bank Turkey's IT-department are invented to reward, recognize and motivate their employees. So the actual research purpose is to find out if there are some common factors that explains how each rewarding method is felt and how do they motivate their employees. Since it is clear that rewarding should have motivating effect this survey will find out what is the effect and the relationship between motivation and rewarding at ING Bank Turkey's IT-department and also in general what is written about the relationship between these two topics in literature.

Actually after starting to write this thesis and survey ING Bank Turkey's IT-department has implemented a new rewarding method for a small population as an experiment and if they get good results from this try-out it will be spread out to everyone. From now on some employees are allowed to have one home office day a week either on Tuesday, Wednesday or Thursday. This will help employees to cope with problems like traffic issues in Istanbul, long workdays and over hours that are common in Turkey. Even though home office does not mean that it is a day off it also enables employees to manage some personal stuff that cannot be dealt outside of office hours or weekends. This trial gives a boost for the research since it is concretely seen that changes do happen in the company. Hopefully this will have a positive effect on survey and that people are open and give creative ideas to develop their now used rewarding system.

As a researcher this thesis will give an opportunity to gain information in the research topic; rewarding and motivation. While doing literature review there is a possibility to read plenty of books and critically analyze them and write a short review that serves the needs of this study and thesis making. This thesis will be part of Master Studies and will help to finish researcher's studies and let her grow academically to learn how to write a master thesis and analyze literature and research results critically. This thesis will also give ideas for future and maybe help researcher in her career when working in human resources in an IT-company. The

survey will also help researcher to gain understanding of work environment in Turkey. Since the thesis is made in English it can be used for later use for any researcher or student who is investigating the same topic.

1.4 Statement of the Problem

In Turkey it is very common that people have to stay over hours and in most of the times without extra compensation. For this reason it is really important for not just ING but other companies especially in Turkey too to find ways to keep their employees hard working and motivated even though they are doing it half voluntary. Since it is not possible to raise salaries or pay for over hours it is needed to find other ways to thank employees for their precious time. Internet is full of solutions and ideas for recognizing employees for extra effort and extraordinary good work but the problem here is to find out the ones that motivate the employees most. For the best solutions the ideas should come from employees itself. For this reason the survey will be made to employees and the results will be taken to managers who can finally decide which one to use and develop them if needed. As Armstrong (2009, 736) says that a working rewarding system is established together with employees respecting organizational values, people's wants and available resources. This will be taken in consideration also in this survey too since the aim is to understand what people feel about the rewarding currently used and also to find out their wants and needs.

At the moment there have been some ideas and pilot versions of what could these new improvements be but actual decisions have not been made yet. For example flexible working hours and home office options have been in consideration but because of traffic and security issues it is quite difficult to implement these improvements so that everyone could equally access to them. The HR team is now trying to decide what will be their next step for better working environment and this research will be a good help to understand the direction of changes and also involve employees to the process. These new improvements are actually considered as effective rewards since it will help people to combine the personal and work life. According to Armstrong&Stephens (2005, 20-21) this kind of improving quality of work and increasing work/life balance can be a strong reward for people who are having problems with scheduling their life for different reasons. Flexible hours help people to use their skills more effectively since it highlights the fact that it is not

important how much and when employees work but what they deliver and what the outcomes are.

This research also touches the area of motivation. There is no clear (at least not public) information that ING Bank Turkey's IT-department has motivation problems but this does not mean that it should not be talked or improved all the time. According to Kressler (2003, 133) the motivation is the engine of our vehicle that reflects our career that needs fuel to be controlled, to be faster or slower. To keep our motivation or vehicle on we need to fuel it which in this case means we need to be rewarded. Incentives, like bonuses and higher pay, are not actually the strongest one that keeps the vehicle on but things like challenging job and balance between work and personal life too have according to literature stronger and longer effect on motivation and employees' performance.

1.5 Aims and Objectives

The aim of this study is:

- to identify the relationship between motivation and rewarding
- to understand with an concrete example how rewarding is organized in a company

The objectives of this study are:

- to explore the literature related to motivation, rewarding, employee performance and generally human resources
- to examine what employees in ING Bank Turkey's IT-department think about their rewarding and recognizing system and
- to examine differences between employees and analyze the data findings
- to create a proposal how the current rewarding system could be changed according to the answers of the research done to the employees

1.6 Research Questions

- How good is the rewarding and recognition program that is now used in ING Bank Turkey's IT-department in the aspect of motivation?
- What else could managers do for employees to enjoy more at work and to be more motivated while considering rewarding and recognition?

— Can the motivation of ING Bank Turkey's IT-department's employees be increased other ways than increasing salaries, if yes how?

2. LITERATURE REVIEW

2.1 Rewarding and Recognition

Rewarding and recognition are the ones that affect most workers' attitude, productivity and organizational competitiveness as well as attracting and retaining valued employees. Continuous employment, guaranteed wage base and traditional incentive plans used to be enough for employees to do their job well but nowadays decreasing workplace loyalty, organizational changes, personal values and even globalization has make the whole situation more complex than it ever was. Employees are expected to be able to work in teams, to have adaptability in continuous change, be able to do multitasking and continuously reinvent themselves to understand fast changing market. They also need to be flexible and effective since companies are looking for greater profitability and improved production while the costs are increasing and competition is getting tougher. This has made the whole work life different and difficult to cope with for many people especially when employees are more and more responsible for their own job satisfaction and more independent than ever in work history. But it is not just employees who are in difficult situation, it is still employers' and managers' job to keep the employees happy and find out new ways to reward, recognize and motivate them. (Bowen 2000, 2-3)

The concept of rewarding, recognition and motivation is a tricky combination that touches performance management and job satisfaction too. Since this thesis is mostly about rewarding, recognition and motivation it is not appropriate to go too deep to the topics of performance management and job satisfaction. But since they are close to each other it is needed to define them a little bit too. According to Aguinis (2009, 2-3): "Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization." Performance can be managed best with feedback which is an important rewarding method too and the aim of rewarding is to influence and improve employee's performance. However performance management is a more complex concept and includes many other parts than just rewarding so we do not get much into details in this thesis. Job

satisfaction is also dependent on many other factors than just motivation and rewarding so just to understand the topic, job satisfaction, it can be defined according to Topolosky (2000, 11) as a combination of employee attitude, which includes work and life satisfaction and views of work, organizational wealth and health and the transformation and measurement of human resources.

As mentioned before rewarding is mostly managers' job to do. When managers plan how they reward their employees they should not only consider how much they will pay to employee extra for the good work according to company's business success but also how they do it and why. Actually not all the rewards should be just cash and bonuses instead there are plenty of non-monetary ways to reward employees that can work even better than monetary rewards. Rewarding itself can have many meanings not just a "thank" for a good work done. Most of the time surely it can be regarded as a thank you for doing good work but besides that it can express appreciation or recognize value of the person, provide encouragement, compensate for taking and sharing risk, provide choices, release the stress caused by working beyond normal boundaries or just make a day little more fun for employees. For these reasons rewarding should be carefully considered and done in right situations in a right way. (Bowen 2000, 23)

Sometimes rewarding and recognition can have negative influences too and in some cases they instead of satisfying, dissatisfy employees. For this reason rewarding should always be fair and equitable. Sometimes it is good to make a rewarding program with clear points or factors written down where employee can see clearly what is required from them to reach the reward. Also to avoid conflicts between employees it is good to reward at least partly them as a group instead of individuals and the size of reward should be based on the performance of a unit, team or whole organization. Rewards should also be ethical and they should not encourage employees to do anything against ethical standards like bribes or frauds in order to achieve the prize. It is managers' job to make reward systems for employees fair, equitable, appropriate and competitive relative to the marketplace. (Bowen 2000, 23-25)

2.1.1 Rewarding methods

Armstrong&Stephens (2005, 14-15) divided rewards to transactional (tangible) and relational (intangible) rewards. Tangible are the ones concerned as pay and benefits

and intangible are concerned with learning and developing and the work experience itself as in Table 2.1.1 Model of Total Rewards (Armstrong&Stephens 2005, 16). Table shows that the pay is only one of the four rewarding themes. As rewarding methods aim to maximize motivation, commitment and job engagement, companies should always use wide range of different kind of methods to reward their employees. Different types of rewards combined together will make a deeper and longer-lasting impact on people’s motivation and commitment to work than using always a same and not personalized method. Nowadays it is important not just to meet people’s need for a job but also to create a great place to work too where the physical environment is pleasant, individual needs are met, managers are well educated and they listen with enough autonomy and guidance whenever it is needed. For this reason it is needed to use the rewarding methods from the boxes of learning and development and work environment too from our Model of Total Rewards, Table 2.1.1.

Table 2.1.1: Model of Total Rewards

Pay	Benefits	Learning and development	Work environment
base pay contingent pay cash bonuses long term incentives shares profit sharing	pensions holidays health care other perks flexibility	workplace learning and development training performance management career development	core values of the organization leadership employee voice recognition achievement job design and role development quality of working life work/life balance talent management

Rewards were according to the author divided to relational and transactional rewards because of their clear visibility and pure money exchange features. Relational rewards are further divided to learning and development and work environment. Learning can be at the workplace itself where employee is learning while working and being offered opportunities to develop their skills. Only this can be

a reward for some people especially the ones who are in the beginning of their careers. Workplace learning can be done intentionally or planned but the aim is to train employees by supporting, structuring or monitoring their learning on the job. Learning should be everyday part of the job since people develop their skills, knowledge and understanding while dealing with challenging jobs. This is called continuous learning and the line managers have the main responsibility on this to make continuous learning possible for the employees. Learning can be also done by trainings which are usually systematic and have a planned instruction. Trainings aim to upgrade skills and develop employees' careers and nowadays the access to training is a key element in the overall reward package. They act as a powerful motivator too since many courses give diplomas and they can lead in to a promotion or access to better job vacancies in future. (Armstrong&Stephens 2005, 17)

As mentioned before, the relational rewarding method, the work environment, can be a reward for someone. The work environment as a reward includes for example job design and role, employee voice, work/life balance and core values of the organization. However the base for rewarding environment should come from core values of the organization which are clearly seen in every day functions, like management style and how people are being recognized. Companies should have a clear vision and a set of integrated values which are embedded, measured and managed and concerned with sustaining performance and flexibility. Same values go through all the operations, not just rewarding, and it can be seen in the human resources policies and practices, levels of satisfaction, motivation, commitment and operational performance. Clearly when employees feel that they are happy and satisfied in the job they are doing, their managers are talented and motivating them and that they feel that they are being listened at work, the work environment surely will be a strong rewarding method for employees and money based, like bonuses and promotions, will have lesser importance for those employees in the perspective of total rewarding. (Armstrong&Stephens 2005, 17-18)

Naturally people are different and some do not expect to be sent to educations or have a clear and strong career path where in the end the aim is to be a top manager. Sometimes it is enough just to have quality facilities to do their job and that the work is well organized and managed. For these kinds of people the balance between work and the time spent outside the work is more important. Flexible working hours, shortened work week, job sharing arrangements, home office and other ways to arrange work more flexible develops family-friendly environment

where the working times does not matter rather the outputs are more important. Physical work equipment should be up to date too for these kinds of people and also the freedom of doing their job as they feel the best, as long as the job is done correctly and on time. (Armstrong&Stephens 2005, 21)

Armstrong (2009, 877) continues in his other book that when giving employees this great opportunity to arrange their work/life balance flexible it is a lot more meaningful than just a reward. It improves productivity and quality of work, increases commitment and morale, reduces staff turnover and casual absences and improves the utilization of new recruits. If one reward or a way to recognize employee has this big effect on employee and their performance it should be taken in serious consideration when planning rewarding and recognizing methods. However according to author it is needed to consider about the work-life options case-by-case since not all positions allow to do this kind of arrangement. Work-life options many times include reduced working hours and/or home office days so for example for some managerial positions they are difficult to apply. But sometimes it is needed for the employees to know that at least theoretically it could be possible to for example do shortened work week if there was a need for it so this kind of option should be offered to the employees widely.

No matter which rewarding methods managers use also employees should remember that many non-monetary methods have cost for the company even though they do not receive any money themselves from it. Educations can be extremely expensive for companies and it does not stay only in that. While employee is in an education, they are still receiving normal salary even though they are not working. Sometimes there is a need for substitutes if the education is long and this is costly too. And the most importantly in some point educations and trainings justifies employees to claim for a promotion or salary appraisal even though their position might not change. However according to Kressler (2003, 121) in general the best and the most effective way to reward employees is to make challenging tasks, make employees work with competent colleagues, create an intellectually stimulating climate, give opportunities to develop new ways to work and reward and let employees pursue their own ideas. Author also highlights that the effectiveness of a financial reward for the organization is very vague and measuring them individually is almost impossible. Since like in many other things different forms of rewards have diverse capacities to stimulate people and sometimes the

costly rewarding method does not have the wanted effect on employees. That is why rewarding should always be as personalized as possible and carefully thought.

2.1.2 Recognition

Nowadays in a dynamic environment organizations need to be flexible to keep themselves competitive. Employees are more and more adaptable, creative and proactive which makes it a challenge for companies to keep their rewarding system effective. However when the companies grow bigger they get less flexible too. To solve this problem companies should make employees committed to their work by recognizing and involving them to decision making. (Collings&Wood 2009, 214) Recognizing employees is managers' job to show employees that they are important and valuable to the organization and that managers care about their employees. Manager does best the recognition by first getting to know the people personally and by understanding how to make them feel special and then recognizing them with a meaningful and memorable way. (Kouzes&Posner 2003, 24)

Recognition is one of the most powerful way to reward people since to be successful in a job people should always know how well they are doing their job and have they achieved their objectives and aims that were set earlier. Instant feedback is the most important way to recognize employees but it can be done also by listening and acting upon the suggestion of the team members or employees. Allocating employee to a high-profile project or enlarging one's job makes the everyday work more interesting and makes employees understand that they are being valuable and needed inside the organization. (Armstrong&Stephens 2005, 19) All companies and managers need to recognize employees in non-monetary ways that can simply be positive feedback or empowering employees to decision making. These methods will make the employee feel good about the work done and inspire them to work harder and do better in their jobs. For example in situations, where project is late and over hours are needed, but there is no expectation of overtime pay, it is really important to use other ways to thank employees for their time used. This can be for example spontaneously ordered dinner to the office or after work activities at the end of the week depending on resources, culture and organization's style. (Deeprise 1994, 72)

Empowerment is one way to recognize employees. Employees' innovative ideas, best skills and important contribution to the organization will help managers to

improve their performance and make employees feel good and empowered in their work. In most of the cases it is the employees who know the best how their job is done and what improvements are needed so involving them when deciding what kind of new equipment will be ordered is smart both for employees and employers. Empowering will make employees feel that they are valuable and important and employees will be sure to get equipment that will bring most benefits for them in usability and financial view. Employee empowerment also increases employees' commitment and motivation because they see clearly that they are being listened and that their opinion matters. Recognizing by empowerment also deepens the employee-manager relationship since it shows that manager trusts on employees and good employee-manager relationship motivates employees and it obtains engaged performance from employees' side. (Deeprouse 1994, 77)

Recognition can be done for example in quarterly meetings where all employees are gathered and the recognition will be public. The award can be cash, special assignment, opportunity to learn, promotion or a honest expression of thank you. Also recognizing years of service to an organization is a common way to recognize employee. Even though award can be monetary the main point for this kind of recognition is social. Especially after long years at the same company experience can bring respect and trust and remembering and thanking employee for the years is surely needed thing to do in any company in any field. (Parker, McAdams & Zielinski 2000, 37) Recognition should however be personalized and the one who is giving the reward should always know the person. Especially in international organizations a bottle of alcohol might be an insult to someone rather than a prize and can humiliate the person front of everyone. For this reason the one who is giving the rewards in such a situation should always first consult employee's manager and closest colleagues if they do not know the employee in person. Sometimes it could be reasonable first make options of the rewards/recognition methods and ask directly from the one who is being rewarded which way they want to be rewarded but this is not necessarily since it might ruin the surprise. Many times recognition is needed to keep as a surprise because it can maximize the effect of the reward. The best way to avoid this is then to let the managers decide for the recognition by the limits given by HR or other departments who decides for the budgets and rewarding methods. (Kouzes&Posner 2003, 93)

Kouzes&Posner (2003, 99-110) claims that the best way to recognize people is to not to just show financial statements and balance sheets and then just give the

reward to the one that sold most the products or acquired most new customers but to tell a story too. As simple as it sounds but authors claim that the great leaders are great storytellers. And stories are crucial to learning, decision making, sense making, mobilizing and motivating and of course for recognizing too. Stories will recognize the human face behind the success and tell the actions how the current situation was reached, and most importantly how other employees can reach the same success too. It will work naturally as a praise or tribute to the person who has done extraordinary good work and surely reward and motivate them too. As these authors assert, the world recognition means knowing again and stories are good way to know again and spread it around other people. Story telling can actually happen elsewhere than just official meetings like annual meetings but also in a company newsletter, e-mail, internet pages or anywhere else that the technology or resources enables.

