



The Impact of Bonuses in the Context of Non-Governmental Organizations

A qualitative study on how motivation among fundraising team leaders in the Norwegian branches of NGOs is affected by bonus schemes

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Abstract

The aim of this master's thesis is to uncover how bonuses affect the motivation among fundraising team leaders in Norwegian branches of non-governmental organizations. To do so, we present four additional research questions that are related to the main purpose of the thesis based on literature about NGOs, motivation and bonuses. In order to find answers to these, we conducted semi-structured interviews with twelve team leaders from three separate NGOs. By coding the interviews, we found that the effect of a bonus scheme on motivation is dependent on whether the team leaders already have it or consider a potential bonus. Such a scheme seems to increase the motivation among those who have it but impair the motivation of those who don't. For the latter, the bonus seems to affect the intrinsic and prosocial motivation in a negative manner. These findings are interesting and provide implications for non-governmental organizations about how bonuses can affect their employees. However, future research is necessary to reach a more general conclusion for NGOs, as our results are ambiguous since they show that bonuses can have both a positive and negative effect. The thesis contributes to the existing research on the effect of bonuses on motivation by expanding it to a new area that has yet to be touched upon.

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Abbreviations

BINGO - Big international non-governmental organization

EQ - Explorative question

NGO - Non-governmental organization

PFP - Pay for performance

PFIP - Pay for individual performance

RQ - Research Question

TNGO - Transnational non-governmental organization

1. Introduction

A non-governmental organization is an organization that is self-governed, private, and not-for-profit. Such organizations are devoted to helping other people and improving their quality of life. (Vakil, 1997) There are numerous types of NGOs. Some place their main focus on providing aid to those who are in need. These often conduct services that are a part of the health sector and emergency aid. Examples of such organizations are Doctors without Borders and Amnesty International. However, some NGOs focus more on being a catalysator for change in society. One example of an organization like this is Greenpeace. (Lewis, Kanji & Themudo, 2021, p. 14)

What these three, and other NGOs, have in common in Norway is that they use fundraisers to recruit donors. These fundraisers are essential to the organizations since they acquire financing for their operations. To acquire this financing, they seek out contact with other people with the purpose of convincing them to become donors to their NGO. In a sense, they are conducting sales, but the difference is that what they sell is not a product nor a service, but rather the opportunity to make a difference (Leger Uten Grenser, n.d.; Amnesty, 2012; Greenpeace, n.d.)

This provides us with a relatively unique environment with regards to their sales activities, which can be considered as a suitable activity for bonus schemes. The reason that this setting will be appropriate is that sales can be quantified, and the result manifests the performance. At the same time, one should expect the workers in an NGO to be motivated by helping others. This is due to the tasks largely contributing to helping the disadvantaged in the society and the workers being part of a bigger picture than themselves. In sum, the environment in an NGO with the associated fundraising work tasks can be largely adapted to a bonus scheme, but it is also an environment where the workers are motivated to help people who are worse off. This leads us to the debate within research related to bonuses that discusses whether having such a scheme is enhancing motivation, or simply counteracting it.

The debate about bonuses is comprehensive among researchers on both a national and international scale. On the one hand, researchers and psychologists argue that bonuses might disrupt motivation upon conducting work (Deci, 1971; Deci, Koestner & Ryan, 1999; Kuvaas, 2016). On the other hand, others such as Bragelien (2018) argue that bonus schemes on

average promote good performances. Fang and Gerhart (2012) and Hendijani, Bischak, Arvai and Dugar (2016) supplement this, and argue that bonuses might be capable of increasing motivation. However, Bragelien (2018) at the same time points out that bonuses will not necessarily be a success under all circumstances. He highlights two factors that are critical for the effect of a bonus scheme in an organization: the design of the bonus and the environment in which the bonus scheme is implemented.

Albeit the comprehension of this debate, it has yet to touch thoroughly upon the sales environments of NGOs. There are several NGOs that are of large scale and who conduct extensive work, as the ones that were mentioned above. Not providing attention to the environment of such organizations leaves a gap in the existing research on bonuses and motivation.

The purpose of this thesis is to contribute to the already existing research on the effects of bonuses by covering this environment which has gained little attention. We believe that research on this area in specific is necessary due to its uniqueness, which makes other studies on bonuses difficult to transfer to this setting. The research might also contribute to NGOs by providing them with a better decision basis for the design of future salary schemes. In specific, our study will look at how bonuses affect the fundraisers' team leaders since they are associated with the fundraising activities, but at the same time are at a more interesting hierarchical level in the organization than a regular fundraiser.

