

SWISS SCHOOL OF BUSINESS RESEARCH

Doctoral Studies

On

Management of Employee Motivation and Employee Performance

In the NHS of the United Kingdom

This is to certify that the doctoral study

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Swiss School of Business Research

2025

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ABSTRACT

This research topic revolves around employee motivation, engagement, and performance management. The author trust it will benefit various business and public organisations especially healthcare settings. The author is convinced that relevant existing literature, research designs, research methodologies, data analysis, data interpretation and most importantly, research findings in this research area, would enable business and public organisations to manage employees' performance more appropriately. Managing employees' motivation, employee engagement and employee performance effectively would result in positive outcomes including; greater possibility of staff retention, increase in productivity, improvement in the organisation's reputation, employee work efficiency optimality and enhanced job satisfaction for most of the employees. Employee performance evaluation is important in both business and public organisations and especially in an organisation where some employees tend to judge the work performance of others (Cappelli & Conyon, 2018). Consequently, forming a structured system of employee performance assessment is crucial to avert employee judgement. Effective strategic leadership is pivotal to employee performance management as conceptual and empirical studies have shown that strategic management activities, influence employee's performance significantly. Studies have also shown that effective management strategies in both business and public organisations, optimises both employee and organisational performance. However, employee and organisational performance could be influenced contingent upon situational and random effects (Bryman et al., 2011).

Porter (1996) posited that management strategy is a means of performing different activities to those performed by rivals or performing activities differently. However, using Vroom's expectancy theory as a performance management tool in business and public organisations, Vroom posited that an employee's performance should be based on individual factors such as personality, knowledge, experience, skills and abilities (Vroom, 1964). Vroom's expectancy theory has been replicated in various research as a managerial pivot for employee performance management and evaluation in business and public organisations with good effect as business leaders and unit managers that applied Vroom's expectancy theory effectively, achieved remarkable success in their business and public organisations. In the same vein, business leaders and unit managers that use Herzberg's two - factor - hygiene theory of motivation also called dual factor theory as a motivational tool, could enhance employees' job satisfaction. Therefore, such managers can retain result-orientated and skillful employees for greater work efficiency and productivity increase. The two-factor theory of

motivation certain factors in the workplace enhances employee job satisfaction, while a separate set of factors causes employee job dissatisfaction (Herzberg 1959: Bundgaard, 2021).

Various research articles and journals in management studies by renowned management experts like Frederick Herzberg and Elton Mayo, explicated that an employee's motivation is rooted in individual needs and talents which enables an employee to identify what to pursue and know what to avoid remaining highly motivated (Bundgaard, 2021). It is essential to focus on what motivates an employee towards the attainment of a business goal, and it is equally important to know what to avoid to ensure the employees are well motivated and focused to always put in their best performance towards achieving the organisational goals (Bundgaard, 2021). For instance, Amazon Plc is a company that has successfully implemented Herzberg's two-factor theory with positive outcomes in terms of profitability, employee job satisfaction and retention of skilled staff. Additionally, Amazon Plc has a visible presence in virtually all parts of the world. Although Amazon Plc and the National Health Service (NHS) United Kingdom have different visions and mission statements, however, applying best practices in employee motivation and employee performance management, would inevitably lead to positive outcomes for the NHS especially around employee job satisfaction and employee retention.

Comparing the NHS UK with the Australian Healthcare System, the Australian healthcare system is decentralised with healthcare delivered by federal, state and territorial government as well as private healthcare providers whereas in the UK, most public healthcare services are managed by the NHS which is funded by the taxpayers. Statistical survey from 2001 to 2019 on the average overall job satisfaction in Australia on a score of 0 to 10, has been consistently stable at 7.6 to 7.7 (HILDA, 2021). In the UK, the 2022 NHS staff survey in England results on employee job satisfaction indicated a decline in employee engagement and morale with 32.3% of staff report thinking about leaving the NHS (Wallbank, 2023). The criticism by NHS staff was around pay dissatisfaction. NHS staff stated that pay remains an issue at the forefront which has led to industrial action being taken especially by employees in clinical fields like doctors and nurses with only a quarter of staff reported being satisfied with their pay (Wallbank, 2023). Further information on the Australian Healthcare System and the NHS UK is available in Appendix 11.

The author will explore relevant existing literature on employee motivation and employee performance management in the literature review in Chapter 2 with research methodology explained exhaustively in Chapter 3. Findings from this study in Chapter 4, suggest that the

management styles on employee motivation and employee performance management currently adopted by the leaders and the unit managers in the NHS UK, can impact negatively on employee motivation and employee performance. However, if employee job satisfaction and well-being are prioritised, research has shown in the data analysis and interpretations segment of this study that productivity will increase with positive outcomes as most NHS employees would feel motivated. Therefore, most of the employees in the NHS especially doctors and nurses, would be committed to their job roles to provide quality care services to the NHS patients if there is an improvement in their welfare and pay package with a robust employee performance management process in place.

In practice, using Vroom's three components of expectancy theory, instrumentality ideally should yield a desirable outcome if the performance expectation is achieved as expected performance set as goals for employees ideally, should result in desirable rewards which would make the effort worthwhile. In the same vein, there should be a correlation between efforts, performance goals and rewards. However, when employee performance evaluation is based on other factors other than the above mentioned performance expectations that are not performance driven, like an erroneous employee review process, such organisations may lose goal orientated and skilled employees.

During this study, anonymous sources of primary data collection methods or approaches were used to generate primary data due to ethical considerations and data protection regulations in the UK as applicable to the NHS. In the NHS, confidentiality is a duty of all employees irrespective of the employee's job roles or position. In 2018, the UK legislative arm of government signed into law the General Data Protection Regulation (GDPR) to help manage information dissemination. The main aim of GDPR as an information governance system is to ensure that both paper and electronic information are treated appropriately and ensure compliance with legal and regulatory obligations, including the protection of individual rights (GDPR, 2018).

In healthcare organisations in the UK especially the NHS, the use, storage and processing of personal data within health and social care are governed by a wide range of legislations and guidelines including the GDPR of 2018, the Regulation of investigatory Powers 2000, Environmental Information Regulations 2004, Freedom of Information Act 2000 and Re-Use of Public Sector Information regulations 2005. All these legislations and guidelines are described as information governance which is the term used to describe how organisations meet their obligations and other guidelines around preserving privacy and personal data (Skills for Health, 2018). The only difference between information governance and GDPR is that information governance sets out NHS policy and

provides a baseline set of expectations for data security for all employees while GDPR is a new legislation that replaces the Data Protection Act (DPA) 1998 therefore, a component requirement of information governance (Skills for Health, 2018). With these information governance regulations in place, gaining access to useful information to aid a study or research work in the NHS is often difficult as NHS employees sometimes are not sure which information should be protected therefore, may not be disclosed or made available to the public.

Nonetheless, in gathering relevant information to aid this study, the author adopted the quantitative research technique using the survey method to design a questionnaire in both binary scale and a five-point Likert scale questionnaire design to elicit responses from the participants who are employees of the NHS. The questions primarily focused on the NHS employee's motivation and employee performance management. However, due to information governance and ethical regulatory issues in the NHS, most of the employees declined to participate in this study. The outcome of the employee's actions led the author to choose a sample size of 113 calculated using a study population of 150 which was abridged to 108 as the total number of responses returned by the participants for the data collation and statistical testing.

Employee motivation and employee performance management are not a sensitive subject as the author feels that the study usually focuses on the employee and not the organisation or the patients in the case of the NHS. It was just an independent study to unravel what causes demotivation to employees and, to find out if the employee performance management processes are as effective as prescribed.

The theory of motivation and work satisfaction as postulated in Vroom research (1964) is significant to this study as the author trusts that, employees will put in their best performance at work if they are well motivated and if there are incentivising rewards available to the workers that will be commensurate with the output of each employee's performance. Conversely, in a situation where an employee is rewarded unjustly, evidence from the literature review indicated that goal orientated and skilled employee's morale for performance in such organisations, will decline.

Management of Employee Motivation and Employee Performance in the NHS of the United Kingdom

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Doctoral study submitted in partial fulfilment

Of the requirements for the award of

Doctor of Philosophy in Management

To

Swiss School of Business Research

2025

DEDICATION

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Management of Employee Motivation and Employee Performance

In the NHS of the United Kingdom

This PhD award is dedicated to Mr Ego Nwabuzor, Mrs Anna Nwabuzor and Mr Felix Nwabuzor for their financial support towards my education and to Barrister Mary Nwabuzor and Miss Ozioma Nwabuzor for their encouragement in completing this piece of work.

ACKNOWLEDGEMENT

May I acknowledge with thanks to God for the enablement to complete this dissertation and also, to the dissertation committee Dr Steve Mallon, Dr Stephen Harrison and Dr Miray Zaki for reviewing this piece of work.

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CHAPTER 1

INTRODUCTION

A brief history of the NHS in the United Kingdom

After the Second World War (WW11), an integrated, state-funded hospital service was established in 1948 by the elected Labour government that created the NHS, designed to guarantee basic levels of personal and social security to the UK population (Department of Health, 1998). For the first time in the history of the United Kingdom, the UK Government assumed responsibility for the provision of a comprehensive preventive and curative service for the entire population of the UK (Department of Health, 1998). The fundamental principles underlying the NHS were that services would be funded predominantly from tax generation that they would in general, be free at the point of use by all, and they would be comprehensive and available to all, regardless of means to pay (Department of Health, 1998).

The birth of the NHS and the factors that created the NHS

The announcement of the NHS was made on the 5th of July 1948 by the health secretary at the time Aneurin Bevan. The NHS was to provide free healthcare to everyone, and this innovation was to ensure that everyone working in the UK can access some form of healthcare. Many factors stimulated the creation of the NHS at the time. Many hospitals and charitable organisations were struggling with the aftermath effect of the war, and they were not receiving enough funding to continue providing healthcare services to people especially those injured during the war thereby, causing financial strain on the hospitals (Khan, 2017).

Nuffield Trust (2021) revealed that before WW11 started, the voluntary healthcare systems in place at the time that were providing healthcare services support were already strained financially which was further made worse by the war therefore, charitable donors were channelling their funds to other areas and not healthcare. Another factor that led to the creation of the NHS was the emergency medical service which was seen to be effective during the war. After the war, trained medics were disengaged therefore, the ideology for the creation of the NHS was that, if the emergency medical service was effective during the WW11 and taught other hospitals how to care for people who were injured during the war, rolling out a nationwide emergency service would bring primary care right to people's doorsteps (Khan, 2017). The emergency medical service became effective in 1939, teaching other hospitals unified healthcare interventions like never seen before and became more comprehensible under the UK Government as medical staff were sharing ideas

and knowledge which made the NHS more effective from the inception of its creation (Department of Health, 1998). The creation of the emergency medical service with the positive outcome propelled the creation of a wider aspect of healthcare service that was independent. Most people believed that access to quality and affordable healthcare should be the right of everyone and not just for the socialists and wealthy benefactors. Most people thought in this manner as they imagined that a civilised society like the United Kingdom, should be able to provide free healthcare facilities to its citizens to improve the quality of life and well-being of the people. This notion was supported by Edwin Chadwick who investigated the people's concerns for the creation of a unified healthcare service using scientific research methods. Edwin Chadwick found from the study that poor sanitation was the main cause of people's mortality. He suggested that cleaning, adequate welfare packages and better ventilation would improve the quality of life of people and not necessarily have access to healthcare services (Khan, 2017).

Changing demand in the NHS

From the outset of the NHS, there has been intense pressure and demand from society for enormous healthcare service expectations. Some of these demands emanated from social, political and economic components which sometimes results in underfunding of the NHS. A typical example of the social, economic and political influences of the Government and other stakeholders in the NHS was evident during the COVID-19 pandemic global health crisis. Some of the initial policies of the UK Government had some negative impact on the overall operation and the activities of the NHS at the time which increased in scope from the death of people with COVID-19 in the NHS hospitals. During the pandemic, the medics find it difficult to cope with the upsurge of critically ill patients being admitted and treated in the hospitals especially in the emergency services units partly due to funding and staffing issues. However, the government responded swiftly by redeploying some community-based healthcare professionals to the inpatient units. Also, the government encouraged volunteers some of which were healthcare professional retirees to support the medics to provide emergency services to people who were ill and admitted to the hospitals to mitigate the upsurge of the demand for healthcare services in the emergency units during the pandemic with positive outcomes.

The Government also formed a working pact with the private sector and international charity organisations like the Red Cross, and Habitat for Humanity just to mention but two. The UK

Government facilitated this pact through active collaboration between private and public sector participation initiatives during the pandemic for the provision of relief materials, personal protective equipment like face masks, headgears, aprons, medical gowns, cash donations and provision of food and drinks to hospital staff by different charity and business organisations in the UK to cushion the effect of COVID 19 pandemic crisis pressure on the NHS and its staff.

Towards Y2K, the new NHS was published in December 1997 and in many respects, it represented an evolution rather than a revolution in the management of the NHS initiated by “working for patient” (Department of Health, 1998). Despite the rejection of the competitive ethos of the internal market, the fundamental purchaser-provider split, which separated the planning of health care from its delivery is retained, and the move towards a primary care-led NHS was reinforced (Department of Health, 1998).

History of the NHS Foundation Trusts

To fully decentralise access to healthcare and medical facilities in the UK for the benefit of UK citizens, the NHS established the Foundation trusts through the National Health Service and Community Care Act 1990 (Department of Health, 2002). The NHS Foundation Trusts were announced by the then Health Secretary Alan Milburn in 2002 primarily for the provision of health and social care services in the community (Department of Health, 2002). The rationale for establishing the NHS Foundation Trust was to make them autonomous in terms of funding and operation of the Trusts. The basic governance structure of the NHS Foundation trusts as described in Schedule 7 of the National Health Service Act 2006, with the formal shared system known as; public benefit corporation (House of Common Health Committee, 2003).

Every Foundation Trust has a Council of Governors that is made up of both elected and appointed governors (House of Common Health Committee, 2003). Elected governors are chosen by a secret postal ballot of the membership, which is open to the public for participation. The elections are usually held in different constituencies and normally, participants can be either a staff electorate, a patient voter, or a public member voter (Department of Health, 2004). The participants consist of members who are not patients and not staff however, living within the geographical location of the trust and in addition, other governors can be appointed by the bodies with whom the trust works in partnership with (Department of Health, 2004). The size of the Council of Governors and its exact

composition are determined by the constitution of the trust while each trust can create its own constitution subject to certain restrictions in the national and the NHS legislation (Department of Health, 2004). Some of the restrictions may stipulate that most of the Council of Governors must be elected governors and that the governors must be unpaid volunteers (Department of Health, 2004).

In some Foundation Trusts (FTs) in London, some of them are more committed to cooperative principles and have even included the Rochdale Principles in their constitutions as they aspire to work closely and in partnership with other mutual and local organisations (Department of Health, 2004). Some of these Foundation Trusts established hospitals and healthcare centres in the communities to provide services like psychiatric interventions for people with mental health disorders. Psychiatric services range from acute care units, eating disorder units and child and adolescent mental health services (CAMHS) units. Others are low secure units, medium secure units which are typically forensic wards, established to provide treatment for prisoners and index offenders with mental health issues, currently serving jail terms or awaiting trial for criminal offences under the criminal justice system in the UK and community-based outreach teams like walk-in centres.

On the 1st of April 2004, the first 10 NHS FTs came into being while another 14 remain on the starting line, awaiting the approval of the independent regulator (Klein, 2004). This experiment has the potential to transform the NHS however, difficult challenges remain in the way of translating ambitions into reality (Klein, 2004). In launching the experiment, the UK Government set out two links aimed at decentralisation and democratisation (Klein, 2004). Firstly, FTs status would give providers “freedom from Whitehall control” and secondly, it would introduce “a new form of social ownership where health services are owned by and accountable to local people rather than to central Government” (Klein, 2004). During the passage of the legislation by the UK parliament, the Government Involuntarily appeased the backbench oppositions by way of introducing strings of restrictions on how FTs foundation trusts can run their affairs (Department of Health, 2004). Evidence on the impact of these restrictions can only be visible later however, the process of setting up NHS FTs has already produced evidence about the problems involved in devising “a new form of social ownership” (Klein, 2004).

Results of the first round of elections to the boards of governors, responsible for the operations of the new trusts, show that this is an overzealous assumption as some of the aspiring foundation trust challenges centred on how to overcome apathy (Klein, 2004). The exact numbers in the mix of governors selected by different methods varied from trust to trust however, elected governors formed most of the board with a tweak of nominated governors added (Department of Health, 2004). Out of the elected governors, the majority were those representing the public and the patients, and the staff of the trusts concerned elected a smaller number (Klein, 2004). Representatives of the public and patients were elected by the trust's members and local people who having registered, were also entitled to vote (Klein, 2004).

With reference to Bradford Teaching Hospitals NHS Foundation Trust, the evidence given to the House of Commons committee considering the Government's proposals, the trust stated that its aim was to achieve a membership of 10% of the local population (Department of Health (DOH), 2004). However, in the March 2004 elections, only 1143 ballots were sent out to members which were divided into various constituencies out of which fewer than 50% of ballot papers were returned (Department of Health, 2004). Therefore, only 541 local people (or well under 1% of the population) chose the 17 governors. Similar disinterest was evident in the other NHS Trusts. Moreover, in the case of specialist hospitals, it was evident that the FTs can mobilise a large and active constituency like Moorfields Eye Hospital, with 59.1% of its 11,000 members voted as indicated in the chart below (Department of Health, 2004). The results of the elections in the first 10 FTs suggested that either there are no such standards or that they are abysmally negligent. If we are to avoid putting a very important experiment in the history of the NHS at risk, then surely the time has come to be explicit about what the standards should be and how they are to be achieved (Klein, 2007). UK Department of Health Press Release, 31 March 2004. <https://www.ncbi.nlm.nih.gov>

Lastly, the NHS UK is one of the biggest National Health Service providers and currently lies fourth in the world behind the Norwegian, Dutch and Australia healthcare service systems. NHS was the best health service provider in the past however, with the recent challenges particularly around funding issues which have caused disruptions in the NHS, the author has identified some of the challenges facing the NHS which this study has revealed and made valuable recommendations to mitigate some of these challenges in the NHS.

Background of the study

This study emerged from the theory of motivation and work satisfaction as postulated in Vroom's treatise. Applying the expectancy theory as a performance evaluation tool, Vroom posited that an employee's performance should be based on individual factors such as knowledge, experience, skills and abilities (Vroom, 1964). Conversely, when some employees are rewarded unjustly, evidence shows that hard-working employee zeal and morale for performance might decline due to poor performance management processes that has been adopted by such organisations. Likewise, several organisations rely on the autonomous employee performance management system regarding the outcome of employee motivation and employee performance management to make some key decisions. However, due to the flaws identified in the employee performance management process, some academics have completed studies about the inaccuracies and unfairness of employee performance management in business and public organisations. The author believes that some of the vital decisions made by business and public frontrunners that depend on employee performance reviews, are sometimes controversial. Some of these controversial decisions may include decision on the employee performance compensation system, where employees who achieve higher performance ratings, receive higher rewards or compensations (DeNisi & Murphy, 2017).

Academics have contested that top managers have sufficient discretion and strategic choices to influence both employee performance evaluation and organisational performance management typically through behavioural and strategic choices (Crossland & Hambrick, 2011). However, some researchers have recognised that constraints can limit management strategic choices from gaining full control in influencing an employee's performance during performance reviews (Lieberson & O'Connor, 1972). Northouse, (2004) in a Business Policies, strategies, and performance journal article, posited that leadership is a process whereby an individual influences a group to achieve a corporate goal. Consequently, employee performance is pivotal to an organisational growth in that, it contributes to achieving organisational goals and objectives (Mwita, 2000). Additionally, the extent to which an organisation can achieve its business goals and objectives, depends largely on the leadership styles and employee motivation strategies adopted by the unit leaders in managing employee performances in that organisation (Albrecht & Andretta, 2011). Operational difficulties contributed to poor management strategies in managing employee performance appraisals in business and public organisation. However, this study will discourse the knowledge gap and suggests that the effect of management strategies on employee performance management, is indirect as it

could be diluted and intermediated through changes in the organisational policies for employee performance reviews.

Empirical studies have shown that adopting an effective management strategy for employee motivation and employee performance management, is an essential determinant of the organisation's performance (Zhang & Rajagopalan, 2010). Selecting the right management strategies for employee performance evaluation is very essential as it enables business leaders to apply the best evaluation techniques using robust employee performance evaluation tools with good incentivising decisions for staff rewards during and after employee performance appraisals with best outcomes (Warner, 2012). In business and public organisations, especially in service organisations like the NHS, employee's productivity should be the main asset to run functional activities in the organisation regarding workers' performance management. What this means is that employees performance poses an imperative combination in achieving the organisational goals. Consequently, employee performance management becomes a critical tool for motivating employees for increase in productivity and to ensure that the employee's output aligns with the organisational objectives (Gichuhi et al., 2013). A critical evaluation of the outcome of the employee performance evaluation, might reveal the employee's prerequisite for rewards, training and development.

The author presented this research topic to guide and support business leaders in making good managerial decisions in appraising workers' performances as rewarding an employee out of prejudice can cause friction in a business environment especially if the basis for rewarding an employee is not performance-driven. If an employee is rewarded unjustly, it can create disincentive and demotivation to hard-working employees with negative impact on the employee's overall performance and productivity. Using Vroom's three components of expectancy theory, instrumentality ideally should yield a desired outcome if performance expectation is achieved. Therefore, expected performance set as goals for staff ideally, should result in desirable rewards which will make the effort worthwhile. In the same vein, there should be a correlation between efforts, performance goals and rewards. However, in a situation where an employee performance rating is based on other factors that are not measurable by employees' input, such organisations might lose highly skilled and valuable workers who may feel cheated. Conversely, if this set of employee's remains with such an organisation, they may be demotivated to perform optimally which may impact negatively on the organisation's productivity.

Employees in public and private hospitals especially in the UK, are now faced with numerous challenges especially in private healthcare settings that accept mainly foreign clients or patients that will have to overcome the social, cultural and financial challenges (Taqdees, Shahab & Asma, 2018). The impact of these challenges is that patients will be demanding for a better user-friendly service to a higher quality of healthcare. Therefore, it is significant for private hospitals to expedite their competitive edge in order gain a competitive advantage over public hospitals like the NHS. Thus, the services and care provided by the clinical employees, are discernible as a momentous source of quality that can soothe the patient's hassles. Regarding the above explanation, employee performance management act as an indispensable paraphernalia to alert healthcare employees about the required standard of quality care that can conciliate patient's worries and ultimately help especially private hospitals to achieve their organisational objectives.

This research focused on investigating whether workers are motivated or not and whether workers think that their performance appraisals management are fair? Evidence shows that business and public organisation that incentivises their workers especially those with outstanding skills and requisite experience in their job roles for high and quality performance, attracts and retain goal-orientated and quality employees. The author used Maslow's hierarchy of needs for employee motivation, Herzberg's two factor theory of motivation for employee satisfaction and dissatisfaction at work, McClelland's three need theory for power, achievement and affiliation for employee motivation, McGregor's theory X and Y of understanding people's motivation, Alderfer's ERG theory of motivation and Mayo's theory of motivation to explore the best management strategies for employee motivation to enhance workers performance. Author also applied process theory of motivation for employee performance using; Smith's equity theory, Vroom's expectancy theory, Taylor's scientific management theory, Bandura self-efficacy theory, Skinner reinforcement theory and Locke's goal-setting theory of employee motivation to help business leaders and unit managers choose the best management strategies for employee motivation and apply effective performance management processes for employee performance management. The next theory on employee motivation to be discussed is Maslow's hierarchy of needs for employee motivation.

Maslow's hierarchy of needs for employee motivation

Abraham Maslow an American psychologist postulated that motivation is the result of a person's attempt at fulfilling five basic needs: physiological needs, safety needs, social needs, esteem needs, and self-actualisation needs (Maslow, 1954). Maslow posited that physiological needs must be satisfied before people can attend to other higher needs on the ladder as people would naturally like to have access to food and shelter which can be provided if their salaries are adequate to help in providing these essential needs. If these basic human needs can be provided with fewer hassles, workers might feel motivated and to some extent, be committed to their jobs. However, the theory of human wants in economics as postulated by Adam Smith, states that human wants are insatiable as people strive for the continuous process of wants while the society is always in a state of scarcity (Smith, 1963). Human wants are the things we desire for example luxury goods which are not fundamental to the maintenance of life. However, human needs are indispensable to the maintenance of life as when those basic needs are not available, people will die (Maslow, 1954).

Maslow (1954) separated needs from wants in hierarchical order as follows, physiological needs which include food, water, shelter, breathing, and sleep. Conversely, people can survive without having expensive items like jewelleries, expensive accommodations and deluxe cars. Next in the hierarchy are the safety and security needs which include health, employment, family and social amenities. The third category of human needs is love and belonging which include friendships, intimacy and a sense of connection. This need category is more visible among workers in business establishments, schools, religious centres, political parties and among family members. The fourth category of needs is self- esteem which includes achievements, respect from others in the society and self-reliance. The last category of needs is Self-actualisation which include creative abilities, acceptance and recognition of others in the society and civility.

Maslow (1954) Posited that people are motivated to achieve certain needs therefore, those needs take priority over others. Workers' utmost basic need is for physical survival, and this will be the first thing that motivates an employee's behaviour in a workplace. Once that level of need is fulfilled, the next level will be, what can motivate an employee in his or her job role. Business leaders and managers should create an enabling environment with a good work culture that can help to identify employee needs and adopt appropriate employee management strategies to meet some of those needs to promote staff well-being for performance enhancement and sustainable growth of that business entity. From the above explanations, it is relatable that an employee can commit to their

jobs if there are no distractions resulting from financial pressures. Having reviewed the classification of Maslow's pyramid of needs, the author suggests that Maslow's theory of needs should be a managerial pivot that business leaders and managers should be conversant and acquiesce with to maximise staff performance. The next theory of employee motivation is Herzberg's two-factor theory.

Frederick Herzberg two-factor theory of motivation

Herzberg's two-way factor theory is a motivation theory that suggests that satisfaction and dissatisfaction at work are influenced by two sets of factors; hygiene factors which are basic job necessities like working conditions and salaries and if not met, could cause job dissatisfaction for the employees affected by poor salary (Herzberg, 1959). Equally, an increase in motivators can lead to higher levels of motivation and job satisfaction as Herzberg postulated that motivators and hygiene factors are independent of each other (Herzberg, 1959). Managers that implement Herzberg's two-factor hygiene theory also called dual factor theory as a motivational tool, enhance employees' job satisfaction and, therefore, can retain good and quality employees.

In the NHS, employees' concerns have always been centred on inadequate remuneration for workers which have resulted in staff shortages in recent times. It is in the author's view that NHS workers would feel motivated if their salary is commensurate with their level of productivity. Consequently, recent staff shortages in the NHS could have been mitigated if the NHS staff were well-motivated. Adequate remuneration for the NHS staff could encourage job seekers to apply for jobs in the NHS UK if the pay package is comparable to other national health services like The Australia Health Service Board. Similarly, the author also used McClelland's need theory for power, achievement and affiliation for employee motivation in business and public organisations to explain the effects of motivation on employee performance in the NHS.

In appraising employee motivation and employee performance management in the NHS, the author used Herzberg's two-factor theory of employee motivation to evaluate the implicit relevance in understanding the rudimentary factors that can motivate employees in the NHS. Herzberg identified that if the hygiene factors are not visible in a place of work, it can lead to employee dissatisfaction which can demotivate staff. However, if the hygiene factors are visible in the work environment, the hygiene factors may not be sufficient on their own to satisfy the workers therefore, the motivators

like the nature of the job and the work environment, might satisfy the employee needs (Bundgaard, 2021).

Herzberg's motivation and hygiene model posited that employee motivation can be achieved even when the employees are faced with challenges. However, if the employees are satisfied with their jobs and work environment, such employees can work cohesively in their various teams to surmount unforeseen challenges due to the intrinsic work satisfaction the employees enjoy in their jobs. Dealing with such challenges effectively, could help to enhance the employee's growth and career development in a workplace, it could also help to boost employees' experience on the job. Managing these challenges effectively could encourage the employees to build capacity and resilience in dealing with challenges on the job for capacity management to demonstrate their commitment and responsibility to their employer or the organisation that they work for. When the employee's hard work is acknowledged, it could enhance employee's job satisfaction which might inevitably enhance the employees' commitment to their jobs and the organisation that they work for respectively. However, employees may feel dissatisfied with their jobs if environmental factors like poor lighting and poor ventilation are visible in their work environment. Other factors like poor working conditions, poor salaries, unrewarding employee efforts, poor supervisory relationships and lack of incentives to boost staff morale could also cause work dissatisfaction for employees in their respective job roles.

Herzberg identified these basic needs and placed the responsibility on the employer to provide these basic needs for its staff to improve the employee's self-actualisation drive to keep the employees satisfied and well-motivated in their jobs. Herzberg's hygiene factors also referred to as the maintenance factors consist of physiological needs, safety needs, and needs for love and affection as stated in Maslow's hierarchy of needs. These needs are not directly related to the job that the employee is meant to do however, it typifies the conditions that are attached to the jobs that the employees are doing. These needs are mainly used to identify some factors that can hinder the employee's performance which can cause work dissatisfaction in their various job roles when these needs which are fundamental to the maintenance of life are not present in a workplace or work environment. Conversely, the presence or the availability of these needs may not basically build strong motivation for the employees but can help to nurture the employee's job satisfaction which eventually could lead to employee motivation and employee job satisfaction in such organisations

(Herzberg, 1987). In the same vein, other hygiene factors like organisational policies and the management systems, practical support and technical supervision to the workforce, interpersonal skills application from the manager or supervisor to the employees, interactive sessions facilitated by the manager to the employees, employee job security, therapeutic support to workers with life challenges issues and better working conditions if well applied, can inevitably impact positively on the employees' job satisfaction and motivation. Herzberg posited that the hygiene factors are not the direct motivators but are essential to mitigate workers' job dissatisfaction while it can be seen or identified as the starting point for employee motivation in their job roles (Herzberg, 1987).

The author would like to find out if the managers in a workplace can reduce or eliminate employee job dissatisfaction in a work environment. Herzberg's (1987) theory of employee motivation and job satisfaction acquiesced that managers could reduce or eliminate employees' job dissatisfaction if the under-listed points are adhered to. These include; fixing poor and unhelpful company policies, provision of effective, helpful and positive supervision with feedback to the employees, developing and supporting an organisational culture that will entrench respect and dignity in a work environment, ensuring that the wages and salaries for the workforce are reasonable, apposite and competitive to provide job security for the employees and to establish grades for the employees in that organisation. Herzberg further stated that if managers can factor in these points in managing employee motivation and employee performance evaluation in their respective organisations, it would help to reduce employees' job dissatisfaction which would inevitably lead to positive outcomes for the NHS especially around employee job satisfaction and employee job retention as it may be pointless making attempts to motivate workers when these mitigating factors have not been fixed. Fixing these factors identified above should be a continuous improvement plan and not just an end. Managers should be aware that for instance, if a particular employee is not dissatisfied with his or her job and work environment that does not necessarily mean that other workers are not dissatisfied. Therefore, managers need to interact regularly with the workers to identify factors in the workplace or work environment that can impact directly or indirectly on the employee's job often resulting in employee job dissatisfaction thereby, creating demotivation for some of the employees in their jobs and their work environment.

Herzberg's theory on employee motivation and job satisfaction has been replicated in several academic and business research with positive outcomes as it has vastly contributed immensely to

helping managers develop supportive strategies to manage the employees in their job roles. Herzberg's two-factor theory has been used by academics and leaders in business and public organisations as a means to enhance workers' motivation and job satisfaction in their work environment as the link between employee motivation and employee job satisfaction is not too complicated. However, the issue that some managers and some employers may face might be, using the hygiene factors to motivate employees which ideally should be a contingency approach and if not implemented from the onset, may motivate the employee in the short run. Managers may use this approach however, believing that the employees can be motivated when monetary incentives are given to the employees may not entirely create and sustain employee job satisfaction. In the same vein, monetary incentives can motivate some employees in the short run but if the management in an organisation are reluctant to review the company's policies and redesign some of the employee's jobs and the work environment for employee job satisfaction in the long run, it may not fully address the need of some of the employees in that organisation. As managers are seeking to motivate employees to enhance employee job satisfaction, management should identify those factors that cause employee job dissatisfaction in their work environment at an early stage and take proactive and appropriate measures to ameliorate those concerns to enhance employee job satisfaction.

The author mentioned earlier that employee job satisfaction and motivation can be facilitated through regular interactive sessions with the employees during supervision to find out what can motivate employees to enhance job satisfaction and to keep the employees motivated in the long run. Moreover, management should take the responsibility of ensuring that the employees are managed objectively with dignity and respect which may involve providing support to the employees to develop quality skills that can enhance their career development. If managers can adopt and apply these approaches and can deliver these interventions effectively without hitches, these interventions can act as a catalyst for the employee's job satisfaction. This can also help the employees to fulfil their potential within and outside their jobs and work environment thereby, giving the employees the opportunities to achieve their set goals with positive outcomes. These interventions if well applied, can also enhance employee job retention in that organisation with a positive impact as that organisation would always benefit from a pool of experienced staff who can help to nurture new employees to maintain the set standard with the primary aim of increasing productivity overall.

Herzberg (1978) also posited that motivators like recognition for employee achievement, and provision of viable support to employees by the managers or their supervisors can help the workforce to be more productive with utmost commitment to their jobs. Another question is how managers can create workable solutions for employee job satisfaction in the workplace. Herzberg's (1987) theory on employee work satisfaction and employee motivation suggested that managers need to work on the motivating factors that are directly connected with the work the employees do in an organisation to determine the factors that can quintessentially keep the employees motivated. Herzberg proposed that every job that the employees do in any given organisation, should be scrutinised vividly to ascertain how that job could be improved upon with employee job satisfaction and employee motivation in mind to make it more satisfying for the employees doing the job. Herzberg suggested that managers and employers should factor in the following to maximise an employee's motivation and job satisfaction which include; managers should provide intrinsic opportunities with supportive mechanisms that can enable the employees to achieve their full potentials, managers should recognise employees efforts and contributions and provide suitable reward schemes to incentivise the employees, managers should develop work that is rewarding and best matches the skills and capabilities of the employees, managers should design and allocate achievable responsibilities to each employees team and provide supervision as appropriate, managers should provide ample opportunities to the employees to enhance productivity which can be facilitated through internal memos on the notice boards and the organisations intranet. Lastly, managers should provide training and development opportunities for the employees for skills acquisition and career development.

However, there are some criticisms by some scholars that Herzberg's two-factor theory applies mostly to unskilled employees whose jobs are monotonous and limited in scope and function (Hayday, 2003). Some of the criticisms centred on faltering the assumption that there is a link between workforce job satisfaction and productivity in any given organisation (Hayday, 2003). Conversely, productivity will naturally increase if the employees are satisfied with their jobs. Some scholarly articles specified that employee satisfaction does not necessarily contribute directly to productivity as employee job satisfaction may be seen as a flabby attribute, while practical measures like employee motivation levels can be seen as more directly linked to employees' behavioural changes and employee performance management in some organisations (Hayday, 2003). In support

of Herzberg's theory of motivation and its direct impact on the workers in any organisation, research conducted by the Gallup Organisation titled, 'First, Break All the Rules: What the World's Great Managers Do' by Marcus Buckingham, seems to provide support for the dissection of employee satisfaction and employee dissatisfaction in two distinct perspectives. In that study, the author pondered on how the study identified twelve questions that can provide a framework to help identify high performing employees in an organisation. The study found that the twelve questions support Herzberg's motivation factors for employee motivation while the hygiene factors indicated very little effect on motivating high performing employees (Harvard Business Journal, 1968).

Another significant study indicated that some social scientists attempted to undermine or quash Herzberg's motivation-hygiene for employees stating that it lacks practical evidence (King, 2005). In King's publication, the use of 'clarification and evaluation of Herzberg's two-factor theory' published in a psychological periodical, clarified and appraised five separate categories of Herzberg's two-factor theory for workers' job satisfaction. Kings asserted that two of those categories are not useful as they are not supported by any empirical evidence (King, 2005). The study also revealed that the other categories are not useful as empirical evidence only reveals 'e' coding biases (King, 2005). Hackman and Oldham (1976), vilified Herzberg's two-factor theory stating that Herzberg's innovative conception of the two-factor model was merely an operational article. The study further stated that Herzberg's two-factor theory does not take into consideration individual employee variances. However, the study anticipated that all workers would react in the same way to changes in motivating hygiene factors (Hackman & Oldham, 1976). Additionally, Hackman and Oldham (1976) identified some problems with Herzberg's theory stating that it does not specify how employee motivation and hygiene factors can be measured.

Whereas some social scientist identified concerns with the 'critical incident technique used by Herzberg in collecting data as incongruous, other social scientists had issues with the categories of workers that Herzberg used in his study (King, 2005). The study conducted in 1986 by Tudor with the Tennessee Career Ladder Program (TCLP), acquiesced that not all employees are motivated by Herzberg's 'motivator needs' stating that teachers for instance, were identified in that study as being more motivated by hygiene needs like monetary rewards (Hayday, 2003). The study also critiqued Herzberg for conducting his study using employees that work mostly in business division, and not considering other employment areas and work environments. However, despite these criticisms, the

author's opinion is that there is visible evidence that supports Herzberg's two-factor theory on employee motivation with a pact for the ongoing relevance of Herzberg's theory. To motivate and satisfy the workers, managers should manage the workers effectively by combining Herzberg's two-factor theory congruently for the distinct needs of the employees. In the NHS for instance, managers should be articulate enough to balance between the motivator factors and hygiene factors that can improve employee job satisfaction, however, should focus more on the hygiene factors as that may motivate the NHS workforce more and would inevitably lead to positive outcomes especially around employee job satisfaction.

In a nutshell, the application of Herzberg's two-factor theory is pertinent to employee motivation and employee performance management for job satisfaction in both business and public work environments. Managers that implement positive factors identified by Herzberg's two-factor theory for employee job satisfaction and employee motivation, would certainly enhance their workers' job satisfaction with a corresponding increase in employee motivation in the work environment. The next management strategy on employee motivation to discuss is McClelland's three needs theory of power, achievement and affiliation.

McClelland's three need theory- power, achievement and affiliation of workers' motivation

David McClelland is a psychologist who developed the triple theory of needs. McClelland expressed that people develop relatively stable personalities early in life and once acquired, remains unchanged (McClelland, 1985). McClelland, consequently, does not see motivation as a hierarchical need as he did not discourse the issue of growth however, he was more concerned with the behavioural consequences of the needs of people. He developed three areas of needs which include the need for power, the need for achievement, and the need for affiliation (McClelland, 1985).

Need for power: In this classification of need, some people have strong need to have influence over others and they aspire to make a significant impact and impression on those with whom they encounter. This need for power links in several ways to Maslow's esteem needs where people can use power to get consideration and build their own prestige (McClelland, 1985). The second classification of need he identified is the need for achievement. People in this class are determined to complete challenging tasks effectively. They have preferences for situations where their own performance on the job can produce good results. The goals they set provide for moderate and

calculated risk, and this category of people or workers, asks for performance feedback to enable them to make reasonable adjustments for success in their future tasks. The last category, which is the need for affiliation, propels the people in this category to exhibit a need to establish and maintain responsive, likeminded connections (McClelland, 1985). They need to like other people and want others to like them. They have an ability to create social networks that will result in meeting these needs.

Since this theory is non-hierarchical, the growth pattern between intrinsic and extrinsic rewards that are a major part of the earlier theories, do not seem to contain the same level of importance. McClelland postulated that employees will be motivated to seek out and perform effectively well in their jobs or tasks that matches their needs. These needs may contain one of the three categories identified and already discussed however, may not be dependent on any movement from one category to another. These three categories of needs, enables workers to identify their own strengths and the limits of each of these classifications. Comparing some of these theories of motivation, Maslow's theory appears a bit compact as it comprises of more steps up the ladder than the others but, it recognises individual's desire for need from one level to the other.

Alderfer's three levels appear to be simpler, less rigid and, therefore, may be more appropriate to the needs of those employees who desire to understand and apply a category of these needs to individual performance. McClelland's research recommendations have been applied in business and public organisations by unit leaders as a motivational tool for employee motivation strategy to boost workers performance to maximise productivity with positive outcomes. The slogan, 'when all things are constant, the individual is different', acquiesces that the use of any theory of motivation in business and public organisations, has its strengths and weaknesses that reveal understanding into employee motivation and provide loopholes for the times when the theory does effectively meet an employee need. The theories of employee motivation and management strategies on employee performance, contributes to better understanding of individual employee behaviour however, the effective application of these theories, depends on the factors that respond to individual employee needs.