2.1.3 Rewarding plan

The most important thing when making a rewarding plan is to understand what employees need and expect from the work situation. The importance of salary or other monetary benefits changes from time to time. Past few years the economic difficulties have been driving people to positions that can offer job security rather than high pay. Traditionally this has pushed people to apply and stay in public sector since they are the ones that can offer secured wage basis and secured jobs. On the other hand generally pays are smaller than in private sector. This is a good example of how rewarding plan should be flexible since also people from time to times change what they appreciate in work life and rewarding methods. This does not mean that in difficult times rewarding should be forgotten but that it is desirable to remember that the methods used from time to time are different and they should be changed whenever it is needed. (Collings&Wood 2009, 209)

Nowadays many companies have moved to work in teams rather than working as individuals. When moving to team work it is important to decide how to reward employees; as a team, individuals or both? The figure 2.1.3 (adapting Parker etc. 2000, 29) shows how rewarding can be divided to different parts and how all; individual, team and organizational performance effects on total rewarding system. (Parker etc. 2000, 28-29) No matter how employees are rewarded, as a team, individuals or both, Armstrong&Stephens (2005, 33) continues that while making the reward plan there are few principles that should be always taken into consideration.

Rewarding plan should support the achievement of business goals, maintain competitive pay rates, include all of the staff not just exceptional performers, be flexible and have a clear guideline who is responsible for what and give responsibility for line managers and team leaders to decide more for their rewarding decisions since they are the ones who are working closest with the employees. In many companies HR department is the one who is inventing and implementing rewarding but it should be done in cooperation with managers who are actually working with the employees.

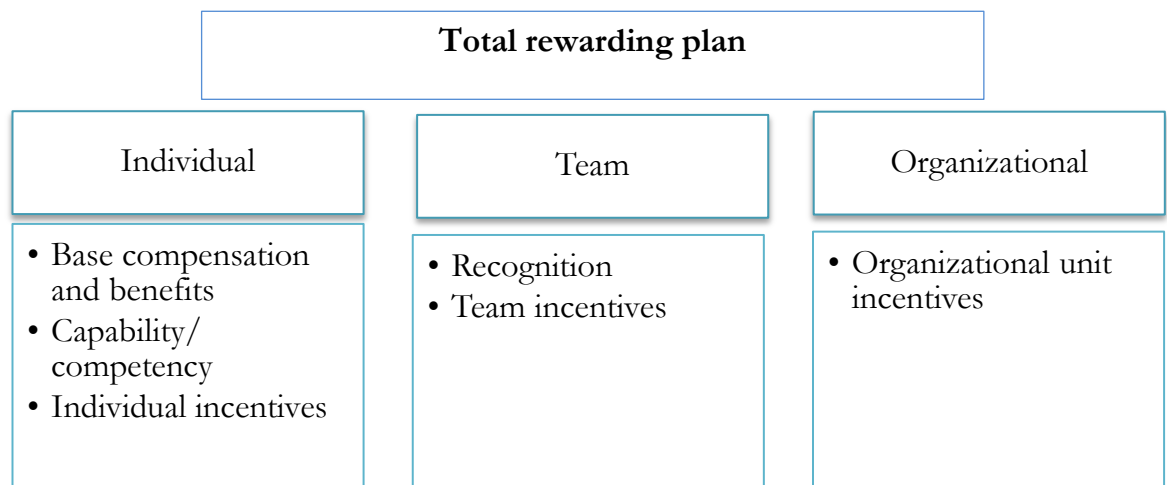


Figure 2.1.3: Proposal of Rewarding Plan

2.1.3.1 Individuals

According to Parker etc. (2000 28-30) in total rewarding plan the individual part should be only a basic cost of doing business, a thing that has to be budgeted and simply just an employee agreement between employee and employer. The aim of the individual rewarding should be to attract and retain employees but the greater importance should be in team and organizational rewarding. Individual base compensation and benefits include adjustments to base pay due to promotions, market adjustments, cost of living and changes on it and negotiated increases. It also includes annual bonuses and other individual benefits that may vary every year but are expected to come annually. Kressler (2003, 126) also adds to this that the greater part of income should be fixed and consists of the last year's performance. Actually according to author even 2/3 of the salary or reward should be fixed and based on individual's performance and organization's overall performance. When

the individual performance has such a big importance in the person's income, it will drive people to work harder in some fields but surely it cannot be applied everywhere since sometimes individuals do not have the greatest effect on the outputs they work for it thus it would not be fair to adjust their salaries according to their performance.

Rewarding individuals include also developing capabilities which aims to engage, grow, develop and contribute employees. This is mainly done by educations but also by changing job or role responsibilities and involving employees in business and financial decision making. However it should be understood that most of the times these actions require promotion since the responsibilities and/or positions increases. This kind of individual capability/competency rewarding should be happening continually and it should cover great majority all of the employees in every company. Developing capabilities ensures that the job stays interesting and is not monotonous and boring which has crucial effects on employee's performance and motivation. That is the reason why individual capability/competency rewards are basic things that no employer should forget. The last part of rewarding individuals is individual rewards which basically are an award, like cash, stock, time off, travel or anything that has a value to recipient, and they can be achieved by reaching the individual goals which have been set to each employees for example in annual performance appraisals. An example of individual incentives is sales commission plan where a sales person gets rewarding according to his or hers performance according to sales numbers which depend on sales person's individual performance, the more the sales person sells the more they will get commission and though they will be more rewarded. (Parker etc. 2000, 31-33)

However Collins&Wood (2009, 216) see rewarding a bit differently. Traditionally they explain that the reward is different according to its worth or value to the organization and that everything is related to employee's level of skills, trainings required, level of responsibilities or the nature of work environment. This approach focuses on purely on the job not on the performance of the individual employee and there will not be any reward for effort or quality of the performance like sales person's commission. Simply authors say that pay or rewards are based on the job and the qualifications and individual cannot do anything extra, like improve their working methods in order to promote themselves to get more salary or rewards. Only visible details like new education or change of work can affect to the amount of rewards. This approach has got a lot of criticism and understandably it does not integrate to modern work life

or in high degree positions. Collins&Woods also highlight that the reward strategy should achieve both individual and organizational goals and that the overall strategy should always consider performance as a part of total rewarding system.

2.1.3.2 Teams

Parker etc. (2000, 35) highlights that recognition can always be either individual, team or organizational based. However since in Figure 1 recognition is under teams they give the examples on recognizing teams. Recognition according to authors can be just a simple thank you but also monetary like bonus or a journey to somewhere with employer's money. But the main difference between rewarding and recognition is that recognition plans do not guarantee award and that they are not preannounced or scheduled actions that employee directly waits after doing good job or after achieving the goals that were set like in individual incentive plans. Recognition is then a surprise for the recipient and most of the times the main point of recognition is to be a creative way to encourage people to repeat positive performance since they are not planned. Recognition is spontaneous and in teams they aim to build positive atmosphere and build team moral. No matter how teams are recognized it is manager's job to be well aware about what is going on in team, how organizational and team's aims are filled and who is responsible of what. Good manager knows how to use this powerful many times inexpensive way to reward and motivate employees and teams. (Parker 2000, 35)

Teams can be recognized for example with celebrations, special lunches or meetings where managers share accomplishments and challenges but the focus anyway should be on celebrating something achieved. These kinds of inexpensive recognitions can be done for example monthly but for bigger recognition or rewarding they can be done by team incentives. Incentives can be paid after project milestones, project completion or when team is doing something significant that is beneficial for whole company like reducing turnaround time on customer needs, improving cycle times for product development, cost saving due new process efficiencies or increasing company's market share. Whole teams are easy to reward and recognize but situations are many times more complex. Not all in the team are involved same way in projects and actually not all in the company can work in a team so they will be dismissed from the team incentives which decreases equity among employees. This again requires strong manager involvement and with good

managerial job it can be an effective way to reward team members together. (Parker etc. 2000 35-39)

Armstrong&Stephens (2005, 259-260) propose that the team pay works best in teams that are self-managed and where members have mutual trust that the results and settled targets will be reached since the members work well together and share the responsibilities for success. Team should be well established and the members should be used to work flexibly to meet targets and deadlines because they know the complementary skills of their members. These requirements are quite high and that is the reason why authors do not recommend team pay to all of the teams as a rewarding base. They also are worried that team based pay might motivate team members only with money which is not smart or appropriate for organizations or for team members too. Team based pay can also cause migration between teams and employees transfer from poorly performing teams to high performing teams and this is surely not the aim of team based pay. These are few reasons why organizations do not base most of their pay or rewards to team performance since it has too many disadvantages compared to advantages.

2.1.3.3 Organizational

Organizational incentive plans cover a defined population like an entire company, a division, a department or a work group. These incentives focus on business objectives and can be used as performance measures for the organizational units. Sometimes employee's incentive can be divided to three parts, 25% of the incentive is based on how well the whole company is doing, 25% how team or division is doing and rest based on individual performance. No matter how incentives are based the organizational incentive is the one that support most a culture of teamwork because it engages most of the employees, it will be paid only when improvements occur, it is based on results rather than activities, it can measure effectiveness and it can offer an opportunity to communicate, reinforce, educate and engage employees to achieve specific goals together. Organizational incentives can be good tool for managers to educate employees about the measures and strengthen the vision and mission. (Parker etc. 2000, 42)

Armstrong&Stephens (2005, 263-267) see paying for organizational performance sometimes needed and working rewarding method. The rewarding can be based for example on the profits of the business, the shares ownership schemes or on the

financial gains made by the company which is for example improved performance compared to last year. These kinds of bases of rewarding can increase the commitment of the employees to the organization, enable employees to share the success of the organization and stimulate more interest in the organization's affairs. These surely are the aims of any rewards but the fact that the reward is totally based on whole organization's performance makes it difficult since it might be difficult for individuals to accept the fact that in the end their performance alone is not enough to bring benefits to themselves. For this reason it is not that commonly used and it is more recommended to use different kind of rewards and bases where the size of reward comes from as a combination of individual, team and organizational performances.

2.1.4 Unfair rewarding

The basics of rewarding should be that the rewards and recognitions should be equal in value to the quality and quantity of work done by the employee. They also should be equal among the other employees doing similar work with similar quality and quantity. (Deeprouse 1994, 4) No one should be able to receive less pay than they deserve by comparison with their fellow workers and pay should be felt to match the level of work and the capacity of the individual to do it. It goes without saying that if the rewarding methods are equitable they also motivate employees and if they are not they will de-motivate people. Equity does not however mean equality and for rewarding most of the times it is enough that employees have a "felt-fair" feeling, which means that the rewarding system is fair if all of the employees feel that it is fair. If the rewarding processes are equitable and the jobs are measured as objectively as possible, the equal pay and rewarding provided for work should be in equity too and there should not be reasons to feel that rewarding is unfair. (Armstrong&Stephens 2005, 5)

To have fair and equitable reward system it should follow felt-fair principle which means that the employees should feel that they are being rewarded fairly. This can be ensured by making rewarding decisions transparent so that first of all everyone at the organization knows how reward processes operate and how they affect to them. Employees should also have voice in the development of rewarding policies and practices and also there should always be someone to give explanation of the decisions; why and how they were made. Sometimes, because the rewarding is done mostly by closest managers, there can be a small possibility for managers to

have inconsistency between their decisions, favoritism, prejudice and illogical distributions of rewards. However this can be prevented by explaining managers their responsibilities in rewarding, organizations' pay policies, and the principles to be followed in rewarding and how they should report about the rewarding methods done. Overall training of different rewarding methods used in the organization will ensure that the rewarding used will not be unfair and that employees will get that "felt-fair" feeling of the total rewarding which is always desirable when talking about rewarding. (Armstrong 2009, 746)

2.1.5 Manager's role in rewarding and recognition

Rewarding and recognition is naturally part of manager's job. Planning and implementing are important parts of rewarding but maybe the most important part is to listen what employees want. Employees' ideas, wants, concerns and dreams can and should be taken into consideration when managers are making decisions how to reward their employees. The easiest way for managers is to concentrate on monetary rewards like bonuses, prizes and incentives but this will not be enough when talking about rewarding in the aspect of motivation. Improving performance, information sharing, job designing and supervisory support are all forms of recognition and they should be taken care in the case of overall rewarding system. Generally new employees and employees working in lower level are looking for money opportunities and prefer to be rewarded with money. Still managers should never assume that everyone likes that. For this reason too it is really important that manager asks, listens and understands how their employees wish to be rewarded and rewards according to those wishes as much as possible. (Bowen 2000, 36-37)

Most of the times managers do not have much control over the paychecks of their employees' since the size of salary is based on education, market situation, organization's standards and experience of an employee. But manager should remember that it is not just the pay that people work for or that money is not the only thing they need to justify the time and effort they put for the work. Manager will be the one who knows what each of their employees' needs to keep them motivated whether it is needs for esteem, creative challenge, professional growth or socialization with the same degree employees. So even though manager cannot increase the salaries as they want it does not mean that they cannot do anything to reward their employees. (Deeprise 1994, 3-4)

Kouzes&Posner (2003, 12) suggest highly visible public recognition for managers as a rewarding method. It is cheap for the company and easy for the successful and capable manager to do. Public recognition builds self-esteem of the recipients, increases sense of community and belonging of working together to achieve shared goals and victories. This is common especially in team based organizations and thus most effective in team organizations. Public recognition can be for example just celebrations that actually can according to authors be used in good and bad times. In good times public recognition allows to celebrate the success and in bad times it draw the team members together and wakens the hope and faith that better times are coming. Celebrations gather people together and make them feel that they are part of something special and they want to work harder for it and surely this will motivate and reward employees too.

Rewarding management helps managers when deciding for rewarding methods. Rewarding management is a good help when establishing equal and applicable reward system and for that managers should bear in mind about at least five elements; policies, practices, processes, procedures and structures. These elements will give the base for reward strategy and total rewarding since they offer guidelines on approaches how to manage rewards, they asses individual performance, they help maintaining the system and give framework for pay. Working rewarding system with procedures made in advance will ease managers when weighing about promotions for example in performance meetings because they give straightly the guideline how employees should be rewarded and what qualifications they should meet first in order to achieve the reward. Reward management however is not alone managers' job to do, it should be done together with HR, Finance and other important departments concerned so that they follow all the rules, strategies and other important guidelines inside the organization. (Armstrong&Stephens 2005, 6-7)

Performance management is part of rewarding and it is strongly related to managers' job. All though this thesis is not about performance management it is good to define it a little bit since it is sometimes done with feedback which is a rewarding method too. Usually people need someone to tell how they are doing and this can be done for example with manager's feedback. Feedback will develop positive and sometimes negative effect but it will also clarify the mutual expectations of managers and their employees. It also motivates and encourages self-managing learning and supports personal development since it informs both manager and

employee how they are doing and what the plan is for future. For this managers can use career development tool where managers find out the potential of an employee by monitoring their work, looking for training and education possibilities and by understanding the interests and needs of both organization and employee. Managers will give the guidance and encouragement for talented individuals to fulfil their potential and achieve a successful career in accordance of their abilities and interest. Career planning is really efficient tool for rewarding too since the employees will know their value in the organization and have a motivator that will push them to work harder to reach the career opportunities they want. (Armstrong&Stephens 2005, 17-18)

Epstein&Manzoni (2008, 22-23) claim that most of the rewards are not independent and they need the influence and existence of a manager. Actually leader-manager exchange theory declares that employees who enjoy higher quality relationship with their bosses are more likely to receive challenging task assignments, more resources, training opportunities, support and information from their managers. Together with reputation within the organization, social relationship can be crucial when talking about rewarding and recognizing employees. Good employee-employer relationship is crucial for Kouzes&Posner (2003, 130) too. Employer or manager is the one who shows in their good example what is accepted and desired behavior in the company. Normally this kind of behavior is talked generally in performance management but these authors also consider that it is important in rewarding, recognition and motivating too. Managers can inspire and encourage their employees simply by their positive and supportive attitude. Human behavior is partly affected by other people around and they tend to mirror those around them. Negative energy catches easily even for the most positive person if there are only negative complaining people around and so does positive energy for even the grumpiest person. For this reason it is important for the managers to be a good example for employees and spread the positive good feeling to others and to be the one that employees admire and want to work harder for. This will make employees' performance and commitment to the organization stronger which surely are the aims for rewarding and recognition too.