Since the purpose of NGOs is to conduct philanthropic activities (Vakil, 1997), one can suggest that the fundraising team leaders are motivated by this goal that is bigger than themselves. By working for an NGO, they can contribute to making an impact on the life of others, and hence there is a possibility that this is a motivating factor. Furthermore, the work tasks in such organizations are similar to the ones of a for-profit organization (Vecina, Chacón, Sueiro & Barrón, 2012). This makes it reasonable to assume that the employees of NGOs enjoy the work tasks as much as employees of other organizations.

What our thesis seeks to explore is how a bonus would affect the motivation of the fundraising team leaders. If we apply the point of view of Kuvaas (2016), Deci (1971) and Deci et al. (1999), the bonus might damage the motivation that is present. By having such a variable payment, the team leaders might be distracted from the purpose of the organization by

experiencing a switch of focus to the monetary rewards that they might achieve. It might also reduce their enjoyment of the work tasks since they are preoccupied with obtaining the bonus. This can potentially lead to negative consequences such as predatory sales and increased self-interest at work.

On the other hand, there are arguments supporting that a bonus scheme would not have a negative effect, but rather a positive one. Based on Bragelien (2018), Fang and Gerhart (2012) and Hendijani et al. (2016), we can observe that bonuses might increase motivation. Having additional monetary rewards might provide the team leaders with an additional reason to conduct their work. Hence, seen from this perspective, applying a bonus would allow them to be motivated by helping others and enjoy their work tasks the same way as before, but would also give them another motivating factor in the terms of additional monetary rewards.

However, which of these two effects that will be realized is critically dependent on the design of the bonus and the environment that the bonus is implemented in (Bragelien, 2018). The design is something that one can affect, but the environment is difficult to change. Hence, what our thesis seeks to explore is what effect the bonus will have among team leaders in the fundraising environment of NGOs.

In short, our research will examine how a bonus scheme affects the motivation of team leaders in fundraising groups. We want to research whether a bonus scheme in this context would enhance motivation as Bragelien (2018) suggests that it can, or if it impairs motivation as Kuvaas (2016) suggests. Since this is a master's thesis and is therefore of limited comprehension, we will narrow the scope to Norway. This will also allow us to have a more in-depth research on the effect of bonus schemes in the Norwegian context. We also believe that achieving cooperations with NGOs might be simpler in domestic areas rather than international ones. This is also an environment that we are more familiar with. In aggregate, the research question that this thesis seeks to answer is:

In what way does a bonus scheme affect the motivation of the fundraisers' team leaders in the Norwegian branches of NGOs?

1.1 Outline of work

The introduction provided a brief overview of the key concepts that are related to our research and defined what we want to achieve through this thesis. This section will describe the further approach. In Chapter 2 theory about NGOs, motivation and bonuses is introduced. During this chapter we will also develop additional research questions that support us in answering how a bonus scheme might affect the motivation of fundraising team leaders in NGOs and a conceptual framework. The next chapter, Chapter 3, elaborates on the methodology applied in the thesis. Chapter 4 will provide the analysis itself and the findings that arise. The findings are then discussed in Chapter 5. In Chapter 6 we will draw a conclusion. Finally, the references will be provided in Chapter 7.

2. Theory

2.1 Non-governmental organizations

There has been a growing trend of establishing NGOs at local, national, and international levels in recent decades. The central purpose of NGOs has been to address issues related to poverty reduction, human rights, environmental protection and gender equality (Edwards & Hulme, 1996). This purpose falls under the definition specified by Vakil (1997) where an NGO was defined as the following: “self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people”. Edwards and Hulme (1996) state that the increase in the number of NGOs fall in line with the changes in ideological, theoretical and practical principles of governance in the society in the last decades.