A particular theory of motivation applied exclusively by business managers may provide some understanding of individual employee behaviour. Nonetheless, if these theories of employee motivation are combined, people may see the patterns that might help in understanding why some employees feel motivated or demotivated. With reference to Maslow and Alderfer's theory on

employee motivation, to some extent, these theories provide somewhat understanding of why some workers participate at higher levels than others and identify some of the rewards that may help to achieve higher level of performance and continue to keep the employees motivated. From an author's point of view, managers who combine practicable motivation in terms of employee reward with the leadership styles discussed in this study, perform creditably well. While some encounter difficulties and others struggle to provide necessary motivational rewards to employees with low levels of support, some of them still exhibit high technical abilities in their jobs. The understanding of management strategies on employee motivation, provokes new thought processes of how people and staff behaves and help managers and business leaders to understand some general principles of human and workers behaviour. An understanding of these ideologies might help managers to use these theories as a guide for employee motivation and participation for a better understanding and analysis of human and employee behaviours. This understanding can help managers in both business and public organisations in selecting staff that possesses some of these exceptional qualities in their job roles in that business and public organisation during employee's performance evaluation for reward and promotion. To further explore employee performance evaluation and management strategies in employee motivation, the author will use McGregor's theories X and Y to explain the importance of motivation in employee performance evaluation.

Douglas McGregor's theory X and Y of understanding people's motivation

McGregor's theory X, postulates that workers would work hard in their job roles only when they are coerced to do so by their manager or supervisor. According to theory Y, McGregor proposes that workers should be involved in decision making and be self-directed to feel and continue to be motivated in their job roles. Theory X management style therefore requires close and firm supervision with clearly specified tasks and the threat of punishment or the promise of greater pay as motivating factors (Chartered Management Institute, 2015). A manager working under these assumptions will employ autocratic controls which can lead to mistrust and resentment from those they manage. McGregor acknowledges that the 'carrot and stick' approach can have a place but will not work when the needs of people are predominantly social and egoistic. Ultimately, the assumption that a manager's objective is to persuade people to be docile, to do what they are told in exchange for reward or escape from punishment, is presented as flawed and in need of re-evaluation (Chartered Management Institute, 2015).

Applying McGregor's X and Y in practice, Maslow viewed McGregor as a mentor. He was a strong supporter of theories X and Y, and he placed theory Y that people want to work, achieve and take responsibility as evident in a Californian electronics factory (Chartered Management Institute, 2015). However, McGregor found that an organisation driven solely by theory Y could not succeed, as some sense of direction and structure was required. Instead, Maslow advocated an improved version of theory Y involving an element of structured security and direction taken from theory X (Maslow, 1954). Maslow's negative experience with implementing theory Y was combined with that of McGregor in the Procter & Gamble plant in Georgia, where he introduced theory Y through the concept of self-directed teams (Chartered Management Institute, 2015). This plant was found to be a third more profitable than any other Procter and Gamble plant; it was kept as a trade secret until the mid-1990s and before Maslow died, McGregor began to develop a further theory which addressed the criticisms made of theories X and Y that they were mutually incompatible (Chartered Management Institute, 2015). McGregor believed that managers' basic beliefs have a dominant influence on the way that business and public organisations are run with the assumptions about the behaviour of people and employees that are central to this idea. McGregor proposed as part of this theory to include lifetime employment, concern for employees both inside and outside the business organisation working environment, and decision by consensus and commitment to quality which he pragmatically called theory Z (Chartered Management Institute, 2015).

McGregor's theory has been replicated in several academic and business research with questions asked by some academics about the practical impact of the application of McGregor's theory X or theory Y by different managers to employees' motivation and employee job satisfaction in those organisations. However, theory X, which is associated with the autocratic management style management, has been criticised by recent scholars who described theory X as outdated and not suitable in modern management styles for employee motivation and employee job satisfaction. Managers that apply theory Y believes that workers can handle more tasks therefore, they encourage the workers to take part in some project believing that those workers can deliver on the set objectives. Although theory Y is more beneficial in managing workers motivation and job satisfaction however, both theories are not very relevant in modern workplace management for employee's motivation. McGregor's theory Y uses bonus reward scheme to motivate high performing employees however, the rules of punishment associated with theory X is not suitable for

modern management of employees in a work environment. The next employee motivation theory the author will discuss is Alderfer's ERG theory of motivation.

Clayton Alderfer's ERG theory of motivation

Alderfer's ERG theory is a content theory of motivation, an offshoot of Maslow's hierarchy of needs for human motivation. ERG stands for existence, relatedness and growth. Alderfer's theory stated that there are three factors that directs human behaviours in the society, at workplaces or in the community environments. The most important and basic of all the three categories is the needs for existence and the rarest yet the most important is the last category which is the needs for growth (Miller, 2022). In this theory, Alderfer posited that human priorities are not constant therefore, they can change from time to time according to the disposition and personal requirements of an individual (Alderfer, 1989). People's need can change from time to time depending on the immediate need of that person at the time that is fundamental to the maintenance and sustenance of human life and individual requirements at any given time. ERG theory was developed to help in studying the relationship between needs and family, esteem and performance and the need for human rights in the public and in workplaces.

Existence relates to needs that are relevant to the survival of human beings. In line with Maslow's hierarchy of needs, existence needs clearly shows the combination of physiological needs and safety needs which include food, shelter, security, employment, sound health and sufficient sleep are included in existence category of needs (Miller, 2022). Workers' physiological and safety needs include shelter, food and job security. Therefore, if employee's salaries or wages can cater for these fundamental human needs, workers would like to remain employed to enable them pay for these basic needs of life as and when due. With this notion, workers can commit to their job roles with enthusiasm however, if additional incentive is available for staff with outstanding performance like bonuses and gifts for workers in such category, employees will be motivated in their job roles. Consequently, an increase in salaries and bonuses for all workers in their place of work, will keep them motivated with a positive outcome of an increase in productivity.

Relatedness is comparable to Maslow's love or social need and belonging need. Alderfer (1989) posited that relatedness entails relational connections that are fundamental for human survival. Relatedness categories include simple interactions with family members, friends and colleagues in

workplaces. Relatedness simply means the state of being connected with something in some way. For instance, in several places of work, workers sometimes belong to a group which can be a trade union or form their own group for the benefit of the workers in that group. Relatedness in the context of motivation, is a driving force behind human actions or activities. It is a process that initiates, guides and maintains goal-orientated behaviours, especially in places of work. In the NHS for instance, workers belong to trade unions like Unison and Royal College of Nursing (RCN) just to mention a few. The RCN negotiated with the UK Government for salary increments for NHS workers which was approved. Although most of the NHS workers were not really motivated by the 5% increase in salary however, this intervention by RCN had a positive impact as more workers registered with the RCN for connectedness. The most essential step in relatedness needs is the ability to identify the factors and needs that are affecting the motivation of employees negatively. Several methods of obtaining feedback for the work environment can be taken into consideration while identifying the unsatisfied needs in ERG motivation model.

In the growth category which is the last category in ERG motivation model, Alderfer aggregated Maslow's self-esteem and self-actualization needs under growth category of needs which include personal growth and individual development for achieving the best for themselves. Regarding Maslow's hierarchical theory of personality and development, growth need refers to people's determination for self-actualisation, knowledge and understanding (Maslow, 1970). While on full or part time employment, some workers make concerted efforts to develop practical skills through individualised training to improve their earning potential in their place work or to gain employment in other establishments with better salary packages. This process of workers development can be funded individually or by the employer. However, If the employee training programme is sponsored by the employer, beneficiaries of this training programme would feel motivated in their jobs more efficiently therefore, the growth category of Alderfer's ERG theory of motivation for human need is very essential to keep the workers incentivised. This growth strategy if well implemented, will inevitably lead to greater productivity in such business and public organisations and can also, help such organisations to build a reputation that can attract talented workers. Mayo's theory of employee motivation was also used by the author in this study.

Elton Mayo's theory of motivation

Mayo's management theory states that workers will feel motivated if rational factors like civility and unity is prevalent in places of work and not just monetary rewards (Mayo, 1933). Mayo management theory on employee relationships in workplaces has been replicated in several business organisations with positive outcomes as it can help to enhance cohesion amongst workers with a corresponding increase in productivity. Mayo posited that job satisfaction among workers may not be achieved only with temporary incentives like bonuses rather, workers should be involved in the discussion regarding their own employment to discuss the terms and conditions of their services including any immediate concerns that can affect their performance. Workers should be given the opportunity to discuss with their unit managers on how they feel about their jobs and what adjustments they might require enabling them to perform their job roles effectively. If this manager-workers relationship is implemented in workplaces, Mayo opined that workers would feel valued therefore, would put in their best performance at work as they will feel a sense of belonging to that organisation. The diagram below would be used to buttress Mayo's theory of motivation for cohesiveness within each group and subgroups in various workplaces between the employees and their managers.

Mayo's theory of management is centred on cohesiveness amongst workers to boost productivity which lead to a conclusion that people's work performance is dependent on both social relationships and job content (Smith 1998: Mayo 1933). These theories of motivation have common strands, however, what is the effect of implementing theories of motivation for managers in the NHS? Motivation theory is central to the overall management of people especially in workplaces that can help in managing human behaviours with positive outcomes. Managers need to understand why motivation is important to their organisation such as the NHS because if employees are well motivated, they will engage more and commit fully to their job roles thus, making them more productive, more innovative, more satisfied, and less likely to leave their jobs for other better job prospects somewhere else (Auger & Woodman, 2016).

People will naturally put more efforts into anything they are doing if they feel a sense of belonging. If employees are well motivated in any organisation, productivity will increase due to synergy created by the act of motivation. Managers need to identify what can motivate their workers through engagement and ongoing supervision with the workers. If managers can cultivate a work culture that enhances the free flow of communication between various tiers of leadership in business

organisation that is devoid of hierarchy, workers would engage better. If managers pay more attention to employees' demands by listening effectively to their concerns and taking appropriate steps to resolve whatever issues they may have by mutual understanding and agreement, workers' sense of belonging to that organisation will be boosted and productivity will increase. Leaders and managers in public agencies and parastatal like the NHS and private companies must adopt the principles of motivation in managing staff considering how important the services provided by these employees are to the public and the government that pay for the service to be provided to the citizens.

Recognizing that NHS workers are not well motivated based on several reports and publications by the RCN, a professional association that provides indemnity to healthcare workers in the health sector in the UK, employee motivation in the NHS then became a research interest for the author. This study focuses on employee motivation and employee performance management to enhance employee engagement using effective management tools like communication, motivation, interpersonal relationships, trust, leadership perceptions, support, intrinsic work experience, respect, and competency tests for employee performance evaluation (Auger & Woodman, 2016). These are the basic leadership and management tools that leaders in public organisations such as the NHS, can adopt to develop a productive process and keep the workers motivated. This study formed the basis of Elton Mayo's human relations theory of organisational management for a wider investigation of the role human nature plays in motivation and job satisfaction. Mayo's analysis and interpretation of the studies examined several key aspects of the effect of social contexts on worker motivation and productivity. The following questions are pertinent to this study; the means of appealing to motivating influences for untapped potential, the qualities of effective leadership and supervision, worker participation and involvement in company decision-making, employees' job satisfaction, employee resistance to change and group culture (Islamia, 2005).

"To reinforce the concerns of lack or inadequate motivation for workers in the NHS, below is an extract from a recent publication by the RCN." "This week, we told the NHS Pay Review Body (PRB) that the Government must enhance nursing salaries to tackle the worsening workforce crisis in the NHS. We have made three demands in our formal submission of evidence to the PRB, which makes recommendations to the Government on wage rises each year as follows; to deliver a substantial above-inflation pay to all nursing staff, to pay nursing staff a significant yearly salary supplement on top of the pay rise and to recommend measures to improve long-term career prospects for nursing

staff. The RCN demands came after the result from the survey of thousands of frontline nursing staff revealed almost half of those in the NHS are actively planning or considering leaving their jobs. Without a significant pay increase, many more staff could be forced to leave the NHS which may further limit the NHS's ability to provide safe and effective care (RCN, 2024).

The author recognised this concern from the workers in the NHS which does not apply to nurses only. Other workers in the NHS like the doctors and other allied workers including domestic staff are facing the same issue of underpaid salaries with no other incentives available to them. Workers' protests for salary increments in the NHS have been more rampant in the past decade compared to previous decades due to the rising cost of living globally. Available statistics show that most workers especially those on the front line like nurses are stressed due to staff shortages. If staff salaries in the NHS are increased to match the rising cost of living as a consequence of inflation, more nurses would apply for permanent job roles in the NHS which will inevitably reduce nurse shortages. This can be a motivating factor for nurses to apply for work in the NHS as issues of work stress can be managed better if there are enough staff to cover different shift work patterns in the NHS. Having adequate staff on each shift could boost staff morale, increase in productivity, employee job satisfaction and quality care delivery to the people.

In the same publication, the secretary to the RCN stated that "the crisis in the nursing workforce deepens each day as thousands of experienced staff decide to leave the NHS, fed up with being undervalued and underpaid. When nursing professionals with the greatest clinical experience leave the profession, patient care ultimately suffers. Failing to deliver the pay justice nursing staff deserve has consequences. Only decisive action can now help stem the loss of staff and protect patients. When the government refuse to listen, our last resort is striking to be heard (RCN, 2024).

Employee performance evaluation is an essential tool that has been used extensively in most business and public organisations especially in hospitals that have a massive number of diversified workforces. Nevertheless, not all employee performance evaluation are being carried out effectively in these organisations. Given the fast-changing economy especially in the healthcare sector with budget cuts, staffing shortages and other economic issues and challenges, employee performance evaluations can be particularly problematic (Barz, 2017; Abbas, 2014). Deb (2008) posited that employee performance evaluation processes that most organisations practise are different due to organisational culture and highly competitive environment. By adopting a good employee performance evaluation method, an organization like the NHS, can evaluate its employee's

performance more appropriately with much better outcomes (Tweedie et al., 2019). Contemporary studies reveal that proper employee performance evaluations are fundamental to measuring employee efficiency or productivity in business and public organisations (Curzi et al., 2019)

Elton Mayo's theory of motivation and managing human behaviour is inviolable in this circumstance that job satisfaction among workers may not be achieved only with temporary incentives like bonuses. Rather, workers should be involved in the discussion regarding their own employment to discuss the terms and conditions of their services including any immediate concerns that can affect their performance.

The next theory for employee motivation is Equity and Vroom's expectancy theory as explicated below.

Equity theory and Vroom's expectancy theory of employee motivation

Smith's equity theory of motivation postulates that for people to be motivated, individuals need to perceive that the rewards they receive for their performances are fair, and that the rewards are like those received by employees with the same skills and experience in other organisations. (Reece et al. 2021: Adams, 1965). Equity theory explains the individual perception of fairness in social exchange relationships based on the individual's input into the relationship and the output of those relationships compared with the ratio of the input and output of other people (Davlembayeva & Alamanos, 2023). If employers want to motivate their employees to achieve optimum efficiency in the organisational processes, the equity concept with Vroom's expectancy theory is fundamental in workers' motivation strategy which ideally, should be a primary concern for business leaders and managers in every organization. Thorndike's law of effect suggests that employees will repeat actions that result in a favourable outcome if they are well motivated, while actions that result in a negative consequence are unlikely to be repeated (Reece et al., 2021). Thorndike law of effect states that behaviours followed by pleasant or rewarding consequences are more likely to be repeated, while behaviours followed by unpleasant consequences are less likely to be repeated (McLeod, 2024). Thorndike's principle was introduced in the 20th century through experiments conducted by Edward Thorndike, who found that positive reinforcement strengthens associations and increases the frequency of specific behaviours (McLeod, 2024).

Concerning Adams's equity theory, he posited that the level of employee motivation that results from the employee's perceived inequity will be based on the magnitude of the visible perceived

inequity (Reece et al., 2021). Therefore, a perceived inequity amongst workers can have either a positive or negative outcome on an employee's motivation which may affect the efficiency of the workforce in that organisation. For instance, if an employee thinks that the reward given by the employer is insufficient and incomparable to the service provided by that employee, such an employee may lower work efficiency to a level the employee thinks is proportionate to the reward received from the employer. Equally, if an employee thinks an additional reward was given for services provided, such an employee may increase efficiency at work to the level of the reward received and might be willing to work overtime when the need arises. Regarding healthcare staff shortages in the NHS, if the nurses and doctors are well-remunerated, they will feel motivated to work extra shifts to cover staff shortages.

Comparing equity theory with Vroom's expectancy theory, expectancy theory is based on the concept that employees will try to maximize the rewards they receive for the efforts they put in at work. Vroom viewed employee motivation from two perspectives. Firstly, Vroom thinks that employee efforts will be rewarded and secondly, he thinks that a price should be assigned for employee reward to be received (Reece et al., 2021: Buford & Kindner, 2002). Equity theory considers fairness and challenges inequity for employee rewards while expectancy theory considers employee efforts for rewards to be given. When considering the management implications of equity and expectancy theories from a wider perspective, the author suggests that managers at all levels should cultivate and apply both theories in their organisations for a positive outcome. Although, expectancy theory is difficult to apply as managers are not able to use this theory routinely in evaluating employee performance for rewards, it is an indispensable notion for managers to imbibe. On the contrary, whereas managers need to understand expectancy theory, it is very crucial for managers to use the equity concept routinely especially when planning and implementing employee rewards schemes to avert the effect of perceived inequities which can dampen employee morale and decrease productivity overall. The next motivation theory to discuss is the scientific management theory for employee motivation.

Fredrick Taylor's scientific management theory of employee motivation

Fredrick Taylor's scientific theory of motivation suggested that if managers can analyse work using scientific management methods, it will be possible to find an easier and better way to perform a job. Taylor considers that if managers organise work most efficiently, the organisational productivity will

increase (International Journal of Research, 2020). Taylor posited that organising work efficiently, will lead to an increase in productivity. Therefore, managers can reward employees with tangible incentives by either giving additional remuneration to workers, giving bonuses when set targets are achieved or organising an event outside of the work environment to honour workers with valuable gifts for their outstanding performance. This Taylor argued was an employee-only motivation that can boost workers' morale and the desire to commit to their job at all times. Taylor further stated that both management and workers should cooperate and work together to achieve the organisational goals for a better outcome (International Journal of Research, 2020).

Taylor was the only management theorist who suggested the use of scientific theory in managing employee motivation in workplaces to improve workers' efficiency and increase productivity. He was also the first management theorist who propounded that the primary functions of managers should be planning and training their workers to maximise their potential abilities to enhance performance at work with positive outcomes (Kaplan, 2020). Taylor's notion of scientific management was focused on improving employee productivity, efficiency and effectiveness in business organisations using scientific management principles and approaches which consist of four principles (Kaplan, 2020). Four scientific principles and approaches suggested by Taylor for improving employee efficiency, effectiveness and productivity are: an employee job description should be analysed in detail to identify the most efficient techniques to use to maximise employee efficiency to boost productivity (International Journal of Research, 2020). In line with Taylor's scientific theory of management for employee motivation, if employees are given targets with incentives attached to such targets, most employees will work hard to achieve the target set by their employer for a reward or rewards. This will increase productivity, and increase employee motivation for work including working extra hours or overtime to meet set targets. If incentives are attached to workers' performance, employers can fully harness and maximise their workers potential skills and workers' will feel a commitment to their job.

Workers should be managed scientifically by using the most suitable workers that have been appropriately trained to boost productivity. Taylor's scientific management theory has been replicated in various research activities and widely used in most business and public organisations especially in engineering and in medical fields due to the technical nature of the jobs in those fields. Workers need to be properly trained in their various job roles to maintain consistently in the quality

of work done or the services always provided for instance in the NHS. Training workers in their job roles may lead to expertise as most workers have the propensity to master their job roles with time. For workers in the nursing and medical field for example, adequate training is required to enable them to perform optimally in their respective job roles.

In the NHS, workers are trained properly before they are allowed to support patients with their care needs. This is a positive remark having worked in the NHS as workers has never complained of not being trained in their job roles. NHS provides adequate training for all employees to enable perform their job roles in their various teams effectively. The main concern with the NHS workers especially nurses and doctors revolves around inadequate salary and lack of incentives either in form of bonuses or interest-free loans due to the nature of their job roles in the NHS. NHS nurses and doctors are requesting for competitive pay packages in line with other top national health services like Norway and Australia. In recent times, the NHS faced acute shortages of nursing and medical personnel due to poor pay packages which are perceived by employed and prospective employees as inadequate.

Managers should make all key decisions and provide detailed instructions for workers to follow to maximise efficiency (Kaplan, 2020). After workers have been trained appropriately, they are meant to perform their respective tasks in line with their job descriptions and report to the manager assigned to supervise the group for employee performance appraisal. This will enable the managers to identify if further training is required to enable all employees to complete their jobs effectively. Additionally, work should be divided between managers and workers with close collaboration between the two groups to maximise work efficiency and increase productivity. Employees are usually assigned supervisors to oversee the tasks performed to identify if every employee is performing at the expected standard and if not, supervisors should discuss with the workers in this category, the level of support they would need to enable them to do their job effectively. Managers can follow up with direct supervision and intermittent performance appraisals to ensure all employees are well-trained and competent to do their job. Taylor's scientific management theory for employee performance perspectives is explained below.

Science, not Rule of Thumb: Taylor posited that each job should be performed in an organisation in line with the scientific method as these were developed after proper analysis and research. Ideally,

this should not follow the rule of thumb which is based on intuition, trial and error methods and approaches therefore, not suitable for modern businesses. When science is applied instead of the rule of thumb in any job, it standardises work and helps workers get a specialised way of performing tasks to avoid time wastage, unnecessary costs and other waste of valuable resources (International Journal of Research, 2020).

Harmony, not Discord: Taylor's emphasis focused on maintaining harmony between the management and workers in the workplace. He stated that this will reduce conflict and promote friendly relationships among workers which can result in improvement and increase in productivity. Taylor also stated that there should be a transformation in thinking of both managers and employees, which implies that managers should share the gains with the employees to motivate them to work hard to create a synergy and ensure work efficiency and is always sustained (International Journal of Research, 2020).

Cooperation, not Individualism: The cooperation and not individualism principle is an extension of the principle of harmony and not the discord principle. Taylor suggested that competition should be substituted with cooperation. Taylor further stated that managers and employees should understand that they need each other to achieve the organisational goals. Consequently, managers should work with constructive suggestions from their workers and at the same time, workers should cooperate with their managers to create synergy to boost productivity and enhance work efficiency (International Journal of Research, 2020). Taylor also suggested that there must be an even division of work and responsibilities between workers and their managers to improve work efficiency to achieve the organisational goals.

Training and development of each employee for greater efficiency: Training and development of each employee is the last principle in this segment. Taylor opined that due consideration should be given by both the employees and managers to increase efficiency. This he stated can be established right from the process of employee selection during recruitment. He suggested that each employee should be scientifically selected and then assigned tasks in line with their areas of specialization. Taylor suggested that employees should be properly trained to enable them to perform the task they are assigned to as no one is perfect. Therefore, there should always be an opportunity for managers to train their employees by setting up training and development units to enhance their

workers' performance in their respective jobs. Job training and development are crucial to productivity increase and capacity building as consistent training will bolster staff competencies, skills and learning which will be beneficial to the organisation and the staff.

The author believes that the NHS has implemented these principles of training and development for each employee who works for the NHS. NHS established training and development units across each of the NHS Trust to identify staff training needs and then take appropriate steps to facilitate the training and development of staff with positive outcomes. The author believes that the NHS training and development units is highly rated compared to some other healthcare organisations. However, staff motivation remains a focal challenge in the NHS as recent survey indicated that most workers in the NHS are not well-motivated therefore, some workers have left the NHS while some other staff are considering leaving the NHS. The essence of using several theories of employee motivation in this study is to appraise several perspectives of staff motivation by various authors in different organisations. Bandura's Self-efficacy theory of motivation is explicated below

Bandura's self-efficacy theory of employee motivation

Bandura defined self-efficacy theory as an individual set of beliefs that determines how people can achieve a plan of action in particular situations (Bandura, 1977). Bandura identified the factors that influences the way people set goals, approach challenges, and eventually achieve success. He refers to an individual's belief in their ability to use their skills to complete certain tasks using four key elements of self-efficacy: performance outcomes, vicarious experiences, verbal persuasion and psychological feedback (Lopez-Garrido, 2020). Bandura suggested that performance outcome is the most effective source of efficacy information as it provides the most realistic evidence of whether one can aggregate whatever it takes to succeed. He stated that success builds a robust belief in one's personal efficacy while failures reduce it particularly if failures occur before a sense of efficacy is firmly established (Bandura, 1997). Bandura further stated that vicarious experience which holds that people like themselves succeed by sustained individual efforts, raises observers' beliefs that they can succeed as well as they believe that they possess the requisite skills and knowledge that can enable them to succeed (Bandura, 1977).

Verbal persuasion can encourage or discourage an individual's ability to perform to succeed while the emotional and psychological state of a person can influence how they feel about their personal

abilities in a particular situation (Bandura, 1982). The author suggests that managers learn about the social cognitive theory and apply Bandura's self-efficacy theory while reviewing workers' performance to help them identify each workers' strengths and weaknesses and take appropriate steps to support the employees with their training needs to enhance employee engagement, improve employee job satisfaction, improve employee job performance with an increased efficiency for productivity increase overall. If managers or supervisors can appraise Bandura's self-efficacy theory of motivation as clarified in this study and use supervision and feedback as a strategy for employee performance enhancement, it could help the worker to achieve their set goals, enhance their work efficiency in their respective jobs and optimise employee performance in the work environment with positive outcomes.

Bandura's self-efficacy theory can have a direct impact on an employee's work performance and work satisfaction as cognitive, motivational, affective, and decisional processes discussed in Bandura's self-efficacy theory can influence the quality of work employees do in their respective jobs in a work environment (Bandura, 1977). Some categories of employees believe that their self-efficacy influences whether they think cynically or positively which is often determined by self-efficacy drive in performing their job responsibilities towards the attainment of the set goals. Bandura's self-efficacy theory can impact how well workers are motivated in their respective job roles even in difficult times to achieve the goals they have set for themselves or the goals they must achieve in their jobs that have been set by their organisations. The outcomes of these job expectations that are directly or indirectly linked to intrinsic rewards attached to these job roles for the employees can sometimes, determine if the expected outcomes can be achieved or not. Workers believe in adopting coping mechanisms even in difficult situations if their performance on the job is linked to a reward. If the employee's performance is linked to rewards like bonuses, this incentive can play a key role in the workers' self-regulation of emotional states toward achieving the set goals and can also keep the workers motivated (Bandura, 1986). Bandura's theory depicted that the effects on the quality of the workers' emotional lives and stress issues in their work environment can have an overbearing impact on the employee's performance. However, the availability of incentives like giving employees a fully paid day off from work based on performance as a rest day, can have a positive impact on the employees' motivation and employee performance on their job in a work environment. Therefore, Bandura's theory states that an employee's self-beliefs of efficacy can contribute to an employee self-development which invariably, can change the employee's

concerns choice processes on the job (Bandura, 1986). Additionally, Bandura stated that such self-beliefs can also affect the list of options an employee can consider and the choices the employee can make at important decisional points based on the choices of activities and the work environments which will enable the employee to set the course of his or her life paths for what the employee will become (Bandura, 1986).

Bandura acknowledged that social cognitive theory does not only provides knowledge for predicting behaviour but can also be seen as a theory of learning and change for the workforce (Bandura, 1986). Social cognitive theory specifies the techniques and mechanisms of the employee's learning as the workers operate through these methods as follows; attentional, representational, translational and motivational processes (Bandura, 1986). The learning aspect of the social cognitive theory which is seen as the key feature of the social change model, is a representation of the social cognitive theory showing how employees can acquire knowledge using cognitive, social and emotional propensities in line with their behavioural competencies (Bandura, 1986). Bandura posited that the scope of an employee personality theory may have an essential social implication on how the social cognitive theory will be applied as the theory confined itself predominantly to prediction which is deeply adapted towards selection based on the qualities and the personalities each employee possesses (Bandura, 1986). Bandura's theory further stated that a scope that addresses both prediction and change, can provide an actionable awareness or information on how to enable each employee to develop the desired qualities required to improve their living conditions which can also, develop the scope of negotiation or mediation effect. (Bandura, 1986).

Trait theory postulates that people's or employee's motivation are embedded in the individual or the employee's personality or trait which differentiates these individuals or employees in different situations over a given period (Scheffer & Heckhausen, 2018). Employee motivation was described as the result of an interaction between situational incentives and an employee disposition where personality traits can influence why some employees act in a motivated way in different ways and other employees act in a divergent manner as well due to their personality traits (Scheffer & Heckhausen, 2018). However, employee motivation can be attributed to the causal effect of an employee's situational incentives that align with their stable traits which are part of the employee's personality (Scheffer & Heckhausen, 2018). Moreover, these personality traits are dissimilar from one employee to another over different situations but are relatively stable over a given period (Scheffer & Heckhausen, 2018).

What the employee personality traits portends is that what motivates a particular employee in a place of work even in the same job role may demotivate another employee in different situations in a work environment for employee engagement and employee work satisfaction. Some employees maintain the same standard of practice and attain the same level of performance with better quality of service even under intense pressure or stressful situations due to their entrenched abilities in managing their performance effectively even in difficult situations. There is evidence that some employees achieve higher results in difficult situations. For example, during the COVID-19 pandemic era, the author's observation in practice during the pandemic was phenomenal as some clinical staff were motivated to work long hours primarily to support ailing patients while their salary was the same. Clinical practice by some of the nurses, doctors, volunteers and other allied workers during the COVID-19 pandemic era is a clear indication or example of employee motivation in stressful and adverse situations. COVID-19 presented a global challenge that could have exterminated several clinical practices all over the world and could have increased the death toll to an unprecedented number during the pandemic if not for the timely intervention of self-motivated clinicians. However, the severity of COVID-19 impact was less compared to what the outcome would have been if not for a well-timed and effective intervention of the clinical staff who were self-motivated and helped to provide the required clinical intervention in a timely manner regardless of the rewards especially in monetary terms.

From the above explanation, author suggests that managers or supervisors should develop a separate employee's performance management plan for each individual employee to find out how their personality can impact on their job performance especially in stressful situations to create a robust management plan. If this is done collaboratively between the manager and the employee, it will have a positive impact on the employee's performance on the jobs as it will help the employees to manage their job performance expectations effectively even in stressful situations in their work environment with little or no concerns.

Human endeavours involve diverse aspects of activities however, the employees are different in the areas in which they develop their self-efficacy and the stages in which the employees nurture their self-efficiency in their respective job roles in a work environment for career development (Bandura, 1997). For instance, if a senior manager or a supervisor has developed a high self-efficacy for managing employees in a workplace or work environment and has a low self-efficacy for managing his or her family life with moderate self-efficacy for social activities, how do these divergent types of

self-efficacy make a general sense of self-efficacy (Bandura, 1997)? Promoters of a trait view of self-efficacy, considered general self-efficacy to provide no information integration theory on how diverse specific self-efficacies are weighted and integrated which can stimulate a general self-efficacy (Bandura, 1986). Social cognitive theory addresses the issue of whether efficacy information is based on different causes and whether activity areas are integrated protectively, progressively, constructively or empirically as social cognitive theory similarly specifies a few conditions under which there may be some generality of self-efficacy over several activity spheres (Bandura, 1997).

The next discussion is employee motivation and employee performance management for employee job satisfaction is Skinner's reinforcement theory of motivation which is relevant to this study.

Skinner's reinforcement theory of employee motivation

Skinner's reinforcement theory postulates that when positive reinforcement for a learned reaction is broken, people often continue with the same behaviour for some time. However, if the non-reinforcement continues, the behaviour might decrease in frequency and intensity and may ultimately diminish (Adams, 1965). Skinner proposes that the external environment of any organization must be designed resourcefully and positively for employee motivation to enhance work efficiency with positive outcomes (McLeod, 2024). From the inception of this study, the author clarified the importance of employee motivation in business and public organisations like the NHS. If an employee displays positive behaviour, it usually results in positive outcomes in terms of productivity which may likely continue if the employees feel motivated. However, if an employee displays negative behaviour possibly due to a lack of motivation, it might result in low productivity which will have negative consequences in that organisation and may likely be repeated if the employees feel demotivated. Reinforcement theory of motivation directs the internal state of an employee performance and motivation as it focuses on the feelings of that employee. Positive reinforcements are one of the key concepts in behavioural analysis in psychology which is germane to employee motivation (McLeod, 2024).

The author suggests that using behavioural analysis is essential as it is one of the psychological interventions that managers should use in managing employees' work motivation to enhance employee job satisfaction and improve employee job performance in a work environment due to the practical approaches involved in employee's behavioural analysis process. Behavioural analyses are

based on psychological principles which implies that, people and employees can be organised for a positive behavioural support using incentives like rewards that is linked to employee's job performance to improve the employee's work efficiency with a corresponding increase the organisations productivity overall. These rewards structures if well applied and managed effectively by the unit leaders or supervisors, can encourage employees to work hard and may also encourage teamwork as most tasks in a work environment are usually assigned on a teams or group basis in both business and public organisations such as the NHS and other private health care organisations here in the UK.

Skinner's reinforcement theory on employee motivation and employee performance shows how motivational needs can affected an employee emotional or perceptual empowerment of each individual employee motivational needs assessment level. Skinner stated that employee's emotional motivation merely focuses on intrinsic task rewards for to enhance the employee's competence on the job and self-determination with positive impact. Skinner's motivational requirements for employee work performance for achievement, power, affiliation, and growth are independent variables, while the employee's intrinsic task motivation is a dependent variable. There is need for the manager to identify and make reasonable efforts to enhance the employee's development needs, improve employee performance achievements, empower the employees and develop and maintain affiliation with the employees as Skinner's theory stated suggested for a positive impact on the employee's intrinsic motivation on the job.

To determine how intrinsic task motivation can affect an employee job satisfaction and an employee performance on their job, Skinner reinforcement theory states that employee's behaviour perspectives can affect an employee's motivation referred to as the behaviourist approach (Liussters & Achua, 2013). Worker's achievement of their set goals or the goals set by their employer is related to the employee's need for achievement in their jobs at any level of employment either at a high social demand for power or to develop a need for affiliation which can stimulate a strong morale in the employee development process in that organisation. Effective managers have higher demands for authority, moderate needs for achievement, and reduced needs for affiliation in line with the theory of positive reinforcement which denotes, rewarding employees with desirable attributes in their job performance, this approach could help employees to maximise their job performance towards the achievement of the organisational goals and objectives (Liussters & Achua, 2013).

Skinner stated that the above approach of an employee motivation for optimal performance in a work environment is mostly dependent on external control factors which invariably, is an illustration of Skinner's "operant conditioning" that was developed from Skinner's research. Skinner opined that the consequences of an employee's behaviour can be propagated or moulded in a work environment. These consequences are what Skinner referred to as reinforcers or reinforcing behavioural approaches which could be either be negative or positive reinforcements. The positive reinforcement approach can motivate employee to work hard with the aim of getting a reward when the task is completed effectively to the expectation of their superiors who mandated them to complete the task. However, negative reinforcements could cause delays and unpleasant or undesirable stimulus in a work environment as some academics think that negative reinforcements can cause an employee or an individual to escape and avoid learning (Nickerson, 2024).

Negative reinforcements also indicates that if an employee is exposed to a hostile situation in a work environment and the termination of that situation is contingent upon some reactions, it could then be inferred that such an employee has been enforced negatively (Nickerson, 2024) Negative reinforcement could be helpful or harmful however, negative reinforcement that results in punishment, is less likely to be repeated in future than positive reinforcement that attracted rewards to that employee (Nickerson, 2024). Research has shown that positive reinforcement is often more effective than negative reinforcement which uses punishment to transform and uphold an unpleasant behaviour (Liu & Achua, 2013)

When selecting a positive reinforcement approach in a work environment, managers or supervisors can adopt Maslow's hierarchy of needs to plan of what is right for each employee, with a notion that what could be seen as rewarding to an employee, might be different from a group of employees or may not be to another employee (Liu & Achua, 2013). Once the manager has established the incentive value of those consequences, the manager can use a dissimilarity of endorsements on the employees to enhance their performance in a work environment which can be identified during supervision. When this is achieved, the manager can then begin to identify the reinforcers that could have positive effects on maintaining employee performance and self-absorbed behaviour as the most effective way to resonate the positive reinforcement theory could be, to align with positive reinforcement activities that may help to lessen bad behavioural combinations that create favourable adaptations (Liu & Achua, 2013).

Skinner's reinforcement theory is fundamental to employee motivation and employee job satisfaction in a work environment. This study has shown how Skinner's reinforcement can positively impact employee performance in their work environment to enhance employee engagement and employee job satisfaction with positive outcomes. Skinner's reinforcement theory can be used to support work future research in the field of management especially in employee engagement, employee job satisfaction, and employee motivation and employee job performance appraisals. In this research, the author used Skinner's reinforcement theory to gain an understanding of how dependent and independent variables can provide different levels of motivation for the employee in a workplace. The requirements set out in this theory should be used by managers in different organizations to explore the best approach or strategies to motivate employees with positive outcomes to enhance the performance of the workers in that business organisation. However, before reviewing Skinner's reinforcement theory of motivation for employee performance appraisals and employee job satisfaction with the use of this theory in business and public organisation especially in healthcare settings like the NHS, has been discussed to support future study in related research areas.

The last theory in this study on employee motivation and employee performance management in the NHS that is relevant to this study is Locke's goal setting theory.

Locke's goal-setting theory of employee motivation and performance management

Goal setting theory as defined by Locke, points to an action or task that a person or an employee consciously desires to achieve in the cause of performing a task or an activity (Locke & Latham, 1990). Goal setting involves the conscious process of establishing different levels of performance to achieve the desirable outcome. For instance, if people or a team realises that their current performance is not achieving the desired outcome, they will typically increase their efforts, change their strategy or evaluate their performance and take appropriate steps to improve their capacity if they feel well motivated in their job roles. Goal setting is a cohesive way of motivating people or a team by means of giving incentives to employees to increase productivity to achieve the organisational objectives.

Goal-setting theory suggests that specific and challenging goals can enhance employee motivation and performance in a workplace with an emphasis on clarity, challenge, commitment, feedback and complexity (Locke & Latham, 1990). To keep employees fully motivated, five key goals including clarity, challenge, commitment, feedback and task complexity must be used consistently in setting

employee goals. Goal setting theory is a useful theory for employee motivation that has been applied by both business and public organisations like the NHS. For employee goal-setting in the NHS for instance, the author suggests that managers should use SMART method of decision-making strategy while setting employee goals for efficiency and effectiveness to achieve the desirable outcomes. Worker's goal setting strategies must be SMART to enable employees to achieve the set target with positive results. SMART strategies help business organisations to establish long term plan to achieve their organisational goals.

Locke's study indicated that there is a relationship between how difficult and specific a goal might be set and people's performance of a particular task in a workplace (Locke & Latham, 1990). Locke found that specific and difficult goals led to better task performance than ambiguous or easy goals. Hard goals are more motivating than easy goals, as people feel accomplished when they work hard to achieve their goals. Locke reinforced the need to set specific and difficult goals. Locke and Latham, (1990) outlined the characteristics of successful goal setting as follows; clarity, challenge, commitment, feedback and task complexity to achieve organisational goals with desirable outcomes. The author suggests that unit leaders and managers in business and public organisations embrace and apply Locke and Latham's goal theory in their respective organisations to maximise workers' efficiency to increase productivity to make it possible for managers to incentivise their workers.

The next topic is the research question and hypothesis formulation.

Research question and hypothesis

The research question in a study is the question that the author intends to answer while completing a project, dissertation or thesis. When conducting a research, researchers should formulate their research questions in such a way that it will not be too easy and not too difficult to answer, not too wide and not too constricted to answer and not too descriptive rather, should be logical (Kumar, 2005). A research question is the main question that a research or study attempts or tries to answer using clear research questions to direct the research activity and stating specifically, what the author intend to find out from the study to provide a road map or focus to navigate the study. Good research questions will clarify the author's writing and intentions to provide the people who will make use of the research materials the focus and direction for their own study or for academic development. The research question for this study is stated below.

Research question: What management strategies can motivate employees for optimum performance in their respective job roles in the NHS?

Research hypothesis:

HO: The NHS unit manager's management strategies are positively motivating for employees.

HA: The NHS unit manager's management strategies are demotivating for employees.

This study was facilitated with the aid of sampling and a questionnaire to generate primary data using correlation test statistics to test the null (HO) and alternative (HA) hypotheses. The author observed that the respondent's attitude was a critical factor in gathering primary data using the questionnaire as most staff were engrossed with the notion that if they participate in completing the questionnaire, their employer would find out and disengage their services with the NHS. The author designed the questionnaire anonymously without any means of identification like a barcode to encourage the employees to complete the questionnaire yet, most employees in the NHS declined to partake in completing the questionnaire as they believed they would be sacked if their employer found out that they participated in the research. This is a major limitation of this study as if many employees participated in completing the questionnaire, the author believe it will provide a wider view of NHS workers on management strategies on employee motivation and employee performance evaluation in the NHS. If many NHS workers participated in this research, the primary data generated would have been considerably large enough to support statistical testing at various levels of significance. However, with 108 responses on a Likert scale and 113 responses on binary scale test statistics using Statistical Package for the Social Sciences (SPSS) 23 software version, the author was able to carry out statistical tests at a 5% significance level with positive outcomes having completed a comprehensive analysis and interpretation of data to aid the study as detailed in subsequent sections of this research.

The author was fully committed to completing this research despite unforeseen challenges encountered whilst distributing and collecting the questionnaire from the respondents. The author applied various theories of motivation in this study with greater emphasis on Vroom's expectancy theory for qualitative explanations and analysis in this study as Vroom's expectancy theory has been replicated in various research as a managerial pivot for employee performance management and evaluation in business and public organisations with positive outcomes. The author used anonymous sources of primary data collection method due to ethical considerations, data protection code of

practice and information governance issues in the NHS in line with the provisions of the GDPR (2018).