2.1.6 Rewarding and culture

Surprisingly also culture effects on rewarding since the more aligned culture is in a company the more likely people behave in ways that are in harmony with

organization's culture, mission, vision and values. Again it is not needed to get too deep in the topic of organizational culture but it is needed to define it briefly since the organization where the survey will be done has sort of a strong culture that effects on their rewarding methods that they use. (Bowen 2000, 35) However Baron&Amstrong (2007, 114-115) continue that when planning rewarding systems the aim is to meet the needs of both organizations and its stakeholders too. The aim is to reward people for the value they create according to organization's values and wants. With equity and rewarding the right things give the right message what kind of behavior and outcomes are important for the organization and this will develop performance culture. This concludes that it is important when planning rewarding to take into consideration that rewarding is a complex topic that should be in concordance with all the organizational things like management style, culture and resources available.

Recognition plan says a lot about organization's culture and so should organization's culture tell about rewarding and recognition too. For example if organization has adopted a culture, where team work is highly appreciated and unique accomplishments are celebrated then this should be clearly seen in rewarding too. This means that in an organization there should be team based rewarding and celebrations every now and then and it should not be hard to arrange such things since the culture, and maybe even the employees of the organization, expect it. The good thing about team oriented culture is also that teamwork can train members to be self-recognizing where people appreciate, respect and work with one another and things like giving feedback to each other and openly talking about future plans are daily things for the team member and rewarding and recognition and even motivation come naturally. (Bowen 2000, 83)

According to Bowen (2000, 84) constructive cultures are the ones that are also "rewarding cultures". Constructive culture means a culture where risk taking and focus on performance is important and where managers support behaviors that lead to high individual, group or organization performance. Constructive culture recognizes also the value of people not just the work and they are energizing, interesting, challenging and fun. Since work is not just about what people achieve instead the people are the ones that matter, people in general are happier and produce more since they enjoy their work in constructive culture. Kouzes&Posner (2003, 114) also introduces a culture of celebration concept where celebration is an integral element of the culture. High performance organizations celebrate bigger and

smaller success with frequent events which is actually quite common in IT-companies. Celebrating every small achievement might sound waste of money but actually it might create unity and a unique organization which are crucial for retaining and motivating today's employees.

2.2 Motivation

Kressler (2003, 1-2) defines motivation as a rationale behind any action. Anyone who has motives is motivated and has reasons and causes for their behavior, actions and inactions. Motivation to work is a combination of necessity to work, to satisfy individual needs and to avoid frustration. Motivation is highly personal and people react differently to motivational factors. The importance of motivation and the capacity and willingness to perform are significant factors in today's work life and therefore they should be taken in serious consideration in every organization. According to Armstrong (2008, 317) motivation also has three dimension; direction what tells what person is trying to do, effort which explains how hard person is trying and persistence that clarifies how long person keeps on trying. Motivation is goal-directed behavior where people are motivated with different methods so that they will reach the beforehand set goal and they will get a valued reward in an exchange for reaching the goal.

Motivation can also simply be defined as an inside job where no one else can decide for person or against their will. Truly sometimes people end up doing something that they do not really want to do but according to the author there must always be something behind it, a deeper motivation, that the person will anyway do the unpleasant thing, even though in the beginning they did not want to do it. Actually motivation cannot be bought but managers can impact and enhance employees' desire to see work as satisfying and personally fulfilling. (Bowen 2000, 32) Work motivation is shortly defined by Pinder (2008, 11) as following: "Work motivation is a set of energetic forces that originate both within as well as beyond and individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration." According to this author work motivation is always a two way concept where the motivation drives to do or not to do specific things. This means that in work life employee joins or does not join the organization to work with, obeys or rejects supervisor's orders, accepts or rejects to being relocated in different city or position, or in the end decides to retire or resign from an organization. However this definition deals only with events and phenomena of

work, careers and the management of people at work and it is not a general definition of human motivation which is more complex topic than just deciding whether to do not to do things.

Epstein&Manzoni (2008, 129) claims that the employees' justice perception about variety of organizational outcomes is very important when talking about employee motivation. If people feel that they are treated fairly by the organization they are more motivated and perform better than the ones that feel their working environment as unfair. Justice can be measured by equity of the division of pay and benefits or other resources over employees. Even individual reward and the procedure that have led to it should be fair if the aim is to motivate people. To increase employees' justice perception there should be open communication, employee participation and available grievance system. Also objectivity in reward determination together with organizational commitment has positive effect on motivation. This shows that motivation and rewarding are quite close and highly related to each other and that is the reason why they are the main topics of this research.

Early motivation theories like Abraham Maslow's theory of needs concentrates on steps that employee or a person should satisfy before they can reach the next step. First people need to satisfy primary needs like food, shelter and security and when these ones are satisfied are employees motivated to pursue high-level needs like personal fulfillment, job satisfaction and self-actualization. Nowadays Maslow's theory is not that useable in work life because of its simplicity but in general it can be said that if the base compensation program meets the needs of employees, pay comes a non-issue and it will not be a satisfier or motivator for an employee. This means that in some point rewarding with money will not make employee motivated anymore but managers should concentrate on other ways to recognize their employees like quality of the work. (Bowen 2000, 33) The following topic will define some newer motivation theories and later on there will be more about money as a motivator and how rewarding and motivation is connected.

2.2.1 Motivation theories

Psychologists see rewards as desirable outcomes that are worked on in any level. According to Beck (2000, 179) rewards can be seen two ways; they are reinforces for learning new behaviors or incentive stimulus that motivate to approach wanted behavior. Rewarding and motivation has been explained in a laboratory procedure

known as instrumental conditioning where two methods are commonly known as Thorndike's Law of Effect. Edward L. Thorndike was researching educational psychology in mid 1900s and developed the Law of Effect which claims that behavior is modified by the effects it produces. Shortly behavior is followed by reward or punishment. If the effect is reward the behavior will be strengthened and repeated in similar circumstances and if the effect is punishing, the response is less likely to occur again. According to the Law of Effect learning consists of forming a connection between stimulus and response and after person learns the response they will either continue or terminate the action and so will motivation too. If person is reaching something good from their action they will most probably do it again too which is the basics of motivation and rewarding. (Beck 2000, 179)

Bagshawe's (2011, 15, 18-20) theory of motivation is close to this since according to it everyday life and decisions people make continually aim to make pleasure and avoid pain in their lives. The desire for pleasure is called positive motivators and the avoidance of pain and discomfort is referred as negative motivator. Author's explanation of motivation concentrates in 14 motivators (Figure 2.1) which both can have positive and negative impact on motivation. However people cannot be motivated by others since essentially it is an internal process but as a person or a manager it is possible to provide the conditions and environment that have a positive or negative impact on motivation. For these 14 motivators listed in Figure 2.2.1 (Bagshawe 2011, 18-20) it is needed to explain few most important ones that especially have an impact on motivation in the aspect of rewarding. As defined before, recognition is a strong way to reward employees since it can be done instantly, unplanned and it is an inexpensive way to reward. It is also a strong motivator since most of the people enjoy attention. It makes them being part of the group and increases social existence and also shows respect, appreciation and admiration. Since recognition is a good motivator and also a good rewarding method it makes the recognition effective and motivating rewarding method.

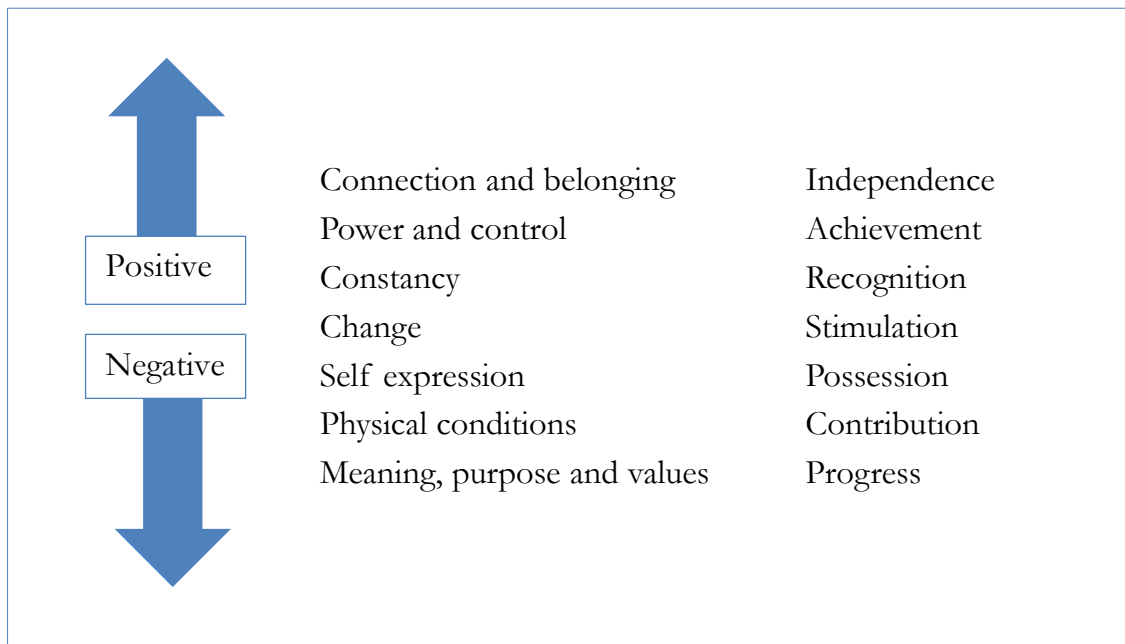


Figure 2.2.1: Positive and Negative Motivators

Stimulation has three different kinds of aspects that have varying level of importance to different people; physical, intellectual and emotional. To be an effective motivator there should be enough of physical activities and challenges, mental challenges and strive for understanding and insight and enough of feelings of excitement and amusement. Sometimes stimulations or lack of them can be a de-motivator too. Too much of stimulations can lead to overwhelming and stressed situation and lack of it to boredom. In a work environment this can be prevented by offering interesting tasks and jobs that are equivalent to employees' abilities. Since job itself can be a reward to someone and it is a good motivator, surely enough of stimulations are a good, motivating reward too. So this model of motivation which is based on positive and negative motivators actually defines that same things can be a positive or a negative motivator and they depend on a person, things that motivates one can dissatisfy other so like in rewarding, motivation should be always considered individually and generalization is not recommended. (Bagshawe 2011, 20, 27)

2.2.1.1 McCoy's Fishbone Diagram

McCoy (1992, 22) explains motivation as a need of fulfillment and his theory developed a Fishbone diagram (Figure 2.2.1.1 Fishbone Diagram of Work Motivation, Adapted from McCoy 1992, 114) where needs are the flesh around the fish's bones. In this model the total motivation is divided to employee's and

organization's needs and they both are divided to two more part. The employee side has intrinsic and extrinsic sides and the intrinsic side has three key components which are; empowerment, focus and positive reinforcement and they represent the best the spectrum of human needs. Focus in this theory means a sense of purpose and direction that closely associates with the basic human needs; belonging and acceptance. The positive reinforcement indicates the human needs of achievement and accomplishment and the certainty that those needs provide the personal esteem. Empowerment represents the basic of individuals' needs to feel that they are in control of their environment which is regarded as s self-fulfillment. These basic human needs that effect on motivation can be taken into consideration at the workplace and when they are satisfied at the workplace the human behavior will change from resistance and avoidance to proactive and opportunistic. But this is just one part of the McCoy's Fishbone model, the three elements above described employee's intrinsic needs should be satisfied at the organization in order to have an effect to work motivation.

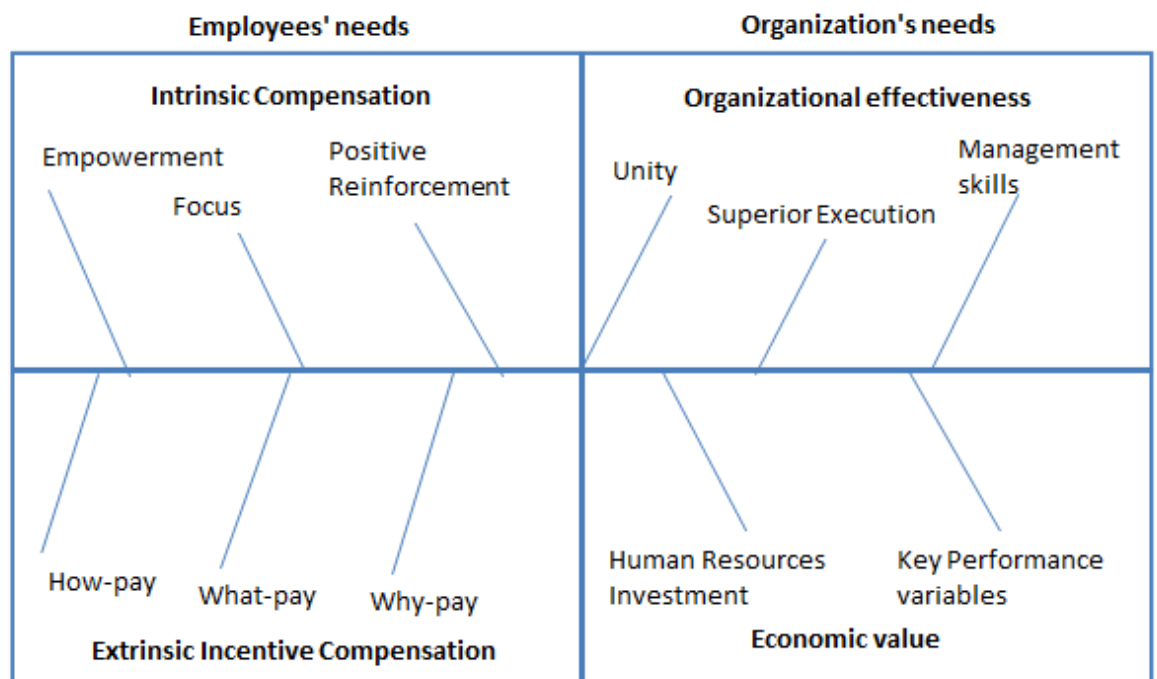


Figure 2.2.1.1: Fishbone Diagram of Work Motivation

The other side of employee motivation is extrinsic side and it has also three key elements; why-pay, what-pay and how-pay. Why-pay is considered as results-oriented extrinsic compensation and it defines the criteria by which employees can earn incremental compensation. The why-pay also indicates baselines, targets and goals which should be met in order to earn compensation. What-pay defines the

size and character of the compensation that will be earned together with why-pay criteria. This will allow individual to analyze and value their actions in accordance to understand if the compensation is attractive enough to pursue the actions to achieve it. The last part of extrinsic compensation is how-pay which modifies the whole concept of compensation into reality. It defines the way the rewards are delivered and naturally follows the criteria explained before; why and what pay. For organization this might be the administrative part and for employee the source of fulfillment. How-pay is most of the times manager's job to decide how to pay rewards but it should never be separated from employees' side of the model since employee also has significant effect on it. (McCoy 1992, 51-53)

The other side of the fishbone model is explained as organizational needs and it is divided to organizational effectiveness and economic value. Organizational effectiveness can be defined as how well organization's culture and environment support the business objectives of the organization. These are directly linked to the human resources and are important part of motivation and they are divided in this model to unity, superior execution and management skills. Unity insists that all the employees share the same vision of the company's future and that they work together to understand that vision. If there is not such a unity, the employees will work by themselves and the organization will not get the power of contribution. Superior execution is the elements that are needed for all the employees to perform and achieve the organization's objectives. Basically this relates to employee's positive reinforcement and empowerment; employees who are involved, committed, and have a possibility to make a difference will perform the way that have positive effect on superior execution. The last part of organizational effectiveness is management skills. Management skills effect on employees and on the interaction between employees and manager. Employees should also have management skills; skills of interpersonal relations, of data analysis, decision making and leadership. The more the employees have these skills the bigger the organization's effectiveness will be. Management skills are actually skills of interaction and they have strong effect in the whole fishbone model, these skills will fulfill both employee's and organization's needs and improve the work motivation. (McCoy 1992, 113-115)