The definition of what an NGO is can be interpreted more broadly using Salamon and Anheier’s (1992) operational definition which relates to observable factors of an organization. The definition states that an NGO has the following five characteristics: The first characteristic is that the organization is formal or more specifically that it is institutionalized. The concept of institutionalized means that the NGO has regular meetings, that it has a management team and a certain organizational performance. The next key characteristic of the NGO is that the organization is separate from the state and operates privately. The NGO can nonetheless receive support from the government to pursue its purpose. (Salamon & Anheier, 1992)

Moreover, the NGO is characterized by the fact that they do not have the maximization of profit as their intent, but to promote charitable purposes. The NGO can make a financial return, but the profit does not accrue to the owners or leaders of the organization. The next characteristic is that the NGO is self-governing and therefore able to control and administer its own tasks. The last and fifth characteristic is that the NGO is voluntary. Even if the NGO has employees and does not use volunteers, there is still a certain degree of voluntary participation in the implementation of the daily tasks or in the management team of the organization. (Salamon & Anheier, 1992)

2.1.1 An NGO’s role in the society

To support the definitions of an NGO, it seems natural to elaborate on which roles such organizations have in the society. Lewis (2013) presents three interconnected roles that the

NGO has: *implementers, catalysts and partners*. In the role of an implementer, the task of the organization is to deliver goods and services to disadvantaged people. Examples of activities conducted in this role are services within the health sector and emergency aid. (Lewis et al., 2021, p. 14) Over the last two decades, this type of work has increased due to a change in the practical principles of governance (Edwards & Hulme, 1996) and since NGOs are to a higher degree contracted by governments and donors to carry out specific tasks (Robinson, 1997).

The key activity in the catalyst role is to promote change in society. Consequently, this role can be defined as an NGOs ability to inspire, facilitate, or contribute ideas and action to promote change. This type of change can be aimed at individuals, groups in local communities, governments, businesses, or donors. (Lewis et al., 2021, p. 14)

In the role of a partner the NGO is seen as a part of a society in which it rarely operates alone. The NGO is a part of an institutional landscape in the society together with the authorities, donors and the private sector. In addition, several voluntary organizations often work together on joint activities. (Lewis et al., 2021, p. 14)

2.1.2 The organizational structure of an NGO

According to Salamon and Anheier's (1992) presentation of the organizational definition of an NGO, it is central for the organizations to be independent of any government, any political party or religious grouping to preserve their independence. Therefore, the Norwegian branches of organizations such as Amnesty International and Doctors Without Borders do not receive state aid that is not earmarked. (Amnesty 2006; Leger Uten Grenser n.d.) Since the non-governmental organizations are concerned about not receiving governmental funding, it is important that they recruit members and supporters for their existence in the institutional landscape.

Since the central source of income for an NGO is what the fundraisers obtain from the new members in the field, it is natural to go into how the fundraiser group is organized. Sargeant and Shang (2016) interviewed a number of fundraising directors regarding how to construct the right fundraising team. According to them, the key was to appoint the right people as team leaders and fundraisers. Further, Yukl (2010) argues that neither the team leaders nor the members could achieve success without the other. In addition, both parties should be capable, ambitious and determined to achieve success (Boyatzis, Smith & Beveridge, 2013). They

should also be good collaborators that help each other. In addition, they must have a passion for the purpose. The team leaders are to ensure that both individual team members and the team were responsible for both personal and team goals (DeMatteo, Eby & Sundstrom, 1998; Johnson, Hollenbeck, Humphrey, Ilgen, Jundt & Meyer, 2006).

2.1.3 Working environment of the NGO

To deepen the understanding of an NGO and how it relates to motivation it is important to gain knowledge about the working environment of the company. Salamon and Anheier (1992) referred to the fact that NGOs promote charitable purposes, which are achieved through voluntary work. This type of work occurs regularly in NGOs and can be characterized as planned, prosocial and long-term behavior (Penner, 2002). The NGOs' contribution in the form of voluntary work is important for meeting social needs. In addition, it contributes to developing local communities and increasing the welfare of the community in which the work is conducted (Lewis, 2014). Since voluntary work is considered as a non-profit activity, one can reflect on why some people get involved in the work. A number of researchers have found evidence related to personal factors (Bekkers, 2005; Haivas, Hofmans & Pepermans, 2013; Millette & Gagné, 2008). In addition, it can also be linked to current practice within the organizations (Barnes & Sharpe, 2009).

In an attempt to answer the question regarding why people choose to devote their time to non-profit work, one can justify it with work commitment, which is also often used as an answer to why employees in profit-seeking companies perform their work (Bakker, 2011). Comparing the work performed by employees in NGOs with employees in profit-seeking companies, they have similar tasks, and it is therefore conceivable that the concept of work engagement fits into an NGOs' environment (Vecina et al., 2012).