Research resources on employee motivation and employee performance evaluation in the NHS UK like journals were inadequate for the study. However, findings from this study would contribute to the existing literature and vast depth of knowledge that will be available for future researchers. Also, the findings from this study will be beneficial to business leaders and managers in both business and public organisations to enable them to make effective management strategies on employee motivation and employee performance evaluation decisions in their organisations. Additionally, the findings from this research, would congruently help in carrying out employee performance evaluation more appropriately using best practices and evidenced-based approaches with positive outcomes

Problem statement of the study

Selecting the right management strategies for employee performance evaluation is very essential as it enables leaders and managers in both business and public organisations, to apply the best evaluation techniques for employee performance. The author applied the five C's of strategic management key traits as follows; credibility, compelling vision, charismatic communication, contagious enthusiasm and culture building to facilitate employee management success and sustainability in appraising employee performance (Weese, 2019).

Business and public leaders and managers are responsible for creating an adaptable flexible organisation that consistently achieves its strategic goals. However, some of these goals have flaws because managers may apply the process approach instead of a result-driven approach which underpins the essence of this study (Drucker, 1977). The author used five uncommon attributes of effective strategic management by Peter Drucker. Drucker (1977), identified five uncommon attributes for employee performance management as follows: Leaders develop and deploy an effective strategy, leaders operate effective management processes leaders understand their employee's needs and how the organisation delivers them, leaders ask questions of inquiry as part of management process to understand if they need to adjust their strategic goals based on the information the people and processes share with them and lastly leaders value the contribution of others (Clarke, 2018). Business and public leaders and managers that work with these uncommon attributes promote, an enabling environment for capacity building. They also help their organisation

to maintain and improve employee performance to increase productivity and ensure the sustainability of the employee evaluation process as leading by process, generates values that enhance employees' capability to do what they must do better (Warner, 2012).

Purpose statement of the study

This research focuses on investigating whether the NHS employees are motivated or demotivated and whether they think that their performance appraisals are fairly managed. The outcome of this study is slightly different from the existing studies as the author discussed ten employee incentive schemes that be used to motivate NHS workers to increase their efficiency level at work where appropriate incentivising schemes can be facilitated more effectively. The author opined that managers can motivate employees using the following incentive schemes; recognition and rewards, referral programmes, profit sharing, health and wellness welfare schemes, bonus and raises using Halsey and Rowan plan, professional development, employee rewards in the form of specific holidays like work anniversaries using fun contests like quizzes to reward and recognise employee who participates most, additional time off, choice of projects and tuition reimbursement for high-performing employees undertaking work related course of study that can increase the employee's productivity in that organisation (Wong, 2020). Managers can also use motivational schemes for their employees that are designed to encourage increased productivity and efficiency to achieve organisational goals (Shannon 2020: Maslow, 1954). In the same vein, applying management principles identified by the author in this research especially for strategic management in business and public organisations for employee motivation in this research, would have a positive impact on employee performance management outcomes especially in the NHS (Yin, 2013).

Author used public health competency-based employee performance management model guidance for managers and employees to explain employee performance management. There are three broad employee management processes in Public Health Association of British Columbia journal of public cycle of employee-based performance management which the author thinks will be useful in employee performance management in the NHS (PHABC, 2015). This public health of employee performance management provides collaborations and engagement of employees using a range of public health practice and systems to promote employee performance management in public health services as applicable to the NHS UK (www.cpha.ca).

Table 1: Public Health Cycle of Employee-Based Performance Management

Performance Planning	Review and Feedback	Performance Evaluation
What goal must be achieved by the employees?	What is the level of employee performance?	How did the employees do?
To what standard?	Can the employee do better?	How can the employees do better?
What skills are needed?	Has anything changed?	What new skills have the employees learned?
What development is required?	Timing: Reviews and ongoing feedback	What skills do the employees need to develop?
Timing: Start of the cycle		Timing: End of cycle

Performance planning is the first stage of employee performance management process. Performance planning seeks to identify what tasks must be achieved. What is the standard expectation of the task to be achieved by the employees? What skills are required for the task? What development is needed for the successful completion of the task and how will the employees complete the tasks? The planning stage of employee performance evaluation is where the goals for the employees and skills for each employee are set with a plan for learning and development (OPHA & Partners, 2010). Managers and employees agree on the task to be performed, identify the employee skills requirement for the task, managers to set the goals and create a learning and development plan to ensure the goals are achieved within the set timeframe.

Public health competency-based employee performance management model shows a cycle of managing employee performance for success where objectives are developed, know-hows or skills are integrated, and constructive feedback provided for employee continuous improvement in their jobs (OPHA & Partners, 2010). The objective of public health competency-based employee performance management model was primarily intended to provide a flawless guidance to managers that will be effective and flexible public health competency-based employee performance approach. This model would help in managing and evaluating employee's performance in line with the public health employee performance management skills set standards or criteria. The author proposed that the NHS, being a public health service organisation would benefit from the public health model stated above in managing employees performance if the managers at various level in

the NHS, can adopt some of the guidelines provided by the Canadian public health model. (www.cpha.ca).

The public health competency model defined competencies as an observable knowledge, abilities, talents, skills, inspirations or qualities defined in terms of the requisite behavioural expectation of the employees by their employers in public organisations like the NHS, to practice public health model positively for an operative and efficient employee performance evaluation management process. Integrating competencies within the organisational performance management process, could enable managers to provide feedback to the employees not only on 'What' was achieved that is, performance objectives but also 'How' the job has been performed using behavioural statements as a basis for providing feedback (OPHA & Partners, 2010). The benefits of a competency-based employee performance management process are as follows:

- ☐ It helps to establish a clear link between an organisational and individual objectives
- ☐ It recognises exemplary employee performance and achievements
- ☐ It encourages ongoing communication through coaching and meaningful feedback
- ☐ It creates a high-performance organisation and career (OPHA & Partners, 2010).

The public health model cycle of employee-based performance management divided into three segments: performance planning, review, feedback and performance evaluation as show in Table 1 above.

The planning performance stage of employee performance evaluation requires managers to agree on the competency profiles of the employees, set key performance goals and objectives which can be assessed using key performance indicators (KPI) and then establish a learning and development plan for each employee in that organisation. Agreeing on a competency profile of employees is fundamental as it will enable the managers to assign roles and responsibilities which sometimes might represent the ideal competencies required for a job or tasks precisely, however, can provide direction to managers on how to manage employee performance evaluation more appropriately. The planning stage of the public health competencies-based employee performance management model requires managers to set employee performance objectives clearly and without any form of ambiguity. The planning stage provides managers with an opportunity to develop a one-to-one

employee performance objective in line with the job the employee is meant to do that will also align with the overall performance objectives of that public organisation.

A performance objective is a pointer of an employee's effective work performance management which can support the managers in evaluating employees' work performance more appropriately in checking if the employees have achieved the expected objectives required for their job roles or not using the KPI's that were relevant to that public organisation with positive outcomes (OPHA & Partners, 2010). The planning stage of an employee performance of the public health competency model enables the managers to identify the knowledge, talents or skills, specific tasks and the attitude of each employee in that public organisation to demonstrate their skills that align with the set performance objectives throughout the performance cycle (OPHA & Partners, 2010). This approach might help to establish a clear link between the organisational cycle and individual employees' action plans provided by their supervisor or unit manager to facilitate a continuing open communication regarding employee's performance expectations in line with what the actual employee developmental requirements indicate.

Setting objectives using SMART way means to write the objectives in such a way that the objectives are specific and clear to the manager and the employee of what needs to be achieved and, to set a standard that the manager or supervisor can use to appraise the workforce performance. In other words, it is simply setting specific goals against suitable performance criteria for employee performance evaluation. Suitable criteria for setting employee performance objectives include relevant objectives that are directly linked or attributable to the employee's job in a SMART way (OPHA & Partners, 2010). Another suitable criterion is the acceptance that an objective set for the employees, needs to be acceptable to the manager. In determining if an objective is acceptable to the employees, the manager needs to evaluate how that objective or goal, can assist in reaching the team's set goals. Also, managers need to find out how the objective can affect their performance and the impact it will have on the employee confidence if not achieved so that the employee's morale will not diminish (OPHA & Partners, 2010).

SMART objectives should be measurable against suitable criteria for the manager to observe and measure the objective. SMART goals should be achievable however, must not be too easy to achieve by the employees to meet with specific standards within the same industrial benchmark. SMART

goals should be realistic which means, the goals or objectives should be within the realm of control of the manager in terms of authority and resources of the employees to perform. Lastly, SMART goals should be time bound, meaning that the goals set for employees, should have a time limit to achieve them with well-defined timelines to enable the manager to evaluate if the objectives were achieved or not. If not achieved, to redesign the performance goals to make them more achievable. The process of redesigning a goal may include having a face-to-face session to provide feedback to employees about their performance outcomes. The feedback session will also provide an opportunity for the manager to ask the employees questions about what did not go well to find out if the employees know what to do. This will enable the manager to identify the areas each individual employee encountered some difficulties and then, redesign the employee performance goals with some input from each employee feedback sessions.

Evaluating employee performance is the last stage to be discussed in the public health competency model for employee performance evaluation which the author believes will be useful to unit managers in the NHS. Towards the completion of the employee performance appraisals as indicated in the public health competency-based employee performance management cycle model, the employee and manager or supervisor will meet and discuss the outcome of the employee performance evaluation to find out if the employee achieved the set goals or not. While the manager is responsible for carrying out the final appraisal, the employee performance evaluation process should be a team-up effort. Employee performance appraisal is a common understanding of the quality and level of everyone's employee performance in line with the competency's requirements over a given period and stages of employee performance reviews. Typically, this should represent the tasks the employee has performed and how they performed them to achieve the goals (OPHA & Partners, 2010). Employee performance evaluation comprises discussions between the manager or supervisor and the employee in that organisation. The Employee performance review process could involve self-assessment. An employee could be asked to complete the appropriate public health competency performance appraisal meeting to help the manager assess their competency level against the public health employee performance management competency profile for their specific role (OPHA & Partners, 2010). Employees could be asked to reflect on the specific behaviours that they have demonstrated at work during the employee performance review process. The manager may also consider consulting with other managers from external sources if possible as an option to provide valuable information to foster

effective employee performance evaluation. Completing self-assessment or self-evaluation, may take time therefore, the manager can arrange for some short sessions to complete the assessment (OPHA & Partners, 2010). Self-evaluation is inimitable in that the rating scale may assess each employee's behaviour on how the employee achieves the set goals and if not, what behaviour will be best then enhancing the employee's performance. The outcome of self-evaluation could be used by the manager during employee performance appraisal meetings to identify the employee competency developmental areas of needs and to assist in planning learning and development for future employee performance management cycle. Another stage of the employee performance evaluation process is for managers to discuss the outcomes and results with the employees.

Discussing employee performance outcomes and results with the employees at the performance review meeting is very crucial as it will provide an opportunity for the manager and the employee to discuss the employee's performance objectives using a face-to-face approach. This will enable the manager to discuss the extent to which the employee performance objectives have been achieved or not, and for the manager to provide feedback to the employee based on the written outcomes and results that have been prepared by the manager and the employee respectively before the meeting. At the meeting, both the manager and the employee will agree on a score or grade of the employee's performance, based on mutual expectations that have been determined earlier at the planning stage. At the meeting, the manager and the employee could discuss behavioural examples of each competency in the public health competency model as shown below, to determine if the employee achieved the expected proficiency level or not. An excerpt of the public health proficiency-based model table for employee performance management is presented below which the author will explain in-depth in the literature review.

Table 2. Public Health Competency Level Chart for Employee Performance Management Cycle (www.cpha.ca).

Employee Competency Requirement	Level 1	Level 2	Level 3	Level 4
Public Health Sciences and Professional / Technical Knowledge This category of	Demonstrates introductory understanding and ability,	Demonstrates basic knowledge and ability and	Demonstrates advanced knowledge and ability and	Is recognised as an expert and develops new approaches, methods or policies in

competency requirements includes key knowledge and critical thinking skills related to public health sciences and technical knowledge: behavioural and social sciences, biostatistics, epidemiology, environmental public health, demography, workplace health, and the prevention of chronic diseases, infectious diseases, psychosocial problems and injuries, Competency in this category requires the ability to apply knowledge in practice.	and with guidance, applies public health sciences and or other technical knowledge in a few simple situations.	with guidance can apply public health sciences and or other technical knowledge in common situations that present limited difficulties.	can apply public health science and or other technical knowledge in new or complex situations. Guides other professionals.	relation to developing knowledge of public health sciences and other technical knowledge.
Assessment and Analysis This category describes the core competencies needed to collect, assess, analyse and apply information (including data, facts, concepts and theories). This competency requires that a person make	Processes complex information.	Integrates and interprets broad and complex information.	Identifies and handles ambiguity.	Formulates broad strategies on multi-dimensional strategies issues.

evidence-based decisions, prepare budgets and reports conduct investigations and make recommendations for policy and programme development.				
Policy and Programme Planning, Implementation and Evaluation This category describes the core competencies needed to effectively choose options, and to plan, implement and evaluation policies, programmes and or process systems in public health and other professional areas. This includes the management of incidents such as outbreaks, emergencies and other process systems.	Demonstrates introductory understanding public health and other policies and programmes.	Conduct basis programme planning and evaluation with assistance.	Independently designs programmes and policies identifying necessary actions and resources required for implementation.	Guides other professionals in policy and programmes development and conducts risk assessments.
Partnerships, Collaboration and Advocacy	Operates effectively within	Manages existing partnerships	Seeks partnership opportunities.	Facilitates partnership

This category captures the competencies required to influence and work with others to improve the health and well-being of the public through the pursuit of a common goal. Partnership and collaboration optimise performance through shared resources and responsibilities. Advocacy (speaking, writing or acting in favour of a particular cause, policy or group of people) often aims to reduce inequalities in health status or access to health services.	partnerships			
Diversity and Inclusiveness This category identifies the socio-cultural competencies required to interact effectively with diverse individuals, groups and communities. It is the personification of attitudes and practices	Respects diversity	Creates an inclusive environment	Embraces diversity and builds the needs of others into plans	Drives diversity within the organisation and surrounding community.

that result in inclusive behaviours, practices, programmes and policies.				
Communication Involves the interchange of ideas, opinions and information. This category addresses numerous dimensions of communication including internal and external exchanges; written, verbal, non-verbal and listening skills; computer literacy; providing appropriate information to different audiences; working with the media and social marketing	Listens and clearly presents information.	Fosters two-way communication.	Adapts communication.	Communicate simple messages.
Leadership This category focuses on leadership competencies that build capacity, improve performance and enhance the quality of the working environment. They also enable organisations and communicate to create,	Meets organisations fundamental needs	Facilitates achievement of results	Builds strong teams	Empower team members

communicate and apply shared vision, missions and values.				
Ethics and Professionalism This is the ability to demonstrate and support organisational ethics and values and adhere to professional codes of conduct to manage self, others, information and resources.	Demonstrates the organisation's ethics and values.	Proactively identifies ethical implications	Promotes the organisation's ethics and values	Inspires others through ethical leadership

Public health competency-based employee performance management model, 2010.

This model is relevant in public health organisations like the NHS as it provides self-evaluation tools that both the employee and the manager can use to reach a consensus on the employee rating or grade of the employee's proficiencies levels. The employee and the manager can review the outcomes and results of the employee's learning and development plan, and then decide if the learning and development objectives has been met or not. If the objectives are not met, both the manager and the employee can discuss the application of the employee's learning and use the results to start the employee performance management process for the next cycle (OPHA & Partners, 2010). The next public health proficiency-based employee performance management process to discuss is employee performance evaluation ratings.

Managers should check that the employee's profile competency of the public health performance management is met in line with the expectations rating that demonstrates the expected performance of a fully functional employee who is experienced in the job role (OPHA & Partners, 2010). A new employee may receive a performance review that mirrors the learning and developmental need towards an expected competency level as specified in the public health

employee performance management model cycle. A new employee may receive a proficiency rating of 'progressing' which could reveal the employee's learning and developmental needs towards achieving the expected proficiency level for continuous improvement in the job role. Also, employees should review their achievements from their own standpoint, especially where an employee thinks that he or she, has exceeded the performance expectations and may have been challenged or rated poorly previously. Such employee should be ready to discuss these challenges to explore how these challenges can be alleviated and may be facilitated through self-improvement in the next employee performance management cycle (OPHA & Partners, 2010). The next public health competency-based employment performance management process is managing the dialogue.

Managing the dialogue involves facilitating several review meetings between the manager and the employee during the year to discuss employee performance and to provide support where there is a deficit to enable the employee to feel more confident to share their accomplishments. If this process is managed effectively, it will enable the manager to understand how best to support the employees to ensure they achieve the set goals. However, appraising employee performance sometimes poses challenges that can result in errors. Employee performance errors could include but are not limited to; not recording employees' performance information accurately and in a timely manner, using global assessment ratings for employee performance that are not relevant to the employee's job roles and giving average ratings to all or most of the employees. If an employee disagrees with the overall rating after the appraisals with his or her manager or supervisor, the manager can record the employee's comments and check against suitable criteria for correctness and completeness for support and guidance with future employee appraisals.

Nature of the study

Employee motivation plays a vital role in the development of business and public organisations like the NHS, as it increases employee productivity and effectiveness to achieve organisational goals. Regarding employee motivation and employee performance evaluation, the author investigated the effect of incentives on employee performance and social connection on employee work motivation. Employee motivation is a prerequisite for the success of the business and public organisations as it enhances workers' performance effectively which can help to achieve the organisational objectives. Employers depend on the performance of their employees for an increase in productivity for the sustainability of that business or public entity which can be achieved if the employees are well

motivated. In the same vein, employee work motivation can be described as a set of vigorous forces that stem from individual employees to initiating work related behaviour because of incentives received or attached to their performance at work with positive outcomes. Additionally, work motivation contributes directly and indirectly to an employee's performance as research has shown that employee motivation could be seen as a source of positive energy in an organisation which can lead to recognition of an employee's performance and accomplishments (Nicolescu & Verboncu, 2008).

Available literature identified several models of work motivation. One of the primary models is Maslow's (1954) need hierarchy theory, which proposes that humans fulfil a set of needs, including physiological, safety and security, belongingness, esteem, and self-actualisation. Moreover, Herzberg's (1966) motivation-hygiene theory proposed that work motivation is mainly influenced by the job's key challenge and provision of opportunities for recognition and reinforcement. In the NHS, employee work motivation is high with no corresponding incentives. Lack of adequate incentives for NHS employees decreases their morale which has resulted in intermittent strikes especially amongst the medical and nursing teams in recent times. Clinical workers in the NHS believe that their workload is enormous. However, if there are available incentives to cushion the effect of the heavy workload assigned to the clinical team, they will feel valued and motivated in their jobs. Consequently, due to a lack of adequate incentives for these categories of staff, they have been engaging in strikes and pushing forth their demands for an increase in salary and better working conditions supported by their trade unions like the Royal College of Nursing with minimal effect.

The author used quantitative and qualitative techniques in this research. The quantitative technique is good for research with no predetermined answers (Yin, 2014). A qualitative study may not show clearly management strategies on employee motivation and employee performance evaluation with statistical results. However, quantitative techniques can help academics evaluate question using both numeric and non-numeric data (Yin, 2014). Similarly, a multiple-study design is relevant to this study as stated in the research methodology of management strategies on employee motivation and employee performance evaluation in the NHS.

Research questions

Research questions were designed to find out whether employees are motivated or demotivated and whether they think that their performance appraisals are fair. The research questions in this study include four central questions that are relevant to the research topic.

Research questions that this study tries to uncover are:-

- ☐ What are the current reward metrics available for the NHS employees?
- ☐ What are the metrics used to assess employee performance and how do they link to rewards?
- ☐ Selection criteria for employee rewards in the NHS, are they transparent or biased?
- ☐ Are there any audit committees in the NHS to check compliance with stated metrics and guidance as regards reward structures?

Research objectives

A research hypothesis which is an idea or proposition that is developed from the theory, was used to test the statistics. Quantitative data was tested from the hypothesis formed: null hypothesis (H0) and alternative hypothesis (H1 or HA). Null hypothesis proposes that no statistical significance exists in a set of given observations and it is used to assess the credibility of a hypothesis by using sample data (Collis & Hussey, 2009). However, the alternative hypothesis indicates a connection between the two variables in the study, that is, the dependent and independent variables (Collis & Hussey, 2009). An alternative hypothesis in statistics refers to a proposed statement or argument in the hypothesis, it indicates the existence of the statistical relationship between variables that usually align with the research hypothesis (Chartered Finance Analyst, 2023). The author tested the data generated from completed responses in the questionnaire using SPSS 23 software version to test the statistics for both hypotheses. SPSS volume 23 helped to generate information that enabled the author to analyse and interpret the data used in this study for finding and recommendations. It also assisted the author in making suggestions on areas of further research on management strategies on employee motivation and employee performance evaluation in the NHS for contribution to academic literature. The p-value calculated as shown in Table 2 normality test and table 3 correlation analysis was 0.000 as the data set was not evenly distributed. However, Spearman-rank test was used to determine the correlation in one of the research questions indicated as 0.388.

Conceptual framework

Definition of Leadership and Management Strategy: Leadership involves responsibilities aimed at achieving ends by using available resources both human and material resources and ensuring cohesive and coherent organisation in the process (Ololube et al., 2013). Strategy on the other hand is the long-term direction of an organisation in terms of its vision and mission to meet its organisational goals (Johnson & Sobczak, 2021). Management strategy involves; planning, execution, monitoring development and progress (Drucker, 2012). In management practice, management by objectives (MBO) is used to explain certain types of interactions specific to a manager and the employees (Drucker, 2012). MBO is the process by which the objectives of an organisation are agreed to and decided between the management and the employees and by this, employees understand what is expected of them and set their own individual's goals (Drucker, 1954).

MBO is designed to align objectives throughout an organization and boost employee participation and commitment (Drucker, 1954). The author explains the MBO concept earlier in McGregor's Theory X and Theory Y of employee motivation in business and public organisations. MBO theory suggests that allowing employees to participate in goal setting enhances participation, commitment, and loyalty between the employees (Gordon, 2022). The focus of MBO theory is concentrated on employee rewards, instead of punishment. Thus, the MBO theoretical concept requires business leaders and managers in workplaces to provide continuous support to their employees (Gordon, 2022). Consequently, if the expected outcomes are not met after employee performance appraisals, business owners and their managers should review their goals and set employees targets in line with Locke and Latham's theory on organisational goal setting (Locke & Latham, 1990). Also, managers should attempt to take corrective steps and actions to motivate employees and adjust the business goals as required. For the success of this management style and theory, the organisational goals should be specific, measurable, achievable, relevant, and time-bound represented by an acronym SMART (Doran et al., 1981).

Specificity looks at what the organisation is trying to achieve, identifies who is going to be part of the team, finds out why the organisation is trying to embark on a particular goal setting strategy and when the task should be performed. Being specific while setting organisational or group goals, provides a clear picture of the task to be performed and the expected outcome thereby, transferring the responsibilities to the employees and their teams and then holding them accountable for the result afterward (Doran et al., 1981).

Measurability looks at how an employee's performance will be measured and the evaluation criteria or techniques to be used for measurement. Managers should explain if the measurement will be based on the number of workers in a team or if the workers will be reviewed based on individual or team efforts in terms of productivity, will each team have an equal number of workers with the same skills and experience and how will the managers assess employee's performance?

Attainability shows the tools that managers and employees can use or have used to achieve the organisational goals. However, if the goals are not achieved, what should the managers and employees do differently to achieve the desirable outcomes to achieve the set goals?

Realistic looks at, whether it is possible for employees to meet the goals set by their managers. How much time and effort should the employees put in at work either individually or as team to achieve the set goals? If the goals are not realistic, what can the managers do to make the set goals realistic? Do the managers need to change the goals to make them realistic and achievable?

Timeliness shows the timeline set by the managers for the employees or the teams to achieve the set goals. Therefore, managers should work with the final objective and backward plan to create an outline. Backward planning gives the big picture and helps identify all that needs to get done. However, organisational goal setting strategies and implementation can be complex but once achieved, goal setting provides a place for reflection and to identify areas for future growth or change in that organisation (Doran et al., 1981)

The benefits of goal-setting to business or public organisations are; it adds value to the work that employees are doing, it helps to distribute the workload evenly and more effectively, it allows business leaders and managers to review employees' progress, it helps managers to find out how to move forward if the organisation encounter hitches, it help both managers and employees to manage their time more efficiently and resourcefully to mitigate burn out or excessive workload for an employee or the team. Goal-setting establishes what business leaders and managers are trying to achieve, clarifies the definition of success for an organisation, or an entity and helps to develop a clear purpose that can help with the recruitment of volunteers or community partners especially in public organisations like the NHS. Goal-setting helps in budget development, budget allocation and identification of resources for an organisation or an entity, it states that an organisation can provide manageable tasks and lastly, goal-setting helps both business leaders, public organisations, managers and employees to work smarter and not harder to achieve set goals (Doran et al., 1981).

Operational definitions

The leadership model in the NHS UK is categorised as follows; inspiring with shared purpose, leading with care, evaluating information, connecting with the NHS service, sharing the vision, engaging with different teams within the NHS, holding to account, developing capability and influencing others for results (NHS Leadership Academy, 2022).

Inspiring Shared Purpose: This shows essentially how valuing a service ethos with curiosity can improve the NHS services and patient care optimally in line with the principles and values of the NHS UK (NHS Leadership Academy, 2022). If NHS staff are well-motivated, they will optimise patient care in line with the laid down code of practice to sustain NHS values with positive outcomes.

Leading with Care: This encompasses leadership qualities and social care understanding that can provide a caring and safe environment to enable employees within the NHS to work effectively without limitations (NHS Leadership Academy, 2022). Every possible effort must be made to arrive at a mid-stretching innovation and differentiating strategic vision as this could potentially become an energising force for employee participation, commitment and communication in the NHS (Lazenby, 2018).

Evaluating Information: This model intends to use available information to generate new ideas with effective plans for service improvement by making evidenced-based decisions that can meet the needs of all service users within the NHS service which can be facilitated by obtaining feedback from patients. (NHS Leadership Academy, 2022).

Connecting with the NHS Service: This recognises how different areas of work relate with other parts of the service. It makes leaders aware of how things are done in different teams and creates an overarching link for leaders to collaborate effectively for quality service delivery (NHS Leadership Academy, 2022).

Sharing the Vision: This establishes how leaders convey clear vision consistently to instil hope and help others to see how their work fits in. This can be achieved through effective communication, not by compelling employees about a vision and failing to make meaningful contributions to achieve it as this will hinder the end goal within the service (NHS Leadership Academy, 2022).

Holding leaders to Account: This model intends to agree on clear performance goals and quality indicators to support employees and teams to take responsibility for their results, providing

feedback and most importantly, leaders can create clarity about the expectations of an employee performance to focus on the demand of the job for standard service delivery (NHS Leadership Academy, 2022).

Developing Capability: Leaders create learning and development capability for employee development opportunities to build capacity that can enable an employee to meet the future challenge through individual and organisation learning experiences as a model for employee development (NHS Leadership Academy, 2022).

Influencing employees for Results: Leaders are very sensitive to the concerns and needs of employees and various teams within their organisation. Therefore, they often build networks to influence and plan how to prioritise and allocate resources for effective service delivery in line with the organisational policies on resource allocation (NHS Leadership Academy, 2022).

Assumptions, limitations and delimitations

Assumptions are things the researcher will consider as a given that will be relevant to the study (Kirkwood & Price, 2013). In the same vein, the author assumed that leaders and employees in the NHS UK will participate in this research to help generate primary data for statistical test and analysis. Limitation places restrictions on research thereby, revealing the areas of weakness of the research (Marshall and Rossman, 2016). Limitations in research may include the following: time constraints, sample size determination, data availability, and respondent's willingness to complete questionnaires, inadequate funds to aid research, ethical considerations and data protection regulations.

Delimitation represents the scope of study that is within the control of the researcher (Yin, 2014). This research specifically investigates whether employees are motivated or demotivated and whether employees think that their performance appraisals are fair or not.

Significance of study

The essence of conducting this research on employee performance evaluation ideally, is to recognise and reward employee's efforts as this can lead to efficiency optimisation as well as boost the employee's morale and increase job satisfaction either through promotion, salary increase, free holiday trips, study support incentives and other incentivising schemes (Vroom, 1964). Using Vroom's three components of expectancy theory, instrumentality ideally should yield a desired outcome if an employee's performance expectation is achieved. However, expected performance

set as goals for employees ideally should result in desirable rewards for employees with outstanding performance which will make the effort worthwhile. There should be a correlation between efforts, performance goals and rewards however, if employee performance appraisals are based on other factors, like prejudice, an organisation might lose skilled employees (Vroom, 1964).

Employee performance evaluation is key to an organisational goal congruence as positive feedback to employees in both business and public organisations after employee performance appraisal with benefits such as, promotion, increase in employee salaries and wages and other incentivising schemes without any form of prejudice. If this is facilitated effectively by managers, employees would feel valued and increase their work efficiency which could enhance productivity in that organisation. This study aims to evaluate employee performance assessment using available literature on employee motivation and employee performance evaluation in the NHS. The author also used the survey method of the current practice in the NHS where the questionnaire was used to elicit information from NHS employees to support this study. Author designed the questionnaire as a five-point Likert scale and a two-point scale also called a binary scale to compare the participant's responses to elicit information that will assist in generating primary data. As this research is conducted for employees working in the NHS, the author found that the available literature on this topic, does not support this study. Therefore, using a questionnaire is very essential to help elicit information that will assist the author in completing this study.

This research topic on employee motivation and employee performance management in the NHS is an interesting research area. However, gaining access to valuation information to aid the study is difficult with restrictions due to ethical considerations and information governance issues in the NHS. Eliciting information from NHS employees using questionnaire is essential to guarantee the originality of the information source to improve the validity and reliability of this study. Nevertheless, some of the employees did not participate in this study as they stated that participating in the study may have some negative outcomes. The author explained that the information each participant will provide in the questionnaire will be treated as confidential as no barcodes were created in the questionnaire and no name of the participants is required. Having provided this assurance to the participant did not change some of the employee's decisions as some of them did not participate in the study.

In a nutshell, the number of NHS employees that participated in this study was less than the actual number of the sampled population which was 150. From the sample population of 150, author calculated the sample size using FX statistical formula to arrive at 113 approximately as the sample size to be used in this study. What that means is that if author distribute 150 copies of the questions to the NHS workers, and 113 copies of the completed questions are returned, the information provided will then be collated and tested statistically. Regarding the five-point scale questionnaire, only 108 duly completed questions were returned which the author received from the participants. However, author also received 113 fully completed questions for the binary point scale questionnaire from the participants but the binary point scale data was not used in this study. The two-point scale questionnaire was only used to compare the participant's responses with the five-point Likert scale questionnaire design to see how the participants would respond to the questions as they requested a five-point scale questionnaire design from the author to provide more answer choices for them to choose from.

In the past decades, health care organisations have mainly focused on promoting quality care for patients and service users. However, motivating and retaining employees has been a major challenge as most employers in the health sector trivialise employee engagement and employee job satisfaction which ideally will have a positive impact on employee retention. The benefits of retaining skilled staff in most organisations especially in the health care settings cannot be over emphasised. Having skilled and competent employees in any health care setting enhances continuity of care which on the long run, would improve the hospital's reputation as surveys conducted on patients' experience will have positive outcomes. Employees would feel motivated if their performance rating agrees with their performance on the job and achievement of the set goals and objectives. If managers can enhance employee job satisfaction through active and positive engagement, it will boost productivity with positive outcomes toward achieving the organisational goals and objectives.

Employee motivation is central in business and public organisation as it encourages teamwork, it reassures employees of inclusivity culture in that organisation which could boost employee's commitment to their job roles towards the attainment of the organisational goals. If employees are engaged effectively in every aspect of their employment in an organisation, their passion for productivity will increase, their commitment toward every aspect of that organisation's operations will be managed effectively as the employees will feel that they have a sense of belonging in that

organisation. Therefore, such employees will work assiduously to ensure that the organisation succeeds as they believe that they will benefit from the success of that organisation in form of rewards. However, where employees are not engaged or motivated in their job roles, such employees will either apply for jobs in other organisations where they feel that their expectations can be met.

In practice, if one employee leaves an organisation because of the concerns, some of the employees may follow the same trend which could cause a bandwagon effect with implications like high staff or employee turnover, low staff retention, low-capacity building to maintain a competitive edge, high cost of training new employees and low productivity level. The danger of this type of trend is that such organisations may lack adequate manpower that is required for the smooth operation of that business or public entity due to loss of experienced staff to manage key positions. It takes on average, between three to six months for new employees to systematically adapt to their job roles for them to work independently with minimal or no supervision which is the time that probation period covers for employees on a permanent contract. From the above specifics, it is incontestable that if managers can adopt a positive engagement culture with the employees, and provide adequate motivation with a hitch-free and effective employee performance evaluation management process during the annual employee performance appraisals, it will enhance employee performance in achieving the organisational goals and will equally boost productivity overall.

Contribution to the academic literature

The main concept of this research topic is to critically analyse the findings because, if leaders can identify motivation strategies that influence employee satisfaction and performance, productivity will increase (Germain, 2012). This research focused on whether employees are motivated or not and whether they think that their performance appraisal management is fair as performance appraisal with the desired incentive, can motivate employees in the NHS UK.

It is very crucial to engage employees in decision making as positive effect of employee engagement is key to any organisational success. Deci and Ryan (1985) piloted a significant study on employee engagement and expanded on the study carried out by other researchers by differentiating between intrinsic and extrinsic motivation in business and public organisations such as the NHS. With reference to Maslow's hierarchy of needs, aptitude, self-sufficiency, and psychological relatedness which are fundamental to psychological needs, can motivate employees to cultivate behaviours that are essential for psychological health and well-being of the employees and if they are motivated in

their various job roles, it can lead to optimal function and growth in that business or public organisations (Deci & Ryan, 1985). Evidence shows that basic needs of satisfaction have been found to directly relate to the dedication of employees in their respective job roles as the author suggested in the study if NHS employees are well motivated, it will have a positive outcome in terms of productivity increase, employee job satisfaction and high reputation within healthcare organisations globally (Vandenabeele, 2014).

Human resources department or unit in most organisation is responsible for formulating strategies that managers to use to ensure that the employees are motivated using a few factors that are relevant in that work environment to improve employee's performance. Motivated employees are those categories of workers that make conscious efforts in their jobs with a decision to make reasonable efforts to achieve a set goal with positive outcomes. Every Individual or an employee differ from one another in what is more valuable to them which can act as a motivation even at difficult times. Several situation or notions that can encourage an employee to work hard in a workplace to retain their jobs. Some of these factors include fear of job loss, achievement of set goals, financial prompt, and group goals or objectives requirement in an organisation. It can be argued that some employees may require a dissimilar drive with a variety of abilities in completing their jobs in an organisation. However, the motivation process always starts with identifying the needs of the employee to find out what can motivate the employee. If managers perceive that an employee's need is lacking which causes their behaviour to change, managers should make reasonable efforts to remove those factors they feel cause deprivation to enable the employees to maximise their potential.

These needs could be a physiological need, a psychological need or emotional need, a social need, a financial need and a safety need. There are classical theories in management that explained most of these motivation needs like Maslow's hierarchy of needs which author has clarified to provide more support to manager in dealing with employee motivation and managing employee performance in a work environment. These theories stimulated modern theories that serve as the basis for dealing with and managing employee motivation. One of these theories is the traditional view which is based on some of the study from the work of Taylor's scientific management which the author has explained in in-depth in this study. Taylor's scientific management stand postulated that the manager's responsibility should be to determine and adopt the right approach or technique the employees can benefit from Taylor's management theory for employee motivation and employee

performance management as it is a good theory where employee wages will increase as a result of productivity increase as Taylor argued that money is the main force that motivates employees in a work environment (Salvatore, 2016).

Review of the academic literature

Literature review is defined as a critical evaluation of the existing body of knowledge on a topic that guides the research and demonstrate that the relevant literature, has been located and analysed (Collis & Hussey, 2009). Existing related literature has been reviewed with empirical research, research problem has been identified and conceptual model explained thoroughly, hypothesis and statistical testing methods has been explained by the author. Additionally, dependent, independent and control variables were explored for evaluation that assisted in data gathering, data analysis, data interpretation and findings which formed the basis for recommendation in this research.

Motivating employees can increase their dedicated to contributing meaningfully to that organisation and enable the employees to realize how valuable they are within the organisation if they are fully engaged. Bolman and Deal (2014) suggested that there is an opportunity for workers autonomy when self-determination theory (SDT) is hauled. SDT is a framework for improving employee motivation and stimulating positive outcomes like commitment, well-being and employee engagement in both business and public organisations (Bolman & Deal, 2014). This influence surpasses the benefits of intrinsic rewards as most employee will be motivated and fully committed in their job. Meaningful work could permit for an increase in employee participation however, it might not guarantee that the employee will be fully engaged. The need for autonomy, intrinsic rewards, and influence are required to achieve employee engagement as this can increase employee motivation and job satisfaction (Bolman & Deal, 2014). Employee motivation is linked to the concepts of the SDT as psychological needs could lead to the formation of employee identity by intrinsic motivation (La Guardia, 2009).

Using potential and commitment can influence an individual's values, behaviour, and goals, which are healthy factors for an employee's identity formation (La Guardia, 2009). Fullagar and Mills (2008) theorised that a significant relationship exists between intrinsic motivation and flow involvements. Flow involvement is the holistic sensation that employees feel when they are engaged in their work which will be beneficial if the managers in the NHS, can engage their employees using this strategy (Fullagar & Mills, 2008). The relationship between intrinsic motivation and flow supports considering

engagement as the psychological need for autonomy (Granatino, Verkamp, & Parker, 2013). Kahn, 1990, defined employee engagement as the harnessing of organisational members themselves to work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performance.

Assessing demographic identities as they relate to employee engagement provides knowledge of demographic trends within the labour force (Buttner, Lowe, & Billings-Harris, 2012). Managers in business and public organisations can engage younger workers with monetary compensation as younger workers leave their organisations for lack of monetary compensation even when the occupation is consistent with their needs and desires (Butler al., 2014). In the NHS, younger professional employees are the ones asking for pay increases and other incentives compared to long-serving staff who are mostly baby boomers. Therefore, understanding workers' demography is essential to employee motivation and employee job satisfaction. Younger workers are not willing to make personal sacrifices for a career therefore, they are less loyal to their organisations (Festing & Schafer, 2014). However, older employees sometimes called baby boomers demand less monetary reward, they adhere more to procedures, and they are loyal to their organisations (Saber, 2013). Managers in business and public organisations can engage baby boomers by ensuring a long-term contract is in place and a process-orientated organisation whereas, younger workers are interested in turnover and could leave when feel there is no opportunity for promotion or increases in pay within that organisation (Hayes, 2015). Employee engagement should be considered by both the employee as well as the organisation to enhance employee job satisfaction and increase productivity overall. A manager's ability to positively influence employee engagement approaches is essential in an organisation as high levels of expectations and frequent performance reviews can increase employee participation and teamwork as business and public organisation must continue to integrate practices that enhance employee engagement and work satisfaction (Saber, 2013). Most organisations with highly motivated and engaged employees experience increased customer satisfaction and employee productivity. Therefore, proactive leaders, influence the engaged workers positively to enhance employee job satisfaction and workers motivation respectively.

Complementing moral perceptions with interpersonal relationships can create healthy leadership-employee engagement and work ethics. However, flawed leadership is improved when the manager of an organisation has a direct relationship with the employees (Lowe, 2012). Ensuring work engagement and empowerment plays a significant role in employee involvement and engagement

(Nicholas & Erakovich, 2013). However, effective leadership provides vision and direction for employee development (Souba, 2011). A manager's ability to effectively communicate is a basis for employee engagement which is the focus of employee engagement and the alignment of the employees with the organisational goals. Anitha (2014) suggested employee engagement reflects two essential elements: willingness to contribute to organisational success and a positive and energized employee who is in a motivational state.

Eldor & Harpaz, (2015) defined engagement as the extent to which employees are willing to commit both emotionally and rationally within their organization, how long they are willing to stay because of that commitment, and how dedicated they are to their work. Employee engagement is related to the psychological experiences of people who shape their work process and behaviour. Therefore, employee engagement is multi-dimensional as engaged employees are emotionally, physically, and cognitively engaged in their daily work (Eldor & Harpaz, 2015). All organisations have the responsibility to provide for the needs of employees by giving proper training to the workers and building a meaningful workplace environment to improve employee performance and employee job satisfaction. In the same vein, employees have the responsibility to make meaningful contributions to the organisation which most organisations identify as the importance of employee engagement and job satisfaction. However, the question of how to enhance the level of employee motivation, should be the core responsibility of business and public organisations leaders which is the primary focus of this study.