The last part of Fishbone diagram is economic value which defines the financial implications of a behavior-based incentive compensation plan. This part is divided to human resources investment and key performance variables. Human resource

investment include labor cost, labor leverage on profitability, and other costs and the key performance variables include specific functional needs associated with performance improvement opportunities where employee can have a positive impact. Since these are money based issues they are strongly related to other parts of the Fishbone diagram, both employee's and organization's side. The diagram is now filled and it defined the concept of motivation and rewarding as multi-factor issue where all the things are linked together. Shortly the diagram defines that the organizational effectiveness and economic value are directly related to the behavioral psychology, which in this case is work motivation, and the incentive compensations are composited to the design to determine the Fishbone diagram and the effective combination of the elements of it. The model shows again that motivation is not a simple thing and that there should always be many things and sides taken into consideration in order to get a working concept which in this case is work motivation and rewarding. (McCoy 1992, 115-117)

2.2.2 Money as a motivator

Money is surely a big motivator for employee in some point but is it really a good motivator in the aspect of rewarding and recognition? Or is it effective or cost-effective for the companies? First of all money has a short term effect on performance. Many times bonuses and other monetary incentives come annually for example at the end of the year. A nice bonus surely effects on employee's performance for limited time but the money will not be enough to cover whole year's expenses so the effect will be for short term. Secondly the effect of the monetary bonus will be biggest in the first time but after getting the raise every year it will change to a usual thing that employee expects to come every year. Just like salary is expected to come to bank account every month. Thirdly surely the satisfaction of doing something should come from the pure enjoyment of performing task, the satisfaction of solving a problem or the excitement of confronting a challenge rather than just monetary benefits so rewarding with money might distract the origin of doing things or in this case working. (Deeprise 1994, 12)

The problem of money as a motivator is more complex than described below. Money is surely not a good motivator because of its short term affects but the problem of it is also that the absence of it is a strong de-motivator too. Money is many times used as a way to measure achievements and to compare people's performance among others in the organization or in a larger community. If there was

not monetary rewards comparing performance would be difficult so it is needed as a rewarding method but surely not the only and the most important one. (Deeprouse 1994, 12) Bagshawe (2011, 24) adds to this perspective that even though some people ask for more money in form of a promotion the deepest reason for this is that they want to be successful and in many cases money measures the success or people's self-esteem. The motivator in this case is not the money instead it is the success which gives money a deeper meaning as a reward. Also sometimes when people ask for more money they are trying to maybe cover other elements that cause dissatisfaction like monotonous job, unsuitable working hours or tedious work conditions. So instead of motivating the money is just covering the other problems for a short moment and when the effect of money ends the other problems, like monotonous job, come back.

2.2.3 Manager as a motivator

Manager has a big role in employee's motivation as it had in rewarding too. These two topics are close to each other but it is important to remember that motivation is not only about rewarding. People should do things not only because they know they will be rewarded of it but also because they enjoy and get satisfaction of it. For managers to be a good motivator the first step is to be motivated and enthusiastic manager. Surely a motivated manager with positive and optimistic vibes encourages their employees for better outcomes than a negative manager who does not care about their employees. All though managers are not the ones who are in charge for salaries, they are the ones who can influence on work environment and propose promotions and decide for employee selection. When hiring people educated manager will get an insight of person's own motivation and select people who fit the best on the organization and who they believe is motivated and interested to do their job even though no extra rewarding was expected. (Bagshawe 2011, 35-37)

Managers are the ones who should have the information what is going on inside the organization and they are the ones who help their employees to be motivated in their work. If managers are not capable to motivate their employees there can be crucial consequences such as; employees do not work on their best, they spread discontent around and generate conflicts, sabotage projects, undermine activities and eventually leave. Instead managers should make the job interesting by recognizing them, help them to achieve more, provide good work conditions, offer responsibilities and help them grow and develop themselves. (Bagshawe 2011, 47)

However Kressler (2003, 41, 132) adds to managerial aspect that individuals are the ones who can contribute to their own motivation; specifically and consciously or intuitively and subconsciously. Managers should not have too much specific motivation techniques since it might get too close to manipulation which of course is not recommended for managers or anyone. It is important for managers to understand their employee's motivation since it is the one that influences the choice of job or career, determines personal values that affect work and success in career, governs the level of ambition and is responsible for individual needs. With correct rewards and professional management skills managers can effect on these and have positive impact on employee performance which eventually will effect on their motivation.

2.2.4 Motivating and rewarding

As McCoy (1992, 137) defines employee's job can be divided to two basic factors; long-term perspective that is keeping the company in business and short-term perspective which aims to improve employee's performance a little bit day by day. This approach was invented by W. Edwards Deming. However Armstrong (2006, 318) says that motivation at work is two-typed; intrinsic and extrinsic. Intrinsic motivation arises from self-generated factors that influence employee's behavior. At work people get motivated from things such as work itself, opportunities to achieve and the possibility to develop and use their skills and abilities. These are rewarding methods too as mentioned before. Extrinsic motivation occurs from things that are done for employees to motivate them. These things can be for example rewards like incentives, promotion, praise, appraisals and they have a powerful but short effect on motivation. They also affect more on the quality of working life than motivation itself. These examples tell that motivation is complicated concept which is defined differently in various resources and it is hard to find an explanation that covers all the people since motivation especially at work is so individual and personal and exploring it is hard and time consuming.

Motivation is surely a complicated concept since like many other things it has many dimensions and outcomes varies depending on person. However it is clear when talking about motivation and rewards that material necessities are not enough to keep us motivated all the time and satisfy our needs. If it was so, then all the people

working in high positions would be motivated and the ones in lower positions would not be. But this is too simple and misleading assumption since especially at work life when the needs are satisfied there will constantly come new ones which will keep us motivated. Kressler highlights that the abstractions and concepts about motivation at work are not confined to be pure theory since the application of them directly in real life is hard. This surely is true since it is difficult to find direct answers how rewarding effects on motivation on literature. (Kressler 2003, 4) Anyway we defined earlier the McCoy's work motivation theory, the Fishbone Diagram, and according to it, to achieve motivating rewarding system it is really important to take into consideration both organization's and employee's needs and make a clear plan how to reward employees. When the Fishbone diagram is been followed carefully and applied to every employee separately the rewarding can be motivating and have truly positive effects on employee performance. However it is again long process and it requires a lot of resources so doing it for all of the employees in a big organization is almost impossible. (McCoy 1992, 118-119)

Kessler (2003, 42, 133) writes that motivation is a combination of different desires that direct and have an influence on employee's behavior and action. Especially incentives like bonuses are too specific and short term to largely increase or decrease motivation. But when there will be added other rewards like public recognition and possibilities to get in to an education the combination will be at least partly motivating. Incentives are of course effective to keep up and build the existing motivation and cause high performance and good results but Kessler claims that rewarding itself is not the thing that motivates because the aim of individual reward is to boost employee's performance in exchange to get a reward like bonus or additional holiday. Author claims that human motivation is too complicated concept to be explained by rewarding and especially the ones that have direct monetary value since they can only effect on basic behavior and offer personal perspectives to some specific values and this is not what motivation is about. Kressler however does not say that rewarding and especially the ones that have indirect monetary value do not have any effect on motivation and he considers that with many rewarding methods together they truly have effect on employee's work motivation.

Kouzes&Posner (2003, 132) explains a little bit what happens if people are not properly being rewarded and motivated. First of all these unsatisfied employees produce and work only if they are watched carefully or under manager's strict control. This is surely not possible in modern organizations since this kind of factory

conditions does not apply in today's work environment but of course there is always some control by managers anyway. Unsatisfied employees also are motivated primarily by money which as explained earlier is not a good motivator since the affect is only for short term. They also look for other work opportunities and maybe even talk bad about their companies and spread the negative feeling around to their colleagues. This means that unproductively employees should be given monetary rewards all the time to ensure that they work at least in decent level, and who are anyway meaning about to change job rather than satisfied employees who work independently and bring value for the company and get motivated by other things than money. This concludes why motivating and rewarding is so important for today's organizations and why managers should understand how their employees prefer to be rewarded in the aspect of motivation.

3. RESEARCH METHODOLOGY

This research will be done with quantitative method because the aim for the research is to find the factors and methods that motivate the employees most. For this it is needed to get answers from as many people as possible so the research will be done by online-based survey and it will be sent by email to all participants, the employees of ING Bank Turkey's IT-department.

3.1 Research Philosophy

Research philosophy is the base of any research since it relates to the development of knowledge and the nature of it. Since researches always are based on literature or knowledge it is natural that first in a survey information will be collected and after the research new knowledge will be developed. For research philosophy people's values, assumptions and previous experience have an influence on the research and how will it be done. Research philosophy also effects on research strategy and the methods used and eventually to results too since it has remarkable impact on how researcher understands what they are investigating. This can be seen for example in results when researcher is deciding what is important and useful to use when analyzing results. This makes all the researchers different and if two persons are doing exactly the same research they still could get different conclusion from the research and analyze the data differently. (Saunders, Lewis & Thornhill 2009, 108)

Every research has a philosophical position which determines how the whole research process will go. The research philosophy can be ontology, epistemology or axiology. But it is not that simple since sometimes it is not easy to choose only one of those philosophies and researchers end up to a mixed method; pragmatism where for example both quantitative and qualitative methods are used. Pragmatism view states that researcher should study what interests and brings value to them and using different ways and methods to conduct the research and to find out what is acceptable to bring positive consequences within the researcher's own value system. However to understand the mixed pragmatism it is important to explain a

little bit of the each research philosophies and view also how is the research philosophy of this research. (Saunders etc. 2009, 109)

Ontology concerns about nature and reality and it shows researcher's way to see how the world effects on it. Ontology can be viewed from two aspects; objectivism and subjectivism, which both have social actors on the background and also are acceptable especially in business and management researches. Objectivism claims that all social entities are independent of social actors which mean that for example the essence of management is pretty same in all organizations. Even though duties and positions differ, in objectivism managers and how they see themselves and how jobs should be performed are less important since objectivism concentrate mainly just in the fact that basically things should be same. However in this research we already underlined that the people and managers are all different and especially in the aspect of motivation they get motivated for different things. For this reason objectivism is not quite the right philosophy for this research. The other aspect of ontology, subjectivism understands that the individuals effect on social phenomena. Situations change all the time and they are formed by many actors and parts. For researcher this means that if it is important to understand examinees motives, actions and intentions, then subjectivism and understanding the subjective reality is critical while conducting the research. (Saunders etc. 2009, 110-111) For this study subjectivism is a good start at least better than objectivism but the fact that the research is done with quantitative method it is still needed to make some common assumptions and grouping since it is not possible to examine every individuals motives, actions or intentions to conduct this research.

Epistemological philosophy concentrates on the acceptable knowledge in a field of the study. This shortly means that facts like feelings, attitudes or social phenomena does not have external reality since they cannot be measured, seen or modified like physical object such as machines or computers. In this research measurement will be mostly done with feelings and attitudes and the only physical measured object is money. But in this research it is not an important fact to measure the results since the exact amount of money is not important. However in some point also such soft factors can be measured and epistemology has sub-sections; positivism, realism and interpretivism. In positivism philosophy social reality is almost visible and the results of the research can be generalized to truths and laws like physical and natural scientist do and they will lead to credible data. This will be done by developing hypotheses from existing theory which will be tested and confirmed for

further development and researches. In positivism researches are done in a condition where researchers are independent and the feelings should not affect results or in participant's attitudes. Data collection should be done in a highly structured methodology rather than interview and results are many times presented in statistical analysis. (Saunders etc. 2009, 113-114) This study will be done pretty independent since the researcher will not be known for most of the examinees. Survey will be done in an online based program and it will surely be based on theory that is written earlier about the topic. However again this survey does not fill all the characteristics of positivism so more philosophies should be presented.

In realism the senses are the most important ones and they are the ones that show reality as the truths and it is independent from human mind. This is also a scientific approach like positivism but it has two type of realism; direct realism and critical realism. Direct realism is highly related on our personal way of seeing things and claims that what we experience through our senses which describe the world accurately. However critical realism takes this angle a bit far and claims that we can only view part of the real world but not all since senses deceive us. In a researchers' world this means that to understand the social world researches should investigate the social structures in the phenomena which is been researched. Researcher should also understand the world is changing and that it is needed to study in many level; e.g. individual, groups and organizational, to fully understand the social environment, structures, procedures and processes. (Saunders etc. 2009, 114-115) If this research had a realistic philosophy it would be critical realist since as examining the theory part it was clearly seen depending on the author and publishing year that the world in this research is changing. Things that were important 20 years ago are not that important anymore and as global world we really see that what is front of us is not necessarily same in the other side of the world.

Interpretivism is the last sub-section of epistemology and it understands the differences between humans and social actors. Researchers have empathetic approach where they understand the world also in the aspect of research subjects. In interpretivism people have different roles as social actors. (Saunders etc. 2009, 117) This philosophy is the one that is closest to me as a researcher. While studying human resources and making a survey about that it is critical to understand humans and that they are different even though they are doing same jobs and have the same or similar background. Humans are the ones that fill the world around us rather than machines or other factors. Even though it is important to understand

theory and make assumptions too but still people are individuals and it is hard to find someone who exactly follows some theories or other people's ideas or rules. However there is no a capability to research all the research objects as individuals and no need to decide for only one philosophy for a research. This research will be a combination of few philosophies and the research will be done with pragmatist philosophy which as earlier mentioned a combination of many philosophies.

Axiology is a philosophy that concentrates on judgments about value and what is the role of our values in the research process. It is normal that our values will affect research and for example when choosing the research topic it will somehow effect on it same as when deciding for data collecting technique. However the role is different in anonymous questionnaire than in personal interviews. Also the importance of values grow when the study goes on and at the end of the report where is time to write the conclusion and recommendations these facts will be in much bigger role than when referring theory part. This topic is close to research ethics and we will talk more about in the following topics. (Saunders etc. 2009, 117-118)

3.2 Research Approach

Researches can have two different approaches, deductive and inductive. To decide which approach to use first researcher should understand the purpose of the study and then find out the methods to do the research. However like in research philosophy the lines between these two approaches are not that strict and even combinations of these two can be used. First we explain the deductive approach which concentrates on developing theory and is common in fields where laws are the base of the explanation. In deductive approach hypothesis or hypotheses will be deduced from existing theories and laws. Then the hypothesis will be indicated to how concepts and variables are being measured and then it will be tested and examined and finally confirmed. In deductive approach there will be several variables which will be examined together to understand the relationship between them. From this kind of study it is possible to find a common fact, like age or education that explains a certain kind of behavior. This is mostly done with quantitative method and the research should be structured to ensure the reliability of the research. In deductive approach researcher should be independent which is easy to achieve since most of the times researches are done by questionnaires where researcher's job is to collect the data and analyze and measure it

quantitatively. The last thing about deductive approach is that to make generalization of the results it is needed to have a wide enough research so it could be applicable to for example everyone in the company. (Saunders et. 2009, 124-125)

The inductive approach sees that to fully understand the problem it is needed for researcher to get inside to the for example organization and interview the workers. This is most of the times done with qualitative methods. When researcher gets closer to research objects they will also understand better what to ask in the real survey and use this step as a formulation of the survey or theory. Inductive approach also allows for alternative explanations and is not that strict for theories and laws like deductive approach is and it is many times made in a small sample of subjects which is characteristic to qualitative researches. This makes the researcher part of the research process and they will have a close understanding of the context of the research. This approach also allows changes since the structure is not that strict and in the end there is no need to find results that can be generalized. (Saunders etc. 2009, 126-127)

However it is not always appropriate to choose between these two approaches. For this research the combination works just fine since first of all it has parts from both of the approaches. Like Saunders etc. (2009, 127) said when deciding whether the research is deductive or inductive the most important part is emphasis and nature of the topic. Motivation is an old topic but motivation at work in the aspect of rewarding and recognition is still pretty new topic and because of the nature of the topic it is not that easy to find lot of literature or theoretical framework to support the hypothesis. For this reason it should be easier to use the inductive approach. However the data collection of this survey is made my quantitative method which is more common to deductive approach. The reason for this is because the size of research object is relatively big and the data collecting by an online survey is more suitable for this research. The researcher and the object will not be able to meet in person and the results of this survey prefer to be more analytical and statistical which can hopefully be applied to the company in general too. To understand the research better there was also a pre-interview with one of the manager in the examined company. This can be a typical phase in an inductive approach to help to formulate the next steps in research and theoretical part. As it was listed above, this research has both deductive and inductive approaches and it is for this reason a combination of them. However it goes more to deductive since its research methodology and analytical

part and because of the timing issues; faster done research is many times regarded as deductive approach.