Schaufeli and Salanova (2006) defined work engagement as "a positive, fulfilling, work-related state of mind" that could be decomposed into three parts. The first part is related to vigor, more specifically a commitment to work hard and the employee's mental resilience. The second part relates to dedication that is linked to the employee's perception of their work as significant, inspiring, enthusiastic, challenging and that it gives the employee a sense of pride. The last part relates to absorption and that the employee puts his focus and commitment completely into his work (Bakker, 2011; Łaguna, Milencziuk, Zalinski & Walachowska, 2015; Schaufeli & Salanova, 2006). Studies show that committed workers are more likely to work

harder and have a higher level of discretionary effort than those who are not engaged (Bakker, 2011).

2.1.4 Differences and similarities between NGOs and for-profit organizations

When comparing NGOs with for-profit organizations it is natural to start with the key characteristic defined by Salamon and Anheier (1992) and Vakil's (1997) definition of an NGO. Compared to a for-profit organization, NGOs do not have profit maximization as intent, but to promote charitable purposes. Furthermore, to support our research question the comparison between types of organizations will look at differences and similarities in the employee's commitment to the work. The reason that this thesis will look at differences in employee behavior is the unique environment of an NGO.

In the study conducted by O'Reilly and Chatman (1986), the researchers discovered that organizationally engaged individuals were more likely to engage in organizational-serving behavior. This pattern of behavior was directly or indirectly in favor of the organization, the work unit, or another employee. If the employee spends more time at work, the worker can serve the organization, the working group or the employees, regardless of how it affects the workers' other performance goals. In addition, it can act as a motivating factor for other employees. (Goulet & Frank, 2002)

If we look at NGOs and for-profit organizations regarding the employee's organizational commitment, comparative studies find mixed results. Therefore, no conclusion can be drawn on the difference in the level of organizational commitment between the sectors. However, employees in for-profit companies are expected to have the lowest and those in the public sector are expected to have the highest organizational commitment based on prior literature. The reason why one expects this in a position in the private sector is that it is more limited when it comes to job security than a position in the public sector. In addition, prior literature has shown that workers in the private sector generally have a great commitment to their careers, rather than the organization's interest. This rarely applies to employees in non-profit organizations. Therefore, employees in the non-profit sector are expected to have the highest level of organizational commitment based on both extrinsic rewards such as salaries and bonuses and intrinsic rewards such as job satisfaction. (Goulet & Frank, 2002)

In the research, Goulet and Frank (2002) conclude that the opposite is the case than one might expect according to organizational commitment. In this study, employees in for-profit companies had the highest commitment, followed by people who were employed in private non-profit organizations. Employees in the public sector came out with the lowest organizational commitment. This finding supports the statement that the environment in a non-profit organization is unique. Goulet and Frank (2002) further conclude that the reason for the difference in organizational commitment can be related to the companies' opportunity for external rewards. For this reason, external motivational factors in addition to internal motivational factors will be important for the employee's commitment in non-profit and public organizations.

The basis for gaining a deeper understanding of what defines an NGO, what roles they have in the society, the structure of the NGOs and their working environment has now been presented. In addition, we have differentiated the NGOs from for-profit companies and public organizations. The further elaboration will address motivational theory.

2.2 Forms of motivation

In this section we will present motivational theory. The reason that we have chosen to introduce theory about this field is that it forms a central part of our thesis. In order to understand what we want to research we need to be aware of how we define motivation. There are numerous approaches to get an understanding of motivation and many theories about it. Examples of these are theories of needs, theory of expectations and the self-determination theory (Einarsen, Martinsen & Skogstad, 2019). We have chosen to focus on the latter. This theory focuses on three types of motivation: intrinsic, extrinsic and prosocial (Einarsen et al., 2019, p. 104-108). These three will be presented in this section. The purpose of selecting this view on motivation is that it covers three separate forms of motivation. Moreover, it provides a wholesome toolkit to understand in what ways workers are motivated for their job and provides a foundation for explanations of how bonuses might affect motivation. In addition, as one can see from prior research such as Deci et al. (1999) and Kuvaas (2016), this view is often applied when discussing the effect of bonuses on motivation and therefore seems adequate to our thesis. The three aforementioned forms of motivation will now be introduced.

2.2.1 Intrinsic Motivation

Intrinsic motivation is the motivation for activities based on a genuine interest (Einarsen et al., 2019, p. 104). One can say that a person has an intrinsic motivation for conducting an activity when they do it because they find the activity itself to be rewarding, not the result of the activity (Deci & Ryan, 1985; Gagné & Deci, 2005). Thus, the person experiences a feeling of amusement upon conducting the activity itself. When one has intrinsic motivation for performing an activity, one gets an inner drive for performing it and overcoming eventual challenges tied to it. (Einarsen et al., 2019, p. 104) In short, intrinsic motivation is that a person is motivated for performing the activity itself rather than the reward for completing it.