Employee motivation has always been a focal issue for leaders and managers in both business and public organisations as employees that are not motivated are likely to make very little or no effort in their jobs in most work environments and they may even try to avoid the workplace if possible. Such employees can leave the organisation once there is an opportunity to do so however, they are most likely to produce low-quality work due to a lack of motivation. Conversely, employees that feel motivated in their jobs are likely to be persistent in their effort to produce quality work, and to be creative and productive in the work that they do. They are likely to take on extra responsibility to ensure that the organisation that they work for, achieves its set goals due to the intrinsic motivation that they attach to their jobs. There has been several research on employee motivation and employee performance management by various academics. However, there is not enough research by academics who try to find out why the employees in some business and public organisation are not performing at their best. Several answers have been provided to these questions however, the

reality is that some employees have different ways that they can motivate themselves or be motivated by others in their work environment managers should try to identify and support those categories of employees with those work needs for a positive result.

Managers need to understand their work environment and the work culture to know their employees very well and use different approaches to motivate each of them based on their individual needs at the time. Inspiring employee motivation requires managers to understand the reasons why employees are working and then offer reasonable rewards or incentives that they feel can keep the employees motivated as motivated employees will always show the willingness to achieve their set targets or goals no matter what the challenges they are confronted with. Managers may not motivate the employees financially; however, they can provide emotional support and create a conducive environment that can inspire and encourage the employees to work at their best most times when they are at work.

Other management theories, like Herzberg's theory, McGregor's Theory X and Y, Alderfer's theory of motivation, and Skinners reinforcement theory just to mention a few made reasonable efforts to explain specific employee needs that motivate each individual employee in their place of work or work environment. These theories focused on identifying the employee need to satisfy some of these needs. The theories stressed the nature of the employee needs on what can motivate each employee as what motivates one employee, may not motivate another employee even in the same line of work. There is an assumption that all employees respond in the same way to motivating pressures which is unlikely as identifying what can motivate an employee, will increase the employee's engagement and commitment to their job and enhance the employee's work satisfaction. Out of the various theories of employee motivation and employee performance management, Herzberg's (1966) two-factor theory which includes the motivator-hygiene theory that the author has explained in this study, seems to be one of the most relevant in recent times as Herzberg two-factor theory has been replicated in several business and academic journals. Essentially, Herzberg's two-factor theory divided employee motivating factors into two broad categories motivator factors, which are associated with the job that employees do or the work itself, and hygiene factors, which deal with the work environment.

Hackman and Oldham's (1976) model of job enrichment proposed that an employee job can be made more appealing and motivating if there is an increase in the following; skill variety which is the number of different skills required in a particular job, task identity which is the degree to which the

job produces desirable outcomes, task significance theories which provide a list of defined standard for managers or supervisors to follow to increase productivity to achieve the organisational goals. Process theories in management studies, like Vroom's theory of change, emphasise the employee's need to set goals and the processes by which are employees are motivated Hackman and Oldham's (1976) Managers can use motivation strategies such as positive reinforcement, high expectations, effective discipline and punishment for underperforming employees, treating every employee fairly, satisfying employee's needs, setting work-related goals, restructuring jobs and using rewards schemes to motivate employees on their job performance (Gary, 2000). However, the author suggests that managers should make reasonable efforts to identify the essential needs that can motivate each employee and use Herzberg's two-factor theory of motivation for the implementation.

Theories of the process also attempt to identify the key variables that explain employee behaviour, but the focus is on the dynamics of how the variables are interrelated in explaining the direction, the extent and the continuity of the effort as the main variables in the process models are incentives for the employees, employee motivation, reinforcement postulated in Skinner's theory on employee workplace expectations (Salvatore, 2016).

This study used research methodology to describe the different methods used in this research and the methods chosen for this study. However, this part of the research explained the process of the study, the research design, methods of data collection which was mostly survey method facilitated with the aid of a questionnaire design to elicit responses from the participants to generate primary data that was used for statistical tests and analysis, sample selection facilitated using FX in Microsoft Excel, and a detailed interpretation of data explained exhaustively in this study. Research is an intensive academic activity that is based on the work of other academics where an author is expected to make frantic efforts to generate new ideas to identify a new research questions and answers in a study. Research is also seen as a systematic review of the subject area to find relevant information that can assist the author in answering the research questions. There are several ways to conduct a study however, all research should involve a sequence of activities.

Manager's roles and responsibilities in employee motivation and employee performance management in recent are completely different now compared to the role of the managers in the time past. In recent times, not only do managers need to know about economics, management, finance and information system management, managers now need to have essential knowledge and

understanding of their work environment to enable them to support the employee better towards the attainment of the organisational goals. They now must know how the employees think or behave and why the employees think or behave in the manner they do. The essence of this change in the thought process for managers is to ensure that managers are aware of the organisational psychology and the role of the human resource department in the organisation. A key aspect of organisational psychology is employee motivation and employee performance evaluation which this study has unravelled.

Methodology of the study

Methodologies are approaches to the process of research encompassing a body of methods (Jill & Collis, 2009). Qualitative and quantitative research methods were used in this research as follows; the qualitative approach addressed research questions and designed a study that involved the collection of qualitative data and analysis while the quantitative approach involved quantitative data collection that was analysed using statistical methods in this study (Kumar, 2005). Employee motivation and performance can be improved using the suggestions as follows: Peer assessments using 360 degrees. 360 peer assessments are critical factors in employee work satisfaction as a strong work culture aligns teams to the central mission of providing the best possible care (www.employee-performance.com).

This is applicable to the NHS which is publicly funded by the taxpayers who also use the service. HR pros are leveraging 360-degree multi-rater assessments more to give organisations in healthcare access to real-time, boots-on-the-ground feedback and insight, helping to identify hidden opportunities to mitigate issues before they become situations (www.employee-performance.com).

Another important factor to consider is empowering employees. This has been a part of career paths that are still a strong trend in recent times. In most cases, new aptitudes have emerged, revealing leadership qualities or parallel skills that add value to the organisation. As these attributes are recognised, managers should adopt flexibility approach to develop and nurture those skills effectively so that they can give employees a say in their future and strength in the units. They should also improve employee motivation for an improved outcomes for all stakeholders (www.employee-performance.com).

Identifying and developing the right talent to step into different roles would be possible if employee performance reviews are facilitated effectively. Using employees to perform different tasks in an organisation requires sufficient training, adequate reporting and proper tracking tools like surveys. The author used a survey technique, specifically a questionnaire in this study as it enables researchers to obtain information directly from the population or group that the study is being conducted to enhance the validity and reliability of data used in the study. Business and public organisations especially in healthcare services, use surveys to evaluate employee motivation, employee work satisfaction and employee engagement. Surveys can be anonymous or named however, depending on the objective, a survey is one of the best methods used in healthcare service organisations to generate data that is needed to evaluate employee work satisfaction, and employee motivation with the drivers to enable the organisation to make better decisions. Identifying the right talent to step into different roles is essential for an organisation's growth and innovation. Business and public leaders should identify talented employees with leadership potential to be nurtured into their roles overtime. If leaders fail to identify these talents which are typically possible during employee performance appraisals also called performance development reviews (PDR), such an organisation might lose top talents who might move on to greener pastures somewhere else. Considering the staffing crisis the healthcare service organisations are facing in recent times especially in the NHS, identifying and developing talents should be a top priority as a succession planning tool like the nine-box talent matrix that helps to identify talents within an organisation and offer ways to plan for critical succession gaps for positive outcomes (www.employee-performance.com).

Another factor to discuss in employee performance evaluation management is to ensure merit and bonus budgets are optimised. Leaders in business and public organisations should allocate bonuses and award merit to employees fairly and properly to ensure that the organisation reward and motivate performance and retain skilled talent. When employees feel valued and engaged, they are more like to stay in that organisation to build and develop their careers. However, when employees feel that their performance is not being rewarded, they may find for a greener pasture in another organisation. Evidence has shown in recent times that businesses and public organisations that pay their employees less than what they are worth, lose those employees to their competitors. Adequate compensation and bonuses that are linked to performance, connect results to rewards which can be a highly motivating factor that can keep the employees focused on doing their best at

work in that organisation. A compensation management tool takes personal bias out of the equation as it ensures that all employees are treated fairly and feel valued in the job they do for that business or public organisation. Therefore, treating all employees fairly will give them a sense of belonging which can motivate them to work hard (www.employee-performance.com).

Empirical research related to study

Empirical research related to this piece of work includes recent journal articles, textbooks mostly in management studies, and NHS Leadership Academy online publications on employee motivation and employee performance management. Journal articles published from other sources of information gathering on employee motivation and employee performance management in the NHS were used in this study. Empirical research related to this study aims to unravel employee motivating factors and approaches that can improve employee job satisfaction for an increase in productivity. Employee engagement by their managers in most aspects of the decision-making process can motivate the employees. The culture of psychological ownership and engagement begins when leaders create a psychologically safe workplace (Dollard & Bakker, 2010). In the same vein, the way an individual employee feels satisfied and enthusiastic about work-related activities fosters employee engagement (Nasomboon, 2014).

Business and public organisations like the NHS, should develop training courses that focuses on skills to influence employee performance which can enhance employee engagement. Kompaso and Sridevi (2010) defined employee engagement as the emotional connection of the employees with the organisation which can have a direct impact either positive or negative in the organisation's productivity. In the USA, the department of labour identified employee engagement as a challenge with a negative percentage of 35% or higher for both business and public organisations (USA Department of Labour, 2015). Therefore, if the NHS leaders and unit managers are working out healthier schemes on the best ways to engage the employees for long-term employment contract with talents and job retention in the NHS, employee engagement especially in decisions that can affect the employee should be adopted.

Selecting appropriate employee performance management technique can be difficult however, author has suggested some essential guidelines for selecting employee performance evaluation as follows: Set clear expectation, provide regular feedback, use objective measures, encourage

employee involvement, identify training and development needs and be constructive and supportive.

Setting clear expectations is the foundation of an effective employee performance evaluation process. Managers must establish SMART goals to ensure workers understand what is expected of them and how their performance will be evaluated (Insequa, 2023). Clear expectations set at the beginning of a task or employment, would enable an employee to understand what the employer expects as an outcome and work toward achieving that set goal. In the same vein, since the employee has set clear expectations for an employee from the beginning, they would not be any conflict during performance appraisal if the employee is unable to meet the expected goals as this would have already been discussed. Clear expectations set at the beginning would be of immense benefit for the employee and the employer respectively as the end goals which are the expectations, would have been discussed and agreed upon by both the employee and the employer. Clear expectations can equally help the manager to appraise the worker's performance more appropriate and enable the manager to provide constructive feedback at the end of the employee performance evaluation.

Setting an employee's work performance expectations can be an arduous task for some managers therefore, it is essential to consider the employee's job descriptions and responsibilities, skills and experience to set an achievable employee performance expectation. The apposite employee performance expectations could be challenging with lots of brain tasks, however, should be realistic and align with the overall goals of the business or public organisation. Moreover, clear expectations could help the employee to focus on goals which can also motivate the employee to enhance their performance overall. Clear expectations could also enable the managers to set the employee's performance standards, identify areas of improvement where possible and review the workers' performance improvement to enable a more accurate employee performance evaluation (Insequa, 2023).

In order to set suitable clear expectations for employees, managers should communicate the end goals and make sure that workers understand the requirements of their jobs by having regular meetings with the employees to review their progress and provide feedback on a one-to-one basis, identify the areas that the employee needs to improve on and provide support to enable the employee to achieve the set objectives. When setting employee performance expectations,

managers can provide direction and help to prioritise the workers' tasks to help reduce ambiguity and errors as this could ultimately lead to a more productive and engaged workforce (Insequa, 2023).

Another guideline for employee performance expectations is for managers to provide regular feedback to the workers. Providing feedback at the end of the employee performance evaluation activity, is an essential aspect of the employee performance evaluation management process especially in health and social care settings as it helps the workers to understand their areas of strength and weakness. Having identified areas of weaknesses, employees can be guided by their team leader or supervisor for a possible improvement in those areas of weaknesses as this can have a direct impact on the overall quality of the employee's performance especially in healthcare settings where most of its clients are patients. Providing regular feedback before the annual performance review which is called the employee PDR's in the NHS, can help unit managers to increase employee engagement, employee motivation and employee job satisfaction with positive outcomes.

To provide useful and effective feedback to employees, managers should establish a regular feedback diary and communicate the plan to the team members for an effective feedback process. Managers can facilitate the feedback process through peer reviews, individualised feedback sessions and group feedback sessions. To provide effective feedback to employees, managers should adopt a constructive feedback approach that is specific, timely and actionable as this can help the employees to stay focused on their performance goals and make the required adjustments to improve their performance. Managers can also use objective measurements to improve employee's performance which will be discussed as the next guideline for effective employee performance evaluation.

Managers should understand that the use of employee performance objective measures is critical to make sure a fair and accurate employee performance appraisal is achieved during pre-appraisal reviews for employee and annual employee performance evaluation processes in both business and public organisations. Performance objectives or goals measures used during employee performance evaluation, provide a clear and measurable review of worker's performance to ensure that, a more accurate employee performance appraisal process is attained. It can also help to reduce prejudices and subjective decisions by manger as this could sometimes, be detrimental to the employees by waning their performance skills and potentials. Objective measures can include quantitative data like

the number of clients an employee can attend to and how many cases an employee has handled effectively. These measures can be traced and appraised by the managers over the foreseeable future to help in providing substantial evidence of an employee's performance in that organisation.

Additionally, managers can use as well use qualitative measures in appraising employee performance in areas such as communication skills, problem-solving skills and teamwork appraised through observation, feedback from clients and colleagues and other employee performance evaluation metrics (Insequa, 2023). Using a combination of performance objectives and qualitative measures can help managers to understand an employee's current and previous performance. However, managers need to understand that objective measures alone may not provide substantial evidence for an employee performance evaluation. Therefore, managers could consider other factors like organisational changes, employee well-being and other external factors when conducting employee performance appraisals. Another effective guideline for employee performance evaluation in business and public organisations is to encourage employee involvement in the appraisal process.

Encouraging employee involvement in the employee performance evaluation process is important to improve the usefulness of the employee performance evaluation strategy in that organisation if employees are allowed to provide feedback on their own performance and make suggestions where support is needed, it could lead to a favourable outcome (Insequa, 2023). If employees are involved in decisions that can affect their job and well-being, the benefits are it can help to enhance employee motivation, it can improve employee engagement, can enhance employee job satisfaction, it can have a positive impact on employee job retention and encourage employee commitment to long service in that organisation. Employee involvement helps managers to provide face-to-face feedback to each employee or a group of employees with an opportunity to discuss the employee's performance and encourage employees to share any issues that are affecting their performance or having a negative impact on their performance to enable the manager to provide quality feedback to the employees to improve their performance.

Employee performance standards are useful frameworks for employee performance evaluation in that most employee performance evaluations are compared to the extent of the employee's competence in their job against predetermined standards of practice (Barnes et al., 1999). However,

while work-related standards define the level of an employee's performance required for the successful achievement of work expectations, they also specify what the community can expect from an employee in terms of the quality of the job done as applicable to clinicians in the NHS that provides care services to patients who are part of the wider community (Storey, 1998). In this period or age of clinical governance and accountability in health care settings as applicable to the NHS, healthcare is increasingly driven towards publication of quality standards as an essential part of employee performance evaluation (Department of Health, 2002). The use of standards is crucial in the identification of an employee's poor performance, defined as a performance issue when a clinician is repeatedly failing within unacceptable performance standards in his or her clinical practice' (DHSSPS, 2002). In Bannigan's review of poor employee performance in occupational therapy for instance, Bannigan suggests employee performance management as the principal instrument for the early identification or detection and improvement of an employee's poor performance with pivotal intervention and effective self-regulation being key factors for an employee performance improvement (Bannigan, 2000).

Managers can also encourage employee involvement through the goal-setting process by allowing employees to set their own performance goals and expectations as this can help to increase employee ownership and accountability, which can have a direct impact on the employee performance on the job (Insequa, 2023). This can be facilitated through regular feedback and recognising of individual employees or team's activities and achievements and at the same time, providing specific, timely and actionable direction on the areas an employee needs to improve on to enable the employee take corrective measures early enough. When this is done, employee's morale for work and job satisfaction will increase. Identifying the training and development needs of employees is another strategy managers can use for employee performance evaluation.

Identifying employees' training and development needs is an important part of the employee performance appraisal process in that, it can help the managers to appraise an employee's skills appropriately to identify the areas where further training and developmental needs are required to enable the employee to perform effectively in this job. One of the means of identifying employees' training and developmental requirements to enable them to perform effectively is to conduct a job need skills assessment which may encompass appraising an employee's existing skills and compare with the skills required for their job or future job roles in that organisation (Insequa, 2023). When

managers adopt this strategy, it might help to identify the skill gaps and areas where further job training and employee evolving aptitude can be harnessed effectively to ensure that the employees are well-equipped with the appropriate skills and the know-how needed to perform their jobs with no issues.

Using feedback from the employees is another strategy that managers can use to identify employees' training and development needs which can be facilitated by allowing the employees to provide intuitions about their performance on the job to identify areas where extra training support is needed. When managers adopt this strategy in reviewing employee performance evaluation, it might help to enhance employee engagement and job satisfaction and, make the employees accountable for their own development in that organisation. While doing this, managers should ensure that employee performance evaluations are conducted in a timely manner. Managers should also set up a continuous employee performance assessment all year round and keep to the schedules. This can help the managers to provide employees with regular feedback and support needed to perform effectively in their jobs with positive outcomes (Insequa, 2023).

Using technology in the employee performance evaluation process is an alternative strategy that managers can deploy in the employee performance appraisal process. The use of technology in employee performance evaluation can help to reorganise the appraisal process and make it more feasible for managers to track employee performance, provide feedback to the employees and develop a support strategy for the employee's performance using the available software tools (Insequa, 2023). It is equally important for managers to ensure that the employee's performance evaluation process aligns with the organisational goals. Therefore, managers should review the organisation's mission, values and strategic priorities to ensure that the employees' performance goals, align with the organisation's objectives with positive outcomes (Insequa, 2023).

Farndale and Murrer (2015) defined employee engagement as a process whereby employees connect physically, cognitively, and emotionally while completing daily tasks. However, Saks and Gruman (2014) categorised employee engagement into two classifications namely attention and absorption. The amount of time an employee spends thinking about their role and contribution to an organisation is seen as attention (Saks & Gruman, 2014). Whereas the level of attention an employee pays within their job roles could be seen as absorption (Saks & Gruman, 2014). Saks and

Gruman's, 2014 attention and absorption categories of employee engagement are typical of the NHS workers especially the clinical employees who work long hours mostly due to acute staff shortages. These groups of staff pay attention to all areas of their job roles and always uphold the NHS values while providing services to the NHS clients. Clinical employees ensure NHS's reputation as one of the global leading healthcare organisations is maintained and connected to provide a seamless service quintessentially aligned with the NHS vision. Therefore, involving the NHS employees in most of the decisions that can affect them directly or indirectly and allow them to make input that may be considered in the final decision regarding their employment, can enhance the NHS employee engagement, employee job satisfaction and employee motivation.

Chapter 2 is next; the author will present and discuss a literature review on employee motivation and employee performance evaluation in the NHS.

CHAPTER 2

LITERATURE REVIEW

A literature review is defined as a critical evaluation of the existing body of knowledge on a topic that guides the research and demonstrates that the relevant literature has been located and analysed (Collis & Hussey, 2009). The main concept of this study was to critically analyse available literature with findings to identify incentivising strategies that can influence employee performance and job satisfaction for an increase in productivity as employee performance evaluation is central to the goal of an organisation (Germain, 2012). Positive feedback to an employee during performance appraisal that is commensurate with promotion, salary increase and other incentives without prejudice, could lead to greater efficiency of the employees in that organisation. The essence of performance evaluation through employee performance appraisals ideally, is to recognise and reward employee's efforts as this can lead to efficiency optimisation.

In a composite and self-motivated work environment, leaders and managers of those business and public organisations, create an enabling environment in which employees feel trusted and are permitted to take part in decisions in that organisation and this can lead to enhanced motivation levels of the workers. Consequently, employee efficiency, employee performance and organisational goals will be boosted. In public organisations like the NHS, if employees are involved in decision-making regarding their working conditions, employees will feel valued as they will have the opportunity to discuss issues that affect them and if the leaders and unit managers agree to the demands of the employees, productivity will increase and organisational reputation will be enhanced which will inevitably, attract job seekers to work for the organisation. Staff motivation can lead to employee job satisfaction which is central to organisational success. Employee performance could be a function of individual motivation, leadership and organisational motivation strategy, organisational structure, work culture and employees resistance to change is a pragmatic function linking employee motivation and managers' attitude to employees motivation in that organisation (Smith & Rupp, 2003). Similarly, Luthans and Stajkovic (1999), posited that the development of human resources for employee motivation through rewards, monetary incentives and organisational behaviour modification, has created a vast choice of discussion in the human resource regarding employee performance in business and public organisations.

In the employee manager work relationship, if the employees are well motivated by means of providing incentives for completing arduous tasks, they will feel valued and will be committed to

their jobs and to the organisation respectively (Orpen, 1997). Vroom's (1954) expectancy theory established that organisational outcomes would be greater if employees were provided with positive motivation for their efforts. Consequently, the creation of operations-based targets could help the managers to provide constructive feedback to employees thus, allowing the evaluation of an employee's actual performance as against the operations-based targets. Organisational goal-focused behaviour and strategic feedback are expected to improve organisational performance if the employee's performance evaluation strategy well planned as there is no concrete reason to undermine the effect of extrinsic rewards on intrinsic motivation (Chenhall, 2005). Similarly, Decoene and Bruggeman (2006), in their research developed and exemplified a model of the relationship between strategic alignment, motivation and organisational performance of employees in the context of employee job satisfaction. They established that effective strategic alignment between leaders, managers and employees in business and public organisations, increases workers' participation in discussions regarding their jobs and the working conditions. This can increase workers' morale as they will feel valued and motivated in their jobs.

Business and public leaders with unit managers, can motivate employees to follow a participative design of work in their job roles in which they will be responsible for their performance either on an individual basis or as a team. Monetary rewards can be a key factor of employee motivation and performance which invariably, will lead to greater productivity and employee job satisfaction. Garg and Rastogi (2006), identified the main issues of job pattern research and practice to motivate employees to put in their best performance and resolved that a dynamic managerial learning framework is required to enhance an employee's performance to meet set targets. Applying the right motivation strategy, can help an organisation to share knowledge with other organisations through intra-organisational media platforms which can assist the organisation in reaching its set goals (Vuori & Okkonen, 2012). Den and Verburg (2004) found the impact of high-performing work systems which is the human resource practices as the perceptual measure of organisational performance. Motivation recognises that an employee have the ability to seek and to find meaning and purpose in the job an employee is doing and an aspiration to be part of a team therefore, making an employee job valuable and motivating the employees to work to a high standard to boost productivity to achieve organisational goal (Ashmos & Duchon, 2000).

Jung and Kim (2012) postulated that a good working environment with good work conditions can enhance employee job satisfaction. Thus, encouraging an employee to work to a high standard helps

the organisation to achieve its goals. Workers will always put in their best effort at work if they feel well motivated which can boost their morale for improvement in their performance. Likewise, the importance of employees' working conditions is to help in defining the physical environment by identifying the dimensions of the physical environment. Employees with deplorable working conditions can without doubt, provoke negative performance especially if their jobs are difficult. Such workers will need good working conditions to motivate them to maximise their efforts at work to achieved organisational goals as an employee who is performance-driven, seeks motivation for achievement (Hunter et al., 2012). Thus, such an employee delivers realistic but challenging goals for the overall improvement of the team with positive outcomes (Kovach, 1995).

Motivation of employees is the main catalyst that enhances workers' performance to complete tasks in a much better way than they usually do. The author identified the key to employee motivation and employee performance management from existing literature and then linked it to the organization performance as applicable to the NHS. Management strategies and motivation tools used in this study will inevitably help to improve employee motivation and employee performance in the NHS which can help to deliver effective management strategies with the control needed to achieve the NHS organisational goals. The authors made use of motivation theories to explain the importance of employee motivation in a workplace with the notion that if workers are provided with the exact motivation approach at the right time, workers' morale and confidence in their job will improve which will have a direct positive impact on individual employee performance and the organisational performance respectively. It is symbolic from the above assertions that most motivation tools like monetary incentives, promotion for employees with outstanding performance, bonuses for staff when they meet or surpass their targets, increments in staff salary in line with other countries' national health services and good working conditions for the employees will be beneficial to the NHS employees with positive outcomes.

The author also reviewed the public health competency-based employee performance management model- A guideline for managers and employees journal for guidance in employee performance evaluation management in the NHS. The public health model explained the roles of the managers as manager/supervisor roles. The public health competency-based employee performance management model condensed competencies requirements to eight with four proficiency level explanations as presented in Table 2.

Managers should have the competencies requirements to enable them to carry out effective employee performance evaluations that will be free of prejudices and incompetence. The public health model for employee performance evaluation, indicates the competencies requirements that employees should attain to enable them to meet the set goals. It shows the competencies requirements at different levels of employee performance that will enable managers or supervisors to identify whether the set goals are achieved or not. However,, the public health model for employee performance evaluation management refers mostly to clinical employees who constitute many of the workers in the NHS. However, the public health model for employee performance management can be applied by managers in other areas of work as it identifies the competencies that are required or needed for a job and attempts to demonstrate how those competencies can be achieved. This will be the employee's performance outcomes as indicated and explained at different levels as indicated from 1 to 4 of the public health employee performance competency summary charts.

In a different context, the theory of the basic concept of employee performance evaluation in both business and public organisations, provides the possibility for managers to diagnose poor performance from the employees and then find ways to help their employees improve on their poor performance. This is very essential in an effective employee performance evaluation management process as it will serve as an inspiration to the employees in performing their tasks or duties. Workers will always aim for and put in their best performance at work if they believe that the employee performance appraisal process will be managed effectively and without prejudice. In the same vein, an employee will feel incentivised if the reward for outstanding performance is awarded to the deserving employee as this would enhance the commitment and work conscience of all employees in that organisation.

In a nutshell, employee performance evaluation is a pivotal aspect of human resources management and if the processes are managed effectively, it is likely to improve employee work satisfaction and engagement. This will in due course, will improve that business or public organisation's overall performance with positive outcomes as productivity will increase, employees will feel motivated and incentivised, employee morale will increase, and teamwork will improve immensely.

Empirical Research

NHS is considered a labour-intensive service provider within the health sector that employs about 1.4 million workers which represents about 4.4% of the entire labour force in the United Kingdom.

Available statistics indicated that a total of 31.76 million people are employed in the UK as of January 2024. However, NHS alone employs about 1.4 million workers which makes NHS one of the largest employers in the UK, the entire European continent and the world at large. What that means is that the effectiveness of an organisation that operates within its setting is indivisibly linked to the level of its workers' performance. Thus, an indispensable condition to achieve higher standards in terms of the efficiency of the healthcare units as well as the practicalities of a robust health system, is to take maximum advantage of the full potential of human resources which in this study are the NHS employees. This objective can only be achieved by providing a suitable incentive to motivate the workers to put in their best performance at work, which will naturally cause the adoption of the desired attitude and behaviour. In the case of the NHS, there is not enough research relative to the needs of health workers and consequently, the incentives that can motivate them. However, the author explored empirical research related to employee motivation and employee performance in healthcare settings to support this study. The literature review used in this study includes recent journal publications from different NHS FTs across the four regions of the United Kingdom, textbooks written by renowned authors in leadership, motivation, performance appraisal management and other sources of secondary information gathering both qualitative and quantitative to support this research.

The author aims to investigate both the internal and external dynamics that may be militating against NHS workers' motivation using data that were collected from 108 employees analysed on a five-point Likert scale and another set of data collected from 113 employees analysed on a two-point scale using SPSS volume 23 for data interpretation and data analysis to help generate findings to support this study. Kolmogorov-Smirnov test was also used to determine whether the data set is normally distributed or not. This was further tested using analysis of variance (ANOVA) to compare the p-value and significance level of standard error calculation for a decision to accept or reject the null hypothesis at 5%. ANOVA was used to test the null hypothesis to check if the means of two or more populations are equal as against the alternatives that at least one of the means is different assuming the population is independently distributed with equal variance (Salvatore & Reagle, 2001). Additionally, correlation analysis was facilitated using the Spearman-rho-value to measure the strength of the relationship between both variables expressed as coefficient ranging from -1 to +1. If there is no relationship between the variables, this will be expressed as ($p = 0$). However, if there is a relationship between the variables, this is expressed as ($p = -1$ or $+1$) which indicates a

perfect or monotonic relationship between the variables in the statistical test (Salvatore & Reagle, 2001). Below is the result of the statistical test used in this study.

Results of descriptive statistics

Table 3 shows the distribution of responses and summary statistics of the survey items. There were 108 respondents in this study.

Table3. *Descriptive statistics for the response of the participants*

No.	Survey Item	Distribution of Responses (%) *					Summary Statistics	
		A	PA	N	PD	D	Mean	Std Dev
1	Do you agree with the NHS Management Strategy?	20 (18.5%)	7 (6.5%)	21 (19.4%)	27 (25%)	33 (30.6%)	2.57	1.45
2	Do you feel motivated in your current role?	15 (13.9%)	10 (9.3%)	28 (25.9%)	21 (19.4%)	34 (31.5%)	2.55	1.38
3	Do you feel demotivated in your current role?	32 (29.6%)	27 (25%)	24 (22.2%)	8 (7.4%)	16 (14.8%)	3.48	1.38
4	If motivated, do the last appraisal match your expectation?	7 (6.5%)	9 (8.3%)	48 (44.4%)	29 (26.9%)	14 (13%)	2.68	1.02
5	If demotivated, the last appraisal did not match your expectations?	10 (9.3%)	36 (33.3%)	49 (45.4%)	6 (5.6%)	7 (6.5%)	3.33	0.96
6	Do some employee rewards do not match their performance?	8 (7.4%)	23 (21.3%)	58 (53.7%)	12 (11.1%)	6 (5.6%)	3.14	0.92

7	Are there incentives for outstanding performance in your department?	3 (2.8%)	3 (2.8%)	7 (6.5%)	17 (15.7%)	77 (71.3%)	1.49	0.95
8	Do you think the NHS employee's performance evaluation is bias-free?	2 (1.9%)	9 (8.3%)	46 (42.6%)	37 (34.3%)	13 (12%)	2.53	0.88
9	Should the NHS management strategies for employee evaluation be reviewed? If the NHS management strategies match your expectations,	42 (38.9%)	33 (30.6%)	20 (18.5%)	9 (8.3%)	3 (2.8%)	3.95	1.08
10	Would you feel better motivated to do your job?	83 (76.9%)	14 (13%)	8 (7.4%)	1 (0.9%)	2 (1.9%)	4.62	0.82

*A- Agree, PA-Partially Agree, N-Neither Agree nor Disagree, PD-Partially Disagree, D-Disagree

Normality test

Table 4 presents the results of the normality test. Note that the probability values (p-value) of all the items in the survey instrument was 0.0. Since the p-values were less than the level of significance, which is 0.05, the null hypothesis was rejected as the data set were not normally distributed.

Normality test

Table 2. Normality test

No.	Survey Item	Kolmogorov-Smirnov Statistic	df	p-value
1	Do you agree with the NHS management strategy?	0.213	102	0.0

2	Do you feel motivated in your current role?	0.189	102	0.0
3	Do you feel demotivated in your current role?	0.202	102	0.0
4	If motivated, do the last appraisal match your expectations?	0.231	102	0.0
5	If demotivated, the last appraisal did not match your expectations?	0.249	102	0.0
6	Do some employee rewards do not match their performance?	0.266	102	0.0
7	Are there incentives for outstanding performance in your department?	0.408	102	0.0
8	Do you think the NHS employee's performance evaluation is bias-free?	0.222	102	0.0
9	Should the NHS management strategies for employee evaluation be reviewed?	0.230	102	0.0
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	0.446	102	0.0

Table 3. Correlation analysis

Variables	Spearman rho value	p-value
Employees' performance reward structures in the NHS	0.388	0.000

If the SPSS displays a p-value of 0, what that means is that the null hypothesis was rejected, and that the author's test was statistically significant. The above statistical results indicated that NHS employees are not well motivated due to unavailability of incentives in form of rewards like bonuses for outstanding achievements or salary increment in line with the global health care benchmarks. From the questionnaire responses, it is imperative that lack of incentives to the NHS employees, might be responsible for the acute clinical staff shortages across the entire NHS hospitals in the United Kingdom. Statistical results indicated that employee's performance can be boosted if NHS

managers provide suitable incentives to motivate the employees. Employee motivation can be facilitated in different forms that is not monetarily based. It could be in the form of flexible working contracts, but it must be available to all employees. However, it will be based in individual merit and personal mitigating circumstances to cushion the effects of workers stressful situations which may have a negative impact on workers performance.

Conceptual model

Leadership involves responsibilities aimed at achieving ends by using available resources both human and material resources and ensuring cohesive and coherent organisation in the process (Ololube et al., 2013). Strategy on the other hand is the long-term direction of an organisation in terms of its vision and mission to meet its business objectives (Johnson & Sobczak, 2021). In this literature review, various journal publications on this research topic were used to explore the conclusions of previous researchers.

One of the main drivers of success in any organisation has to do with clearly set out expectations as expectation alignment is fundamental to employee relationships therefore, very fundamental to every component of successful organisations (Wride & Maylett, 2017). Disgruntled employees' activities in any organisation can hinder productivity and growth and to avert this trend of events, it is very crucial to apply incentives in line with the set standards in order to achieve the organisational goals and objectives.

Part of the research problem in this study is expectation alignment dysfunctionality which is simply a phenomenon that any organisation may face over the years in business. Such organisations ideally, would fashion out ways of tackling issues that can create employee disengagement and job dissatisfaction. There are scholarly literatures on what causes expectation dysfunctional alignment as the need to strengthen expectation alignment and motivation for high achieving employees is fundamental for the health and growth of organisations (Vroom, 1964). Furthermore, expectation theory proposes that work motivation depends on the perceived relationship between employee performance and output (Vroom, 1964).

Expectancy theory is an aggregation of three elements namely, Valence, Instrumentality and Expectancy (Cheng & Fang, 2008). A sudden reduction in the level of motivation of employees is not

necessarily caused by a lack of extrinsic motivation such as; career development, compensation, work-culture and organisation policies as expectations set with respect to these factors without clarity and transparency, might malign employee performance expectation (Wride & Maylett, 2017). The implication is that, while leaders might be busy trying to find out what causes poor employee performance, employee alignment dysfunctionality might be a factor to consider. Spaces created between leaders and employees, could be dangerous for the organisation and this is called expectation gap. To bridge this gap effectively, six pillars were formulated namely, accountability, clarity, empathy, fairness, predictability and transparency (Wride & Maylett, 2017)

Expectancy theory states that work motivation depends on perceived link between performance of the employee and outcome as people can adjust their behaviour for expected outcome (Cheng & Fang, 2008). What this implies is that if the outcome is not captivating enough, employee's performance may vary. Expectancy theory is an aggregation of three elements namely, valence, instrumentality and expectancy (Cheng & Fang, 2008). Valence relates to reward, instrumentality is equal to probable reward aligned with employee performance and expectancy relates to employees' beliefs in making efforts (Vroom, 1964).

Wride and Maylett (2017) posited that when leaders increase the expectation gap and decrease expectation alignment, it generates negative outcomes. This shows that alignment dysfunctionality is consequential to poor performance and job dissatisfaction. In a nutshell, there is a need for effective communication to bridge the expectation gap to sustain employee expectations, communication, credibility, and consciousness as conformity by leaders is very essential (Wride & Maylett, 2017).

Research problem

There are several journal publications on management strategies and employee performance evaluation however, expectation alignment dysfunctionality has not been fully addressed. This is a research gap that the author intends to study and come up with findings and recommendations that will aid future research in this field of management as well as contribute to existing research to mitigate poor employee performance evaluation in business organisations.

Author assumed that leaders and employees in the NHS UK would participate in this study to help generate data for statistical test using SPSS 23 for data analysis and interpretation. Assumptions are

things the researcher has no control on however, relevant to the study (Kirkwood & Price, 2013). Similarly, there will be limitations that might place restriction on this study which reveals the areas of weakness of any research (Marshall & Rossman, 2016). Several limitations include inability to contact senior management in the NHS UK for the purpose of research, inability to access data that are deemed sensitive due to confidentiality issues and information governance protocols in the NHS and reminding respondents to complete questionnaires. In addition, delimitation represents the scope of study that is within the control of the researcher. This research specifically focuses on finding whether employees are motivated or not and whether they think that their performance appraisals are fair or not.

Conceptual management model

Effective strategic management is quintessential for successful performance of any organisation operating in the ever dynamic and complex environment in this modern era. In the context of information uncertainty and resource scarcity, strategic leadership is required to confront the reality of environmental uncertainties and the continuous need for appropriate organisational change to achieve performance goals (Sigh et al., 2016). Most conceptual and empirical studies have shown that strategic leadership activities can influence performance greatly. Research has shown that methodological and statistical limitations, and insufficiency of relevant control variables and contexts have systematically undermined the effect of strategic leadership on employee performance (Fitza, 2017).

Hambricks and Mason (1984) assume that performance is influenced greatly by the eccentric background characteristics, values and knowledge of leaders of the dominant coalition occupying influential managerial positions in the apex organisation. While some academics dismiss the use of demographics as proxies as they do not provide greater insight into the actual activities of senior managers, the contingency theory model postulates that expectation alignment leads to positive employee performance (Donaldson, 2001). Therefore, seeking the ideal alignment, becomes a priority undertaking by organisations (Donaldson, 2001).

Environmental dependency theory (EDT) is relevant in employees' performance evaluation in that performance is enhanced when organisations can anticipate and respond to environmental shifts (Ansoff & Sullivan, 1993). This theory posits that strategic leaders can better understand the

importance of the external environment and its influence on performance (Scott, 2005). It suggests that the environment exerts pressures on organisations leading to different responses as they seek legitimacy to survive and prosper (Scott, 2025). Thus, strategic leaders as institutional players need to synthesise and interpret strategic stimulus options and formulate, implement and monitor the appropriate strategic responses (Scott, 2005).

Expanding the knowledge gap in this study, a review of empirical literature reveals how the impact of the variance in employee performance could be linked to strategic leadership. Additionally, performance differentials in the empirical literature could be because of the influence of the external environment on the causal relationship between strategic leadership and employee performance. Therefore, the external environment could influence employee performance.

Forming a hypothesis

A hypothesis is a proposition that can be tested for association or causality against empirical evidence, a statement of expectation or prediction that was tested in this research (Collis and Hussey, 2009). There are several forms of hypothesis namely, simple hypothesis, complex hypothesis, directional and non-directional hypothesis, null and alternative hypothesis however, this study focuses on null and alternative hypothesis only for testing empirical statistical evidence (Collis & Hussey, 2009). There is a 7-Step processes of statistical hypothesis testing that was applied in this study. These include stating the null hypothesis, stating the alternative hypothesis, stating the significance level (5% for the Likert scale or 1% to test the validity of the binary scale data), data collection, calculation of the test statistic and corresponding p-value, construct acceptance / rejection regions and draw a conclusion based on test statistics and acceptance/rejection region (Collis & Hussey, 2009).

The level of significance for a study is chosen before data collection and is typically set at 5% or much lower depending on the field of study (Collis & Hussey, 2009). In statistics, significance is determined by citing an alpha (α) level or the probability of rejecting the null hypothesis when the null hypothesis is true (Spiegel & Stephens, 2011).

T-test is used when the sample size is less than 30 however, when the sample size is more than 30 and the standard deviation of the population is known, Z-test will be used (Spiegel & Stephens,

2011). If $\bar{x}$ is the sample mean, μ_0 is the population mean, σ is the standard deviation, and n is the sample size, then the z-trial formula is expressed as:

$$Z = (\bar{x} - \mu_0) / (\sigma / \sqrt{n}) \text{ (Spiegel \& Stephens, 2011).}$$

$$Z = \frac{(\bar{x} - \mu_0)}{(\sigma / \sqrt{n})}$$

Source : (Salvatore & Reagle, 2011).

This study used a z-test in significance level test considering the sample size that is greater than 30.

Limitation of t-test: Independent samples t-test should not be used when.

- *When there are more than two groups
- *When the groups are dependent
- *When the distribution does not fit the t-test assumptions
- *When the two standard deviations are very different
- *When the distribution is not normally distributed

The p-value is the proportion of samples on the randomisation distribution that are more extreme than our observed sample in the direction of the alternative hypothesis. The p-value is compared to the alpha level and is typically 0.05.

$$Z = \frac{P - P_0}{\sqrt{P_0(1 - P_0)/n}}$$

Where:

P = Sample size

P_0 = Hypothesis size

n = Sample size

Source: (Salvatore & Reagle, 2011).

P-value can be calculated manually as well. For a lower-tailed test, the p-value is equal to this probability; $p\text{-value} = \text{cdf}(ts)$. For an upper-tailed test, the p-value is equal to one minus this probability; $p\text{-value} = 1 - \text{cdf}(ts)$. For a two-sided test, the p-value is equal to two times the p-value for the lower-tailed p-value if the value of the test statistic from the sample is negative (Wasserstein,

2016). However, the p-value is equal to two times the p-value for the upper-tailed p-value if the value of the test statistic from the sample is positive (Wasserstein, 2016).