3.3 Research Design

Research design consists of three parts; research strategies, research choices and time horizons. Research design is a plan that tells how research questions will be answered. Research questions were defined in the introduction part of the thesis. Research design will explain all research decisions and also have the justification which is based on research questions and objectives. Research design explains also a little bit of the purpose of the research which is also explained in the introduction part. However the first phase of research design is the strategy or strategies which will be guided by research questions and objectives, the amount of existing knowledge, time and other resources available and personal philosophical basis. The strategies available are: experiment, survey, case study, action research, ethnography and archival research. As in the previous sections the strategy can also be a combination of many strategies to get most out of the research. (Saunders etc. 2009, 141)

This research's strategy is a survey. Surveys is essential for deductive approach and is commonly used to answer who, what, where, how much and how many research questions. Survey is done most of the times with questionnaire and it allows collecting large amount of data in an economical way. The data is often standardized which makes the comparison easy and the explanation of the results is easier when making survey. The data collection is done with quantitative method and the results will be analyzed by using statistical instruments. The advance of survey is also that after the survey is done it is up to researcher when the results are ready and the researcher is independent after the data collecting (Saunders etc. 2009, 144). This research is made by survey exactly for those reasons. It is easy to collect data for relatively large amount of the research objects and it allows analytical analyzing which is good for the IT-companies to understand the results. Since the research questions also ask for the relationship between motivation and rewarding it is the best way to get such answers by conducting a survey. Since the time is also limited this method is the best since it gives more control to researcher in time using. However there are drawbacks in survey, like not getting enough (quality) answers but this will be ensured by reminding examinees to answer to survey and asking managers' help to arrange little time to answer to it.

3.4 Data Collection Methods

The research choice is the combination of data collecting techniques and analysis procedures. As earlier mentioned this survey will be done by using quantitative method which concentrates on data collecting on numeric way. Qualitative method is done by for example interviews and other non-numeric way. However Saunders etc. (2009, 151-154) prefers to use mono method and multiple methods terms since it is common to use combinations of several methods. In mono method the single quantitative data collection technique is combined with quantitative data analysis procedures or single qualitative data collection technique with qualitative data analysis procedures. If the data collection is done by using several methods the options for procedures are: multi method quantitative study, multi method qualitative study, mixed method research or mixed model research. The multi method technique is always either qualitative or quantitative but there can be used multiple qualitative or quantitative methods like combination of a questionnaire and structured observation analyzing. In mixed method research naturally the techniques can be mixed. If the research is done by mixed method the data collecting will be done using both qualitative and quantitative methods but the analyzing phase is done with either one of them. Mixed model research is the most combined one where data collecting and analyzing is done with using both qualitative and quantitative methods all combined.

This survey was done by using multiple methods because it gave more information and helped more to understand what the key issues of the research are. First before starting to do the thesis there was an interview where the main issues were asked from one of the research company's managers. He also told what rewarding methods they are currently using and what are they planning for future. This helped to form the questions in the actual survey. However the data will be only analyzed by using quantitative data analyzing methods. The reason for choosing these data collecting and analyzing methods is that they seem both fit to researcher's and research objects, timetable and function. Busy research objects will be able to answer short questionnaire without extra effort and researcher will be able to use her time as wanted after the answers are given. Also this will serve the best ING Bank Turkey's IT-department's intention to find out clearly and simply how to motivate and reward their employees better. Simple numerical answers that are

translated to research findings, conclusion and recommendations will help best the bank's managers to develop their current rewarding system.

3.5 Time Horizons

The use of time for the research is called time horizons and it can depending on the length be cross-sectional or longitudinal. Most of these kinds of researches are cross-sectional because thesis has many times a limited time to be done. Cross – sectional are mostly quantitative surveys since the time reserved for survey filling is short and people many times answer to it immediately and they get it without pre-warning. Sometimes it is also possible to conduct qualitative method in short period of time but this is highly related on the timetable of the research objects since qualitative methods such as interviews take time and should be planned beforehand so objects have enough time to get ready to them. Opposite to this is longitudinal study which can take years to finish. Longitudinal studies often include observing people or events for longer period of time and researcher uses big amount of time and resources to do this kind of study. Since longitudinal studies have great amount of data collected it should be reasonable to continue one of the old studies by for example comparing how people or events have changed over the time. (Saunders etc. 2009, 155)

This research has been done by using cross-sectional studies which is appropriate for thesis work or other short term studies where resources, other than time too, are limited. The character of this kind of survey questionnaire and quantitative research method is better for faster research work since this research is not trying to find out for example how attitudes have changed over the years. For this study there is not even any previous study which results could be compared with this research's results. Also because of the limited time given from the company which is been researched it is important to conduct this survey in a reasonable time. Next April ING Bank Turkey will publish last year's bonus amounts so for this reason it is important to make the survey before that time too, so that the results of the survey will be as truthful as possible and there will not be unnecessary impact to the results from it.

3.6 Data Collection Instruments

This research will be implemented by using online-based survey. The invitations will be sent to the respondents by e-mail and there will be a link to the survey on it. The list for the e-mails where to send the invitations will be given by ING Bank Turkey's IT-department and the survey will be done completely anonymous. The survey itself will be done with SurveyMonkey internet based survey making page and with its normal version. The reason why SurveyMonkey is preferred is that it is simple and easy to use and gives the results in understandable form where the further analyzing part is convenient to start. SurveyMonkey is also commonly known internationally so using it for IT-personnel should not cause any problem. Further analyzing will be done by using PASW Statistics program, Microsoft excel and other programs that give understandable results for thesis use and makes statistics that fit to written report conveniently.

The internet-based survey has a high degree of privacy since the researcher does not have any interaction with the respondent and they are most of the times made anonymously. Since the information sought is a little bit sensitive it is needed to make sure that the individual answers will not be leaked to outsiders. For this survey the best way to achieve as many respondents as possible is to contact them with email and ask them to fill the survey online. If there are not enough answers in the middle of the research time there will also be sent a reminder for the respondents to ask them who has not answered yet to do so as soon as possible. The advantages in questionnaire according to Saunders etc. (2009, 361) is that when all the respondents are asked to answer same set of questions it is an effective way to collect data from large amount of responses and it makes the data analyzing more simple. Questionnaires have also some drawbacks and it is needed to account wisely what to ask in it in order to achieve the needed answers that will also answer and satisfy the research questions and objectives. Designing the questionnaire right will also have crucial effect on research's response rate, validity and reliability and for this reason it will be done with help of a representative of the ING Bank Turkey IT-department and also thesis supervisor. Questions and design will be done by the researcher but the draft will be send first to representative and supervisor to ensure that it has the correct questions and right settlement to achieve enough answers for finishing this study. Before sending the survey to the respondents it will also be tested by sending it to one of the employees to make sure it is understandable and that it attracts as many respondents as possible.

The data collection will be done by using primary data which is new data that is collected to serve only this research's needs. There will not for example be old survey on the background which can be used in analyzing phase or when designing the survey. As mentioned before the survey will be done by questionnaire. The questions will be worded as Saunders etc. (2009, 368) define by opinion, behavior and attribute questions. Opinion question will ask what respondents feel about the specific topics, behavior what they have done in their past and attribute collects data of the respondents' characteristics. Attribute questions thus testify the representative of the total population and they can be for example age, gender, education or income. In this research the most important attribute questions are age, years of work experience in ING Bank and years of work experience in total. Also gender and educational background will be asked but probably they will not have that big efficacy on results than the other attribute questions. Behavior questions will concern about their previous work experience and how for example rewarding was in previous companies they have been working. Most of the questions will be opinion questions that ask how they feel about the rewarding, recognition and motivation in the company now and the answers will be in a scale from one to five where one states strongly disagree and five strongly agree. Also there will be few blanks that respondents can leave their own opinion and thoughts. These open questions will be useful help at the end of the report when talking about recommendations and conclusion. For statistical use they are not useful but they can give great ideas for managers for future use. In this questionnaire there will be also few ranking questions that ask respondent to rate for example existing reward methods from 1-5. Choosing many different kinds of questions hopefully keeps the interest and motivation of the respondent on and helps as many as possible to complete this survey. This surely method makes the analyzing phase harder but to ensure that quality answers will be received and maximum help for the parties will be achieved it was chosen to use this method and it is surely worth of it.

3.7 Sampling

Sampling shortly means the group of people who are taken from the population to answer the survey. Since most of the times in survey which is made with quantitative method the population is too big it is impossible to first of all access everyone and secondly analyze such a data. For this reason researchers use sampling where only part of the population is been examined. For sampling there

are other reasons like limited resources and time that makes it more reasonable than researching the whole population. Sampling will start with deciding between probability and non-probability sampling. Probability sampling is mostly done with surveys since it is possible to estimate and generalize the results statistically. The opposite of this is non-probability sampling where sampling group will be selected by researcher's subjective judgement. This research will be done with probability sampling and since both of the samples have large scale of variations we will now concentrate on probability sampling only. (Saunders etc. 2009, 211-213)

According to Saunders etc. (2009, 214-218) probability sampling as mentioned before is commonly used in survey-based researches and the sampling is made in four steps; first identifying a suitable sampling frame based on research questions and objectives, secondly deciding the sampling size, third choosing appropriate sampling technique and fourth checking that the chosen sample is representative of the population. In this research it basically means that the population of the research will be ING Bank Turkey's IT-department in Istanbul which includes around 400 employees and the sample will be two beforehand chosen teams which includes 80 employees. This list of employees will be given from the ING Bank Turkey's IT-department and will include all the employees from those teams except the one who is working as a representative from the company. Since the sample is only 20 % of the whole population it cannot be generalized to whole company or even to IT-department but it will give a direction and it can be generalized to those teams at least.

The sampling size of this research will be 80 people. Unfortunately it is not possible to send the survey for more people so as declared earlier the results cannot be generalized to whole organization but it is still possible to do estimates and conclusions for statistical use to serve the researcher's needs and at least give some ideas for the managers of ING Bank Turkey's IT-department. The margin of error will be high but the researcher cannot do anything to make the sample size bigger. However the response rate will hopefully be high and the high response rate will be ensured by making simple and quick questionnaire with informative questions that will be easy to answer. Since the survey will be send by email to responders' work email there will not be any possibility for not locating respondents. However some people might be uncomfortable to answers the questions so the estimate for the response rate is 60%. When the sample is decided the last step is to check that the sample is representative. This will be done by asking in the questionnaire how

many years they have been working at the company and how many years of work experience they have in total. This will enable comparison between the groups and these results can be used for statistical use and also to make sure that the sample is representative.

3.8 Validity

The reliability and validity (following topic) are essentials for the survey because they are the ones that ensure that the questions and answers make sense. The researcher sets the questions and the respondent understand them how they are supposed to be understood and the respondent answers to questions so that the researcher will understand them the way they should be understood without hidden meanings or ambiguities. In research there are external and internal validity where external validity refers to generalizability and extension of the results to other organizations, and internal to the ability of the survey to measure what was intended to be measured. The internal validity also makes sure that the questionnaire represents the reality that is measured. However the researcher of course cannot exactly know the reality before performing the research so before that the validity can be ensured by other methods like content validity, criterion related validity and construct validity. Content validity can be ensured by careful done literature review, criterion related validity by comparing data and using statistical analysis and correlations and construct validity by asking directly personal attitudes, aptitudes and by doing personality tests. (Saunders etc. 2009, 158, 373) This survey's internal validity will be ensured by first finishing the literature review and other parts of the report before getting in to actual research. This will guarantee that the researcher will notice all the needed viewpoints and theories that should be included also in the actual questionnaire. Also survey methodologies will be studied carefully before making the actual survey and it will be send to needed parties for final checkup before publishing it. These steps will ensure that the survey is accurate and properly made and that analyzing results will be easier and correct in order to get proper and useful proposals for developing the rewarding system in ING Bank Turkey's IT-department.

To make sure that the research is valid there are some threats that should be concerned; history, testing, instrumentation, mortality, maturation and ambiguity about causal direction. In this research these threads are been taken into account and for example the history thread is closely related to this research. Bonus

calculations are being published any day so it is really important to make sure that the survey will be done before the bonuses are being paid. Bonuses will definitely have negative and surely positive too effect on people's attitudes and answers in survey. If employee does not get bonus/raise from last year surely for a moment they will not be interested to answer the whole survey or their answers will not be trustful and correct since like mentioned earlier money is a strong motivator but it only has short impact. For this reason employees would only share their thoughts about the bonuses as their opinion of the total rewarding, whether it is good, equitable or just not acceptable, and the results from this survey would necessarily not be correct and describe enough of the situation in ING Bank Turkey's IT-department.

Since the survey is asking a little bit sensitive questions like, are you motivated in your work or have you considered to change your job last six months, it is really important to highlight respondents that the survey is made anonymously. Managers will not get the individual results and there will not be questions that will lead to one person and answers cannot be connected to some team or team members. Results will never disadvantage the employees and are only used to make their work conditions to be better/to understand the current situation. For the other concerns about the validity of the research it is important to stay independent and not to be influenced by managers or employees about how the survey or result should be done. Help surely will be accepted and needed but as a researcher it is crucial to make objective conclusions and honestly present the unpleasant outcomes too. Being far from the actual company and people makes it easy to keep that independency but brings some difficulties if some problem occurs that cannot be handled remotely.

3.9 Reliability

The credibility of research findings has to be ensured by not only making sure that the answers are valid but also by ensuring the reliability of the questions and analyzing them. Reliability thereby is highly related to researcher's actions that should be done with consistency so that there will not be misunderstandings or misleading and that whether the questionnaire was done in different time or different methods, but in equivalent conditions, the results should be the same. This could be ensured by re-testing which means that the same survey would be sent again to responders later but for this research it is not possible to do so and it will not be

done. This method anyway is not that recommended since for a respondent surely it feels like an unnecessary and pointless. For more commonly used method the reliability can be checked by comparing and analyzing the results which should lead to some kind of similarities and general answers that can be grouped and some conclusions made. (Saunders etc. 2009, 373-374)

As in validity also reliability has some common threads that should be taken into consideration. These threads are subject or participant errors, subject or participant bias, observer error and observer bias (Saunders etc. 2009, 156-157). This research's reliability will be ensured by sending the survey at the right time of the week. ING Bank Turkey's IT-department is having on Friday's happy hours so Friday is not a good day to send the questionnaire since the answers can be too positive. Also the same week when the salary comes it is not recommended to send it so the survey will be sent in the middle of the week and sufficient time after payday. When analyzing data it is important to as mentioned before to tell exactly what in the answers are told and not to hide unpleasant answers. This should of course be done by remembering that no answers should be able to be tracked. Since the research is done with highly-structured method there will also not be a thread that the researcher will have any influence on the answers and the results analyzing phase will be done independently and objectively too.

3.10 Ethics

The most important fact when making a survey is to be sure that there will not be any harm, embarrassment or other material disadvantages caused for the ones who are being researched. Also it is important that the survey will be done as objectively as possible and for this reason it would always be preferable that the survey maker will come from outside the company. This will ensure that the questions will not be leading and that there will not be researcher's personal attitudes and thoughts hidden anywhere in the study. Ethics will refer everywhere in the research, in planning, seeking access to the organization and individuals and when collecting, analyzing and reporting data. (Saunders etc. 2009, 168)

For this research the biggest ethical issue would be the help from company's representative. Even though it is needed to have someone who has a direct contact with both company and researcher it is also needed to understand that this is an objective research that will not be modified by the needs of the representative. For

the ethical issues the representative will not be answering this survey even though he is part of the target group of the survey. Also the survey will be sent directly from researcher's email to avoid the presence of the company representative. The survey will be done in English and the principle is that everyone in the IT-department speaks English. One open question will give an opportunity for the respondent to answer in Turkish and those Turkish answers will be translated by person outside the company.

Other ethical issues can be related to privacy issues which we already talked about and also to the voluntary to participate the research. No one should and will not be forced to answer this research and if there will not be enough answers to analyze the data and keep the anonymity there will only be generalized results and no sensible data will be published like age or education data. This research will be done to serve all of the participants' needs and the results will be published to everyone as it is assumed that there will be enough data to be analyzed. Everyone who takes participation to the research will be able to get the summarized results. Researcher itself will use the data collected only for educational use and all these ethical issues will be written in the cover letter of the research so responders should not worry about these things.