Moreover, intrinsic motivation is a field that has been thoroughly researched. One meta-analysis conducted by Cerasoli, Nicklin and Ford (2014) showed that such motivation is strongly related to work performance. This is also supported by Deci and Ryan (2008) who argue that intrinsic motivation tends to increase psychological health and promote effective performances. Another research that substantiates this was conducted by Kuvaas, Buch, Weibel, Dysvik and Nerstad (2017), who also found that intrinsic motivation among workers leads to better performance and commitment to the organization. Based on this, we can see that intrinsic motivation to a high degree can be influential to the quality of work conducted by employees. Hence, organizations should preserve, and if possible, promote intrinsic motivation since it can lead to positive outcomes.

In sum, we can conclude that intrinsic motivation is the motivation for conducting activities based on a genuine interest for them (Einarsen et al., 2019, p. 104). According to research, having employees that are intrinsically motivated tends to enhance performances (Cerasoli et al., 2014; Deci & Ryan, 2008). Now that we have defined what we mean by intrinsic motivation, and why it is of relevance to organizations, we can elaborate on theory about extrinsic motivation.

2.2.2 Extrinsic Motivation

Extrinsic motivation can be regarded as the opposite of intrinsic motivation. One can say that this form of motivation is when the will to conduct an activity is based on the result that arises from it, not from the interest of conducting the activity itself. One example of such a result is money, either from salary or bonuses. Another example can for instance be prizes. (Einarsen

et al., 2019, p. 104) We can see that this type of motivation differs substantially from intrinsic motivation, since the motivation no longer is related to the activity, but rather to the benefits that the outcome of the activity might reap.

Like the case of intrinsic motivation, extrinsic motivation is also an area on which much research has been conducted. However, the findings from the research are not as positive towards extrinsic motivation as they are with regards to intrinsic motivation. For instance, a research conducted by Wrzesniewski, Schwartz, Cong, Kane, Omar and Kolditz (2014) focused on candidates that applied to the West Point Academy, which is a military academy. The researchers found that candidates that had applied based on extrinsic motivation had a smaller chance of being considered for getting an early promotion during the studies, get a job as an officer after the education and to pursue a further career in the military compared to the ones that applied out of intrinsic motivation.

This indicates that workers that mainly possess extrinsic motivation do not manage to keep the same performance level as the ones that are motivated by intrinsic motivation. The study conducted by Kuvaas et al. (2017) mentioned in the prior part supports this. They discovered that extrinsic motivation had either negative consequences or no effect at all on work performance. However, there are counterarguments, for instance Bragelien (2018) argues that promoting extrinsic motivation in the form of bonuses might improve performances. The effect of bonuses on motivation will be elaborated on further in Section 2.3 and will therefore not be discussed in depth here. The key takeaway is that in contrast to the case of intrinsic motivation, there does not seem to be consensus among researchers with regards to whether promoting extrinsic motivation is positive or negative.

In summary, one might regard extrinsic motivation as something that is present when one conducts an activity for the sake of the result, not the interest of the activity itself (Einarsen et al., 2019, p. 104). This form of motivation is also something that has been researched thoroughly, but whether this form of motivation should be promoted is still something that is debated. We can now continue by presenting the third form of motivation, called prosocial motivation.

2.2.3 Prosocial Motivation

Prosocial motivation can be referred to as the motivation for conducting activities to make a difference for someone else (Einarsen, et al., 2019, p. 106). People that are prosocially motivated do certain activities because they want to help others, rather than get something in return for it themselves (Grant, 2007; Grant, 2013). Examples of work where we can find such motivation is amongst emergency services (Einarsen et al., 2019, p. 106) but also NGOs. We can observe that this differs from both intrinsic and extrinsic motivation. One conducts the activity because it can be of help for somebody else, rather than be interesting for oneself, like in the matter of intrinsic motivation or for the rewards that might reap from the activities, such as in the case of extrinsic motivation.