Where:

P represent probability of an event and statistics T_s is the observed value of the test statistic calculated from the sample, $cdf(t_s)$: Cumulative distribution function of the distribution of the test statistic (TS) under the null hypothesis (Wasserstein, 2016).

P -values alone cannot confirm whether the researcher's argument is correct or not; $P < 0.05$ cannot ensure that the researchers' arguments are true. Also, $P > 0.05$ does not ensure 'no difference between the compared groups. The erroneous belief that $P < 0.05$ supports scientific validity can lead to considerable distortion in decision-making. Therefore, it is recommended that the proper inference should not be based solely on the P values. There will be consideration for contextual factors to derive scientific inferences. Not only P value, but study design (Wasserstein, 2016).

Statistical testing methods

Sample data collection was spread across various NHS hospitals in the UK but mostly in England where unit leaders and employees were presented with a questionnaire each that was completed anonymously. The author distributed 150 copies of the questionnaire with multiple choice answers out of which 113 estimated minimum responses were estimated to be returned while 37 responses would be eliminated for incomplete responses by the respondents. However, only 108 completed questions were returned to the author which then prompted the author to design a questionnaire with binary point scale options and only 113 responses were returned. To test the hypothesis, correlation TS was used and facilitated with SPSS 23 on two focal performance indicators: performance linked incentives and workplace culture to test the effect of motivation, a management strategy in employee evaluation in the NHS UK.

Respondents working in the NHS UK including nursing associates and qualified nurses, midwives, doctors, paramedics, pharmacists, unit managers, occupational therapists, physiotherapists, psychologists, NHS contract workers and domestic staff were all served with a questionnaire each to generate data for statistical testing. The exclusion criteria are questionnaire responses that are not

completed or not returned which was estimated at 37. Therefore, sample size $n = 113$. Completed questionnaire responses used in this study were 108 for a five-point Likert scale.

The questionnaire used in this study was designed using suitable criteria in that, if the normal score of the respondents was less than 150 in all questions, 37 entries might be eliminated as we may assume that the employees completing the questionnaires were not well-motivated regardless of their expectations. Lindner (1998) posited that motivating employees poses many challenges especially when what motivates an employee is specific to that individual. However, leaders need to motivate their employees for the well-being of that organisation as they depend momentarily on employee productivity to achieve their organisational goals (Smith, 1994).

A total of 150 respondents was drawn from both medical, and allied healthcare practitioners and other staffing groups working in non-clinical areas in the NHS as listed above. The total number of employees working in these departments is over 1000 employees which is significant enough for this study. Amabile (1993), stated that motivated employees are the pillars of successful organisations whilst demotivated employees make very little effort, change jobs frequently and produces low quality work or service.

Expanding on employee motivation and employee performance management in the NHS, leaders need to keep their employees motivated for the best outcomes including an increase in productivity, high retention rate and high employee commitment to achieving organisational goals and objectives by working long hours, showing expertise at work and increase in employees' job satisfaction rating. Using Herzberg's two-factor theory, Vroom expectancy theory and McGregor's theories X and Y, this study explored and discussed employee motivation and how motivation can impact employee performance as productivity is lost if employee motivation is low (Leadership Central, 2020).

Additionally, the Spearman-rho correlation was used to measure the non-linearity relationship between two quantitative variables and the Kolmogorov-Smirnov statistic to aid data analysis and interpretation (Hair et al., 2010). A positive correlation between both indicators reveals that both variables move in the same direction while a negative correlation between both indicators, reveals antithetical propensities (Collis & Hussey, 2009). A five-point Likert scale was used to design the questionnaire to aid data collation of the completed questionnaire. Additionally, ANOVA was used to test both hypotheses as additional statistical tools that is, null and alternative hypotheses for a

robust data analysis and interpretation. Findings from this study complemented recommendations and areas for future research in the field of management studies.

Most academic literature on employee motivation and performance management in practice is not directly related to healthcare settings like the NHS. Therefore, this piece of work only elucidated multicultural factors and unethical frontiers that can be mitigated by unit leaders in the NHS UK to boost employee performance. The questionnaire was designed to explore these multicultural and unethical frontiers used by unit leaders in the NHS for performance evaluation to encourage respondents to complete the questionnaire based on their feelings. The questionnaire was designed anonymously due to confidentiality issues and ethical procedures in the NHS. The essence of these questions is to find out if motivating employees and conducting bias-free appraisals could potentially lead to greater performance by NHS employees.

The leadership model in the NHS is advertised as follows; inspiring with shared purpose, leading with care, evaluating information, connecting with the NHS service, sharing the vision, engaging with different teams within the NHS, holding to account, developing capability, and influencing others for results (NHS Leadership Academy, 2022). Recommendations from this study connected with the NHS leadership model. Therefore, the application of these recommendations by unit leaders in the NHS, may increase employee retention rate, job satisfaction and increase in productivity in terms of the provision of quality care to NHS patients as the overall goal of the NHS UK, is to provide quality care to patients that use the service. Therefore, increasing employee job satisfaction through motivation linked to high performance without prejudice, will inevitably improve the quality of care provided to patients by NHS employees overall.

Dependent, independent and control variables

Independent and dependent variables are the two fundamental types of variables in statistical modelling and experimental designs. Analysts use these methods to understand the relationships between the variables and estimate effect sizes to find out what effect one variable might have on another variable (Frost, 2020).

Dependent variables depend on changes in the independent variable (Frost, 2020). Independent variables are included in the model to explain or predict changes in the dependent variable which could help in explaining statistical analysis. Independent variables indicate that they stand alone and

other variables in the model do not influence them. However, researchers are not seeking to understand what causes independent variables to change (Frost, 2020).

Controlled Variables researchers systematically control and set the values of the independent variables. In randomized experiments, relationships between independent and dependent variables tend to be causal as the independent variables cause changes in the dependent variable (Frost, 2020).

Research methodology was discussed comprehensively supported with analytical and empirical evidence in Chapter 3.

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is the specific methods used to identify, select, process and analyse information about a topic to allow the readers to critically evaluate a research overall validity and reliability (Kumar, 2005). The author's obligation in this study is to use appropriate methodology in conducting the research. The questionnaire was the most appropriate form of primary source of data collection considering ethical issues regarding information sharing and the Data Protection Act in the UK as applicable to the NHS. Ethical issues that researchers might face in maintaining confidentiality are avoiding bias, provision and deprivation of treatment, using inappropriate research methodology, incorrect reporting and inappropriate use of information (Kumar, 2005). In the NHS, information sharing is highly monitored even from one NHS trust to another. Most managers in the NHS are very conscious regarding sharing information especially from external sources. This was a critical issue in this research as most employees were not disposed to complete the questionnaire as they did not know what could be termed a breach of information and that made it difficult to obtain the expected response from the staff. Most staff believed that if they partake in completing the questionnaire, they might lose their jobs and some of the participants did not return the questionnaire as only 108 duly completed responses were received. Reflecting on this experience, I think that future research in this restricted area may be demotivating to researchers especially the inability to access or obtain data due to ethical regulations.

The author considered the use of a questionnaire over the interviewing method based on ethical concerns as conducting interviews with managers in the NHS regarding staff motivation and performance appraisals is unlikely to be granted due to protocols involved for authorisation to participate in this sort of discussion from an external source. In terms of understanding issues around research methodologies, there has been a large mass of multifaceted discussions and arguments surrounding the topic of social research methodology as seen in this study regarding the theory of how inquiry should proceed for the purpose of the research (Dawson, 2009). Considerably, the debate has been focused on issues of qualitative as against quantitative inquiry method of obtaining data for the research. Regarding this study, the author considered the use of the quantitative research method which is best in this research area as it uses the scientific method of inquiry to obtain data to aid research work. However, different research methodologies may be used in different social, political, and cultural areas of research interests depending on their specific

strengths and weaknesses which should be accepted by the researcher. Ethical issues should be considered at the planning stage of a research activity in order not to encounter difficulties during the study as ethical issues are not only central to natural sciences but in social sciences as well as seen in this research (Collis & Hussey, 2009). The author adopted an anonymous and confidential approach in designing the questionnaire due to ethical issues around the research topic which ideally should allow the respondents to remain anonymous especially where barcodes are not used. Despite reasonable measures taken by the author in designing the questionnaire to encourage NHS workers to participate in the research considering the number of employees working in the NHS, most staff were mindful of the ethical issues in the NHS and, therefore, did not participate in the research. This is one of the limitations of this study considering the impact of information or data in research activities as ethical dilemmas limit research work in scope, volume and veracity.

In this study, the author explored several research methods of expressing data but used a combination of qualitative and quantitative research approaches. For data analysis and interpretations, the author used a quantitative method expressed in numerical forms to analyse data generated from the statistical test and statistical results explained using percentages and charts for data interpretations. In a positivist study that provides the framework for the way research should be conducted based on empirical inquiry, the purpose of collecting data likely is to ensure that all key variables have been identified or to collect information that will be quantified before statistical analysis whereas, in the interpretive paradigm, the emphasis is typically on the quality and debt of the data collected about a phenomenon (Collis & Hussey, 2009). However, the term quantitative or qualitative can be used to describe data rather than a paradigm as data collected can be quantitative that is, expressing data in numerical form, or qualitative which is, to express data in a nominal form such as using words or images.

In conducting research, academics should avoid bias as bias on the part of the researcher is unethical (Kumar, 2005). Bias is a deliberate attempt by the researcher either to hide the findings from research or to highlight something disproportionately to its true existence (Kumar, 2005). In line with the code of ethics in the UK, the author has been open and honest about the research processes by ensuring that people who have agreed to take part in this research are protected under the Data Protection Act of 1998 code of ethics (Dawson, 2009). The code of ethics conveys to respondents with the questionnaire used in this research details about what the author intends to do with the information provided by the respondents stating clearly that the author intends to treat

both the respondents and the information they have provided with utmost confidentiality, respect and with honesty (Dawson, 2009). The code of ethics covers anonymity. The author took appropriate steps to ensure that the information provided by the respondents cannot be traced back to them when the final report is produced or published (Dawson, 2009). Other ethical issues are informed consent of the participants, marshalling out the purpose of the research before the participants agree to participate in completing the questionnaire as this could present problems in gaining access and obtaining valid responses and data protection regulation requirements which clarify what the author intends to do with the final report (Collis & Hussey, 2009). Another ethical issue is the provision and deprivation of a treatment which may pose an ethical dilemma to a researcher. When testing an intervention or a treatment, a researcher usually adopts a control experimental design and, in such studies, it may be unethical to provide a study population with an intervention that has not been irrefutably proven effective (Kumar, 2005). The author ensured that informed consent, minimum risk and candid discussions regarding any implication either now or in the future that may arise from participating in the study were ratified and documented as stated in appendices 3 and 4 to help resolve ethical issues to encourage NHS workers to participate in the research activity (Kumar, 2005).

Researchers are required to use appropriate research methodology in conducting a study. The survey method is designed to assist researchers in collecting primary or secondary data from a sample, to analyse them statistically, and generalise the result to a population (Collis & Hussey, 2009) However, descriptive research helps to provide an accurate representation of events at one point in time or at various times while an analytical survey, helps to determine whether there is a relationship between pairs of variables or multiple variables (Collis & Hussey, 2009). There are various techniques of collecting survey data in a positivist study like postal questionnaires, internet questionnaires, telephone interviews and face-to-face interviews. The author used structured questionnaire design where all participants are asked the same questions in the same order as the research area affects most of the participants in the same way.

Research methodologies associated with the positivist approach include experimental studies, surveys, cross-sectional studies, and longitudinal studies. The interpretive approach includes hermeneutics, ethnography, participatory inquiry, action research, case studies and grounded theory. Experimental studies are used to investigate the relationship between variables, where independent variable is manipulated to observe the effect on the dependent variable which permits

causal relationship to manipulate independent variable to observe the effect on the dependent variable in a research activity (Collis & Hussey, 2009). Therefore, this research design is not suitable for this study and was not used in the study. Cross-sectional studies are designed to obtain research data in different situations but at the same period to investigate the economic characteristics in surveys of large number of organisation or people due to constraints or limited resources (Collis & Hussey, 2009). The next research design is longitudinal studies. A longitudinal study is typically linked with a positivist methodology but used under the interpretive paradigm. A longitudinal study is the study of variables or a group of issues over a period to examine the dynamics of a research problem by examining the same variables several times (Collis & Hussey, 2009). Hermeneutics research methodology assumes that a relationship exists between the direct conscious description of an experiment and the underlying dynamics structures (Collis & Hussey, 2009). Ethnography research method is used by researchers to socially acquire knowledge and share the knowledge to understand the observed pattern off human activity by way of participatory observation where the researcher becomes a full member of the group that is being studied (Collis & Hussey, 2009). Other research methods not used in this study are action research, participative enquiry, case studies and grounded theory. The author adopted surveys methods using questionnaire design in this study to elicit responses from participants working in the NHS due to ethical issues and data protection considerations in the NHS.

It is unethical to use inappropriate research methods like selecting a highly biased sample, using an invalid instrument or drawing wrong conclusions (Kumar, 2005). Moreover, using an appropriate methodology but reporting the findings in a way that changes the findings to serve own or someone else's interest, is equally unethical (Dawson, 2009). The author carefully presented the research methodologies used in this study as follows; research strategy, research setting, data sources, research models, data collection and data processing techniques to enhance the reliability, and validity of this study. Participants asked questions on how the information generated from the responses provided would be used in this research. The author responded by stating that the information obtained from the responses would be treated anonymously with utmost confidentiality to protect the participants as answers provided cannot be traced to them. The use of information for research purposes should be done in such a way that will not directly or indirectly affect the study population. Therefore, researchers should see the need to consider and resolve these issues by informing respondents of the potential use of the information they will provide like completing a

questionnaire for research purposes (Kumar, 2005). The author discussed the purpose of this study with the respondents which they all consented to before participating in the research as specified in Appendices 3 and 4.

Research method and design include a discussion of the selected research method and design which the author used to determine the appropriate method to understand the research question (Hayes, Bonner & Douglas, 2013). In this study, the focus is on finding whether employees are motivated and whether they think that their performance appraisals are fair. To understand the management strategies for motivating or demotivating employees in the NHS by the managers, two possible research methods were used which include qualitative and quantitative methods (Yin, 2012).

Research questions under investigation in this study are:

- What are the current reward metrics available for NHS employees?
- What are the metrics used to assess employee performance and how do they link to rewards?
- Selection criteria for employee reward in the NHS, are they transparent or biased?
- Are there any audit committees in the NHS to check stated metrics and guidance as regards reward structures?

It is very important for researchers to formulate research questions properly with sincerity of purpose to determine the appropriate research method to use in any study to enable participants to respond to questions asked appropriately.

The qualitative method answers questions with no predetermined answer, whereas the quantitative method explores and focuses proving or disproving a hypothesis (Polit, Beck & Stannard, 2012). The author adopted the survey research approach as a quantitative research method to formulate the questionnaire to assist in eliciting responses from the participants to generate data for statistical tests, data analysis and data interpretations with positive outcomes. Researchers use a quantitative method with the intention to analyse numerical data and explain relationships among variables to enhance the validity and reliability of the research (Thamhain, 2014). In experimental quantitative design, researchers use surveys, mathematical analysis, randomisation and highly structured protocols to obtain responses from the participants to create data to support a research project (Hoe & Hoare, 2012). The author designed a survey with 10 questions to assist in obtaining data for

statistical tests using SPSS 23. Descriptive results from the statistical software SPSS 23, were used to answer the research questions. However, as the data was not evenly distributed due to ethical concerns from the participants who are employees of the NHS, the author used both the Likert scale and binary scale survey approach to elicit responses from the participants to find out if the significance level will change when descriptive results from the Binary and Likert statistical test results are generated respectively as stated in Appendices 1 and 2.

Research strategy

Research strategy refers to step by step plan of action that gives direction to the researcher's thought process and efforts enabling the researcher to conduct research systematically and on schedule, to produce quality results and detailed reporting (Dinnen, 2014). It enables the researcher to stay focused, reduce frustration, enhance quality, save time and resources and describe the rationale for the study and experiments required to achieve the desired objectives (Dinnen, 2014). There are four main types of research strategy namely, case study, qualitative interviews, survey and action-orientated research (Open University, 2023).

Case studies, qualitative interviews, and quantitative surveys are explained below however, action research is not relevant to this study therefore, not explained.

Case Studies focus on an in-depth investigation of a single case or a small number of cases. In case study research, information is sought from different sources and using different types of data like observations, surveys, interviews and document analysis (Open University, 2023). Data can be qualitative, quantitative or a mix of both. Case study research allows a composite and multifaceted investigation of the issue or problem (Open University, 2023). The author opted for a survey to generate quantitative data for statistical testing of empirical evidence for research hypothesis testing as the most feasible means of primary data collection to aid the study.

Qualitative interviews like structured, semi-structured, and unstructured interviews are the most widely used method for gathering data (Open University, 2023). Interviews allow access to rich information which requires extensive planning for the development of the structure, decisions about who to interview and how, whether to conduct individual or group interviews, and how to record and analyse them (Open University, 2023). Interviewees need a wide range of skills, including good social skills, listening skills and communication skills (Open University, 2023). Interviews are also time-consuming to conduct, and they are prone to problems and biases that need to be minimised

during the design stage (Open University, 2023). The author was unable to facilitate qualitative interviews due to ethical issues of confidentiality in the NHS UK. Several requests for qualitative interviews with some of the unit managers in the NHS by the author were declined due to ethical considerations. However, most unit managers consented to the author's distribution of the questionnaire to NHS employees to elicit responses to questions asked provided the questionnaire is completed anonymously which the author acceded to. This is one of the limitations of this research.

The quantitative survey is a widely used method in business research and allows access to significantly high numbers of partakers (Open University, 2023). Although the development of questions may appear easy however, a meaningful questionnaire that allows the answering of research questions is difficult (Open University, 2023). Questionnaires need to appeal to respondents and cannot be too long, too intrusive, or too difficult to understand as questionnaires need to measure accurately, the issue under investigation and for these reasons, it is also advisable where possible, to use questionnaires that are available in the market that has already been thoroughly validated (Open University, 2023). This is highly recommended for research such as the one the author carried out in this study. When using questionnaires, decisions should be made about the sample size for the research and whether this is representative of the whole population studied. Surveys can be administered to the whole population for example to all employees of a specific organisation if possible, depending on the number of people working in that organisational setting (Open University, 2023).

In the NHS, it is practically impossible to serve every employee with a questionnaire due to the number of people who work for the NHS. The use of sampling in research work is very useful where a large population of people is involved in a study. The author designed a questionnaire to elicit responses from the participants using sampling method to identify the number of people that will participate in the study. Author was able to design a questionnaire from the research questions to help elicit responses from the participants to generate data for statistical testing and analysis which will assist in answering the research questions. The author distributed 150 copies of ten questions each out of which 108 valid responses were returned to the author by the participants which the author used to generate data for statistical testing using five-point Likert scale. In the same vein, participant returned 113 valid responses to the author that was also used to generate data for statistical testing using binary scale or two-point scale. Questionnaire completed and returned to the author by different categories of employees in the NHS across different hospitals in the UK,

represents the sample size for both tests carried out respectively. 108 now represent the sample size for the five-point Likert scale while 113 represent the sample size for the binary or two-point scale test. Of the 108 and 113 copies of completed questionnaire with valid answers that were returned to the author, were processed using statistical software SPSS 23 to test the research hypothesis in order to assist the author in answering the research questions.

It is important to note that there should be consistency between the perspective (subjective or objective) and the methodology employed which implies that, the type of research strategy adopted by an author or a researcher has to be coherent and continually applied with its various elements that need to fit in with each other, whether the research is grounded on primary or secondary data (Cameron & Price, 2009). Some authors use action typically to improve their research methods however, author did not use action research in this study since the research subject is more practical in business research. Business research also known as management research is an analytical review that can help to solve business problems and contribute to the existing literature especially in management studies which is the specialist interest of the author. Management research is a process of investigating comprehensive information of all the management research using available information to improve the research quality with positive outcomes. For instance, in this study, author is investigating whether NHS workers are well-motivated or demotivated and investigating whether employee performance reviews are fair. To bolster the validity and reliability of this study, the author used both the qualitative and quantitative research approaches. However, author adopted the quantitative research technique mainly for research data gathering, data testing, data analysis and data interpretation to further strengthen the validity and reliability of this study as data used in this study were generated from primary data sources. Though, author encountered ethical and data protection issues while using survey method to generate primary data, having an interface with the group or population that is being researched, enhances the reliability and the quality of data used in this research.

Research strategy builds on existing principles and presupposes that the quality of a research is valued over its quantity to attest to the originality of the data collected for research purposes. Using survey methods to generate data for the purpose of research is usually very difficult, especially in public organisations like the NHS UK where data protection laws and information governance processes are regulated. However, using a qualitative research method based on available literature in this research area may not fully identify the inherent factors that demotivate employees in the

NHS as there is limited literature available on employee motivation and employee performance appraisals in the NHS UK. Author adopted survey method using questionnaire to elicit information from the NHS workers perspective to generate data for statistical test using SPSS 23. Data analysis and data interpretation of the statistical test results assisted in answering the research questions. It will also contribute to existing literature as there is currently no detailed literature available on employee motivation and employee performance evaluation in the NHS. The quality of this study conducted was appraised and conclusions drawn were based on the answers obtained from the descriptive statistics which assisted in answering the research questions by identifying, appraising and collating data to recognise motivating and demotivating factors for the NHS employees.

Research setting

The research setting is the physical, social or experimental framework within which research is conducted (Kumar, 2005). The research setting is an important part of research methodology as it relates to the environment in which research is conducted. The research setting details the methodological framework of the study as the baseline description for obtaining the research resources (Koswara, 2022). The essence of this study is to find out whether NHS employees are motivated and whether they think that their performance appraisals are fair. The setting of this study is in the NHS under the Department of Health sector of the UK. NHS employs approximately 1.4 million people which represents about 4.4% of the entire UK workforce therefore, the highest employer of labour in the UK. NHS is the symbol of healthcare services in the UK as most private healthcare services in the UK adopt some of the policies and operation guidelines of the NHS. The author is an employee of the NHS and conversant with some of the issues relating to employee motivation and employee performance evaluation both in the NHS and other healthcare providers in the UK. The author believes that some of the recommendations from this study if well applied, could help managers in the NHS to make better incentivising decisions that can motivate employees working in the NHS. Motivating workers effectively might increase staff morale and commitment in their respective job roles which could lead to increase in productivity, increase in job satisfaction, increase in staff retention and increase in work motivation. Nurses and doctors who are the frontline workers, interface with the patients on a daily basis. Therefore, if they feel that they are well motivated in their job, they might increase their level of commitment in their respective job roles if they feel that they are well incentivised and that the performance appraisal processes are fair.

Data sources

Sources of data used in this study were mainly collected using quantitative research methods from the survey items enabled by designing a questionnaire to elicit responses from the participants to help the author generate data to aid this research. Considering the number of employees that work for the NHS, the author believes that it will not be possible to distribute copies of the questionnaire to every employee working in the NHS as approximately 1.4 million people in the UK, work for the NHS. Therefore, the author used sampling method and selected 150 employees randomly from the various NHS Trusts across the four regions of the United Kingdom namely, NHS England, NHS Scotland, NHS Northern Ireland and NHS Wales as the population sample that was used in this study. The author distributed a total of 150 copies of 10 questions in the questionnaire to 150 employees in the NHS across several units and job roles out of which 108 completed responses for the five-point Likert scale and 113 for the binary scale responses were returned which the author considers purposeful research. Sample size and sample determination were obtained using a cluster-stratified random sampling method that was applied to achieve a representative sample. Researchers usually apply a 95% level of certainty for hypothesis testing and what that means is that, if a sample was selected 100 times, at least 95 of these samples would represent the characteristics of the target population (De Vaus, 2014). In the same vein, using a 99% level of certainty, what that implies is that if a sample was selected 100 times, at least 99% of these samples would represent the physiognomies of the population being investigated. In this study, the author used a 95% certainty or confidence level for the five-point Likert scale to validate the statistical result generated from the survey items as the data were not evenly distributed. Moreover, the author used a 99% level of certainty to verify the results generated from the statistical results of the survey items for the binary or two-point scale to ascertain the validity of the statistical test.

To determine the sample size of the population being investigated, author used Yamane (1967) formula with 95% confidence level and 5% significance level for the five-point Likert scale as the acceptable sampling error. Sampling error in a statistical analysis arises from unrepresentative sampling used in a study. Therefore, a percentage of the total variation is attributed to the sampling error which in this study is 5% for the five-point Likert scale and 1% for the binary point scale to check the validity and reliability of the survey items used for the statistical test as the data were not evenly distributed. A sample size of 113 was obtained from the Yamane formula calculation and this is considered purposeful research. Yamane calculation for the sample size that was used in this study is as shown below for clarity of purpose.

$$n = \frac{N}{1 + N * (e)^2}$$

Where n = represents the required sample size

N = represents population size

e = represent acceptable sampling error

$$n = 150 (150/1 + 150) * (0.05)^2$$

$$\text{Using Excel FX} = 150 * (150/1 + 150) * 0.0025$$

$$= 112.5$$

Therefore, n = 113.

Source: (Yamane, 1967). Sample size determination in survey research.

Researchers should note that Taro Yamane's sampling method can only be used for populations below 400 therefore, using Taro Yamane for populations above 400, might not give a result closer to reality. Half the value of the Taro Yamane sampling techniques could be obtained using the Olonite sampling technique (Olonite, 2022).

The Olonite sampling technique is used for both small and large populations. Olonite sampling technique was developed to mitigate the limitations of Taro Yamane sampling techniques ranging from 1 – 1, 280, 000, 00 population and 1 - 59,500 having 2 categories with 5 versions each (Olonite, 2022). Olonite sampling technique states that for some set of levels of significance, a particular category and version of sampling formulae should be adopted; levels of significance 0.15, 0.1, 0.05, 0.2, 0.002 and 0.001 should focus on category 1 and use the total population to identify the version to be considered (Olonite, 2022).

The aims of selecting a sample in research are to achieve maximum accuracy in the estimates within a given sample size and, to avoid bias in the selection of the sample used in research (Kumar, 2005). Bias in the selection of sample can occur if; the sampling is done by a non- random method that is, if the selection is consciously or unconsciously influenced by human choice (Kumar, 2005). The sampling frame list, index or other population records which serve as the basis of selection, cover the sampling population accurately and completely therefore, selection of a sampling population might be difficult and may not be beneficial to the study (Kumar, 2005).

Stratified random sampling precision depends hugely on the extent of the variability or heterogeneity of the study population with respect to the characteristics that have a strong correlation with what the researcher is trying to ascertain (Kumar, 2005). Consequently, if the heterogeneity in the population can be reduced by some means for a given sample size, the researcher can achieve greater accuracy of estimates (Kumar, 2005). Regarding the NHS UK, the sample population in terms of employees is homogenous cutting across several departments with different job roles and work locations. The author used stratified random sampling to arrive at 113 sample size out of which, 150 questions were distributed across various departments and varied job roles to elicit responses that generated the quantitative data that was used for statistical testing. Research findings from the data analysis and data interpretations obtained from the statistical results generated from the survey items, provided useful information that assisted the author to answer the research questions.

Sampling strategies can be categorised as; random or probability sampling designs, non-random or non-probability designs and mixed sampling designs (Kumar, 2005). Stratified random sampling is used by researchers to stratify the population in such a way that the population within a stratum is homogeneous with respect to the characteristics based on which it is being stratified (Kumar, 2005). It is essential that the characteristics chosen based on stratification, are clearly identifiable in the study population (Kumar, 2005).

There are two main types of stratified sampling: proportionate and disproportionate stratified sampling. With proportionate stratified sampling, the number of elements from each stratum in relation to its proportion in the total population is selected, whereas in disproportionate stratified sampling, no consideration is given to the size of the stratum as the procedure for selecting a stratified sample is systematically presented (Kumar, 2005). Author used systematic sampling method to determine the sample size as the sample population is considerably large and clustered. A sample size of 113 used in this study was obtained using the Taro Yamane formula.

Cluster sampling is a simple random and stratified sampling techniques that are based on the researcher's ability to identify each element in a population (Kumar, 2009). Random sampling can be used if the sample population is small. However, if the population is large, it might be difficult to identify each sampling unit and, in such cases, the use of cluster sampling might be more appropriate (Kumar, 2005). The author has explained the various forms of stratified sampling used to determine the population size of 150 and 113 was calculate as the sample size; $n=113$ derived using

Taro Yamane's sample size determination in survey research method (Yamane, 1967). Typically, cluster sampling is based on the ability of the researcher to divide the sampling population into clusters, and then select elements within the cluster using a stratified random sampling technique. In this study for instance, it will be difficult and impossible to use the whole study population as the sample size. However, due to the size of the population that is being investigated, cluster sampling was more suitable to use to divide the sample population into clusters to help to determine the sample size using Taro Yamane formula.

In this study, data were generated from both primary and secondary data. However, author used the survey method and designed a questionnaire with multiple choice answers to enable participants choose one answer from each question that aligns with their distinct viewpoints. The author chose survey method using questionnaire as the most feasible means of generating primary data to aid this research. Qualitative sources of information used in this research were mainly descriptive and obtained from secondary data sources published by several authors and validated for reliability. Data sources include data collected from secondary and primary data sources during the study with the aid of questionnaire. There are four main sources of data for research purposes. These include; field research which is concerned with accepting and construing the social interface of group of people, interviews carried out either face-to-face or focus group which is a group interview involving a small population with similar members, the use of a questionnaire to elicit responses from participants and secondary data analysis (Mbachu, 2018). Other sources of data include published literature, observations, documents, records and experiments (Mbachu, 2018). The author adopted the survey method using questionnaire to elicit responses from the sample population where 108 completed questions, were collated using five-point Likert scale to bolster statistical testing of the data collected for validity and reliability of this study.

This study also applied attitudinal rating scales specifically using five-point Likert scale in designing the questionnaire. Attitudinal rating scales are used in research where respondents have different attitudes towards different aspects (Kumar, 2005). Researchers only ascertain the attitude of the respondents to an issue by formulating a question for each aspect, using either open-ended or closed-ended questions to find out the attitude of the respondents towards each aspect (Kumar, 2005). The main limitation of this method is that it is difficult to draw conclusions about the overall attitude of the respondents towards each aspect. Therefore, author used five-point Likert scale to

provide respondents with varied answer preferences to choose from when completing the questionnaire. When researchers distribute questionnaires to participants to elicit responses about any aspect, it is expected that respondents provide answers to questions asked based on their views. The author's opinion about this limitation is that having divergent views from the participants in a survey, can enhance the data sources credibility and reliability of the study.

New researchers tend to ask questions on how to find reliable data for research purposes. However, this depends on the type of research that is being conducted. For large data, quantitative surveys as a rule, depict that larger samples produce more accurate results (Dawson, 2009). For large-scale quantitative research, statistical methods can be used to choose the sample size required for a given level of accuracy and the ability to make generalisations (Dawson, 2009). From the result of the survey item used for statistical analysis in this research, the data generated from survey items were not evenly distributed as indicated in the p-value in the normality test table and correlation analysis table below.

Normality test

Table 2 presents the results of the normality test. Note that the probability values (p-value) of all the items in the survey instrument were 0.00. Therefore, since the p-values were less than the level of significance which was 0.05, the null hypothesis was rejected as the data set was not evenly or normally distributed.

Normality test

Table 2. Normality test

No.	Survey Item	Kolmogorov-Smirnov Statistic	df	p-value
1	Do you agree with the NHS management strategy?	0.213	102	0.0
2	Do you feel motivated in your current role?	0.189	102	0.0
3	Do you feel demotivated in your current role?	0.202	102	0.0
4	If motivated, do the last appraisal match your expectations?	0.231	102	0.0
5	If demotivated, the last appraisal did not match your expectations?	0.249	102	0.0

6	Do some employee rewards do not match their performance?	0.266	102	0.0
7	Are there incentives for outstanding performance in your department?	0.408	102	0.0
8	Do you think the NHS employee's performance evaluation is bias-free?	0.222	102	0.0
9	Should the NHS management strategies for employee evaluation be reviewed?	0.230	102	0.0
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	0.446	102	0.0

Table 3. *Correlation analysis*

Variables	Spearman rho Value	p-value
Employees' performance reward structures in the NHS	0.388	0.000

The reason for the uneven distribution of data in any study, could be because of a small sample size. Usually, for sample sizes that are less than 150, International Business Machines Corporation SPSS statistics recommend that to achieve a P-value greater than 0, a minimum of 150 completed and returned responses is required (IBM, 2022). The author could not collect some of the copies of the questionnaire from some of the participants due to ethical issues around information governance and data protection regulations in the NHS. The author observed that some of the participants in this study accepted the questionnaire but did not complete it due to ethical regulations in the NHS. While distributing the questionnaire, the author identified that some of the participants were concerned about data protection and ethical issues in the NHS which they think, might have some consequences if the employee discovered that they participated in a survey that involves the NHS. However, the author transmitted a memo to one of the managers seeking permission to conduct a survey that would require the employees to participation in this study which was granted. Having been granted permission to distribute the questionnaire to the employees, the author distributed 150 copies of the questionnaire with 10 questions to each of the participants for their responses. However, some of the NHS employees, did not complete the survey which contributed partly to 0.00 P-value in the correlation analysis table as the data were not evenly distributed. Out of the 113

copies of the questionnaire completed and returned, 5 copies were voided as 5 of the participants selected more than one answer in some of the questions. Therefore, only 108 copies of the questionnaire were statistically significant and then tested statistically using SPSS 23. Staff unwillingness to participate in this study, is one of the limitations of this study as the author visited some hospitals in different parts of the UK for divergent views from the participants who are NHS employees. However, the ethical impasse had an impact on the workers' motivation to participate in the study.

Research model

The research model is the research objectives detailing stages of the research from writing the research question to literature review, generating and analysing data and then explaining the findings. There are four main types of research that can be used to set the research objectives which include; descriptive research, exploratory research, correlational research and explanatory research (Kumar, 2005). Quantitative and qualitative research are used for inquiry.

Descriptive research attempts to systematically describe a situation, problem, phenomenon, service or provide information like, living conditions of a community, or describes attitudes towards an issue (Kumar, 2005).

Explanatory research attempts to classify why and how a relationship exists between two aspects of a situation or phenomenon (Kumar, 2005).

Correlational Research attempts to discover or establish the existence of a relationship or association or interdependence between two or more aspects of a situation (Kumar, 2005).

Exploratory research uses a feasibility study or pilot study to explore an area where little is known or to investigate the possibility of undertaking research (Kumar, 2005). Researchers can hypothetically use any of these types of research above, however the author basically used a combination of some of the research models identified above in this study.

Data collection and processing techniques

In both qualitative and quantitative study, a researcher can explore research questions from different perspective as previous studies justified using survey to collect data through questionnaire (Yin, 2014). The author used the open-closed questions technique in designing the questionnaire that was distributed to the participants for their responses and generated raw data that was used

for statistical testing. Data generated from the statistical testing and analysis, enabled the author to answer three of the research questions below:

- What are the current reward metrics available for NHS employees?
- -What are the metrics used to assess employee performance and how do they link to rewards?
- -Selection criteria for employee rewards in the NHS, are they transparent or biased?
- Are there any audit committees in the NHS to check compliance with stated metrics and guidance as regards reward structures?

This study used questionnaire to review motivation and its impact on employee performance which was facilitated using a population sample of 150 and calculated sample size of 113 that was used for statistical testing and analysis.

Authorisation to distribute questionnaire to the NHS employees was discussed and approved by some unit managers with reference to a letter from one of the unit managers in the NHS Trust that the author visited for the purpose of this study. The author visited some unit managers in the NHS and presented the letter prior to the distribution of questionnaire to employees with an acceptable response rate overall. Completed copies of questionnaire collected from respondents was collated in a tabular format using the five-point Likert rating scale prior to using the SPSS 23 software version for statistical testing to aid data analysis.

The Likert scale assumes that each statement or item on the scale has equal attitudinal value, importance or weight in terms of reflecting an attitude towards an issue in question (Kumar, 2005). Some of the assumptions stated earlier were attributed limitations of this scale as statements on a scale rarely have equal attitudinal value (Kumar, 2005). However, it should be noted that Likert scale does not really measure attitude but helps to place different respondents in relation to each other in terms of the passion of their attitude towards an issue (Jackson, 2002).

There are other types of attitudinal scales like the Thurstone scale which uses statements like; agree or disagree to answer an attitudinal question and the Guttman scale, an ordinal scale that tests how a participant responds to a specific topic and measures how positively or negatively a respondent reacts to a specific topic (Ayanyemi, 2022). The author chose the Likert scale over the Guttman scale as the Guttman scale is not suitable for this study and rarely used in research. The difference

between the Likert and Thurstone scales is that Likert scales allow respondents to provide one answer per question with several multiple choice answers to choose from while Thurstone scales allow respondents to give multiple answers on each issue and then assign numerical values (Vijayamohan, 2023). The author adopted the Likert scale because it is more suitable and relevant to this research for data collection and collation purposes.

Reliability and validity

Researchers may use this study as a platform for future research in that, the author used reliable qualitative data (Applebaum, 2012). In the same vein, the author used quantitative data in conducting this research and ensured that monitoring and reporting procedures were accurately presented for reliability (Yin, 2014). Reliability is concerned with the findings of the research precipitated from the responses to all questions in a positivist study (Collis and Hussey, 2009).

Reliability can be estimated using the test-re-test method (Collis & Hussey, 2009). In the test-re-test method, questions are asked to the same people, but on two separate occasions using a correlation coefficient to provide an index of reliability (Collis & Hussey, 2009). Researchers can also use split-halves methods by dividing questionnaire record sheets into two halves, possibly putting the responses to the odd-numbered questions in one pile and the responses to the even-numbered questions in another pile using a correlation coefficient (Collis & Hussey, 2009). Additionally, the internal consistency method can be used where every item is correlated with every other item across the sample and the average inter-item correlation is taken as the index of reliability using Kuder-Richardson (KR20) formula software (Collis & Hussey, 2009). However, estimation error resulting from the data collection method is unlikely in this study as questions were formulated with multiple choice answers giving respondent the leverage to choose answers that best suit their situation.

The author has provided a comprehensive record of the research collection methods and explained research strategies or research designs, sampling method using Yamane's (1967) formula with 95% confidence and 5% acceptable sampling error to calculate the sample size of approximately 113 used for statistical testing for data analysis and findings (Yamane, 1967). The author also maintained a research diary to record research procedures to ensure progress. A research diary log is appropriate for documenting procedures, demonstrating credibility enabling future researchers to replicate the

research findings (Grossoehme, 2014). Outlining the steps and storing all documents used in this research, the author ensured that the results of study were reliable (Yin, 2014). Reliability denotes a researcher's responsibility to check for data accuracy by reviewing records for errors, monitoring changes in codes and crosschecking data (Ali & Yusof, 2011).

The concept of reliability is related to a research instrument that has a similar meaning; if a research tool is consistent, stable, predictable and accurate, it is said to be reliable (Kumar, 2005). The greater the degree of consistency and stability in an instrument, the greater the reliability therefore, a scale or test is reliable to the extent that repeat measurements made by it under constant conditions would give the same result (Kumar, 2005).

Factors that can affect the reliability of a research instrument are as follows, the wording of questions, the physical setting, the mood of respondents, the nature of interaction and the regression effect of an instrument which measures the attitudes towards an issue (Kumar, 2005). These factors were carefully considered by the author when designing and distributing the questionnaire to respondents to minimise the impact of the above-identified factors on the overall reliability of the research work. Another important concept of a research instrument is validity as detailed below.

Validity is concerned with the extent to which the research findings accurately represent what is happening in the situation; in other words, whether the data represent a true picture of what is being studied (Collis & Hussey, 2009). However, the reason questions may contain errors is perhaps respondents become bored or antagonistic for example, ticking more than one choice answer in a question used in questionnaire against the researcher's instructions (Collis & Hussey, 2009). In terms of measurement procedures, validity can be defined as the degree to which the researcher has measured what is set out to measure (Kumar, 2005). Additionally, validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Kumar, 2005).

Three types of validity can be used to measure an instrument as follows; Face and content validity measurement is based on the logical link between the questions and objectives of the study, concurrent and predictive validity used an indicator of some observable criterion for measurement while construct validity uses statistical procedures to measure the contribution of the total variance

observed in a phenomenon (Kumar, 2005). The author used a combination of face and content validity and construct validity to design questions covering several aspects of attitude or issue to be measured and used statistical procedures to establish the contribution of each hypothesis. The contribution of these factors to the variance is an indication of the degree of validity of the instrument used in the study in that, the greater the variance to the hypothesis, the higher the validity of the instrument (Kumar, 2005).

Inclusion: This refers to the integration of essential characteristics in a research work. For the purpose of this research, mainstream inclusion like the study population which is the NHS employees, sample size and five-point Likert scale data processed using the SPSS 23 showing the result of the descriptive statistics were included in this study for clarity of purpose in order to enhance the validity and reliability of this study.

Exclusion: This refers to non-essential characteristics which may be included as part of a research work but, may inhibit the study outcome. Therefore, the author cannot make recommendations based on the outcomes. The exclusions in this study are; binary or two-point scale data processed using SPSS 23 result of the descriptive statistics and the PV value results which was 0.00 for all survey items in the five-point data due to inadequate returned responses from the participants in this study.