3.11 Limitations

The biggest limitation in this survey is the lack of resources. However this is a graduation thesis and there will always be limited time to use for the research. If there was more resources to conduct the survey it could be expanded to whole company or at least the whole IT-department. Unfortunately it is not possible and the results cannot be generalized but for educational reasons it should be enough. Maybe this survey can later on be expanded by a survey company or ING Bank itself and this can be regarded as pilot survey or pre research.

The other thing that should be taken into consideration is that the researcher comes from completely different culture and does not have practical work experience working in a Turkish company. This will surely give an optimistic but maybe a bit strict viewpoint for analyzing data since researcher cannot completely understand how things in general work in Turkey and she might be too strict while analyzing results.

4. Data Analysis and Findings

The survey was sent by email to the beforehand chosen employees of ING Bank Turkey's IT-Department on 9.3.2015 and the survey was open until 12.3.2015. The survey was opened only four days but it got enough answers in those days and it was not expected to increase the number of answers significantly so it was decided to close the survey after 12.3.2015 so that the analyzing phase could start. Survey was sent to 80 employees and it was surprisingly answered by 62 recipients. This means the response rate was as high as 77,5% which is quite high since the pre-assumption was that the response rate will be maximum 60%. The reason of this can be discussed later on in this thesis. The next sections will explain and analyze the results of the survey and at the end the findings will be analyzed so that they will explain and answer to the research questions of the whole thesis work. To understand the data better it was decided to use descriptive statistics to analyze the results and the most used value will be average and weighted average. In order to get statistically significant results this data was too narrow so results were analyzed in general stage.

4.1 Data Findings

The first question of the survey was naturally the gender of the respondents. This was asked because it was assumed that the results might be different between males and females. Since it is well known, in IT-sector there is a high majority of male employees so it was expected that also in this survey there will be more male respondents. However surely it is not absolute that in IT-sector there are mostly men since the field is also highly attracting women employees nowadays too. In this survey there were 62 employees who answered the survey and 24 of them were women and 38 men. That means that like shown in figure 4.1.1 there were 38,71% female and 61,29% male respondents.

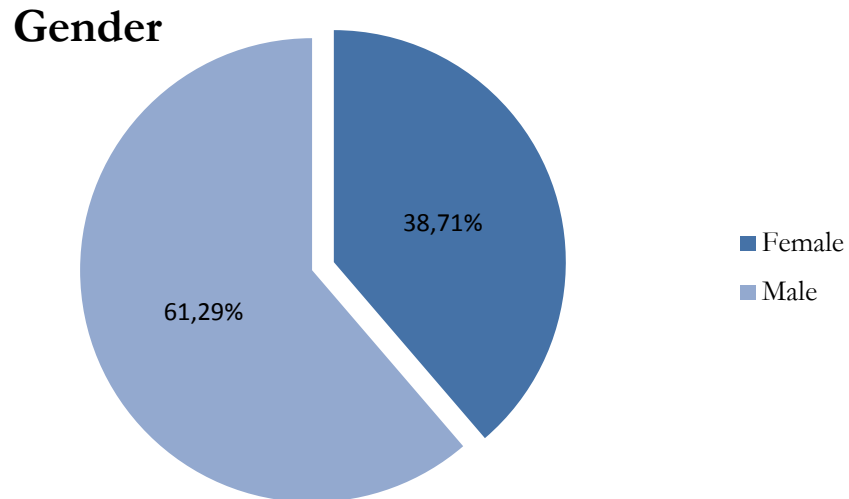


Figure 3.1.1: The gender distribution of the respondents

The second question was about the age of the respondents. The age was divided into scales that were carefully chosen by the researcher. It was again assumed that there is a relation between the age and actually work experience too in the other results of the research. The ones who are older and have more work experience might for example have seen more variations of how companies organize their motivation and rewarding systems and thus have different opinion of the rewarding system and maybe wider range of development ideas. This however does not mean that the younger and less experienced answer wrong or that their answers have less value on the research and when analyzing the results. The main point of asking the age is to understand the respondents better and find out more about the background of the employees. All the background information is used when comparing results in different groups and they are more used when doing statistically significant analyzes. Age however might not have that significant effect on answers but it measures statistical background information well and it should not be left asked in this survey.

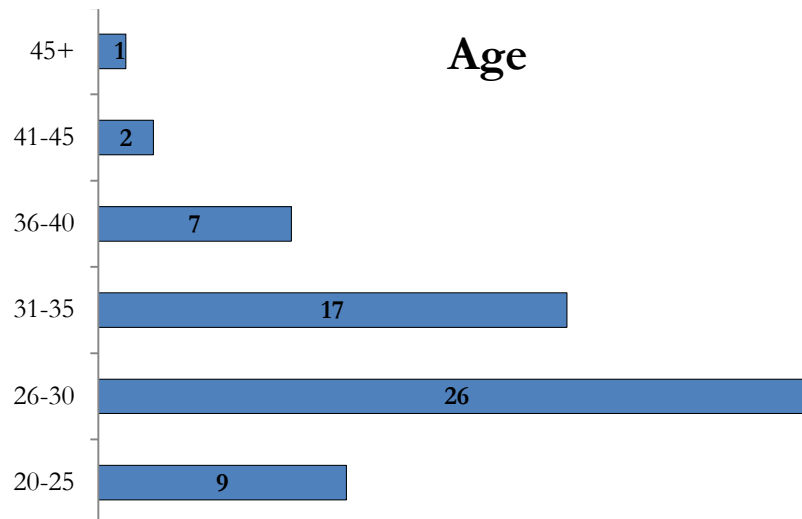


Figure 4.1.2: Age of the respondents

As the figure 4.1.2 shows the age distribution is not that big and it can roughly be said that half of the respondents are 30 years old or under. In this it is important to remember that not only is the IT-field relatively new but also that the population of Turkey is really young, the middle age of Turkey is roughly 30 years. Also there is only one person who is over 45 and only 3 persons who are over 40 years old. There was no need to put the scale to under 20 since it was already known that there will not be anyone under it in our sample. It was not needed to continue the scale to up to 45 since it was known that there will not be many of the potential answers in that scale. The biggest group of the respondents was 26-30 years old, in total 26 people which include 42% of all of the respondents. The second biggest group is between 31-35 where are 17 of all of the people. Since the group of more than 40 years old people is so small, only 3 respondents, it is not reasonable to compare the results of these people in order to keep the results anonymous and reliable. For this reason in analysis it is needed to use only the group of 20-40 years old and divide them to smaller parts or then just not to compare the results with the age group.

The last two background questions were about work experience. First there was a question about the work experience in years in ING Bank and the second one was about the work experience total in any company. The first question was scaled as the figure 4.1.3 shows; less than a year, 1-3 years and more than 3 years, and these scales were chosen because it was known already that the careers in the specific teams are relatively short and that especially in this industry long careers are not

that common. Actually after talking with the employees and asking how did they end up to ING Bank it was quite often said that they came with their managers/workmates when they changed their jobs so this can partly also explain why for example more than half of the respondents have been working at the ING Bank 1-3 years. Later in an open question many of the respondents mentioned their previous work place and it was same in many answers so it supports the fact that people come together with their colleagues to the new work place. 10 of the respondents have been working at the ING Bank for less than a year and 15 more than three years. It is assumed that some questions will have clear differences between these groups and the cross analyzing will be done when we go further analyzing the data of the survey.

Work Experience in ING Bank

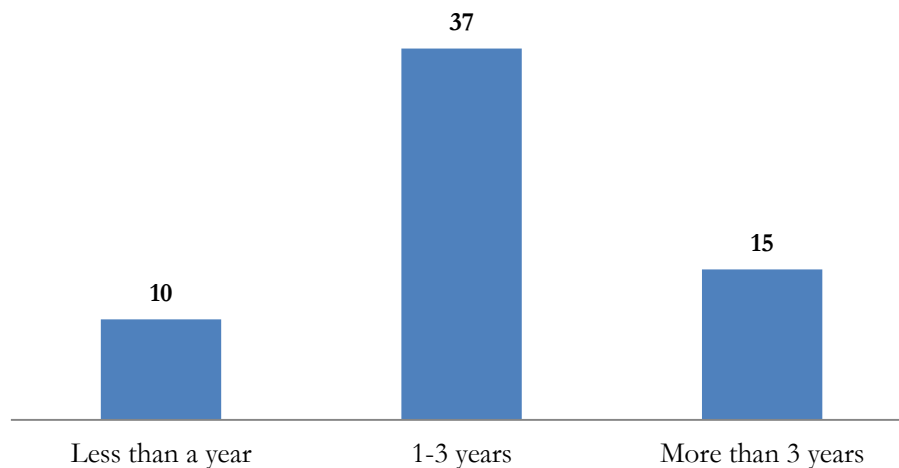


Figure 4.1.3: Work experience in ING Bank in years

The second part of the work experience tells the whole work experience of the employees and it does not actually say anything about the field where the work has been done. However again there must one fact be taken into consideration, the fact that in Turkey it is not that common, at least according to researcher's knowledge, to work for example part-time while studying or on holidays since very early years like it is common for example in Northern Europe. It can be assumed that most of the work experience years are from the same field; if there have not been career changes or other issues that might effect on this. Anyway there is no clear evidence for this so in this survey it is only considered as a general work experience from any field and as other questions too it is assumed that there can be found some differences between the results when the career is longer, but this will be talked later in this chapter when the analysis will be taken in to deeper review. This question

was made by an open question so that the respondents were able to just add the exact number of the work experience in years and the mean average of these years were 7.77 with the standard deviation of 6,01. This actually was a bit surprising because it was again assumed that the field is relatively new. 19 which is almost 1/3 of the respondents have more than 10 years of work experience which sets aside the assumption that everyone in the field are young just graduated or unexperienced.

According to averages calculated from the general questions it can be said that the worker of the IT-department is between 20-40 years old young man or woman who has more than 7 years of work experience and they have been working at the ING Bank for one to three years. If we add the standard deviation of the work experience in total we can also say that the average of the work experience is 7,77 years but the normal work experience is between 1,76 and 13,78 years. This means that the work experience really varies between the respondents and surely people at the IT-department have different amount and kind of work experience which should make the results of this survey interesting since people in different parts of their careers surely appreciate different things and different rewarding methods.

4.2 Rewarding and Recognizing Methods

The list of rewarding methods used in ING Bank Turkey came from the manager and some employees of the company. This is just a general listing and the methods that were chosen in this question were carefully thought because they were the ones that are most popularly used and the ones that people should know and they do not vary between the groups and teams. This question was purely meant to ask what rewarding methods are used in ING and for example everyone who works at the bank gets yearly bonus and holidays as well as insurance and at least some sort of promotion. Unfortunately this survey does not tell why all the people do not consider these “compulsory” methods as rewarding and recognizing methods. Later on it can be discussed if there is lack of information or maybe these methods are not best fitted for the employees. To find out why for example 60% of the employees do not feel they have been rewarded by bonus or insurance which as earlier mentioned is mandatory for everyone some further research should be needed. Surely it can partly be explained by misunderstanding the question but this huge “misunderstanding” should not be possible since for example happy hours were identified as most commonly used rewarding and recognizing method in the option

given in this question by 60,13% of the answers which includes 41 persons. Also for example everyone should be able to get feedback from their managers but does everyone opine it as an actual reward or just an ordinary thing that belongs to their day. And actually feedback should not be used only as a reward since it has many other functions too so maybe that can be the reason why it was not considered as a rewarding method.

Rewarding Methods Used in ING Bank

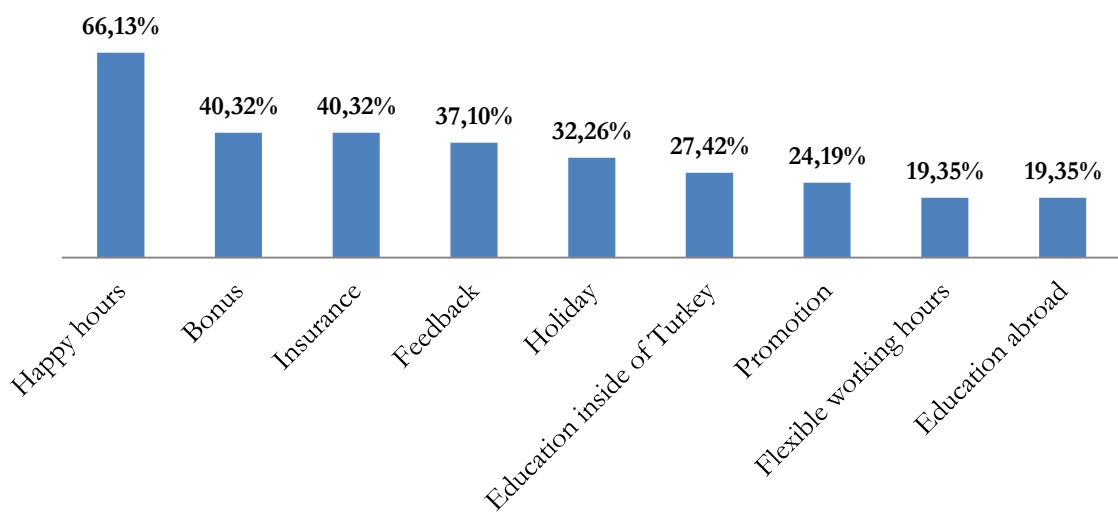


Figure 4.2.1: Rewarding methods used in ING Bank

The following questions was about the most important rewarding and recognizing methods and it was asked to choose three most suitable ones from the list. The list was almost the same than in the previous question and it was based on the methods that are now used in ING Bank Turkey's IT-department with few specific methods like challenging job or participation in decision making. Surprisingly the most rewarding method was money, which according to literature is not actually good rewarding or motivating method. After money the next were work and personal life balance and education abroad. Interestingly the least rewarding method was challenging job with only 7 people choosing this option. This either means that everyone already has an interesting job or that they feel is cannot be a reward since it should belong to everyone. Also it was interesting to see that the most used rewarding method, which was asked in previous question, was happy hours which in this question was chosen one of the least rewarding method, with only 12 people choosing it to top three most rewarding method. Happy hours not being rewarding

even though they are widely used is a bit alarming since they are almost the only social activity that is in use in the ING Bank Turkey's IT-department. Using a non-rewarding method, at least according to the employees, can recount that maybe managers do not know their employees well enough and only assume that the used method rewards their employees. Or maybe happy hours were once popular and meaningful way to reward employees but it faced inflation long time ago and managers did not realize it.

Most Rewarding Methods

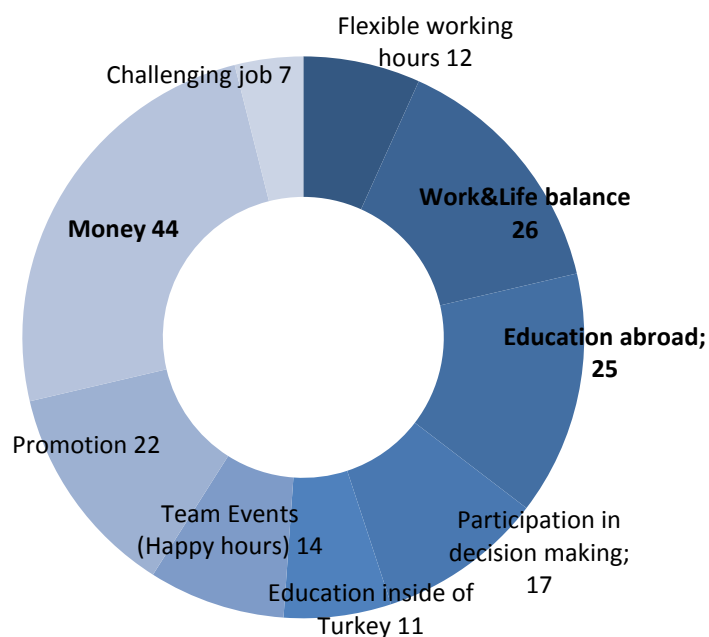


Figure 4.2.2: The most important rewarding and recognizing methods

The next question was an optional question and it was answered by 47 people and skipped by 15 people. The question was about if the person has been thinking of leaving their job during the past 6 months and they were also asked to specify the reason if they have been considering to do so. Since this question is relatively sensitive we cannot be sure if the ones who skipped this question really have not been thinking of leaving their job and rather just did not dare to answer this question. However as in the next figure 4.2.3 Reasons to leave job it can be seen that the reasons why the person has been thinking of leaving the job varies from person to person. The biggest reason to leave the job has been salary and the least important reason managers or social environment. This question aimed to see if the reasons

for dissatisfaction are related to rewarding or if they are something else. This question allowed respondent to choose multiple answers. What can be condensed from this question is that the IT-department has a good base for successful organization since the people around, employees and managers seem to be the ones that people are happy with it. Salary in this question might also mean that the reason why people want to change their job is that they want to develop themselves and naturally changing job to more challenging one the salary increase is expected too. Since the employees are relatively young and they careers are in the beginning it is normal that people want to change their job rather than stay in the same position for rest of their career.