Data Analysis was expounded in Chapter 4 supported with statistical analytical and empirical evidence which consists of; examining, categorising, tabulating and testing of data collected for study.

CHAPTER 4

DATA ANALYSIS

Several methods can be used to collect primary data however, the choice of a particular method depends on the purpose of the study considering the resources available for the research and the skills of the researcher (Kumar, 2005). In line with the research topic, employee motivation and employee performance management in the NHS, the survey method was used by the author as that was the only feasible means of generating primary data to aid this research considering legal and ethical issues around information governance in the NHS. The author designed a binary point scale questionnaire and distributed 150 copies to the respondents with yes or no options. However, some of the respondents suggested that a questionnaire with multiple choice responses, allows the participants to choose answers that best match their opinions. In response to this suggestion raised by some of the NHS employees, the author designed a five-point Likert scale survey and distributed 150 copies of ten questions in the questionnaire to the respondents to encourage them to participate in the research. The same questions were asked in both questionnaire designs however, the author distributed both copies of the questionnaire to the respondents to compare their responses. Additionally, the author used SPSS 23 statistical software to process raw data generated from the responses to assist in answering the research questions.

Data analysis is essential in a research work as it helps to summarise data collected for the purpose of this research. Data analysis involves the clarification of data collected to make a purposeful finding, it helps to propose conclusions from a research work or a research activity, helps in making useful decisions and helps to improve previous conclusions and recommendations from the existing literature in a particular subject area or research interest. To generate data that can be used in research from the quantitative research method, the use of sampling is very helpful as it enables academics to identify and select a few from a group called a sample from a bigger group which is the sampling population to form the basis for appraising or predicting the prevalence of an unknown piece of information, situation or outcome regarding a bigger group (Kumar, 2005). In simple terms, a sample is a portion of the population that a researcher is interested in investigating to discover new facts that can enhance the reliability and validity of the study or research outcomes. The larger the sample size of a given population, the better the outcome in terms of accuracy. However, in this study, a sample size of 113 was generated from the overall population of employees that work for

the NHS by the author due to ethical considerations and data protection laws and regulations in the UK as enshrined in the GDPR 2018.

Selecting a sample from the total population like the population of the NHS workers, has its advantages and disadvantages. Some of the advantages are it saves time as not all employees would like to engage in the research for personal reasons and it saves financial resources as the cost of travelling to every hospital under the NHS could be very high. Some of the disadvantages are a researcher might be unable to find out the information about the population features of interest. Instead, an estimate may be used which can lead to an error where estimation subsists. Also, sampling can compromise the level of accuracy of the findings in a research project. However, if the method of investigation is correct, the findings should be reasonably correct (Kumar, 2005).

The sample size calculated previously was 113. However, 121 completed copies of the binary point scale design questions were returned. Eight copies were voided as 8 participants completed the questionnaire incorrectly by selecting both yes and no options in all the ten questions in the questionnaire. Therefore, the 8 copies identified as incorrectly completed were invalidated for the binary point scale data. Moreover, only 108 completed copies of the five-point Likert scale design questionnaire were returned. Consequently, the sample size calculated to be used in this study was 113 to be generated from the raw data for the binary point scale design. However, only 108 copies of the questionnaire were returned for the five-point Likert scale questionnaire design which was used to generate raw data from the statistical software SPSS 23. Microsoft Excel was also used for some of the calculations; numerical summations and diagrams presentation to aid data analysis and the interpretations of the five-point and binary point scale questionnaire designs.

The author used both five-point Likert and binary point scale questionnaire designs to elicit responses from the participants to compare the statistical results generated from the SPSS 23 as providing participants with varied options, enabled them to choose answers that match their individual opinions regarding the questionnaire. Whereas a binary point scale choices may skew participant's opinion about some questions, the Likert scale helps to place different participants concerning each other in terms of the intensity of their attitude towards an issue to show the strength of one participant's view about that of another (Kumar, 2005).

Advantages of using a questionnaire for the purpose of academic research

-Using a questionnaire in research is comparatively convenient and inexpensive particularly when administered collectively to a study population, it is an extremely inexpensive method of data collection (Kumar, 2005).

-Using a questionnaire offers greater anonymity considering ethical issues in the NHS. It helps to increase the likelihood of obtaining accurate information in some situations where sensitive questions are asked (Kumar, 2005).

Disadvantages of using a questionnaire for the purpose of academic research

Application is limited to a study population that can read and write and that might exclude illiterates, very young, very old and sometimes, people that are handicapped (Kumar, 2005).

Other disadvantages are low response rate, lack of opportunity to clarify issues, responses to a question that may be influenced by the response to other questions and the participant has an inability to supplement with other information especially for the binary point scale questionnaire design (Kumar, 2005).

Description and quantitative statistics

Descriptive statistics are used to characterise a sample that does not require any inference about a population such as frequencies, percentages, mean, median, mode, standard deviation, z-scores, variance and interquartile range with sample sizes large enough to warrant other tests in the data analysis (Ross & Wilson, 2017). Descriptive analysis was used to analyse the results obtained from the SPSS 23 that assisted in answering three of the research questions in the successive analysis and interpretations of data. However, quantitative statistics are expressed as numbers that can be measured and written down as discrete or continuous and given a numerical value (Spiegel & Stephens, 2011). A descriptive analysis of quantitative data shows how numerical data collected in a study can be analysed quantitatively using statistical tools to numerically describe, aggregate and present the propositions of interest between the hypotheses. In this research, author used the descriptive statistical results generated from the survey items to analyse and interpret data results to help in answering the research questions. The author used statistical software SPSS 23 to process raw data that was generated from the participant's responses having collated data from the participant's responses.

Importance of statistics in research

Statistics is useful when a researcher has collected the required information and adhered to the requirements of each operational step of the research process (Kumar, 2005). Statistics can help in answering research questions. For instance, if individual responses generated from a survey method like questionnaire in collecting primary data are big, it might be difficult to understand the patterns in the data (Kumar, 2005). Therefore, the data generated from the individual responses need to be summarised using statistical measures like percentages, means, standard deviations and coefficients of correlation to reduce the volume of data to make it easy to understand (Kumar, 2005). Likewise, statistics helps in understanding the relationship between variables particularly when they are more than two (Collis & Hussey, 2009).

In this study, the author used a combination of results from SPSS and other statistical tools like percentages and charts in answering the research questions. Percentages represent an amount out of 100 to provide a consistent base for comparison when looking at fractional parts while charts present data in visual form for easy recognition of patterns or trends (Spiegel & Stephens, 2011). For instance, bar charts as indicated in this research, usually present categorical variables, discrete variables or continuous variables grouped in class intervals (Spiegel & Stephens, 2011).

Microsoft Excel was also used by the author to create a frequency polygon graph with multiple bar charts populated from raw data generated from the responses with a percentage bar graph to help in answering some of the research questions due to some shortfalls of the SPSS descriptive results.

Correlation analysis and methods used in statistical analysis

Statistical analysis was applied by the author to elucidate the research objectives using descriptive and quantitative statistical tools. Descriptive statistics of the survey instrument were also provided to describe the basic features of the research entities. Regarding Likert and binary point scale data analysis, the author used the Kolmogorov-Smirnov test to determine whether the data set was normally distributed (Lopatecki, 2023). Kolmogorov Smirnov test is a non-parametric statistical test that can be used to compare two distributions to determine if they are pulling from the same underlying distribution (Lopatecki, 2023). To test the correlation among the variables, Pearson-r may be applied in this research if suitable to determine if the data set is distributed normally using class intervals to measure the strength of the linear relationship between two variables (Lopatecki, 2023). Pearson-r has a value between -1 to 1 with a value of -1 showing a negative linear correlation, 0 indicating no correlation and +1 showing positive correlation (Spiegel & Stephens, 2011). Due to the

uneven linearity in data distribution, the author used the Spearman Rank test and not the Pearson-r to measure the coefficient of correlation in data distribution (Spiegel and Stephens, 2011). Spearman's rank correlation coefficient is a non-parametric measure of statistical dependence between two variables (Spiegel & Stephens, 2011). While Pearson-r correlation measures linear relationships, Spearman's correlation measures monotonic relationships whether linear or not as shown in the data distribution used in this research (Spiegel & Stephens, 2011).

Spearman's rank correlation coefficient (Spearman's rho) formula is indicated below:

$$r_s = 1 - \frac{6 \sum D^2}{N(N^2 - 1)}$$

Where D denotes the differences between the ranks of corresponding values of two variables (Yes/No), and N is the number of pairs of values; Yes/No is the statistical distribution of data generated (Spiegel & Stephens, 2011). Moreover, values on a five-point Likert scale with options such as Agree, Partially Agree, Neither Agree/Disagree, Partially Disagree and Disagree were processed on SPSS 23 software to determine if the data generated were normally distributed. Spearman's rank coefficient was calculated from the result generated by the SPSS as detailed in successive explanations below. In this study, the author considered 5% as a significant level for the statistical tests using SPSS 23. However, the author would also apply a 1% significant level to check the standard error while carrying out some of the analysis for validity and reliability of the results generated by the SPSS 23 software.

Research questions and answers

- What are the current reward metrics available to NHS employees?
- What are the metrics used to assess employee performance and how do they link to rewards?

SPSS results explained using descriptive statistics for data analysis and interpretations

Table 3 shows the distribution of responses and summary statistics of the survey items. 108 respondents participated in this study and from the results below, the respondents agreed (mean=4.62, standard deviation (SD) =0.82) that if there is a system in place for standard evaluation of the NHS employee performance with rewards linked to workers with excellent performance, they

would feel better motivated to do their jobs. However, the respondents disagreed (mean=1.49, SD=0.95) that there were existing rewards for outstanding performance in their departments.

In research, the mean score is often used as a measure of central tendency to represent the typical value in a set of data. In contrast, the SD describes the spread of data and measures volatility. A normal distribution with a low SD shows that the data distribution is close to the mean whereas a high SD denotes the spread of data distribution further from the mean. With P-values of 0.0 from the survey items in the normality test table below, the mean and SD scores were used to interpret the results from the survey items processed using SPSS 23. A p-value of 0.0 shows that the actual p-value is too small for the software (SPSS 23) to display. IBM SPSS recommend that to achieve a p-value greater than 0, a minimum of 150 completed and returned responses is required (IBM, 2022). The author was unable to collect 150 responses due to ethical issues within the NHS.

Research questions and answers

Are the selection criteria for employee rewards in the NHS, transparent or biased?

Table 3 shows the distribution of responses and summary statistics of the survey items. 108 respondents participated in this study and from the results below, the respondents agreed (Mean=2.53, SD=0.88) that the selection criteria for employee rewards in the NHS were transparent. However, the respondents disagreed (Mean=3.95, SD=1.08) that the selection criteria for employee rewards in the NHS were transparent. The respondents agreed that the NHS management strategies for employee performance evaluation should be reviewed as stated in question 9 below which suggests that the respondents think that the selection criteria for employee rewards in the NHS is somewhat biased. The total responses for employees who agreed and partially agreed that the NHS management strategies for employee evaluation should be reviewed were (38.9 + 30.6) % expressed as 69.5% as indicated in the table below. The author identified during this research that to elicit responses from the NHS employees that would aid in generating raw data for statistical tests using SPSS, questions 2, 3, 4, and 5 were indispensable and therefore, included in the questionnaire to assist in measuring the impact of motivation as a performance evaluation tool for employees working in the NHS.

Results of descriptive statistics

Table 3 shows the distribution of responses and summary statistics of the survey items. There were 108 respondents in this study.

Table 3. Descriptive statistics for the response of the participants

No.	Survey Item	Distribution of Responses (%) *					Summary Statistics	
		A	PA	N	PD	D	Mean	Std Dev
1	Do you agree with the NHS management strategy?	20 (18.5%)	7 (6.5%)	21 (19.4%)	27 (25%)	33 (30.6%)	2.57	1.45
2	Do you feel motivated in your current role?	15 (13.9%)	10 (9.3%)	28 (25.9%)	21 (19.4%)	34 (31.5%)	2.55	1.38
3	Do you feel demotivated in your current role?	32 (29.6%)	27 (25%)	24 (22.2%)	8 (7.4%)	16 (14.8%)	3.48	1.38
4	If motivated, do the last appraisal match your expectation?	7 (6.5%)	9 (8.3%)	48 (44.4%)	29 (26.9%)	14 (13%)	2.68	1.02
5	If demotivated, the last appraisal did not match your expectations?	10 (9.3%)	36 (33.3%)	49 (45.4%)	6 (5.6%)	7 (6.5%)	3.33	0.96
6	Do some employee rewards do not match their performance?	8 (7.4%)	23 (21.3%)	58 (53.7%)	12 (11.1%)	6 (5.6%)	3.14	0.92
7	Are there incentives for outstanding performance in your department?	3 (2.8%)	3 (2.8%)	7 (6.5%)	17 (15.7%)	77 (71.3%)	1.49	0.95
8	Do you think the NHS employee's performance evaluation is bias-free?	2 (1.9%)	9 (8.3%)	46 (42.6%)	37 (34.3%)	13 (12%)	2.53	0.88
9	Should the NHS management strategies for employee evaluation be	42 (38.9%)	33 (30.6%)	20 (18.5%)	9 (8.3%)	3 (2.8%)	3.95	1.08

reviewed?

If the NHS management strategies match your expectations, would you feel better motivated to do your job?							
10		83 (76.9%)	14 (13%)	8 (7.4%)	1 (0.9%)	2 (1.9%)	4.62 0.82

*A- Agree, PA-Partially Agree, N-Neither Agree nor Disagree, PD-Partially Disagree, D-Disagree

Normality test

Table 2 presents the results of the normality test. Note that the probability values (p-value) of all the items in the survey instrument were 0.0. Since the p-values were less than the level of significance, which is 0.05, the null hypothesis was rejected as the data set was not normally distributed.

Normality test

Table 4. Normality test

No.	Survey Item	Kolmogorov-Smirnov Statistic	df	p-value
1	Do you agree with the NHS management strategy?	0.213	102	0.0
2	Do you feel motivated in your current role?	0.189	102	0.0
3	Do you feel demotivated in your current role?	0.202	102	0.0
4	If motivated, do the last appraisal match your expectations?	0.231	102	0.0
5	If demotivated, the last appraisal did not match your expectation?	0.249	102	0.0
6	Do some employee rewards do not match their performance?	0.266	102	0.0
7	Are there incentives for outstanding performance in your department?	0.408	102	0.0
8	Do you think the NHS employee's performance evaluation is bias-free?	0.222	102	0.0

9	Should the NHS management strategies for employee evaluation be reviewed?	0.230	102	0.0
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	0.446	102	0.0

Table 5. Correlation analysis		
Variables	Spearman rho Value	p-value
Employees performance reward structures in the NHS	0.388	0.000

If SPSS displays a p-value of 0, it means that the null hypothesis is rejected, and that the author's test is highly statistically significant. P which stands for probability can take any value between 0 and 1. Values that are close to 0, show that the observed difference is improbable due to chance, whereas a p-value that is close to 1, suggests that there is no difference between the variables (Spiegel & Stephens, 2011).

International Business Machines Corporation (IBM) SPSS statistics recommends that to achieve a p-value greater than 0, a minimum of 150 completed and returned responses is required (International Business Machines Corporation, 2022). The author was unable to collect some of the copies of the questionnaire back from some of the participants due to concerns by some of the workers that they may be sacked if they participated in the survey. While distributing the questionnaire, the author observed that the majority of the participants were worried about losing their jobs if their employer found out that they participated in a survey that involved the NHS. Author asked for permission to distribute questionnaire to the employees which was granted before to the distribution of the questionnaire to NHS employees. However, some of the employees declined to complete the questionnaire which has reduced the sample size from 113 to 108 as only 108 of the duly completed questionnaire responses distributed to the employees were returned which is one of the limitations of this study. The author spent money and devoted ample time to travel across several parts of the UK visiting NHS services to obtain divergent views from the participants who are NHS employees. However, some employees did not participate in the survey at all primarily due to ethical issues. Spearman rho value calculated as shown in the SPSS 23 correlation analysis result was 0.388 which is

statistically significant. However, Spearman's rank correlation coefficient (Spearman's rho) formula below was used to check the normal distribution of data.

$$\begin{aligned}
 r_s &= 1 - \frac{6 \sum D^2}{N(N^2 - 1)} \\
 &= 1 - \frac{6(0.49)^2}{1.13(1.13)^2 - 1} \\
 &= 0.998 = 0.99 \\
 r_s &= 0.01 \text{ or } 1\%
 \end{aligned}$$

Ideally, a significance level of 1%, 5% and 10% also means that the corresponding confidence levels are 99%, 95% and 90%. What this means is that, since the data distribution falls within these limits of acceptance region assuming a 99% acceptance region and a significance level of 1%, the null hypothesis will be accepted based on the results of the binary point survey: Yes or No questionnaire design only (Olonite, 2022). What that means is that there is a weak or no association between employee performance and the reward structures in the NHS using a 1% significance level for survey item 6. However, at a 5% significance level, the null hypothesis will be rejected. The author used ANOVA to compare the p-value and significance level of standard error calculation for a decision to accept or reject the null hypothesis at 5%.

ANOVA

ANOVA is one of the most frequently used statistical techniques in academic research. ANOVA is useful in research activity as it focuses on the differences of variances to help in comparing the mean of groups and how they respond. ANOVA enables academics to compare the mean of three or more groups simultaneously on the assumption that; the responses for each factor level have a normal population distribution, that the distributions have equal variance, and that the data used in a study are independent (Kim, 2017). ANOVA is used to test the null hypothesis that the means of two or more populations are equal versus, alternatives that at least one of the means is different assuming the population is independently distributed and of equal variance (Salvatore & Reagle, 2001).

The formula for ANOVA is shown below and applied only for two variables questionnaire design.

$$N - K = df_2$$

N = Total number of observations (10 questions)

K = Number of groups (yes/no)

df2 = Total number of observations – degree of freedom lost

$$10-2 = 10-0.95$$

P = 0.013

A p-value of 0.013 at a 5% significance level is to be significant with alpha value $\alpha = \leq 0.05$. The alpha value is the probability of making a type 1 error false-positive. Type 1 error can occur when an academic rejects a null hypothesis that is a representative sample in the population. Therefore, regarding the ANOVA result, the null hypothesis was accepted at a 5% significance level for the binary point scale questionnaire design only. This indicates that there is no link between employee performance and the reward structures in the NHS. This was also evident in the SPSS 23 distribution responses with 23.3% partially agreeing compared to 5.6% that disagreed in the survey item 8 that the NHS employee selection criteria for rewards is somewhat biased. 53.7% neither agreed nor disagreed which is the reason the p-value was 0 from the SPSS 23 result. Consequently, multiple and percentage bar charts showed that 30.7% of the responses tested statistically, specifying that some of the NHS employee performance evaluations do not link to rewards (Appendices 6, 7 & 8).

SPSS 23 Statistical Package Results on Binary Point Scale Analysis for Individual Responses

Results of descriptive statistics

Table 1 shows the distribution of responses and summary statistics of the survey items. There were 113 respondents in this study.

Table 6. Descriptive statistics for the response of the participants

No.	Survey Item	Distribution of Responses (%) *		Summary Statistics	
		Yes	No	Mean	Std Dev
1	Do you agree with the NHS management strategy?	15 (13.3%)	98 (86.7%)	1.87	0.34
2	Do you feel motivated in your current role?	21 (18.6%)	92 (81.4%)	1.81	0.39
3	Do you feel demotivated in your current role?	90 (79.6%)	23 (20.4%)	1.20	0.40
4	If motivated, do the last appraisal match your	21 (18.6%)	92 (81.4%)	1.81	0.39

	expectations?				
5	If demotivated, the last appraisal did not match your expectations?	90 (79.6%)	23 (20.4%)	1.20	0.40
6	Do some employee rewards do not match their performance?	81 (71.7%)	32 (28.3%)	1.28	0.45
7	Are there incentives for outstanding performance in your department?	1 (0.9%)	112 (99.1%)	1.99	0.09
8	Do you think the NHS employee's performance evaluation is bias-free?	17 (15%)	96 (85%)	1.85	0.36
9	Should the NHS management strategies for employee evaluation be reviewed?	98 (86.7%)	15 (13.3%)	1.13	0.34
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	106 (93.8%)	7 (6.2%)	1.06	0.24

Standard deviation

SD is a measurement of variability (Douglas & Bland, 2005). When researchers calculate SD of a sample, it is used to estimate the variability of the population from which the sample was drawn (Douglas & Bland, 2005). For data with a normal distribution, about 95% of people will have values within SD of the mean, while the other 5% will be equally distributed above and below these limits (Douglas & Bland, 2005). In this study, the author used a confidence level of 95% for the five-point Likert scale data with a significance level of 5% for purposeful research due to the divergent views of the participants. The author believes that using a two-point scale also called the binary point scale may not fully explore the participant's opinions as the sample size of the population used in this study was not evenly distributed due to ethical issues around this study. The use of five-point Likert scale is more relevant to this research as participants were given options in the survey to choose an answer that best match their opinion about the study with a positive outcome as most participant chose options that applies to their jobs and how they feel about their employment with the NHS. Similarly, the author used the binary point scale just to compare the result with a confidence level of 99% and a 1% significance level. If author had relied on the result from the descriptive statistics from the binary point scale, it would have resulted in type 1 error as participants' views of the survey

items were restricted to yes or no options only. However, using the result from the ANOVA, the null hypothesis will be accepted with $\alpha = 1\%$. Nonetheless, the author considered the 5% significance level which applies to the Likert scale point survey design for the purpose of this study. A binary point scale design was used in this research for comparison only.

Type 1 error is a false positive outcome where a researcher rejects a null hypothesis that is true in the population whereas a type 2 error, occurs where a researcher accepts a null hypothesis when indeed, it should be rejected (Spiegel & Reagle, 2011).

The SD is a valid measure of variability regardless of the distribution. About 95% of the participant's opinions or views of any distribution usually fall within the SD limits, however those outside may skew to one end which may choose a different summary statistic when data have a skewed distribution (Douglas & Bland, 2005). When researchers calculate the sample mean, what the academics are interested in is not the mean of that sample, but the mean of each opinion which in statistical terms, is from the population where the sample was drawn. Researchers typically collect data to express an opinion about an investigation and, use the sample mean as an estimate of the mean for the whole population being investigated. It should be noted that the sample mean varies from one the sample to another and the way these variations occur is called sampling distribution of the mean (Douglas & Bland, 2005). Academics can estimate how much the sample mean will vary from the SD of the sampling distribution which is called the standard error of the estimate of the mean (Douglas & Bland, 2005).

Author used these statistical estimates in this study regarding the descriptive statistics of the survey items generated from SPSS 23 results mostly for the five points Likert point scale design.

Standard error of the mean

Standard error of the mean is the variability of sample in a sampling distribution of means or an estimate of that SD (Spiegel & Reagle, 2011). SD of the mean (SE) is expressed mathematically below.

$$SE = \frac{\sigma}{\sqrt{n}}$$

Where:

SE = Standard error of the sample

σ = Sample SD

n = number of samples

Therefore, standard error of the mean (SEM) is expressed mathematically as:

$SD/\sqrt{n}$,

Where:

SEM = Standard error of the mean

$\sqrt{n}$ = Square root of the sample size

The standard error of the sample mean depends on both the standard deviation and the sample size by the simple relation, $SE = SD/\sqrt{n}$. The standard error falls as the sample size increases to the extent of the chance of variation is reduced (Douglas & Bland, 2005). The principle of a sampling distribution applies to other measures that can be estimated from a sample like a proportion or regression coefficient, and to contrasts between two samples, such as a risk ratio or the difference between two means or proportions. All such quantities have uncertainty due to sampling variation. Therefore, for such estimates, a standard error can be calculated to show the degree of uncertainty in the sample distribution. Mathematically or statistically, $\pm$ sign is used to link the SD or standard error (SE) to a sampled mean.

Data interpretation and findings

The findings also referred as the results or outcomes of a research work or activity, describes what the researcher found when analysing the data which can help the researcher use the data collected to answer the research questions highlighted in the introduction part of the study. Findings represents the empirical evidence that supports or challenges existing theories or hypothesis in a specific field of study (Garvey & Griffith, 2002). Authors finding from this study using results generated from the descriptive statistics of the responses provided by the participants from the survey items, presented as five point Likert scale and binary point scale questionnaire designs respectively, were used in the research to assist in collating data for analysis, The outcomes or results of the data collated and analysed as evidenced in the descriptive statistics of the survey items in the table above, ultimately assisted the author in answering 3 of the 4 research questions stated in the introduction aspect of the study.

The author applied the quantitative method of research as the most feasible means of obtaining primary data to aid this study due to unavailability of data especially quantitative data from previous

researchers in employee motivation and employee performance evaluation in the NHS perhaps due to ethical considerations and data protection regulations in the NHS. The use of quantitative techniques is relevant and highly recommended in this study to obtain participants' views of the research questions which underpins the essence of this study. The author believes that the use of quantitative research method is important in this study to enable statistical testing of the data collated to enhance the validity and reliability of this study. The author also feels that receiving responses from the workers who are directly employed by the NHS, would improve the credibility of the quantitative data sources in that, the research question asked by the author will affect all the employees of the NHS. Therefore, allowing the employees of the NHS to participate in this study, will enable them to respond to the questions asked in the survey based on individual employees' feelings and opinions. In gathering quantitative data to support this research, the author encountered hitches in the distribution and collection of the questionnaire from the employees of the NHS for various reasons mostly based on ethical considerations. However, most of the employees that participated in the study, completed the questionnaire based on their own opinions on whether they feel motivated or demotivated in their roles and whether the employee evaluation processes are fair.

In Table 4 of the descriptive statistics for the responses of the participants in the binary points scale statistical results, only 18.6% of the participants agreed that they feel motivated in their job while 81.4% disagreed that are motivated in their job with a mean score of 1.81 and SD of 0.39 in survey item 2. From the same survey responses, 79.6% of the participants feel demotivated in their job roles while 20.4% feel motivated with a mean score of 1.20 and an SD of 0.40 in survey item 3. In survey item 8, only 15% of the participants thinks that the NHS employee performance evaluation is bias free while 85% of the participants think that the NHS employee performance evaluation is biased with a mean score of 1.85 and a SD of 0.36. In survey item 9, 86.7% of the participants thinks that the NHS employee motivation and employee performance evaluation strategies should be reviewed, while 13.3% of the participants feel that they are satisfied with the strategy with a mean score of 1.13 and a standard deviation of 0.36. In survey item 10, 93.8% of the participants thinks that if the motivation strategy matches their expectations, they will feel motivated to do their job whereas 6.2% of the participants feels indifferent with a mean score of 1.06 and an SD of 0.24.

Based on the findings from the result of the descriptive statistics responses for survey item 4, 6.5% of the NHS employees that participated in the study agreed that their recent appraisals conducted in

their various units, did not match their expectations whereas in survey item 5 of the descriptive statistics responses, 9.3% of the participants that represents the population of the study that was being carried out which is the NHS workers, might be demotivated in their job or work satisfaction. The consequences of employees that are demotivated in their job, would always have a negative outcome in terms of their performance and productivity.

The author suggests that managers in the NHS should reassess the PDR process to ensure compliance with stated metrics. If the employees continue to think in the same way that the performance evaluation process is not effective as purported, managers should set up a panel to review the entire process and make recommendations on the findings for a positive outcome. Part of the review process might be to commission an independent inquiry where NHS employees would be given the opportunity to speak to the independent investigators about any concerns they may have. The investigator can use the interview method to elicit information from the employees to find out what their concerns are and make suggestions on how to resolve these issues to maximise employees' work and job satisfaction to keep the employees motivated in their jobs.

In the same descriptive statistics from the participant's responses in survey item 4, 8.3% of the participants partially agreed that recent performance appraisal in their unit matched their expectations with 33.3% in survey item 5 of the descriptive statistics responses from the participants thinking that the employees will be demotivated with the outcome of the recent appraisal. Using the same Likert questionnaire responses in the survey item 4, 44.4% of the participants' responses indicated that they neither agreed nor disagreed with the outcome of the recent employee performance appraisal. Therefore, the outcome of the recent appraisal, may not have any impact on the employee's work motivation while 45.4% of the participants in survey item 5, think that some of the NHS employees, will be demotivated by the outcome of their recent performance appraisals. There is a differential of 1% from the responses of the participants in survey items 4 and 5 of this Likert questionnaire option categories which it thinks is insignificant.

Perhaps, the reason for this statistical result could be that most of the employees feel that their previous appraisals have always been like this which they see as a trend or pattern in their respective work units. Therefore, appointing an audit committee to check if the performance appraisal systems and processes in the NHS are effective. The author thinks that setting up an audit

committee to checkmate the employee appraisal process in the NHS, would help to check compliance with stated metrics and assist benchmarking NHS employee performance appraisal outcomes with other health care service providers either private or other NHS providers like the Australia Health Service and the German Health Service.

Participants' responses in survey items 4 and 5 of the descriptive statistics, indicated that some of the NHS employees' experiences with the PDR processes, have always been the same on a yearly basis as most unit managers have adopted the same approach and strategy over time, Some of the participants think that most of the manager's approaches with PDR have been just the same over a given period which was the reason, most of the participants responded in that manner. In the same survey item 4 of the descriptive statistics responses, 26.9% of the participants partially disagreed that the recent employee performance appraisal matched their expectations while in survey item 5 of the descriptive statistics responses, 5.6% of the participants think that some of the NHS employees would feel demotivated with the outcome of the recent employee performance appraisals.

In the last category option in survey item 4 of the descriptive statistics responses, 13% of the participants disagree completely that their recent performance appraisals, matched their expectations while in survey item 5 of the descriptive statistics responses, 6.5% of the participants think that the recent PDR's outcome, might have a negative impact on their work motivation. The mean score of the summary statistics was 2.68 in survey item 4 of the descriptive statistics responses with a SD of 1.02 while in survey item 5 of the descriptive statistics responses, the mean score of the summary statistics was 3.33 with a SD of 0.96. What this implies is that most participants in this study, indicated that most of the NHS employees would feel demotivated in their job satisfaction due to the perceived inadequacies in the PDR systems in their various work units.

About survey item 7 of the descriptive statistics responses, 2.8% of the participants opined that there are no incentives for outstanding performance in their work units and 2.8% of the participants partially agree that there are incentives available for outstanding performance in their work units. 6.5% of the participants neither agree nor disagree that there are incentives available for outstanding performance in their work unit. Inversely, 15.7% of the participants partially disagree that there are incentives available for outstanding performance in their work units whereas, 71.3%

of the participants disagree completely that there are incentives available in their work units for outstanding performance. The mean score was 1.49 in survey item 7 of the descriptive statistics responses of the summary statistics with a SD of 0.95. This result indicates that employees of NHS think that the efforts they put into their jobs are not being accredited therefore, not appreciated by their unit managers. The author suggests that having any form of incentives that the NHS employees has been asking for, would inevitably encourage the workers which will enhance productivity overall.

In this data analysis and interpretation of findings, the author only considered and applied the five-point Likert scale questionnaire responses from the participant's responses with the results from the SPSS 23 for the purpose of this study due to the divergent opinions of the participants in answering the questionnaire.

Normality test results indicated that, the p-value from the responses for all the survey items was 0. The reason was that the sample size which was 108 completed and returned questions from the participants, was less than 150 sample size recommended by IBM for the SPSS test and statistical analysis. The author highlighted ethical constraints in the NHS as the main drawback for most NHS employee participation in this study. This is very pertinent as conducting independent research in the NHS without initial approval or authorisation from the NHS top executives, most independent researchers in the NHS, would face the arduous task of obtaining relevant information to aid their research. The author thinks that this should be a Caveat to future researchers or academics interested in carrying out research or study in the NHS UK mostly due to ethical regulations

Evidence shows that the data analysis and interpretations of the answers to three of the research questions. However, there is no evidence from the SPSS 23 results that there are audit committees in the NHS to check compliance with stated metrics and guidance as regards reward structures.

Findings from this study, indicated that the management strategies on employee motivation and employee performance evaluation processes in the NHS, should be reviewed to maximise employees' work or job satisfaction with positive outcomes. Consequently, the author would have accepted the null hypothesis for most of the research questions if the binary point scale questionnaire design has been used exclusively in this study without the Likert scale questionnaire

design. Nonetheless, the author only used the five-point Likert results for all the data analysis and interpretation of findings in this study as the Five-point Likert questionnaire designs was more relevant to this study to obtain valid responses from the participants. If the binary scale design also called the two-way questionnaire design was used to test the hypothesis in this study, it would have resulted in type 1 error due to the constriction of response options available to participants in the questionnaire design typically as yes or no response options only.

Findings from the study

Findings is the main outcome of a research work, stating what the research identified and recommended (Collis & Hussey, 2009). In the same vein, summary of findings is a succinct and clear information, accentuating a research project key results and conclusions drawn from the study (Dawson, 2010). Author's analysis and interpretation of data extracted from SPSS 23 results, focused mainly on five-point Likert scale results due to divergent views and responses on the survey items by the respondents.

SPSS Data Analysis for 5 Point Likert for individual Responses

Methods

This chapter is devoted to covering statistical analysis to address the research objectives. Descriptive statistics of the survey instrument are also provided to describe the basic features of the items. Kolmogorov-Smirnov test was used to determine whether the data set is normally distributed or not. To test the correlation among the variables, Spearman Rank test was used. Throughout this study, the author considers 5% as a significant level for the tests. Moreover, SPSS 23 software result was used to carry out most of the analysis.

Results of Descriptive Statistics

Table3. *Descriptive statistics for the response of the participants*

No.	Survey Item	Distribution of Responses (%) *					Summary Statistics	
		A	PA	N	PD	D	Mean	Std Dev
1	Do you agree with							
	the NHS	20	7	21	27	33	2.57	1.45
	management	(18.5%)	(6.5%)	(19.4%)	(25%)	(30.6%)		
	strategy?							

2	Do you feel motivated in your current role?	15 (13.9%)	10 (9.3%)	28 (25.9%)	21 (19.4%)	34 (31.5%)	2.55	1.38
3	Do you feel demotivated in your current role?	32 (29.6%)	27 (25%)	24 (22.2%)	8 (7.4%)	16 (14.8%)	3.48	1.38
4	If motivated, do the last appraisal match your expectation?	7 (6.5%)	9 (8.3%)	48 (44.4%)	29 (26.9%)	14 (13%)	2.68	1.02
5	If demotivated, the last appraisal did not match your expectations?	10 (9.3%)	36 (33.3%)	49 (45.4%)	6 (5.6%)	7 (6.5%)	3.33	0.96
6	Do some employee rewards do not match their performance?	8 (7.4%)	23 (21.3%)	58 (53.7%)	12 (11.1%)	6 (5.6%)	3.14	0.92
7	Are there incentives for outstanding performance in your department?	3 (2.8%)	3 (2.8%)	7 (6.5%)	17 (15.7%)	77 (71.3%)	1.49	0.95
8	Do you think the NHS employee's performance evaluation is bias-free?	2 (1.9%)	9 (8.3%)	46 (42.6%)	37 (34.3%)	13 (12%)	2.53	0.88
9	Should the NHS management strategies for employee	42 (38.9%)	33 (30.6%)	20 (18.5%)	9 (8.3%)	3 (2.8%)	3.95	1.08

	evaluation be						
	reviewed?						
	If the NHS						
	management						
	strategies match						
10	your expectations,	83	14	8	1	2	
	would you feel	(76.9%)	(13%)	(7.4%)	(0.9%)	(1.9%)	4.62 0.82
	better motivated to						
	do your job?						

*A- Agree, PA-Partially Agree, N-Neither Agree nor Disagree, PD-Partially Disagree, D-Disagree

Normality Test

Table 4. Normality test

No.	Survey Item	Kolmogorov-Smirnov Statistic	df	p-value
1	Do you agree with the NHS management strategy?	0.213	102	0.0
2	Do you feel motivated in your current role?	0.189	102	0.0
3	Do you feel demotivated in your current role?	0.202	102	0.0
4	If motivated, do the last appraisal match your expectations?	0.231	102	0.0
5	If demotivated, the last appraisal did not match your expectations?	0.249	102	0.0
6	Do some employee rewards do not match their performance?	0.266	102	0.0
7	Are there incentives for outstanding performance in your department?	0.408	102	0.0
8	Do you think the NHS employee's performance evaluation is bias-free?	0.222	102	0.0
9	Should the NHS management strategies for employee evaluation be reviewed?	0.230	102	0.0

10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	0.446	102	0.0
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Table 5. Correlation analysis

Variables	Spearman rho Value	p-value
Employees' Performance	0.388	0.000
Reward structures in the NHS		

From the survey results above, descriptive statistics of response from the participants in this study indicated that the data analysis and interpretations explicated in Chapter 4, provided answers to three of the research questions. Further analysis of data in this study also revealed that motivating employees in the NHS, would improve their performance overall with a positive impact on patients care.

With reference to table 1 descriptive statistics for the response of the participants survey item 10, the participants agreed (Mean=4.62, SD=0.82) that if there is a system in place for effective evaluation of the NHS employee performance with rewards linked to workers with outstanding performance, the employees will be motivated to do their jobs with positive outcomes. Author found during this research that NHS management strategies regarding employee incentivising scheme does not align with the workers expectations. In the same vein, survey item 7, indicated that participants disagreed (Mean =1.49, SD= 0.95) that there are existing rewards for outstanding performance in their departments. Consequently, author suggest a review of the NHS management strategies on employee motivation and employee performance evaluation in line with best practice for a better outcome in terms of employee job satisfaction.

Existing empirical research suggests that employee job satisfaction, influences a business chance of survival as motivation is essential to employee performance (Bayram and Dinc, 2015). Descriptive statistics from Survey item 2 revealed that only 13.9% of the respondent's responses agreed that they feel motivated in their current role whereas, 31.5% disagreed with (Mean = 2.55, SD =1.38). In like manner in survey item 3, 29.6% agreed that they feel demotivated in their current role while 14.8%, disagreed with (Mean =3.48, SD =1.38).

The result illustrated that the participants were consistent in their opinions regarding employee motivation as standard deviation adduced from the summary statistics were basically the same with a value of 1.38. Additionally, 2.8% agreed that there are incentives for outstanding performance in their department while 71.3% disagreed with (Mean=1.49, SD=0.95).

From the descriptive statistics of the participant's responses, author found that there is little or no incentives available for NHS workers with outstanding performance which accounts for 29.6% of the employee's distribution responses that feel demotivated in their current job role. Survey item 8 that questions whether NHS employee performance evaluation is bias free? Only 1.9% agreed that the evaluation process is bias free whereas, 12% disagreed with (Mean = 2.53, SD = 0.88).

In survey item 9, employees were asked if the NHS evaluation strategies should be reviewed. 38.9% agreed that NHS strategies on employee motivation and performance evaluation should be reviewed while only 2.8% disagreed with (Mean = 3.95, SD = 1.08). However, key findings from this study are as follows:

❑ Inadequate Management Strategies:

The management style within the NHS has been perceived as a "one-size-fits-all" approach, which is inadequate for addressing the diverse situations affecting employee motivation and performance. This finding emphasizes the need for tailored management strategies that align with specific employee needs and organisational contexts.

❑ Lack of Incentives:

The study found that 71.3% of NHS employees reported a complete lack of incentives for outstanding performance. This lack of recognition contributes to feelings of demotivation, as employees do not feel their efforts are valued.

❑ Need for Performance Evaluation Review:

A significant number of employees (38.9%) agreed that the NHS performance evaluation strategies should be reviewed. The current evaluation process was found to be perceived as biased, with only 1.9% of employees believing it to be bias-free.

❑ Importance of Employee Motivation:

The research underscores that employee motivation is essential for achieving positive outcomes such as increased productivity, job satisfaction, and employee retention. Effective motivation strategies can enhance engagement and performance among NHS staff, particularly clinical employees like doctors & nurses.

In summary, data analysis and interpretations from descriptive statistics of the survey results presented answers to three of the research questions as there is no evidence from the SPSS 23 summary statistics results that there are audit committees in the NHS to check compliance with stated metrics and guidance as regards reward structures. Therefore, author have drawn a conclusion from the findings, suggest further research that is linked to employee motivation and employee performance evaluation in healthcare settings, proffered recommendations and stated the limitations of this research.

In Chapter 5, the author provided a summary of findings, presented recommendations, identified the limitations of this study and suggested areas for further research on employee motivation and employee performance management in Health Care Settings.

CHAPTER 5

Summary of findings

Findings is the main outcome of a research work, stating what the research identified and recommended (Collis & Hussey, 2009). In the same vein, summary of findings is a succinct and clear information, accentuating a research project key results and conclusions drawn from the study (Dawson, 2010). The author's analysis and interpretation of data extracted from SPSS 23 results, focused mainly on five-point Likert scale results due to divergent views and responses on the survey items by the participants

Methods

This chapter is devoted to covering statistical analysis to address the research objectives. Descriptive statistics of the survey instrument are also provided to describe the basic features of the items. Kolmogorov-Smirnov test was used to determine whether the data set is normally distributed. To test the correlation among the variables, the Spearman Rank test was used. Throughout this study, the author considers 5% to be a significant level for the tests. Moreover, the SPSS 23 software result was used to carry out most of the analysis.