Reasons to Leave Job

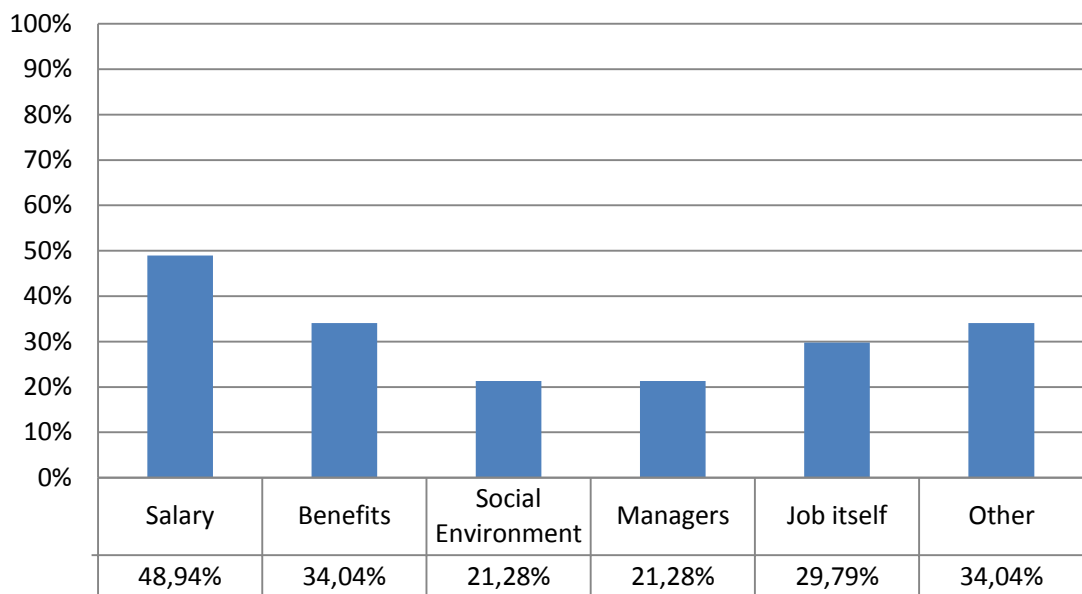


Figure 4.2.3: Have you been thinking of leaving your job in past six month?

The next question aimed to find out the motivation of the employees and how to improve it. The motivation was specified by an example and it was asked what would motivate respondents during a project. Unfortunately these kinds of questionnaires do not let get too deep into details but it was again seen that the bonus/monetary benefit is the one that would be the most motivating method. Surprisingly the least motivating factor was “no over hours” which at least in researcher’s opinion conflicts with the fact that people want more money since over hours are generally not paid in Turkey and not in ING Bank. If employees are still willing to make over hours it revokes the effect of bonus or bigger salary or at least the average wage per hour does not increase. However almost half also said that

project teammates, participation in decision making and also feedback from manager motivates them too so it cannot be said that just money or bonus is the one that motivates the respondents.

What Motivates During a Project?

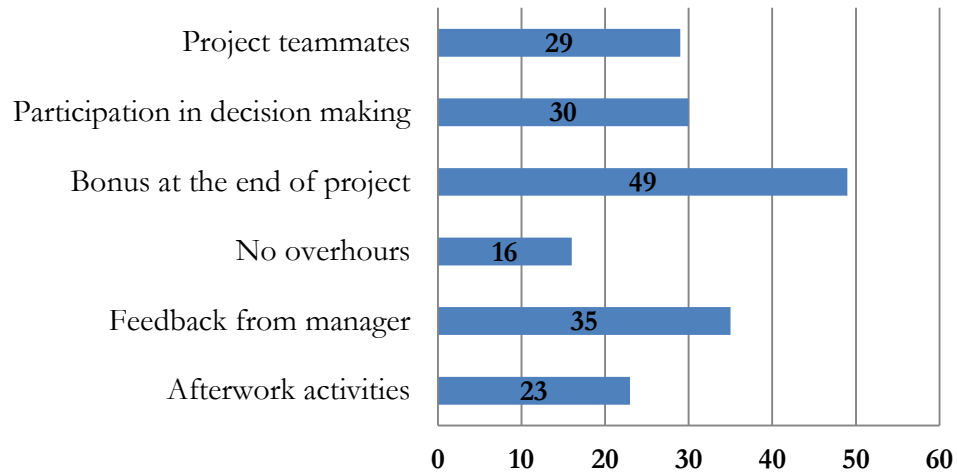


Figure 4.2.4: Motivation during the project

The last question was about claims that respondents were asked to evaluate from 1-5 where one stated strongly disagree and five strongly agree. There were 13 claims that covered both motivation and rewarding and they aimed to explain both personal motives and also how ING BANK Turkey has succeeded in motivating and rewarding. The table 4.2 tells first of all how the respondents answered to each question but also what is the weighted average on each question. For this analysis the weighted average is the most important and the one that will be taken in to deeper review. It is not reasonable to explain the results one by one but in general it can be said that people have been agreeing with the claims and in few questions there was no strongly disagree answers. For example the claim “I think my work is important” got as a weighted average value 4,31 which means that as many as 50 people either agreed or strongly agreed with the claim and reckon that their work is important. Only two people strongly disagreed and consider that their job is not important. This should tell something about the motivation of the employees even though words important or interesting are not synonyms for each other but it cannot be claimed that people are strongly dissatisfied of their jobs in ING Bank Turkey’s IT-department.

However what was interesting is that questions which were directly related to rewarding got average smaller than three which means people are not at least partly satisfied with the rewarding system in ING. For example “rewarding is fair” got weighted average 2,81 and “I’m satisfied with ING Bank Turkey’s overall rewarding” got only 2,68. Sometimes if something is fair or unfair it is important to see the equality between genders and compare those results too. Especially in country like Turkey there are still lot of things to do for women being equal in work life so it was appropriate to compare the results of the questions between male and females. Surprisingly there was not that huge difference in the average of the fairness of the rewarding between women and men; with the average of 2,64 females feel that the rewarding is fair and males 2,92. Overall the results of this section were positive and it is clearly as in previous questions too seen that the problems (if such things exist) are not actually motivation or environment based but more related to rewarding and how is it organized in the organization.

What is important also for whole ING Bank Turkey, not just IT-department is that the employees of IT-department do not feel that the rewarding is part of ING’s strategy. The average is as low as 2,74 and only four person strongly agrees that it is part of total strategy. As in literature part is was said it is also important to make sure that rewarding strategy and total strategy go hand in hand in order to have good total rewarding. This can also be one of the main reasons why the rewarding related questions got weak points comparing to other claims in this question. However this question does not tell if the problem is in strategy level or in rewarding. It can also be that employees are not quite sure about the strategy of the bank and for that reason they do not believe that the rewarding is part of the bank’s strategy. This is only an additional consideration and cannot be proved by this survey but it is an important topic since as said strategy and rewarding should reconcile.

Table 4.2: Agree Disagree Claims

	5 (Strongly agree)	4	3	2	1 (Strongly disagree)	Weighted average
Social environment helps me to do my job better	28	22	7	3	2	4,15
I think my work is important	29	25	6	2	0	4,31
Rewarding is part of ING Bank Turkey's strategy	4	9	25	15	9	2,74
Financial rewarding motivates me most	24	25	9	4	0	4,11
I can participate in decision making	14	35	11	2	0	3,98
My job is challenging	11	29	17	4	1	3,73
Rewarding is fair	2	14	25	12	9	2,81
Managers give feedback	8	34	14	4	2	3,68
I will be still working in ING Bank Turkey 5 years later	3	14	25	9	11	2,82
Work performance has effect on rewarding	8	27	11	10	6	3,34
Managers trust me	18	27	15	2	0	3,98
Compare to previous companies rewarding in ING Bank Turkey is good	3	16	23	12	8	2,90
I'm satisfied with ING Bank Turkey's overall rewarding	4	8	23	18	9	2,68

4.3 Open Question

In this question respondents were asked to give ideas how they would change the rewarding system now used. This was not a compulsory question and it was answered by 48 out of 62 respondents. Most of the answers were short and asked simply more money and bonuses but some of the respondents went deeply into the topic and considered that the system used now is not motivational enough. One respondent described the bonus system “more like a punishment than reward since people are working over hours to show off their manager and are working hard only because they are worried to lose their bonus”. They also continued that since the ING is an international company the bank should offer more opportunities for education and assignments abroad and that feedback, appreciation and more responsibilities from manager motivate more than any monetary reward. One of the respondent described the relation between Business and IT-departments too distant and hoped more rewards and thanks from the Business side for example in the shape of extra holidays after successfully completed projects or that New Year bonus can be paid in to employees’ ING Bank credit cards by extra bonus money. Last few years New Year’s bonus has not been paid in end of December rather in spring closer to promotion and salary upraises time and it has been changed to a general yearly bonus so at the moment there is no New Year’s bonus system as in some other banks in Turkey. So this could be one way to reward employees in future since it is commonly known way to reward employees in at least banks in Turkey.

One of the respondents said that the bonuses should be more personal and that hard workers should not get the same bonus than others. What is meant by others it is not possible to find out but the yearly bonuses are actually based on individual performance too with other things like general and team’s performance. These yearly bonuses are decided mostly by the closest manager so the relation between employee and manager can also effect on the amount of bonus especially in Turkish culture. This is again an assumption and cannot be generalized to everyone and might not be even true. However it shows dissatisfaction and that at least this employee does not feel that the rewarding system is fair. Same felt unfair-feeling was in one other comment too where the respondent said that it is not enough for bonus and project evaluation calculation that only managers give feedback and evaluate the employees. This respondent suggested that also employees should be able to evaluate their colleagues so that the evaluation would be absolutely fair.

Also the respondent criticized the bonus announcements since they are personal and they are never published to all of the employees. This could be actually one kind of solution for felt fair principle and this topic will be discussed more in recommendations.

Three of the respondents said that over hours should be paid. This unfortunately is not that common in Turkey like it is in for example in many European countries. One of them suggested that the ones who have been doing more over hours should be granted with bigger bonus too. Nine also added that flexible working hours would motivate them more and actually for this there has been improvement during the beginning of this year. Some teams have started to allow employees to work remotely but for example flexible starting hours in the morning are hard to organize since most of the employees use service that picks them up from their front doors and takes them back home after work but the service is only organized during normal working hours from nine to six. Difficult traffic problems in Istanbul would not let change this, so flexible hours would mean that employees should organize their transportation to work by themselves which would not be convenient for them. Also bank's IT-department have to operate at the same working hours as bank itself so it would be difficult to organize too.

People also claimed more and better organized social activities as five people said that the happy hours organized every now and then are not enough. One of the respondent suggested that there should be competitions between the teams and that like in their previous company they offered discounted tickets to concert, football games and theaters or that after successful projects company will take them to dinners or lunches. Respondents claimed that social activities would motivate them instantly and would make the workday more fun. These kinds of activities are also in literature recommended as they are inexpensive and do not need too much organizing and can be pretty spontaneous too.

Generally rest of the people asked more bonuses, holidays and educations abroad but the answers were not specified more so that they should be explained in this section of the result analyze. However it is important to remember that for example the amount of holidays is more or less set by the work law and is default in all departments in ING Bank Turkey. Changing this is not that easy at least in official ways and giving unofficial free holidays to employees would definitely not increase the felt fair –principle. The amount of the bonus comes most of the times from upper

level and is divided to employees according to their performance. Also education budget is limited and cannot be increased as managers want especially in difficult economic times. This however does not mean that nothing can be done and these open question answers can show to the managers how their employees feel and they can get ideas for the future when planning the total rewarding system.

4.4 Analyzing Results

In general it could be said that the employees of ING Bank's IT-department are satisfied in their job but they find some facts that should be improved in total rewarding system. The most important fact that came out of the results is that the rewarding system is not fair or at least is not felt fair in some of the parts. For example the bonus system that is now used is not clear, transparent and equitable according to the respondents. This was seen in open question results and also when employees were asked to evaluate claims from strongly agree to strongly disagree, in the claim that rewarding is fair and it got one of the worst average 2,81 which means that most of the respondents disagree or strongly disagree with the claim that rewarding in ING Bank Turkey's IT-Department is fair. This survey does not clearly tell why it is felt unfair but surely one of the reasons is the unclear bonus system that is paid once a year with normal salary and because employees are not completely sure how the bonus was formed. After bonus announcements starts gossips, who got how much and why, and this in general spreads negative atmosphere around and decreases the affect that was meant to be reached by bonuses.

This research was made to answer research questions which were formed in introduction as: "1) How good is the rewarding and recognition program that is now used in ING Bank Turkey's IT-department in the aspect of motivation? 2) What else could managers do for employees to enjoy more at work and to be more motivated while thinking rewarding and recognition? 3) Can the motivation of ING Bank Turkey's IT-department's employees be increased other ways than increasing salaries, if yes how?". Research questions were made after carefully learning the topic from literature and then after interviewing the group manager of Technology Center Mr. Hakan Inceoglu who is partly in charge of rewarding and human resources too in the IT-department. To answer these research questions the survey was formed as it was and the data findings were written to previous section of this

chapter. Data analyzing will now answer directly to the research questions with data findings and literature review that was done earlier in this thesis.

The first question aimed to find out how good is the rewarding system now used in ING Bank Turkey's IT-department in the aspect of motivation. First of all the claim "I am satisfied with ING Bank Turkey's overall rewarding" got average of 2,68 which means the rewarding is not really good in ING. Also for example "Compared to previous companies rewarding in ING Bank Turkey is good" got average of 2,90 which again means that many respondents disagree with it. What comes to motivation part of this research question the claim "Financial rewarding motivates me most" got as high as 4,11 average which can be understood that ING Bank Turkey's IT-department's rewarding should be basically based on financial rewards. However it should not be like that and as literature has many times said, the monetary rewards are not the best motivational rewards and they should not be mostly used as well. Also in question "What motivates during a project" 49 said that bonus at the end of the project motivates them most. 35 said in the same question that feedback from manager motivates too and 30 wanted to be participated in decision making. As researcher however it is not reckoned to think that the problem is that people want more financial rewards in order to be more motivated but they want to be rewarded in more versatile ways. The literature many times stated that the rewarding should be diverse and people should be motivated as personal and different ways as possible. Now it seems like everyone at the ING Bank gets the same monotonous rewards and they are not related enough to personal achievements and experiences.

For the first research questions it can be said that people do enjoy their job since for example 87% of the respondents agree or strongly agrees with the fact that their job is important, 79% agrees or strongly agrees that they can participate in decision making and 74% agrees or strongly agrees that managers trust them. These all effect on motivation and they can be used as rewards for good work as the Table 2.1.1 Model of total rewards shows in the literature review of this report. Methods like gifts, praises or flexibility are missing from their ways to reward and unclear bonus calculation can be one of the reasons why people are not happy with the rewarding system and do not consider it as motivating enough. However many of the methods are already in use in ING Bank Turkey's IT-department, and people are happy with their job so with small modifications and informing the employees more clear could make the overall rewarding better.

The second and third research questions were similar to each other they asked what else could managers do to increase the motivation and also can the motivation be increased other ways than giving financial rewards. Managers have big role in employee's motivation but only as a mentor who gives the tools and transfers information from upper level to lower level and vice versa. In rewarding side managers give feedback and decide who to send to educations and in the end they determine the amount of annual bonuses paid. However managers cannot always decide for financial rewards so it is important to expand rewards to non-financial methods too. In the survey it was said that for example in a project besides of bonus or financial reward manager's feedback, participation in decision making, project teammates and after work activities would all motivate employees to work harder. These are simple and inexpensive ways to increase the motivation and they can easily be arranged by managers. Also managers could help to increase the fairness-feeling of the rewarding among employees which surely has a big impact on motivation. According to survey as it was mentioned earlier the rewarding system is not felt fair which actually can be one big reason why the whole rewarding system is not evaluated as good as it could be.