Results of descriptive statistics

Table3. *Descriptive statistics for the response of the participants*

No.	Survey Item	Distribution of Responses (%) *					Summary Statistics	
		A	PA	N	PD	D	Mean	Std Dev
1	Do you agree with the NHS management strategy?	20	7	21	27	33	2.57	1.45
		(18.5%)	(6.5%)	(19.4%)	(25%)	(30.6%)		
2	Do you feel motivated in your current role?	15	10	28	21	34	2.55	1.38
		(13.9%)	(9.3%)	(25.9%)	(19.4%)	(31.5%)		
3	Do you feel demotivated in your current role?	32	27	24	8	16	3.48	1.38
		(29.6%)	(25%)	(22.2%)	(7.4%)	(14.8%)		

4	If motivated, do the last appraisal match your expectation?	7 (6.5%)	9 (8.3%)	48 (44.4%)	29 (26.9%)	14 (13%)	2.68	1.02
	If demotivated, the last appraisal did not match your expectations?	10 (9.3%)	36 (33.3%)	49 (45.4%)	6 (5.6%)	7 (6.5%)		
5	Do some employee rewards do not match their performance?	8 (7.4%)	23 (21.3%)	58 (53.7%)	12 (11.1%)	6 (5.6%)	3.14	0.92
	Are there incentives for outstanding performance in your department?	3 (2.8%)	3 (2.8%)	7 (6.5%)	17 (15.7%)	77 (71.3%)		
7	Do you think the NHS employee's performance evaluation is bias-free?	2 (1.9%)	9 (8.3%)	46 (42.6%)	37 (34.3%)	13 (12%)	2.53	0.88
	Should the NHS management strategies for employee evaluation be reviewed?	42 (38.9%)	33 (30.6%)	20 (18.5%)	9 (8.3%)	3 (2.8%)		
9	If the NHS management strategies match	83 (76.9%)	14 (13%)	8 (7.4%)	1 (0.9%)	2 (1.9%)	4.62	0.82

your expectations,
would you feel
better motivated to
do your job?

**A- Agree, PA-Partially Agree, N-Neither Agree nor Disagree, PD-Partially Disagree, D-Disagree*

Normality test

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Table 5. Correlation analysis

Variables	Spearman rho Value	p-value
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From the survey results above, descriptive statistics of response from the participants in this study indicated that the data analysis and interpretations explicated in Chapter 4, provided answers to three of the research questions. Further analysis of data in this study also revealed that motivating employees in the NHS, would improve their performance overall with a positive impact on patients care.

With reference to Table 1 descriptive statistics for the response of the participants survey item 10, the participants agreed (mean=4.62, SD=0.82) that if there is a system in place for effective evaluation of the NHS employee performance with rewards linked to workers with outstanding performance, the employees will be motivated to do their jobs with positive outcomes. The author found during this research that NHS management strategies regarding employee incentivising schemes do not align with the workers' expectations. In the same vein, survey item 7, indicated that participants disagreed (mean =1.49, SD = 0.95) that there are existing rewards for outstanding performance in their departments. Consequently, the author suggests a review of the NHS management strategies on employee motivation and employee performance evaluation in line with best practice for a better outcome in terms of employee job satisfaction.

Existing empirical research suggests that employee job satisfaction influences a business's chance of survival as motivation is essential to employee performance (Bayram and Dinc, 2015). Descriptive statistics from Survey item 2 revealed that only 13.9% of the respondent's responses agreed that they feel motivated in their current role whereas, 31.5% disagreed with (mean = 2.55, SD =1.38). In like manner in survey item 3, 29.6% agreed that they feel demotivated in their current role while 14.8%, disagreed (mean =3.48, SD =1.38). The result illustrated that the participants were consistent in their opinions regarding employee motivation as SD adduced from the summary statistics were basically the same with a value of 1.38. Additionally, 2.8% agreed that there are incentives for outstanding performance in their department while 71.3% disagreed with (Mean=1.49, SD=0.95). From the descriptive statistics of the participant's responses, the author found that there are few or no incentives available for NHS workers with outstanding performance which accounts for 29.6% of the employee distribution responses that feel demotivated in their current job role. Survey item 8 questions whether NHS employee performance evaluation is bias-free. Only 1.9% agreed that the

evaluation process is bias-free whereas, 12% disagreed with (Mean = 2.53, SD = 0.88). In survey item 9, employees were asked if the NHS evaluation strategies should be reviewed. 38.9% agreed that NHS strategies on employee motivation and performance evaluation should be reviewed while only 2.8% disagreed with (Mean = 3.95, SD = 1.08).

In summary, data analysis and interpretations from descriptive statistics of the survey results presented answers to three of the research questions as there is no evidence from the SPSS 23 summary statistics results that there are audit committees in the NHS to check compliance with stated metrics and guidance as regards reward structures. Therefore, author have drawn a conclusion from the findings, suggest further research that is linked to employee motivation and employee performance evaluation in healthcare settings, proffered recommendations and stated the limitations of this research.

Summary and study conclusions

Author explicated employee motivation and employee performance management in the NHS both in qualitative and quantitative terms. Relevant literature on employee performance management and strategies on employee motivation in the NHS was explored supported with findings from the study. Healthcare industry like the NHS rely greatly on the skilled workforce to achieve its numerous strategies and organisational objectives effectively with positive outcomes. Therefore, implementing effective management strategies on employee evaluation in the NHS is very fundamental to achieve increase in productivity, workers retention especially the clinical employee like doctors and nurses, quality care support to patients who the users of the NHS and who are critical stakeholders as most of the patients are tax payers in the UK who contributes to the funding of the NHS and increase in reputation as NHS was the first national service to provide free healthcare services to every British citizen after the Second World War.

Most successful organisations understand the importance of keeping their employees highly motivated as various literature on employee motivation and employee performance evaluation theories, techniques and strategies for motivating workers, leadership role in employee motivation, and empirical research on the usefulness of motivational techniques were reviewed and blended in this study. Though there are still gaps in the literature, this study sets the basis for further research in employee motivation and employee performance evaluation in both business and public organisations as the author accentuated the impact of employee motivation to any organisational

success. Moreover, leaders in various business and public organisations with the unit managers can develop a productive workplace or work culture by implementing one of the several employee motivation and employee performance evaluation theories that the author used in this study that was explained exhaustively.

Maslow's theory of individual needs, Herzberg's two-factor theory, Bandura's self-efficacy theory, McGregor's theory of X and Y, Alderfer's theory, Taylor's scientific management theory, and Vroom's expectancy theory are all specimens of such theories that managers could use to create a productive workplace with positive outcomes. Managers must evaluate each theory and use the theory that works best for the organisation and the employees. Also, managers can improve employee engagement, job satisfaction, and productivity by learning about some of these theories of motivation and employee performance evaluation to keep the employees motivated and engaged in achieving organisational goals. Managers can as well keep the various teams in their organisation enthusiastic and productive through several techniques, such as public praise and rewards, training and development, communication and feedback, work-life balance, employee empowerment, team building, goal-setting, incentive programmes, and individual employee recognition for outstanding performance (Chan, 2022).

Additionally, managers in business and public organisations that devote time to learning about the employee motivation theory and take cognizance of what can motivate an employee or a group of employees in a team can create an enabling workplace that will be conducive to productivity and employee job satisfaction. In the same vein, if a leader could inspire a team or teams in an organisation, such tactics are essential for productivity increase and the attainment of organisational goals. Managers that are effective at what they do, share the organisational vision with their teams which can help to inspire the teams. For instance, giving tasks to the teams to perform, keeping close contact with the teams which can encourage the teams to grow, giving clear instructions about a task and using feedback as a tool to strengthen the performance of the teams, and commending the teams when they complete assigned tasks successfully, will enhance workers efficiency. When managers encourage teamwork in a workplace, they help the workers feel more connected to the organisations vision and mission. Therefore, if the organisations vision and mission are comprehensible, each of these teams will work hard to meet the organisational goals. Consequently, effective leaders could use different strategies to inculcate a sense of purpose in the various teams within an organisation which can help to create an enabling environment that can bolster

collaboration amongst the various teams to enhance productivity for organisational growth and sustainability.

In this study, the author examined the factors that can affect the effectiveness of employee performance evaluation in the NHS theoretically and empirically. This study was conducted across several NHS hospitals in the UK with the NHS employees as the main population. The results of this study showed that the employee performance evaluation process and the perceived fairness of the employee evaluation process, are the key factors that can affect the effectiveness of employee performance evaluation in the NHS. Therefore, a deeper understanding of the employee evaluation processes in the NHS should be the focal attention of the leaders and unit managers in the NHS for improvement in employee evaluation processes for a better outcome. Consequently, according to the findings from this study, 38.9% of the NHS employees who participated in this research, agreed that the NHS management strategies for employee evaluation should be reviewed with 76.9% of the employees agreeing that they will feel motivated to do their jobs if the NHS management strategies are reviewed. Conversely, 2.8% of the NHS employees who participated in this study, disagreed that the NHS management strategies for employee evaluation should be reviewed with 1.9% of the employees disagreeing that they will feel motivated to do their jobs if the NHS management strategies are reviewed.

This study was facilitated with the aid of the SPSS 23 software package using statistical analysis to discourse the research objectives. The author applied descriptive statistics of a survey instrument to describe the basic features of the survey item using the Kolmogorov-Smirnov test for the normality test of data. Subsequently, the Spearman Rank correlation coefficient was used to generate summary statistics (mean and SD) at a 5% significant level for data analysis and data interpretation. The author also used statistical charts and percentages derived from Table 1 distribution responses (1%) to compare the Likert scale results of various survey items to support data analysis and data interpretation. Moreover, the study carried out by the author answered three out of the four research questions to achieve the research objectives. The outcome from this study also provided an implication for the NHS management to improve on NHS employee performance evaluation efficiency and suggestions for future research. The result of this study is beneficial for both business and public organisations to improve on the areas and factors that can dwindle the productivity of employees and ultimately stimulate better employee performance evaluation processes and provisions, to enhance employee performance review scheme. Also, with the outcomes of this

study, it is essential that the employee performance evaluation schemes should be well-defined in such a way that the employee performance review process in each stage of the process, is entrenched with implementations that are relevant to the practice of the employees from different units in that organisation. Accordingly, employee performance evaluation framework, should create ethical consciousness of fairness relative to an employee efforts and expectations. This employee evaluation framework if well implemented, can contribute greatly towards positive attitudes of the employees for higher motivation, employee job satisfaction and greater effort by most of the employees in achieving the organisational goals.

Previous research suggests that effective management strategies on employee performance evaluation and staff motivation in business organisations lead to success as effective management strategies, influence organisational performance (Germain, 2012). Some of the benefits of effective management strategies on employee performance evaluation and staff motivation in business organisations include employee engagement, expectations clarification, career growth, goals evaluation, training needs identification and improvement in employee performance (Albrecht & Andreetta, 2011). The author suggests that implementing appropriate management strategies in facilitating employee motivation and employee performance management effectively in the NHS, can help to bridge the gap in stakeholder's expectations with the actual outcomes.

Future researchers can take into consideration the outcomes from this study to expand on the areas of study in other academic fields rather than to concentrate on healthcare sector only. For instance, a researcher can consider incorporating both a questionnaire and an interview as the survey tools for the study so that more reliable data can be generated if the two different research approaches can generate similar data. Also, researchers can combine different types of analysis to test the significance and relationship between the variables used in a research work or activity like the dependent, independent, and control variables. Thus, more variables should be added to test the factors that can affect or influence the efficiency of employee performance evaluation processes in business and public organisations.

Employee performance evaluation is usually an avenue to reward and acknowledge hard-working and high-performing employees for their efforts and contributions towards achieving the organisational objectives. It is an equal opportunity for managers and employees to discuss openly the employee's performance thereby, allowing both the managers and the employees to work together to develop the organisational objectives for the future- *Ceteris Paribus*. Ethical

considerations of motivation strategies should be emphasised while organisations endeavour to maximise employee motivation by ensuring that these efforts do not infringe on an employee's rights or compromise their welfare. What that means is that employees should be involved in all decisions that can either affect their work or welfare to enable them to make contributions that will have a positive impact on their overall welfare and well-being. Motivational strategies that will be adopted by the managers should empower the employees, it should promote a work-life balance and then foster a healthy and supportive workplace that will benefit the organisation and its employees. By prioritising the welfare of the workers, an organisation can enhance employee motivation and enhance productivity and, create a positive reputation for the organisation that can attract highly skilled employees and validates the organisations commitment to ethical business and civic practices.

As employee motivation continues to evolve, business and public organisations should be attentive and proactive to employee motivation and employee performance evaluation processes for employee job satisfaction and employee retention. However, further study on employee motivation and employee performance evaluation is required to determine how employee satisfaction can affect productivity. Employee job satisfaction in the workplace has been linked to higher levels of productivity and employee contentment at work. Therefore, managers need to study and understand what really motivates employees and how to apply that knowledge in line with the different motivation theories and techniques. Considering the effect of employee welfare and the attempts by managers to promote work-life balance on employee engagement and productivity for instance, could be a topic for further study. Similarly, further study is required to determine how motivation can affect the results for organisations by suggesting new ideas and satisfying clients (Alanizan, 2023). Numerous literatures have identified how lack of employee motivation can affect productivity on the job in various organisations. However, further research is required to show how employee motivation and employee performance appraisal processes can affect other areas of an organisation. Another area of study could be the relationship between employee motivation and engagement and the consequences of the abysmal employee performance review process in business organisation.

This study investigated and discussed employee motivation and employee performance management in the NHS UK, moderated by the evidence in this research and realistic perspectives. Moreover, evidence from the findings indicated that the management style adopted by the

managers in the NHS perceived as a “one-size-fit-all”, was inadequate as different situations on employee motivation and employee performance management, require different management approaches as detailed in the theoretical concept of employee motivation, employee engagement and employee performance management (Bryman et al., 2011).

Furthermore, academics can use other research mechanisms for data sources instead of distributing questionnaire to generate enough data to enhance the sources of data collection to improve the validity and reliability of the research. Additionally, the author suggests further areas of research based on the findings from this study as follows:

- ❑ Audit committees’ role in the NHS to check compliance with employees’ reward structures.
- ❑ Enhancing employee involvement in decision-making in a work environment.
- ❑ Employee performance appraisal policies should be phased into the public service sector via a trial scheme.
- ❑ The findings suggest further research on employee motivation and performance evaluation in different contexts, including private healthcare settings, to explore how these dynamics operate outside the NHS framework.

Conclusions

This study is original as there is very limited literature on employee motivation as it pertains to employee performance management in the NHS.

In conclusion, the thesis presents a compelling case for the need to reassess and enhance employee motivation strategies and performance evaluation processes within the NHS to foster a more engaged and productive workforce.

Reflections

The author had the opportunity to visit several NHS hospitals across the four regions of the United Kingdom including England, Wales, Northern Ireland, and Scotland. The author initially planned to use the interview method of survey research however, due to ethical considerations in the NHS, it

was impossible to continue with the interview method as most of the managers in the NHS that the author approached, were reluctant to grant interviews as they were not sure of what the consequences would be. Some of the managers the author spoke to, hinted that the topic for the PhD thesis is a research area most managers would not like to participate in directly especially as it relates to the NHS.

The author initially thought that having worked for the NHS for about a decade and having a thorough grasp and understanding of the ethical and confidential issues in the NHS, this study would have been different as it relates to staff welfare and not patients or Government funding of the NHS. However, that was not the case as the author would have consulted with top executives in the Department of Health here in the UK for authorisation at the planning stage of this study. Though, the author discussed the title of this study with some senior executives in the NHS who initially consented to support with non-confidential information. However, most of the top executives that initially agreed to provide useful information to support this research, declined at a later stage. Only one of the managers consented to allow the author to distribute the questionnaire directly to the employees and provided written assent via email which enabled the author to distribute the questionnaire to other NHS employees for their independent opinions about the said topic with positive outcomes. A good number of the NHS employees participated in the study and completed the questionnaire which the author used to generate primary data to support this study. The information provided by the NHS employees was valuable and useful as the author was able to generate data for the study using statistical tools specifically SPSS 23 to obtain statistical results from the survey items which was useful in answering most of the research questions.

Critical reflections

An initial attempt by the author to obtain participants' commitment and interest in this study was a bit difficult mainly due to ethical considerations. However, most participants alluded that the research topic was useful. Several attempts after the initial contact with the participants were productive as about 150 employees of the NHS agreed to participate in the study. Only 108 employees returned the five-point Likert scale questionnaire design while 120 employees returned the two-way point scale questionnaire otherwise called binary point scale questionnaire, but 113 responses were completed correctly.

Reflecting on the challenges author faced in this study, especially concerning ethical issues, the author would like to recommend further research on either employee motivation or employee performance evaluation distinctly in a private hospital setting. However, for academics that are interested in conducting research in the NHS, they should ensure full authorisation is granted possibly by the Department of Health from each of the regions in the United Kingdom for relevant information to be made available for the purpose of the study by the Department of Health and the NHS respectively. The authorisation from the Ministry of Health (MoH) in the UK is very important to enable academics to gain access to valuable information that will aid their research. Access to information and the NHS employees' willingness to participate in this research were the main limitations of this study which future researchers must strive to achieve prior to commencing research in the NHS. It is very crucial that future researchers take cognizance of this as findings from their study, could help to improve employee motivation and employee performance management in the NHS UK.

Critical reflections in this study also include methodological limitations that the author identified to have impacted on the overall outcome. The methodological limitations are as follows:

- ❑ Small sample size- A larger survey size would likely achieve greater confidence in the findings.
- ❑ Culture of fear is likely to skew responses due to the pervasive culture of fear that negative responses would lead to punishment.
- ❑ The lack of a qualitative survey based on semi-structured interviews would enable the findings to be explored in greater detail.

The above methodological limitations resulted in unexpected outcome as a climate of fear surrounded completing even an anonymous questionnaire for fear of repercussions. There is a likely underreporting of errors and failures due to the potential consequences of informing on senior colleagues. There are concerns regarding human factors pertaining to trust and social capital that weigh heavily on interpersonal relationships within the NHS hierarchy, suggesting that appraisals are not always objective & fair (Bourdieu & Wacquant, 1992). Additionally, there is a cultural resistance to change in the NHS due to extant pressures and workloads.

Recommendations

Recommendations are established on the results of a research work showing specific actions and guidelines to follow (Dawson, 2010). The author's objective in this study was to review the management strategies on employee motivation and employee performance management in the NHS. From the data gathered and processed using the SPSS 23 statistical package during the study, the author identified some lapses in employee motivation in the NHS as descriptive statistics results indicated that NHS employees are not motivated. The author thinks that this could harm employees' performance in the NHS as motivation is fundamental to employee performance and productivity in different organisations and not just the NHS alone. Concerning these findings, the author proposed the following recommendations below the author believes that, if the NHS management can adopt or implement some of the recommendations below, the NHS employees would feel motivated to do their jobs with positive outcomes. The recommendations are:

NHS management strategies on employee motivation and performance management should be reviewed. The author believes that if NHS policies on employee motivation and employee performance appraisal processes are reviewed in line with the best practices, workers would feel better motivated to do their jobs.

Employee performance should be linked to specific rewards and employee appraisal processes should be transparent and without equivocation. The author is aware that there is a standard process in place for employee performance evaluation in the NHS. However, some of these standards are not complied with as specified by the NHS due to human factors and poor monitoring mechanisms in place. The author recommends an audit of the NHS workers' processes report at least annually after the employee performance reviews (PDR) have been completed to check compliance with stated metrics.

Author recommends that the NHS establish an employee reward scheme that will align with best practices and benchmark with similar healthcare organisations such as the Australian Health Care System provided by the municipal health Care Board, Norway Health Care System that is funded by the state, Finland NHS provided by the Finnish social insurance institution of Finland, German Health Care System funded by statutory contributions and provided free to all German citizens, Singapore

Healthcare System which is publicly funded and Japan Health Care System which is publicly funded as well, just to mention a few.

Current reward metrics and guidance as regards reward structure should be accessible online via the NHS intranet and flyers printed and displayed on the notice boards in all NHS hospitals. The author recommends that NHS leaders should compare their reward structure with other national health care services like Australia and Germany. Evidence shows that workers in these two countries mentioned above are well-motivated to do their jobs as the rewards schemes are better including the salaries and wages. Most workers do not do overtime outside their normal contracted working hours. Yet, their employee's work and job satisfaction remarks are better compared to the NHS in the United Kingdom.

Management strategies on staff motivation and employee performance management in public organisations like the NHS, should be reviewed for a better outcome. As stated earlier, workers would feel motivated and incentivised if they were paid a decent salary or wages with other rewards available, especially for high performance or productivity. Several theories of motivation that the author used in this study postulated that employees would work harder if there were a reward in place for higher performance.

The author recommends further research on either employee motivation or employee performance management respectively in a private hospital or healthcare setting in the UK due to confidentiality issues in the NHS. However, for researchers who are interested in conducting research in the NHS, author suggest they should get authorisation from the Department of Health before they can start the research work. The author believes that getting authorisation from the MoH in the UK is very necessary to have access to relevant information that will support the study.

Additionally, the author recommends that researchers should approach the NHS workers at the planning stage of the research to find out their motivation and willingness in their proposed study to participate in this research to avoid facing severe difficulty at a later stage of the study.

The author recommends that future researchers in this subject area especially in any research topic that will involve the NHS, approach the Department of Health and the NHS top executives for

funding as the financial implication of conducting research where the researcher would like to visit several hospitals could be substantial.

The author recommends that top executives in the NHS should support external and independent research like this study as findings from such research are central. However, the key recommendations of this study includes but not limited to:

The author recommends that the NHS management should:

- ☐ Review and improve management strategies related to employee motivation and performance evaluation.
- ☐ Establish transparent reward structures linked to specific performance outcomes.
- ☐ Implement audit processes to ensure compliance with established performance evaluation metrics.

Research limitations

Research limitation is defined as the areas of weaknesses of a research work, stating explicitly and categorically, factors that are outside the control of the researcher (Lakshmi & Mohideen, 2013). The available literature on management strategies and employee performance evaluation in the NHS is limited as the author could not find previous research work on employee motivation in the NHS or employee performance evaluation in the NHS. However, the author used recent journal articles and continuous professional development (CPD) periodicals available in the NHS online library and intranet which the author referenced appropriately (NG & Chan, 2014). Conversely, some information required for in-depth analysis was encrypted and often required authorisation from top executive management staff in the NHS. This constraint is the major factor that demotivates researchers to carry out research in the NHS. The author travelled across several regions in the UK to visit NHS hospitals to amass valuable information to support this study. However, most senior staff within the NHS were unwilling to share relevant information to support this piece of work due to confidentiality etiquette and information governance policies in the NHS.

Moreover, some employees believe that the NHS which is under the Department of Health in the UK, is fully functional across various regions of the UK. Therefore, most of the employees declined to participate in this study as they felt that management strategies and employee performance evaluation criteria in the NHS are immaculate. Nonetheless, the author found out from some of the

senior staff in the NHS that if they provided certain information, they would be investigated and that they may eventually lose their jobs while some of the senior staff completely declined to participate in the study. These findings by the author and NHS staff revelation of the likely consequences if they participate or provide information outside the information governance protocols of the NHS is antithetical to research development which can also inhibit future research in the NHS with negative outcomes.

Another limitation of this research is time constraints and finance. The author is a full-time employee in the healthcare sector here in the UK. Conducting research of this nature and magnitude requires time and available finance specifically money to enable the researcher to buy materials that are needed for the study including statistical software like the SPSS for quantitative data analysis and interpretations. Also, visiting several hospitals in the NHS for information gathering to aid the study, would require a lot of money to fund the trips. Additional limitations of this study includes:

- ☐ Data protection and ethical consideration issues in the NHS were key issues for this study.
- ☐ Funding and time constraints were a critical drawback of this study.
- ☐ Unwillingness to discuss relevant information to aid the study by senior staff members in the NHS.
- ☐ The study highlights ethical challenges in obtaining participant consent and the fear among NHS employees about potential repercussions for participating in this research. This limitation affected the quantity and quality of data collected, emphasizing the need for ethical frameworks in future research.

Contribution to literature

This study will enhance users understanding of the practical applications and theoretical framework on employee motivation and employee performance management in both public and private organisations. Author's view from the findings is that the management style in the NHS would have a better outcomes on employee motivation and employee performance management if the recommendation from this study is adopted by the management in the NHS.

In the same vein, this study will enhance users understanding of the practical applications and theoretical framework on employee motivation and employee performance management in both

public and private organisations. Author's view from the findings is that the management style in the NHS would have a better outcomes on employee motivation and employee performance management if the recommendation from this study is adopted by the management in the NHS.

Additionally, this study will enhance users understanding of the practical applications and theoretical framework on employee motivation and employee performance management in both public and private organisations. Author's view from the findings is that the management style in the NHS would have a better outcomes on employee motivation and employee performance management if the recommendation from this study is adopted by the management in the NHS.

Quantitative pitfalls in research

Selecting a representative sample from the population of a study interest and collecting data using standardised instruments like the survey method applied in this study to design questionnaire which assisted in collecting primary data, is often difficult (Loddick, 2023). Several factors like bias sampling, estimation errors, participants not responding to questionnaires in a study, cancellation and termination of interviews with researchers especially in organisations where ethical consideration issues are prevalent, all these factors constitute a pitfall or mistake in research.

Common pitfalls in quantitative research relevant to this study

This study clarified management of employee motivation and employee performance in the NHS of the United Kingdom. The author used this study to evaluate the effect of motivation on employee performance and employee job satisfaction in the NHS as applicable to other business and public organisations.

This study was also used to evaluate the effect of employee performance evaluation on productivity and employee work or job satisfaction by critically appraising the NHS employee annual PDR in line with the healthcare practice benchmark to find out if the NHS employee's performance evaluations were fair. The author will present three common pitfalls in research as follows: introduction, methods and results and outcomes discussions.

Introduction

Metcalfe (2017), posited that research on learning from errors, highlights the importance of making errors to support the learning process which can help to create an avenue to discuss common pitfalls in quantitative research made by researchers. When researchers conduct a study especially in areas where access to information is restricted due to ethical issues, some author can make errors during the study unknowingly. However, some of these mistakes or pitfalls sometimes supports the researchers learning process to create an opportunity to discuss these errors either through reflections or interactions with other academics to help the researcher to resolve the errors.

Kovack (2018), stated that statistical errors have been identified in editing journal articles which researchers can use to provide robust analysis to provide readers with more accurate statistical information to evaluate analytical research. The essence of research is to investigate the extant literature to discover new facts. Some research work conducted by previous researchers could have statistical errors like sampling and estimation errors however, a new study in that same subject area by another researcher, might correct most of the errors and lapses found in the previous research. The next quantitative pitfall to discuss is the methods used in a study.

Methods

Methods or techniques used in a research work examine the methodology applied by the researcher to answer the common mistakes in quantitative research. The research to collect common mistakes or pitfalls in quantitative research is a case of exploratory study methodology that is appropriate to investigate a single case (Yin, 2017). Additionally, the approach adopted in collecting data which in this study was a questionnaire, using a five-point Likert scale design. The binary or two-point scale design in this study was used for comparison of the SPSS 23 results. However, the five-point Likert scale questionnaire design, enabled the participants to appropriately choose an answer or respond to the questions in such a way that best fits in the participant's opinions in each of the questions or the survey items provided in the questionnaire. NHS employees were the participants in this study as this research topic intended to investigate employee motivation and employee performance management in the NHS with valid outcomes using an open-ended survey format. The benefit of the open-ended survey format is that it enabled the participants to think through the questions or survey items and then respond with their own opinions to the choice of answers provided in the survey items. The main issue with this type of research is that it takes a long time to analyse the

results for findings from the study. The third and last pitfall in quantitative research as applicable to this study is the result and outcomes discussions.

Results and outcomes discussions

This part of the quantitative research outlines the results of the questionnaire, the author's reflections, and feedback from the participants in this research. The author designed a questionnaire in both a five-point Likert scale and a two-point scale. However, the author's analysis and interpretation of data was based on the five-point Likert scale SPSS 23 results of the descriptive statistics to explore the participant's views to answer the research questions. 150 copies of the survey items used in the questionnaire were distributed however, only 108 completed responses were returned. Therefore, for the purpose of this research, only 108 participants participated in this study and provided responses that were used for statistical tests and data analysis and interpretation. This was the basis upon which the research questions were answered from the results of the findings. The population sample was drawn from the NHS employees chosen as 150 which was calculated mathematically to arrive at a sample size of 112.5, approximately 113. Moreover, from the participants responses who are mostly the clinical employees of the NHS, only 108 of them completed the questionnaire therefore, 108 was the sample size used for statistical analysis based on the five-point Likert questionnaire design results as shown below.

Table 3: Results of descriptive statistics

Table3 Descriptive statistics for the response of the participants								
No.	Survey Item	Distribution of Responses (%) *					Summary Statistics	
		A	PA	N	PD	D	Mean	Std Dev
1	Do you agree with the NHS management strategy?	20 (18.5%)	7 (6.5%)	21 (19.4%)	27 (25%)	33 (30.6%)	2.57	1.45
2	Do you feel motivated in your current role?	15 (13.9%)	10 (9.3%)	28 (25.9%)	21 (19.4%)	34 (31.5%)	2.55	1.38
3	Do you feel demotivated in your current role?	32 (29.6%)	27 (25%)	24 (22.2%)	8 (7.4%)	16 (14.8%)	3.48	1.38
4	If motivated, do the last appraisal match your expectations?	7 (6.5%)	9 (8.3%)	48 (44.4%)	29 (26.9%)	14 (13%)	2.68	1.02
5	If demotivated, the last appraisal did not match your expectations?	10 (9.3%)	36 (33.3%)	49 (45.4%)	6 (5.6%)	7 (6.5%)	3.33	0.96
6	Do some employee rewards do not match their performance?	8 (7.4%)	23 (21.3%)	58 (53.7%)	12 (11.1%)	6 (5.6%)	3.14	0.92
7	Are there incentives for outstanding performance in your department?	3 (2.8%)	3 (2.8%)	7 (6.5%)	17 (15.7%)	77 (71.3%)	1.49	0.95

8	Do you think the NHS employee's performance evaluation is bias-free?	2 (1.9%)	9 (8.3%)	46 (42.6%)	37 (34.3%)	13 (12%)	2.53	0.88
9	Should the NHS management strategies for employee evaluation be reviewed?	42 (38.9%)	33 (30.6%)	20 (18.5%)	9 (8.3%)	3 (2.8%)	3.95	1.08
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	83 (76.9%)	14 (13%)	8 (7.4%)	1 (0.9%)	2 (1.9%)	4.62	0.82

*A- Agree, PA-Partially Agree, N-Neither Agree nor Disagree, PD-Partially Disagree, D-Disagree

Table 4: Normality Test Results

Table 4. Normality test				
No.	Survey Item	Kolmogorov-Smirnov Statistic	df	p-value
1	Do you agree with the NHS management strategy?	0.213	102	0.0
2	Do you feel motivated in your current role?	0.189	102	0.0
3	Do you feel demotivated in your current role?	0.202	102	0.0
4	If motivated, do the last appraisal match your expectation?	0.231	102	0.0

5	If demotivated, the last appraisal did not match your expectations?	0.249	102	0.0
6	Do some employee rewards do not match their performance?	0.266	102	0.0
7	Are there incentives for outstanding performance in your department?	0.408	102	0.0
8	Do you think the NHS employee's performance evaluation is bias-free?	0.222	102	0.0
9	Should the NHS management strategies for employee evaluation be reviewed?	0.230	102	0.0
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	0.446	102	0.0

Table 5. Correlation analysis

Variables	Spearman rho Value	p-value
Employees' Performance	0.388	0.000
Reward structures in the NHS		

Below, is a summary of the grouped data from the responses of 108 participants in this study facilitated using the five-point Likert questionnaire design in (appendix 7).

Five-Point Likert Scale Questionnaire Design for the Collective Responses

Questions	Answers					
↓	Agree	Part Agree	Neither	Disagree	Part Disagree	Sum (Σ)
1	14	12	22	25	35	108
2	16	11	29	24	28	108
3	33	30	20	11	14	108
4	8	14	44	29	13	108
5	11	35	49	5	8	108
6	9	24	57	15	3	108
7	2	4	6	16	80	108
8	3	5	47	36	17	108
9	41	40	20	5	2	108
10	78	17	9	1	3	108
Sum (Σ)	215	190	303	167	203	1080

Participants' responses from the results of the descriptive statistics and collective responses tables above have been categorised as either ambiguous or incorrect survey item questions, relevant survey item questions not properly formatted, or relevant survey item questions.

Ambiguous or incorrect questions used in this study are presented in Table 7 below.

Five-Point Likert Scale Survey Item Questions	Ambiguous or Incorrect Questions	Number of Responses from the Participants
3	Do you feel demotivated in your current role?	108
5	If demotivated, does the last appraisal not match your expectations?	108

Relevant survey item questions not properly formulated and used in this research are presented in the table below.

Five-Point Likert Scale Survey Item Questions	Relevant survey item questions not properly formulated	Number of responses from the participants
1	Do you agree with the NHS management strategy?	108
4	Do you feel motivated in your current role?	108
8	Do you think the NHS employee's performance evaluation is bias-free?	108
9	Should the NHS management strategies for employee evaluation be reviewed?	108
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	108

Relevant survey item questions used in this study are presented in the table below.

Five-Point Likert Scale Survey Item Questions	Relevant survey item questions	Number of responses from the participants
2	Do you feel motivated in your current role?	108
6	Do some employee rewards do not match their performance?	108
7	Are there incentives for outstanding performance in your department?	108

The survey method using a questionnaire to elicit responses from the participants was relevant to this study as there are only limited research resources available especially research related to the NHS. Future researchers in this subject area should take cognizance of the quantitative pitfalls in research for a better outcome.

With reference to the normality test in Table 2 above, the participant's responses were statistically relevant as the Kolmogorov-Smirnov statistical results were valid. However, due to a sample size of 108 which is less than 150 sample size recommended by IBM as a minimum sample size for the SPSS statistical test, all the survey items in the questionnaire generated a p-value of 0 with a degree of freedom of 102. If SPSS displays a p-value of 0, it means that the null hypothesis has been rejected therefore, the research is statistically significant (Kovach, 2018). P, which is probability, can take any value between 0 and 1. Values that are close to 0, show that the observed difference is questionable due to chance, while a p-value that is close to 1, proposes that there is no difference between the variables (SIGMA, 2022).

IBM SPSS statistics recommends that to achieve a p-value greater than 0, a minimum of 150 returned responses from the participants in a study is required (IBM, 2022). In this research, the author could not collect all the copies of the questionnaire from some of the participants mostly due to the perceived ethical concerns in the NHS by some of the workers who think that their managers may sack them if they participate in the survey.

Also, the Spearman rho value calculated as shown in the SPSS 23 correlation analysis result in Table 3 above, was 0.388 which is statistically significant for the purpose of this study. Spearman's rank correlation coefficient (Spearman's rho) formula was also used to check if the normal distribution of data was evenly distributed.

Other aspects of the research analysis and interpretation outcomes were correctly applied and statistically relevant using a significance level of 5%. The result of the findings indicated that the null hypothesis should be rejected specifically due to all survey items showing a p-value of 0.0 due to an inadequate sample size of 108. However, comparing a significance level of 1% for the binary point scale, the statistical result using the coefficient of correlation will be:

$$r_s = 1 - \frac{6 \sum D^2}{N(N^2 - 1)}$$

$$= 1 - \frac{6(0.49)^2}{1.13(1.13)^2 - 1}$$

$$0.998 = 0.99$$

Therefore, $r_s = 0.01$ or 1%.

A significance level of 1%, indicates that the corresponding confidence level is 99% however, this study only considered a significant level of 5% with a confidence level of 95% in all statistical analyses. What an $r_s = 1\%$ implies is that, if the data distribution falls within these limits of acceptance region assuming a 99% acceptance level and a significance level of 1%, the null hypothesis would have been accepted based on the results of the binary point survey scale (Olonite, 2022). The five-point Likert scale design was statistically relevant to this study thus, used by the author for all statistical analysis and interpretation whereas, the two-point scale was not considered for the purpose of this research. Due to the inadequate sample size of 108 that produced p-values of 0.0 in all survey items in the five-point Likert scale, the null hypothesis was rejected. Therefore, there is a need to include quantitative pitfalls in research and reflections in this study for clarity of purpose.

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Appendices

Appendix 1

Questionnaire - Five-Point Likert Scale Design

Programme: PhD in Management

Title of Doctoral Study: Management of employee motivation and employee performance in the NHS.

Request to complete the questionnaire below for the purpose of academic research:

Date of completion: _____

The participant consents to complete questionnaires: Yes ____ No ____

There are ten questions to be completed anonymously. Due to the confidentiality and sensitive nature of information, all governance policies in the NHS are in alignment with the Data Protection Act 2018 for the implementation of the GDPR in the United Kingdom. The author would be grateful if this questionnaire is completed conscientiously in line with the participant's true views.

The purpose of this research is to gain an understanding of how management strategies in performance evaluation can motivate or otherwise demotivate NHS employees.

Questions:

1. Do you agree with the NHS management strategies for employee performance evaluation?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

2. Do you feel motivated in your current job role?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

3. Do you feel demotivated in your current job role?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

4. If motivated in your current job role, would you say your last performance appraisal matched your expectations compared to the industrial benchmark?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

5. If you feel demotivated in your current role, would you say your last performance appraisal did not match your expectations compared to the industrial benchmark?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

6. Do you think some employee rewards do not match their performance in your department?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

7. Are there any incentives for outstanding performance for employees in your department?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

8. In your opinion, do you think the NHS employee's performance evaluation for rewards is bias-free?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

9. Do you think the NHS management strategies for employee evaluation should be reviewed to align with stated metrics and guidance as regards reward structures?

Agree --- Partially Agree --- Neither Agree nor Disagree --- Partially Disagree --- Disagree ---

10. If the NHS management strategies for employee performance evaluation match your expectations, would you feel better motivated to do your job?

Thank you for completing the questionnaire. The purpose of this questionnaire is for academic research only and your responses will be treated with utmost confidentiality.

Appendix 2

Questionnaire- Binary Point Scale / Two-Point Scale Design

Programme: PhD in Management

Title of Doctoral Study: Management of employee motivation and employee performance in the NHS.

Request to complete the questionnaire below for the purpose of academic research:

Date of completion: _____

The participant consents to complete questionnaire: Yes ____ No ____

There are ten questions to be completed anonymously, no barcode created, or record kept.

Due to the confidentiality and sensitive nature of information, all governance policies in the NHS are in alignment with the Data Protection Act 2018 for the implementation of the GDPR in the United Kingdom. The author would be grateful if this questionnaire is completed conscientiously in line with the participant's true views.

The purpose of this research is to gain an understanding of how management strategies in employee performance evaluation can motivate or otherwise demotivate NHS employees.

The NHS's seven key principles are to provide comprehensive service available to all, access to NHS service is based on clinical need, not an individual's ability to pay, the NHS aspires to the highest standards of excellence and professionalism, the patient will be at the heart of everything the NHS does, the NHS works across organisational boundaries, the NHS is committed to providing best value for taxpayers money and lastly, the NHS is accountable to the public, communities and patients that it serves (NHS Constitution, 2023).

Questions:

- 1 Do you agree with the NHS management strategies for performance evaluation in your department?

Yes / No

- 2 Do you feel motivated in your current job role in your department?

Yes / No

- 3 Do you feel demotivated in your current job role in your department?

Yes / No

- 4 If motivated in your current job role, would you say your last performance appraisal matched your expectations compared to the industrial benchmark?

Yes / No

- 5 If you feel demotivated in your current role, would you say your last performance appraisal did not match your expectations compared to the industrial benchmark?

Yes / No

- 6 Do you think some employee rewards do not match their performance in your department?

Yes / No

- 7 Are there any incentives for outstanding performance for employees in your department?

Yes / No

- 8 In your opinion, do you think the NHS employee's performance evaluation for rewards is bias-free in your department?

Yes / No

- 9 Do you think the NHS management strategies for employee performance evaluation should be reviewed to align with stated metrics and guidance as regards reward structures?

Yes / No

- 10 If the NHS management strategies for employee performance evaluation match your expectations, would you feel better motivated to do your job?

Yes / No

Thank you for completing the questionnaire. I like to reiterate that the purpose of this questionnaire is for academic research only and your responses will be treated with the utmost confidentiality.

Reference

The NHS Constitution. (2023). The NHS constitutional values hub- Health Education, England.

<https://www.hee.nhs.uk> <https://www.gov.uk> (Accessed 29 January 2025).

Appendix 3

Request to distribute the questionnaire to NHS employees for the purpose of academic research

Date: 10th July 2023

To: Unit Managers in the NHS UK

Re: Request to distribute questionnaire to NHS employees for the purpose of academic research.

The purpose of this letter is to formally seek your consent to distribute questionnaire to employees working in your unit to elicit responses for the purpose of academic research for a PhD programme in Management on a topic: Management of employee motivation and employee performance in the NHS.

The author designed ten questions to be completed anonymously by NHS employees including contract workers. Due to the confidentiality and sensitive nature of information, all governance policies in the NHS are in alignment with the Data Protection Act 2018 for the implementation of the GDPR in the United Kingdom. The author would be grateful if this questionnaire is completed conscientiously in line with the participant's true views.

The purpose of this research is to gain an understanding of how management strategies in employee performance evaluation can motivate or otherwise demotivate NHS employees.

Thanks for your unflinching cooperation.

Yours Faithfully,

Theophilus Nwabuzor

Swiss School of Business Research PhD Student

Appendix 4

Permission to distribute questionnaire to NHS employees for the purpose of academic research.

Date: 14th July 2023

Hi Theophilus,

With reference to your letter dated 10th July 2023 for permission to distribute questionnaire to NHS employees for the purpose of academic research, I hereby give permission to conduct your study on the topic: Management of employee motivation and employee performance in the NHS.

I confirm that I am authorised to approve research in this setting and that your research request complies with the NHS policies. However, we reserve the right to withdraw from the study at any time if our circumstances change.

I understand that the questionnaire will be completed anonymously, and that the data collected will remain exclusively confidential and may not be provided to anyone outside of the student's supervisor without permission from the Swiss School of Business Research for academic purposes only.

Yours Sincerely,

Norlyn Mopas

Unit Manager, NHS UK

Tel: 03005551260

Appendix 5

PhD Dissertation: Employee motivation and employee performance management in the NHS questionnaire using 5-point Likert scale

Questions											
1	Do you agree with the NHS management strategy?										
2	Do you feel motivated in your current role?										
3	Do you feel demotivated in your current role?										
4	If motivated, do the last appraisal match your expectations?										
5	If demotivated, the last appraisal did not match your expectations?										
6	Do some employee rewards do not match their performance?										
7	Are there incentives for outstanding performance in your department?										
8	Do you think the NHS employee's performance evaluation is bias-free?										
9	Should the NHS management strategies for employee evaluation be reviewed?										
10	Would you be motivated in your job if the NHS management strategies match your expectations?										
Answers:		Agree	5	Partially Agree	4	Neither Agree Nor Disagree	3	Partially Disagree	2	Disagree	1
Answers	Respondents	1	2	3	4	5	6	7	8	9	10
1		1	3	4	2	2	3	1	4	4	4
2		2	2	5	3	3	4	1	3	4	5
3		1	1	1	2	4	3	1	2	3	5
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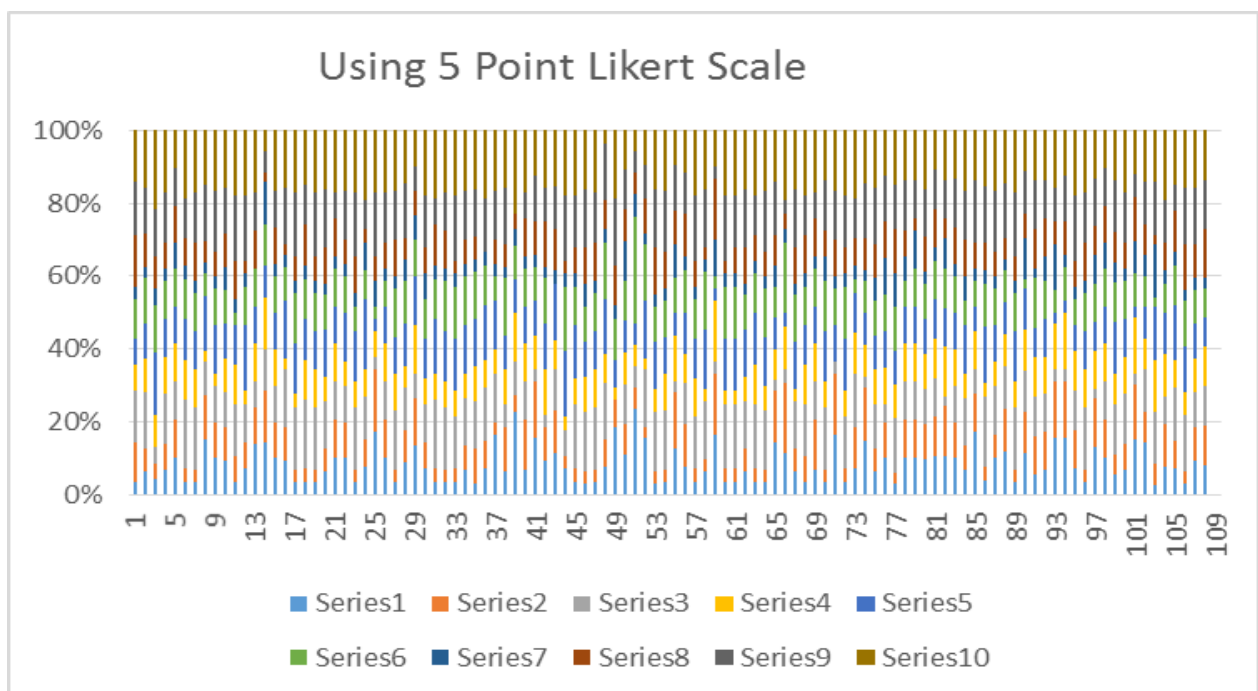
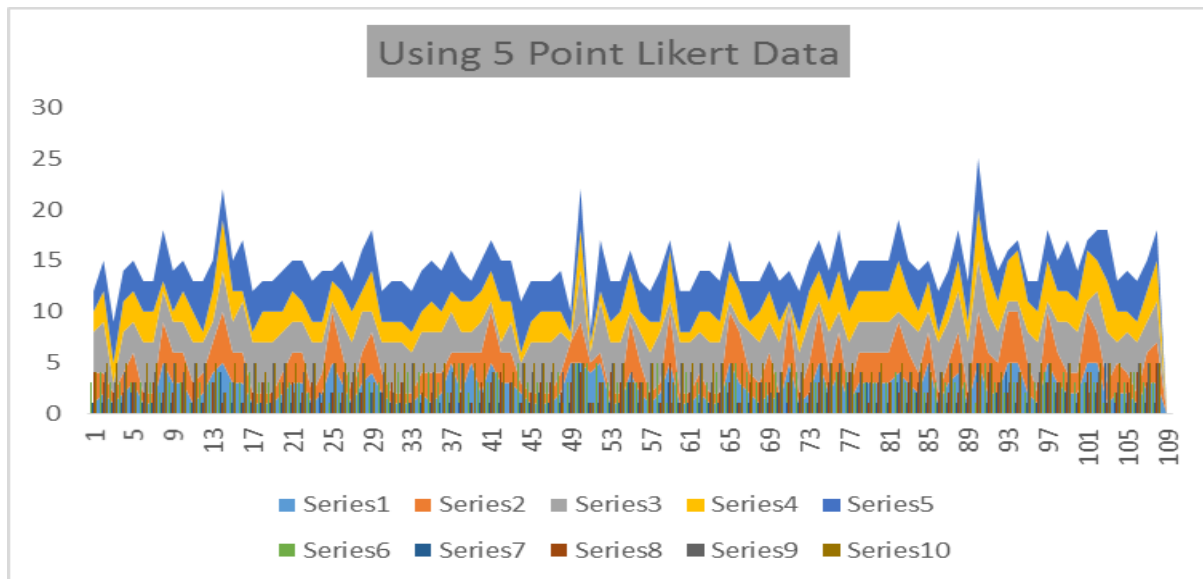
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108	3	4	4	4	3	3	1	5	5	5

Sample Size: 108

Sample size was 108 for the 5-point Likert scale because 5 respondents did not return their questionnaire.

Agree	5	Partially Agree	4	Neither Agree Nor Disagree	3
Partially Disagree	2	Disagree	1		



Appendix 6

PhD Dissertation: Management of employee motivation and employee performance in the NHS.

Questionnaire using a 2-point binary scale

Questions

- 1 Do you agree with the NHS management strategy?
- 2 Do you feel motivated in your current role?
- 3 Do you feel demotivated in your current role?
- 4 If motivated, do the last appraisal match your expectations?
- 5 If demotivated, the last appraisal did not match your expectations?
- 6 Do some employee rewards do not match their performance?
- 7 Are there incentives for outstanding performance in your department?
- 8 Do you think the NHS employee's performance evaluation is bias-free?
- 9 Should the NHS management strategies for employee evaluation be reviewed?
- 10 Would you be motivated to do your job if the NHS management strategies match your expectations?

Answers (Colour Coded)

Yes

1

No

2

Answers Respondents

	1	2	3	4	5	6	7	8	9	10
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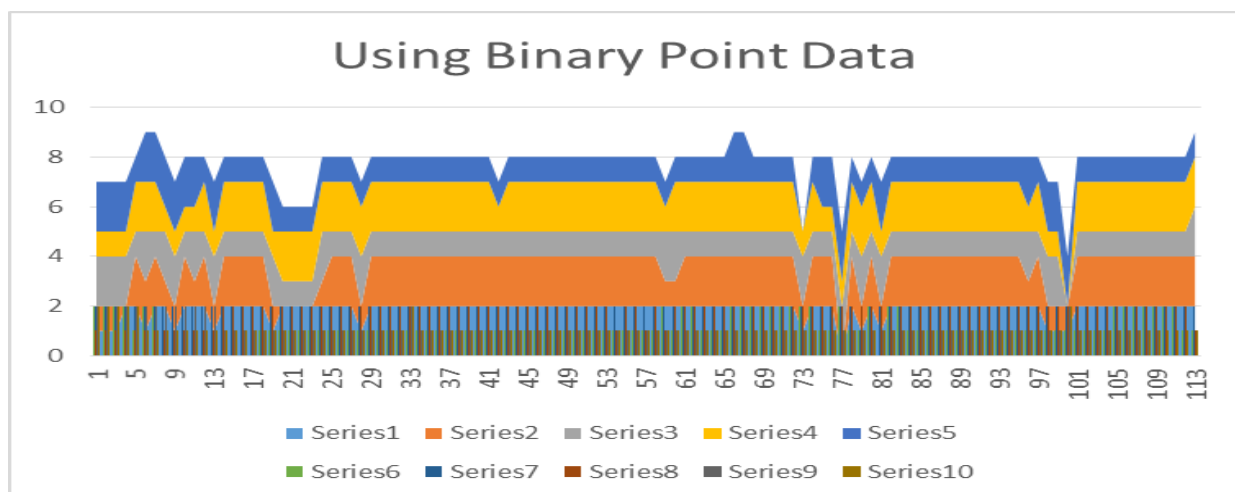
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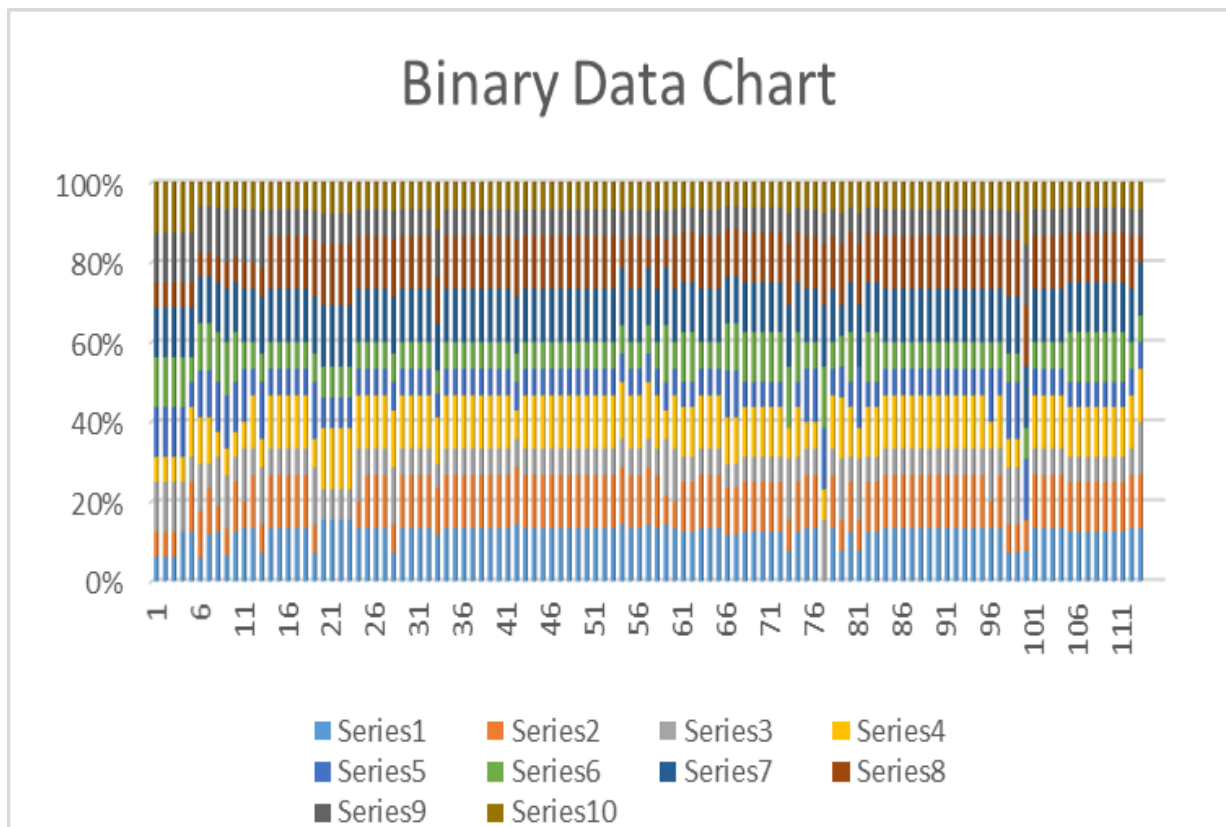
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Sample size is 113

Yes 1 No 2

Individual Responses Charts for Data Analysis





Appendix 7

PhD Thesis: Employee motivation and employee performance management in the NHS

Questionnaire using a 2-Point binary Scale

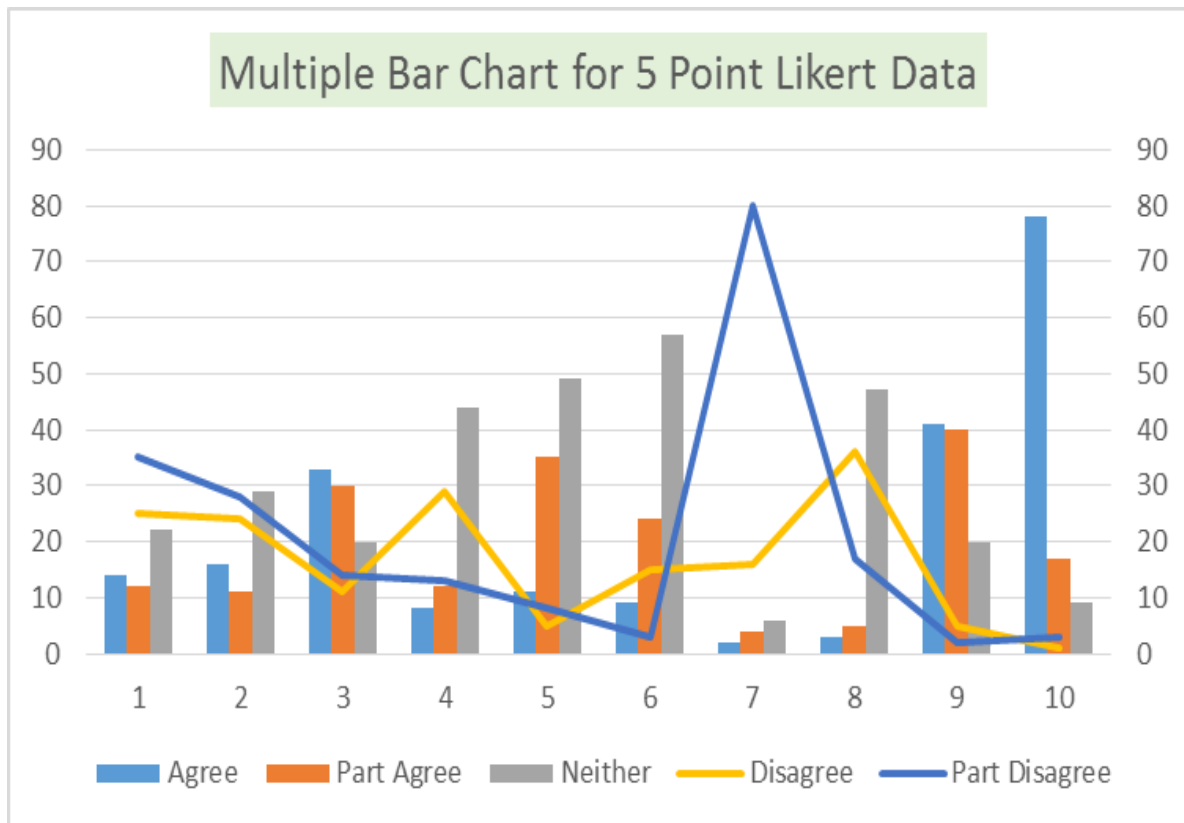
Questions

- 1 Do you agree with the NHS management strategy?
- 2 Do you feel motivated in your current role?
- 3 Do you feel demotivated in your current role?
- 4 If motivated, do the last appraisal match your expectation?
- 5 If demotivated, the last appraisal did not match your expectations?
- 6 Do some employee rewards do not match their performance?
- 7 Are there incentives for outstanding performance in your department?
- 8 Do you think the NHS employee's performance evaluation is bias-free?
- 9 Should the NHS management strategies for employee evaluation be reviewed?
- 10 Would you be motivated to do your job if the NHS management strategies match your expectations?

Using 5-Point Likert Scale for Collective Responses

Questions	Answers					Sum (Σ)
	Agree	Part Agree	Neither	Disagree	Part Disagree	
↓						
1	14	12	22	25	35	108
2	16	11	29	24	28	108
3	33	30	20	11	14	108
4	8	14	44	29	13	108
5	11	35	49	5	8	108
6	9	24	57	15	3	108
7	2	4	6	16	80	108
8	3	5	47	36	17	108
9	41	40	20	5	2	108
10	78	17	9	1	3	108
Sum (Σ)	215	190	303	167	203	1080

Collective Responses Charts for Data Analysis Using Frequency Polygon



Appendix 8

PhD Thesis: Employee motivation and employee performance management in the NHS

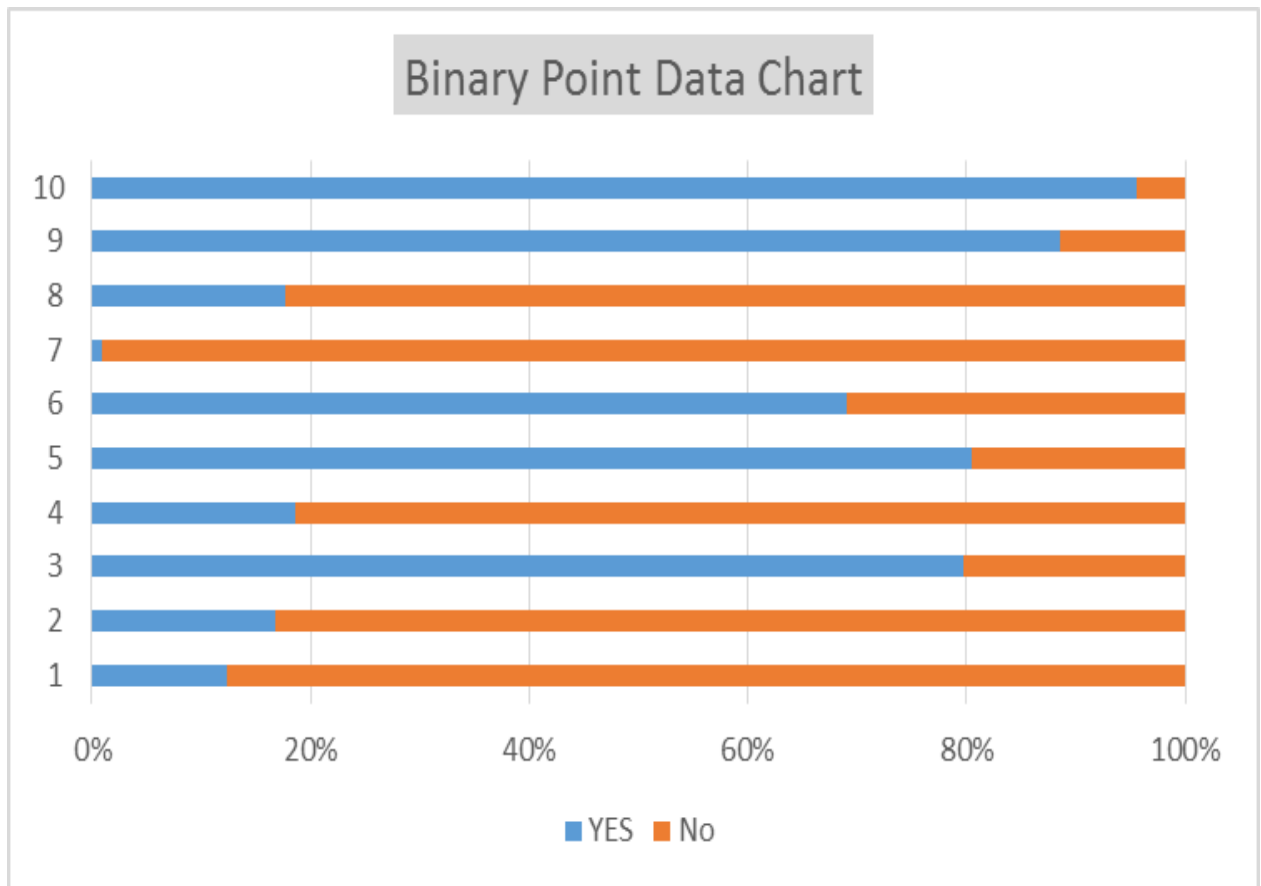
Questionnaire Using 2-Point binary Scale

Questions

- 1 Do you agree with the NHS management strategy?
- 2 Do you feel motivated in your current role?
- 3 Do you feel demotivated in your current role?
- 4 If motivated, do the last appraisal match your expectation?
- 5 If demotivated, the last appraisal did not match your expectations?
- 6 Do some employee rewards do not match their performance?
- 7 Are there incentives for outstanding performance in your department?
- 8 Do you think the NHS employee's performance evaluation is bias-free?
- 9 Should the NHS management strategies for employee evaluation be reviewed?
- 10 Would you be motivated to do your job if the NHS management strategies match your expectations?

Using Binary Point Scale Summation for all Responses

Questions	Answers		
↓	YES	No	Sum
1	14	99	113
2	19	94	113
3	90	23	113
4	21	92	113
5	91	22	113
6	78	35	113
7	1	112	113
8	20	93	113
9	100	13	113
10	108	5	113
Sum	542	588	1130



Appendix 9

Methods

This chapter is devoted to covering statistical analysis to address the research objectives. Descriptive statistics of the survey instrument are also provided to describe the basic features of the items. Kolmogorov-Smirnov test was used to determine whether the data set is normally distributed or not. To test the correlation among the variables, the Spearman Rank test was used. Throughout this study, the author considers 5% as a significant level for the tests. Moreover, the SPSS 23 software result was used to carry out most of the analysis.

Results

Descriptive statistics

Table3. *Descriptive statistics for the response of the participants*

No.	Survey Item	Distribution of Responses (%) *					Summary Statistics	
		A	PA	N	PD	D	Mean	Std Dev
1	Do you agree with the NHS management strategy?	20 (18.5%)	7 (6.5%)	21 (19.4%)	27 (25%)	33 (30.6%)	2.57	1.45
2	Do you feel motivated in your current role?	15 (13.9%)	10 (9.3%)	28 (25.9%)	21 (19.4%)	34 (31.5%)	2.55	1.38
3	Do you feel demotivated in your current role?	32 (29.6%)	27 (25%)	24 (22.2%)	8 (7.4%)	16 (14.8%)	3.48	1.38
4	If motivated, do the last appraisal match your expectation?	7 (6.5%)	9 (8.3%)	48 (44.4%)	29 (26.9%)	14 (13%)	2.68	1.02
5	If demotivated, the last appraisal did not match your expectations?	10 (9.3%)	36 (33.3%)	49 (45.4%)	6 (5.6%)	7 (6.5%)	3.33	0.96

6	Do some employee rewards do not match their performance?	8 (7.4%)	23 (21.3%)	58 (53.7%)	12 (11.1%)	6 (5.6%)	3.14	0.92
7	Are there incentives for outstanding performance in your department?	3 (2.8%)	3 (2.8%)	7 (6.5%)	17 (15.7%)	77 (71.3%)	1.49	0.95
8	Do you think the NHS employee's performance evaluation is bias-free?	2 (1.9%)	9 (8.3%)	46 (42.6%)	37 (34.3%)	13 (12%)	2.53	0.88
9	Should the NHS management strategies for employee evaluation be reviewed?	42 (38.9%)	33 (30.6%)	20 (18.5%)	9 (8.3%)	3 (2.8%)	3.95	1.08
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	83 (76.9%)	14 (13%)	8 (7.4%)	1 (0.9%)	2 (1.9%)	4.62	0.82

**A- Agree, PA-Partially Agree, N-Neither Agree nor Disagree, PD-Partially Disagree, D-Disagree*

Normality test

SPSS Data Analysis for 5 Point Likert for Individual Responses Compared to Binary Point Analysis

Table 4. Normality test

No.	Survey Item	Kolmogorov-Smirnov Statistic	df	p-value
1	Do you agree with the NHS management strategy?	0.213	102	0.0
2	Do you feel motivated in your current role?	0.189	102	0.0
3	Do you feel demotivated in your current role?	0.202	102	0.0
4	If motivated, do the last appraisal match your expectation?	0.231	102	0.0
5	If demotivated, the last appraisal did not match your expectations?	0.249	102	0.0
6	Do some employee rewards do not match their performance?	0.266	102	0.0
7	Are there incentives for outstanding performance in your department?	0.408	102	0.0
8	Do you think the NHS employee's performance evaluation is bias-free?	0.222	102	0.0
9	Should the NHS management strategies for employee evaluation be reviewed?	0.230	102	0.0
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	0.446	102	0.0

Table 5. Correlation analysis

Variables	Spearman rho Value	p-value
Employees' performance reward structures in the NHS	0.388	0.000

Appendix 10

Table 4 shows the distribution of responses and summary statistics of the survey items by using a binary / two-point Likert scale. There were 113 respondents in this study.

Descriptive statistics

Table 6. *Descriptive statistics for the response of the participants*

No.	Survey Item	Distribution of Responses (%) *		Summary Statistics	
		Yes	No	Mean	Std Dev
1	Do you agree with the NHS management strategy?	15 (13.3%)	98 (86.7%)	1.87	0.34
2	Do you feel motivated in your current role?	21 (18.6%)	92 (81.4%)	1.81	0.39
3	Do you feel demotivated in your current role?	90 (79.6%)	23 (20.4%)	1.20	0.40
4	If motivated, do the last appraisal match your expectation?	21 (18.6%)	92 (81.4%)	1.81	0.39
5	If demotivated, the last appraisal did not match your expectations?	90 (79.6%)	23 (20.4%)	1.20	0.40
6	Do some employee rewards do not match their performance?	81 (71.7%)	32 (28.3%)	1.28	0.45
7	Are there incentives for outstanding performance in your department?	1 (0.9%)	112 (99.1%)	1.99	0.09
8	Do you think the NHS employee's performance evaluation is bias-free?	17 (15%)	96 (85%)	1.85	0.36
9	Should the NHS management strategies for employee evaluation be reviewed?	98 (86.7%)	15 (13.3%)	1.13	0.34
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	106 (93.8%)	7 (6.2%)	1.06	0.24

Appendix 11

Australia Healthcare System HILDA Survey, 2021 and NHS England Staff Survey, 2022 Compared.

HILDA, 2021 Fieldwork Process and Outcomes Sample

The HILDA Survey commenced, in 2001, with a nationally representative sample of Australian households (residing in private dwellings). Of the 11,693 households selected for inclusion in the sample in 2001, 7,682 households agreed to participate, resulting in a household response rate of 66%. The 19,914 residents of those households form the basis of the 'main sample' that is interviewed in each subsequent year (or survey wave), but with interviews only conducted with people aged 15 years or older. As noted in Section B of this Technical Appendix, interviews are also conducted with any other person who joins a household in which an original sample member is living. These individuals are only interviewed if they remain living with an original sample member unless they are an immigrant who migrated to Australia after 2001 or they have a child with an original sample member, in which case they become a 'permanent' sample member. People who are known to have died are removed from the sample (but their existing data are retained). We also do not pursue interviews with people who have moved overseas, people who have requested to no longer be contacted, or people we have not been able to contact for three successive survey waves. In 2011 an entirely new 'top-up' sample was added. This resulted in the addition of 2,153 households and 5,451 people (including children aged under 15). The household response rate for the top-up sample was 69%.

Data collection: The annual interviews for the main sample commence towards the end of July each year and conclude by mid-February of the following year. The interviewer workforce comprised 182 interviewers in Wave 19, 151 of whom undertook interviews in person, with the remaining 31 being dedicated telephone interviewers. Most interviews are undertaken in person, usually in the home of the sample member. Some interviews, however, are undertaken by telephone, usually because the cost of sending an interviewer to the location of that sample member is prohibitive or because the sample member prefers a telephone interview. In Wave 19, 1,680 interviews (or 9.6% of the total completed) were undertaken by telephone. Response Table A1 and Figure A1 summarise key aspects of the HILDA sample for the period examined in this report (Waves 1 to 19).³ Table A1 presents the number of households, respondents and children under 15 years of age in each wave. In Wave 19, interviews were obtained with a total of 17,462 people, of which 13,748 were from the original

sample and 3,714 were from the top-up sample. Of the original 13,969 respondents in 2001, 7,142, or 60.7% of those still in scope (that is, alive and in Australia), were still participating in Wave 19.

The NHS Staff Survey 2022: What do the results tell us?

Workforce Morale

The overall morale of the workforce has declined for a second year, with nearly a third of respondents often thinking about leaving their organisation, an increase of 5.7 per cent since 2020. The acknowledged five-year-low figure showed an ongoing annual deterioration in the result, with 32.3 per cent of staff reporting thinking about leaving their organisation, and nursing staff, healthcare assistants and ambulance staff reporting the highest levels of dissatisfaction and looking to leave as soon as they can find another job. The intention to leave is more likely to be acted upon than in previous years and career abandonment to move to a role outside of the NHS becomes a considered alternative.

The impact of shortages

The workforce shortages are a consistent theme through this year's survey and are not likely to change in the short term, given the extent of vacancies in the system. The recent Health Foundation report across 10 high-income countries confirms that the UK primary care system is under resounding pressure, with 71 per cent of respondents within the UK saying their job is extremely or very stressful. This was the highest rate within all the 10 countries surveyed and again prompted the question of career abandonment with only 14 per cent of GPs feeling it could be improved.

Pay dissatisfaction

Pay remains an issue at the forefront of criticism from staff, which we can also see within the industrial action being taken and proposed. With only a quarter of staff report being satisfied with their pay, the impact of the rising cost of living is at the forefront of people's minds. This is at a time when only 42.9 per cent of staff feel able to meet all their conflicting demands and only 26.4 per cent feel that they have enough staff to do the job properly.

Recruitment challenges

While the Government has acknowledged the challenges that staff within the NHS and social care experience following the pandemic and has also expressed the desire to recruit more people into the system, a rise in the number of people working within the NHS may only cover the reduced discretionary effort of the existing workforce. If staff do not feel that this is a place they want to remain in the longer term, then that will challenge the ability to attract new people to join the service. The question that asks whether staff would recommend the NHS as a place to work saw a 2 per cent drop this year alone, reaching a 5-year-low.

Staff well-being

Staff continue to report working when unwell and not being able to deliver, so it is time that the NHS hears this clearly and builds a response that sees the workforce reducing the day-to-day workload and expectations. If the teams delivering the care do not feel confident in the standard they can deliver when they are understaffed, then organisations need to be paying more attention. Listening to the stories from The King's Fund's own annual leadership conference in March, the impact of the pandemic and the constant demand across NHS colleagues without the hope of change will only continue to see people exit their professions.

LIST OF TABLES

TABLE 1

Public Health Cycle of Employee-Based Performance Management

Performance Planning	Review and Feedback	Performance Evaluation
What goal must be achieved by the employees? To what standard? What skills are needed? What development is required? Timing: Start of the cycle	What is the level of employee performance? Can the employee do better? Has anything changed? Timing: Reviews and ongoing feedback	How did the employees do? How can the employees do better? What new skills have the employees learned? What skills do the employees need to develop? Timing: End of cycle

TABLE 2

Public Health Competency Level Chart for Employee Performance Management Cycle

Employee Competency Requirement	Level 1	Level 2	Level 3	Level 4
Public Health Sciences and Professional / Technical Knowledge This category of competency requirements includes key knowledge and critical thinking skills related to public health sciences and technical knowledge: behavioural and social sciences, biostatistics, epidemiology, environmental public health, demography, workplace health, and the prevention of chronic diseases, infectious diseases, psychosocial problems and injuries, Competency in this category requires the ability to apply knowledge in practice.	Demonstrates introductory understanding and ability, and with guidance, applies public health sciences and or other technical knowledge in a few simple situations.	Demonstrates basic knowledge and ability and with guidance can apply public health sciences and or other technical knowledge in common situations that present limited difficulties.	Demonstrates advanced knowledge and ability and can apply public health science and or other technical knowledge in new or complex situations. Guides other professionals.	Is recognised as an expert and develops new approaches, methods or policies in relation to developing knowledge of public health sciences and other technical knowledge.
Assessment and Analysis	Processes	Integrates and	Identifies and	Formulates broad

This category describes the core competencies needed to collect, assess, analyse and apply information (including data, facts, concepts and theories). This competency requires that a person make evidence-based decisions, prepare budgets and reports conduct investigations and make recommendations for policy and programme development.	complex information.	interprets broad and complex information.	handles ambiguity.	strategies on multi-dimensional strategy issues.
Policy and Programme Planning, Implementation and Evaluation This category describes the core competencies needed to effectively choose options, and to plan, implement and evaluate policies, programmes and or process systems in public health and other professional areas. This	Demonstrates introductory understanding public health and other policies and programmes.	Conduct basis programme planning and evaluation with assistance.	Independently designs programmes and policies identifying necessary actions and resources required for implementation.	Guides other professionals in policy and programmes development and conducts risk assessments.

includes the management of incidents such as outbreaks, emergencies and other process systems.				
Partnerships, Collaboration and Advocacy This category captures the competencies required to influence and work with others to improve the health and well-being of the public through the pursuit of a common goal. Partnership and collaboration optimise performance through shared resources and responsibilities. Advocacy (speaking, writing or acting in favour of a particular cause, policy or group of people) often aims to reduce inequalities in health status or access to health services.	Operates effectively within partnerships.	Manages existing partnerships.	Seeks partnership opportunities.	Facilitates partnership.
Diversity and	Respects	Creates an	Embraces	Drives diversity

Inclusiveness This category identifies the socio-cultural competencies required to interact effectively with diverse individuals, groups and communities. It is the personification of attitudes and practices that result in inclusive behaviours, practices, programmes and policies.	diversity.	inclusive environment.	diversity and builds the needs of others into plans.	within the organisation and surrounding community.
Communication Involves the interchange of ideas, opinions, and information. This category addresses numerous dimensions of communication including internal and external exchanges; written, verbal, non-verbal, and listening skills; computer literacy; providing appropriate information to different audiences; working with the media and social marketing	Listens and clearly presents information	Fosters two-way communication	Adapts communication	Communicate simple messages

Leadership This category focuses on leadership competencies that build capacity, improve performance and enhance the quality of the working environment. They also enable organisations and communicate to create, communicate and apply shared vision, missions and values.	Meets organisations fundamental needs.	Facilitates achievement of results.	Builds strong teams.	Empower team members.
Ethics and Professionalism This is the ability to demonstrate and support organisational ethics and values and adhere to professional codes of conduct to manage self, others, information and resources.	Demonstrates the organisation's ethics and values.	Proactively identifies ethical implications.	Promotes the organisation's ethics and values.	Inspires others through ethical leadership.

TABLE 3*5-Point Likert: Descriptive statistics for the response of the participants*

(5No.	Survey Item	Distribution of Responses (%) *					Summary Statistics	
		A	PA	N	PD	D	Mean	Std Dev
1	Do you agree with the NHS management strategy?	20 (18.5%)	7 (6.5%)	21 (19.4%)	27 (25%)	33 (30.6%)	2.57	1.45
2	Do you feel motivated in your current role?	15 (13.9%)	10 (9.3%)	28 (25.9%)	21 (19.4%)	34 (31.5%)	2.55	1.38
3	Do you feel demotivated in your current role?	32 (29.6%)	27 (25%)	24 (22.2%)	8 (7.4%)	16 (14.8%)	3.48	1.38
4	If motivated, do the last appraisal match your expectations?	7 (6.5%)	9 (8.3%)	48 (44.4%)	29 (26.9%)	14 (13%)	2.68	1.02
5	If demotivated, the last appraisal did not match your expectations?	10 (9.3%)	36 (33.3%)	49 (45.4%)	6 (5.6%)	7 (6.5%)	3.33	0.96
6	Do some employee rewards do not match their performance?	8 (7.4%)	23 (21.3%)	58 (53.7%)	12 (11.1%)	6 (5.6%)	3.14	0.92
7	Are there incentives for outstanding performance in your department?	3 (2.8%)	3 (2.8%)	7 (6.5%)	17 (15.7%)	77 (71.3%)	1.49	0.95
8	Do you think the NHS employee's performance evaluation is bias-free?	2 (1.9%)	9 (8.3%)	46 (42.6%)	37 (34.3%)	13 (12%)	2.53	0.88

9	Should the NHS management strategies for employee evaluation be reviewed?	42 (38.9%)	33 (30.6%)	20 (18.5%)	9 (8.3%)	3 (2.8%)	3.95	1.08
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	83 (76.9%)	14 (13%)	8 (7.4%)	1 (0.9%)	2 (1.9%)	4.62	0.82

**A- Agree, PA-Partially Agree, N-Neither Agree nor Disagree, PD-Partially Disagree, D-Disagree*

TABLE 4

<i>5-Point Likert: Normality test Result</i>				
No.	Survey Item	Kolmogorov-Smirnov Statistic	df	p-value
1	Do you agree with the NHS management strategy?	0.213	102	0.0
2	Do you feel motivated in your current role?	0.189	102	0.0
3	Do you feel demotivated in your current role?	0.202	102	0.0
4	If motivated, do the last appraisal match your expectation?	0.231	102	0.0
5	If demotivated, the last appraisal did not match your expectations?	0.249	102	0.0
6	Do some employee rewards do not match their performance?	0.266	102	0.0
7	Are there incentives for outstanding performance in your department?	0.408	102	0.0
8	Do you think the NHS employee's performance evaluation is bias-free?	0.222	102	0.0
9	Should the NHS management strategies for employee evaluation be reviewed?	0.230	102	0.0
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	0.446	102	0.0

TABLE 5

<i>5 Point Likert: Correlation analysis</i>		
Variables	Spearman rho Value	p-value
Employees' Performance	0.388	0.000
Reward structures in the NHS		

TABLE 6*2-Way Likert Scale / Binary Point: Descriptive statistics for the response of the participants*

No.	Survey Item	Distribution of Responses (%) *		Summary Statistics	
		Yes	No	Mean	Std Dev
1	Do you agree with the NHS management strategy?	15 (13.3%)	98 (86.7%)	1.87	0.34
2	Do you feel motivated in your current role?	21 (18.6%)	92 (81.4%)	1.81	0.39
3	Do you feel demotivated in your current role?	90 (79.6%)	23 (20.4%)	1.20	0.40
4	If motivated, do the last appraisal match your expectations?	21 (18.6%)	92 (81.4%)	1.81	0.39
5	If demotivated, the last appraisal did not match your expectations?	90 (79.6%)	23 (20.4%)	1.20	0.40
6	Do some employee rewards do not match their performance?	81 (71.7%)	32 (28.3%)	1.28	0.45
7	Are there incentives for outstanding performance in your department?	1 (0.9%)	112 (99.1%)	1.99	0.09
8	Do you think the NHS employee's performance evaluation is bias-free?	17 (15%)	96 (85%)	1.85	0.36
9	Should the NHS management strategies for employee evaluation be reviewed?	98 (86.7%)	15 (13.3%)	1.13	0.34
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	106 (93.8%)	7 (6.2%)	1.06	0.24

TABLE 7

Five-Point Likert Scale Survey Item Questions	Ambiguous or Incorrect Questions	Number of Responses from the Participants
3	Do you feel demotivated in your current role?	108
5	If demotivated, does the last	108

	appraisal not match your expectations?	
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Relevant survey item questions not properly formulated and used in this research are presented in the table below

Five-Point Likert Scale Survey Item Questions	Relevant survey item questions not properly formulated	Number of responses from the participants
1	Do you agree with the NHS management strategy?	108
4	Do you feel motivated in your current role?	108
8	Do you think the NHS employee's performance evaluation is bias-free?	108
9	Should the NHS management strategies for employee evaluation be reviewed?	108
10	If the NHS management strategies match your expectations, would you feel better motivated to do your job?	108

Relevant survey item questions used in this study are presented in the table below.

Five-Point Likert Scale Survey Item Questions	Relevant survey item questions	Number of responses from the participants
2	Do you feel motivated in your current role?	108
6	Do some employee rewards do	108

	not match their performance?	
7	Are there incentives for outstanding performance in your department?	108