So what could managers concretely do is to inform their employees better about the rewarding opportunities, explain the principles of the bonus calculation more clear and organize different kind of social activities to motivate their employees better. Since the organization is team based, team events should be easy to organize and information can be easily transferred from one to another. As in the open question many good development ideas came out and as an organization they should be easy to be implemented. It is strongly believed that the problems are not motivation based and that most of the employees are happy and motivated to do their job. Dissatisfaction seems to be in rewarding methods which are not enough comprehensive. People now get what they need to do their jobs properly but it might not be enough one year later anymore. Managers are the ones now who can effect on the felt-fair principle and listening what employees want would also help them to create more rewarding and motivating place to work. In general it can be said that little adjustments in the system now are enough to increase the satisfaction.

5. CONCLUSION

The purpose of this thesis was to first of all to orientate to the research topic by reading literature and secondly conduct a research that aimed to answer the research questions. The survey and whole thesis also aimed to link together with research purpose so that it both serves the researcher's and research's purposes. First of all the aim of the thesis is, as written in the introduction part of this report: "to identify the relationship between motivation and rewarding and to understand with a concrete example how rewarding is organized in examined company". Conclusion will now concentrate on justifying research aims and questions and explain how well literature and survey together answered to these aims and how well were they supported and filled with the aim of this thesis work. Recommendations will be given at the end of this report as a last chapter of thesis.

First of all what was learned while doing the literature part was that rewarding is important and necessary part of organizations' daily operations. Small things like feedback from manager or saying thank you for simple things are the ones that matter. This is what creates a good and open work environment and best of all they do not cost anything, at least according to the financial department. Encouraging employees and making them involved to decision making together with occasional team organizations create good feeling and memories that last longer than once paid bonus which in worst case does not have anything to do with one's work performance and efforts made. Nonetheless we should not underestimate the need of monetary rewards too since they are also needed as much as the non-monetary ones but for future's organization employees should make more creative ways to reward their employees in order to make their employees more motivated to their work and of course to survive in difficult economic situation.

The literature says that it is important to remember that even though rewarding and motivation are highly connected to each other, they are not directly proportional to each other. This means that rewarding and recognition are good way to motivate employees but claiming directly that when an employee is rewarded for example by bonus they will be more motivated to their job is not true or at least do not apply to

all of the people. The literature also says that money is not a good way to reward people since it has only short term effect, it is expensive and in motivational side it does not have strong or at least proved effective on it. Rewarding with moneys is not nonetheless the only way to reward or recognize employees so this claim does not mean that all the rewarding is powerless in the aspect of motivation. Education, challenging job, good relationship between colleagues and managers and public praises together with some monetary rewards every now and then work much better than just giving money that equals the amount spend in total rewarding. It might sound simple but definitely it is not easy to reward employees in big organizations such as our examined organization ING Bank Turkey is. Employees are different and do not get motivated from the same things so rewarding also should be personalized in some level. But how to do so it is another question since resources surely are limited and managers does not have enough time to spent with their employees to get to know to them deeply enough and especially to reward those 400 employees individually and also equally.

Even though it was many times explained in literature that money is not a good motivator it was surprised to find out that according to the survey, money does have an important part as a reward and motivator in ING Bank Turkey's IT-department. Almost all of the questions in the survey that considered money, motivation or rewarding, the answers were almost every time that money would motivate and reward the employees more than any other option. For example when respondents were asked to choose the most important rewarding methods 72% said money. In this question there were not actually big differences in opinions between woman and men or different age groups which mean that it can really be said that employees at least believe that money motivates them most. What made people cogitate like this is unfortunately not possible to find out with this survey but some speculations and assumptions can be done. For example it might have a strong connection with the fact that the rewarding methods used now in the company are not that innovative or versatile. Outside of working hours activities are missing entirely and personalized small rewards and public praises are not commonly used. If there were more different kind of rewarding methods people would not expect more financial rewards and they might be more productive if the they were kept motivated by rewarding not only by the end of year bonus but also during the year too with smaller rewards. Or maybe it can also be a cultural thing since the examples in literature were mostly from American or European workplaces were these models and way of doing things have been in use for much longer time than in for example in Turkey and other

developing countries. Maybe in Turkey the work life really is still that much different that it explains why people still believe that money motivates them most.

The second aim of the research was to understand how rewarding is organized in ING Bank Turkey's IT-department. The rewarding methods came out in the first interview with Mr. Hakan Inceoglu and also from the ING Bank Turkey's internet page. After this the survey was formulated and sent to the respondents by email. After getting the results of the survey and analyzing them it was seen that they supported both interview and internet page's information. The survey actually also showed how plain is the rewarding used in the organization and that employees feel that the rewarding is not fair and it is not part of ING Bank Turkey's strategy. All of these three points are important according to literature if the rewarding aims to be motivating. So the aim to understand the rewarding system was achieved as it was examined from different levels; from the interview, bank's internet page, survey and also from literature. These different sources helped to understand that the rewarding in ING Bank Turkey's IT-department is organized, as it is in many big organizations, very simple and same in different part of business units. But simple and easy are not always the best way to do things and as the IT aims to be innovative and competitive, the managers might need to reconsider again if the same ways to operate in every department is appropriate since for example employees in branches or in core business unit are definitely different than the ones who are working for IT.

Simply the survey showed that something must be done if ING Bank Turkey wants to be successful in future too. The reason why so many more people answered to the survey than expected can for example be that employees want changes to happen and tried to bring their opinions to public through this survey. For example question "Have you been thinking of leaving your job during the last 6 months?" got 47 responds which makes it more than 2/3 from all of the respondents but the reasons to leave varied quite lot and only 23 said that the reason has been salary and 16 claimed it was benefits. Maybe people are not really thinking to leave but they are trying to push their managers to do more so that the employees would enjoy more. So employers might have thought that answering as they answered might have a positive impact for them in order to get more pleasant work place and increase their job satisfaction. Unfortunately it is not possible to get salary or bonus information from the company but if the salaries and bonuses are commonly known smaller in the ING Bank Turkey's IT-department than elsewhere, and it is a reason

to change a job, then there must be something else that makes the employees stay in the company and not to go anywhere else. This survey does not reveal that something but ING Bank Turkey should really find out what is the main thing what employees like about the company, if it is not the salary or the benefits and it should be carefully fostered in order to keep their employees happy and motivated in future too.

This survey created conflict between literature and results but it does not necessarily mean that one of them is wrong or that survey was wrongly made. Surely lack of proper research skills, survey questions and limited resources affect to it but it cannot be the only reason for it. As it was mentioned before the survey was not made to all of the employees of the organization and the respondents were mostly just employees not managers so in order to get more reliable results second and comprehensive survey should be done. Also if possible next time the researcher should get more knowledge about Turkish work environment and read maybe Turkish books and journals related to the research topic. However it does not mean that the results of this research are not correct or that they are not representative but it is important to bear in mind that the research was made from a sample and with limited resources.

The conclusion and analysis are anyway done as the results were true and reliable so that the researcher's aim will be also fulfilled which is to gain information about the research topic, develop research making skills, conduct a survey and analyze it together with gaining academic knowledge and finishing this thesis. And these aims were filled while doing this project and this study developed at least some information about rewarding in a Turkish work environment and how literature and practice does not always meet. This thesis project will hopefully help other researchers when they are planning their works and the survey part can be as an example for survey questions or it can be a base for the ING Bank Turkey's IT-department when they start to make changes to their total rewarding system.

In order to get better results a different survey method would be used and instead of just sending an online survey more one to one interviews would be done and they would be done to different level of employees. This would need more resources and time to be able to do so and also it would not be possible to do the thesis from Finland while working. Also it would be better to get some books written by different kind of authors from different backgrounds, if those kinds of books ever even exist. For the report the best ideas came from the survey's open question and if there

would have been more of them it might have given more exact and relevant information for the research and also the analyze part would have been more diverse. Overall the results were much more positive than it was thought before making the survey. Some part ING Bank Turkey is doing really well, especially managers according to survey are doing well, but in business level some changes are needed and they cannot be done without covering the whole IT-department on it. This means that it is not one or two managers' job to do but whole company should be involved when planning and implementing such a big changes. Hopefully one or two years later the whole rewarding system is in bigger role than it is now in ING Bank Turkey's IT-department.

6. RECOMMENDATIONS

As the rewarding system was not felt fair more open ways to evaluate the employees and their performance would be recommended to be implemented. For example yearly performance meetings should be adopted to ING Bank Turkey's IT-Department so that employees will have a chance to talk officially with their managers about their performance, hopes and of course about the upcoming bonus and appraisal. Paying bonus to employee's account without any explanation will definitely not motivate people especially when the amount of the bonus is smaller than employee expects. Official performance meetings will give employee a chance to defend themselves and also for manager to tell the reasons for the amount of bonus and appraisal they were thinking to give and if it is needed to change the amount. This meeting will also make bonus more effective way to reward employee since it first of all does not come as a total surprise and secondly allows at least in theory employee to effect on it. Surprises surely are good ways to reward and motivate employees but when it is about as big thing as yearly bonus or appraisals it should not be only decided by one manager only.

According to the survey one of the most used rewarding methods has been happy hours. Happy hours are social events where for example on Fridays team members get together for a drink at the office for the last working hour. The idea of happy hour sounds nice but actually doing it every week can make it ineffective in a long run. So it is recommended that happy hours should be developed more since the respondents asked for more social activities. For example instead of weekly or monthly drink there could be different kind of themes or competitions for the employees. Getting a table football or PlayStation to the company should not be too big investment. Also for example organizing sport events after work like football tournaments would be good and inexpensive way to reward employees. At the moment some of the employees are organizing weekly games by themselves but it could be possible for ING Bank Turkey's IT-department to organize them too and for example have tournaments with other companies who are in the same building with the IT-department. This would also be inexpensive since it happens outside the working

hours but supporting social activities and especially healthy ones like sports will benefit company later like possible decreasing sick leaves and doctoral costs.

Sitting front of the computer whole day is surely not good for anyone so supporting sport activities in general could be also a way to reward employees. The ones who do not like football could be doing some other activities after work or even during the working hours. As employees asked more social activities, the ING Bank Turkey's IT-Department could consider organizing activities outside the working hours but with company's own cost. Or as one of the respondent suggested, selling tickets to concerts or games with discounted price would be also one way to reward employees but of course these kinds of things need more organizing, but they could be carried out by business department or HR-department of the IT-department. However it is recommend anyway that the bank develop their social activities as soon as possible since there are clearly not enough of them and there is a need for them.

Apart from social activities and competitions it would be also smart to start publicly praise employees in projects. Since it is an IT-department it should not be difficult to for example in company platforms like intranet praise employees. This would not necessarily mean that employees should be rewarded somehow or at least in a big scale but just a public recognition from a manager or colleague would boost motivation for a short moment at least. Individual and team praises for great work or successfully finished projects might also motivate others to do better too, create not so serious competition between teams in order to collect praises and try to be better than others. This would be a modern version of "employee of the month" and would also allow people to get feedback from their colleagues too and it also would give some visibility for the extraordinary good job done. If there are resources praises could be rewarded with small things like movie tickets or dinner gift cards and bigger success could be rewarded with extra day offs too which were asked too in the survey's answers. Extra day offs would be really good way to reward employees if they have been working a lot over hours for one project but they should be given really carefully since it might be too hard to control and measure who gets extra day offs and who does not.

As many of the respondents said that the bonus paying system is unclear it would be reasonable to change it or at least let the employees clearly know the core principles of how the bonus is calculated and of course how much in generally bonuses were given. Since the salary information is secret as the bonus amounts

too it might be difficult and not reasonable to tell this kind of information but as an outsider it might be good idea to at least do some kind of generalization or reasoning for the amounts. Bonuses were given at the ING Bank Turkey few weeks after the survey was done so it would be interesting to do the survey again or at least ask for employees' opinions how do they feel about the rewarding system now and compare the results with this survey's results. As suggested earlier compulsory official performance meetings could be rational in order to create a proper performance calculating system. Employees could get performance points which are based on their work experience, position, education and other work related things and this experience factor would help employees to understand and managers to decide the amount of bonuses and appraisals. It would be also easy way for employees to compare their performance with other employees without telling others their salary or amount of bonus. This might help with the rumors that start after bonus and appraisal announcement and make the rewarding system, which is now many partly based on bonus and appraisals, feel fairer.

Whatever the ING Bank Turkey's IT-Department decides to do or not to do it is suggested them to investigate more what their employees feel about the rewarding system. This survey was just a scratch from the surface since it did first of all not cover all of the employees and secondly was made to teams that are in daily or weekly touch with each other. The results of the whole company might not be as solid as it now seemed to be. However now the rewarding system feels a bit simple and toneless and it should definitely be updated. If as Mr. Inceoglu said in the first meeting, ING Bank Turkey's IT-Department wants to be more like Google or other innovative it-organizations, they should definitely invest in motivational factors that are not necessarily money based. Making the workday fun with small improvements will definitely bring back the money invested on it no matter what it is as long as it is done with the co-operation with the employees. However the changes should be done as soon as possible and desirable that the changes will come into operation in year 2015 already and latest beginning of the 2016.

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Appendices

Appendix 1 Survey

Rewarding in ING Bank Turkey's IT Department

Rewarding in ING Bank Turkey's IT Department

Hi, my name is Sinitta Mara and I'm studying MBA in İstanbul Aydın University. I'm doing master thesis about rewarding and motivation which include a case study that will be done in ING Bank Turkey IT Department where you are working. Please answer this survey to help me finish my studies. It will take only 5 to 10 minutes and participation of this survey is completely anonymous. Results will be only used for analyzing motivation and rewarding. Individual answers will not be given to anyone and there will be only a general summary of results.

Thank you for your participation.

If you have any questions, send me an email to sinitta.mara@gmail.com

***1. Gender**

- Female
- Male

***2. Age**

- 20-25
- 26-30
- 31-35
- 36-40
- 41-45
- 45+

***3. How long have you been working in ING?**

- Less than a year
- 1-3 years
- More than 3 years

***4. Work experience in total (years)**

***5. What kind of rewarding and recognizing methods have you got in ING Bank Turkey?**

- Bonus
- Promotion
- Holiday
- Insurance
- Flexible working hours
- Education inside of Turkey
- Education in abroad
- Happy hours
- Feedback

6. Select 3 most important rewarding and recognizing methods

- Flexible working hours
- Work&Life balance
- Education abroad
- Participation in decision making
- Education inside of Turkey
- Team Events (Happy hours)
- Promotion
- Money
- Challenging job

7. During the last 6 months have you been thinking of leaving your job? If yes, what was the reason?

- Salary
- Benefits
- Social Environment
- Managers
- Job itself
- Other

***8. How would you like to change rewarding system in ING Bank Turkey?**
(Bu soruya Türkçe cevap verebilirsiniz)

***9. What would motivate you during a project?**

- Afterwork activities
- Feedback from manager
- No overhours
- Bonus at the end of project
- Participation in decision making
- Project teammates

***10. Please answer the questions below (1 is worst and 5 is the best)**

	5 (Strongly agree)	4	3	2	1 (Strongly disagree)
Social environment helps me to do my job better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think my work is important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewarding is part of ING Bank Turkey's strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial rewarding motivates me most	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can participate in decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job is challenging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewarding is fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers give feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will be still working in ING Bank Turkey 5 years later	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work performance has effect on rewarding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers trust me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compare to previous companies rewarding in ING Bank Turkey is good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm satisfied with ING Bank Turkey's overall rewarding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Complete

Appendix 2 Approvement

Paran burada değerli.


ING  **BANK**

İstanbul Aydın Üniversitesi'ne

Üniversiteniz Sosyal Bilimler Enstitüsü İşletme Yönetimi Bölümü'nde öğrenci olan Sinitta Mara Işık'ın, bankamız bilgi teknolojileriyle ilgili yaptığı mezuniyet tezinden ve bu tez için yapılmış olan anketten haberdar olduğumu bildiririm.

Çalışanlarımızın beklentileri ile ilgili bölümleri ve çözüm önerilerini değerlendirmek arzusunda'yım.

Saygılarımla,
ING Bank Türkiye
Bilgi Teknolojileri, Teknoloji Hizmet Grup Müdürü
Hakan İnceoğlu


10/08/2015

RESUME



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