Prior research has also been conducted with regards to prosocial motivation. For instance, Grant (2008) found that prosocial motivation can be a source of higher endurance, productivity, and performance. Another research conducted by Grant in collaboration with Sumanth (2009) supports these findings. The study by Grant (2008) also uncovered that prosocial motivation to a higher degree improves all the mentioned aspects once the employees experience intrinsic motivation as well. In addition, he also found that workers that had a small degree of intrinsic motivation, but that were prosocially motivated, had lower productivity and persistence. This indicates that in order for prosocial motivation to improve these factors, the employees must be intrinsically motivated as well. A possible explanation for this is that those who do not enjoy their work tasks, thus are not intrinsically motivated, are pushing themselves to perform the labor only because they want to make a difference for others. This is something that can lead to a feeling of stress and congestion. (Grant, 2008) What we see based on this research is that prosocial motivation also can improve performances, but for this to happen it seems important that there is a presence of intrinsic motivation as well.

A conclusion to draw on this part is that prosocial motivation can be defined as a motivation for making a difference for someone else (Einarsen et al., 2019, p. 106). Research shows us that prosocial motivation is positive to a high degree, but that an important factor for it to have a positive effect might be the presence of intrinsic motivation as well. Prosocial motivation without intrinsic motivation might have a negative effect on performance and endurance. (Grant, 2008) We have now introduced all the three forms of motivation that we intended. As an end to the part about motivation, additional qualitative studies of this field will be presented.

2.2.4 A qualitative approach to motivational research

Upon introducing the three forms of motivation, we mentioned several quantitative studies related to the distinct forms, as well as a study applying an experiment. However, since our study is qualitative, we also find it relevant to introduce qualitative research related to motivation. This is to demonstrate that such a method also is a possibility, and to supplement the motivational research that has already been presented in prior sections. The research also shows cases where several of the motivational forms that were introduced are present, and how they interact.

A study by Wu (2019) addresses the interaction between intrinsic and extrinsic motivation. By applying a qualitative method, he finds that intrinsic motivation might be reduced when extrinsic motivation is increased. This supports Kuvaas (2016), Deci et al. (1999) and Deci (1971) that were mentioned in the introduction, claiming that promoting extrinsic motivation might impair intrinsic motivation. Being mostly extrinsically motivated might be a problem. A research by Stehr, Luetke Lanfer and Rossman (2021) indicates that persons that are intrinsically motivated will outperform the ones that are mainly extrinsically motivated. Furthermore, as Ronald and Dominguez (2018) point out, there might also be other factors that impair intrinsic motivation. Hence, excluding extrinsic motivational factors might not be enough to preserve intrinsic motivation in the long run.

On the other hand, there is also research suggesting that both intrinsic and extrinsic motivation combined might promote positive performances, such as a research by Takop (2021). Moreover, research by Hjelle, Tuntland, Førland and Alvsvåg (2017) as well as Chen, Nunes, Ragsdell and An (2018) implies that extrinsic motivation does not impair the intrinsic, but rather that these two forms can coexist and hence increase the total motivation of a person. This substantiates the arguments by Fang and Gerhart (2012) and Hendijani et al. (2016), who as mentioned in the introduction argue that extrinsic factors might increase motivation.

Peretz (2020) conducted a study that implies that not only intrinsic and extrinsic motivation are compatible, but that prosocial motivation as well can be combined with these two. In addition, Kifle Mekonen and Adarkwah (2022) indicate that intrinsic and prosocial motivation alone also have the potential to be a driving factor when combined. Finally, one can mention that a research by Muthivhi, Olmsted, Park, Sha, Raju, Mokoena, Bloch, Murphy and Reddy (2015) implies that prosocial motivation alone also can motivate people to conduct activities.

In sum, in introducing these qualitative research we have shown that the studies regarding the interaction between motivational forms are not unambiguous. This was also mentioned in our introduction. During this section, several qualitative research have been presented and their implications have been elaborated on. Some indicate that intrinsic and extrinsic motivation should not be combined, while others imply that these can function together, and that they can be compatible with prosocial motivation. Additionally, a study indicating that intrinsic and prosocial motivation combined can have a positive effect was presented. Finally, another research that shows that prosocial motivation alone can be a driving factor was included. Even though these studies might not reach the same conclusions, they do provide examples that one can have a qualitative approach to motivational research. Theory about motivation along with both quantitative and qualitative research on this field has now been presented. We will therefore now present literature about how one can motivate team leaders.

2.2.5 Motivating team leaders

Since the focus of this thesis is the effect of bonuses on motivation among fundraising team leaders, we see it relevant to present research that provides indications for how one can motivate team leaders. As we have elaborated on, the research on the fundraising context of NGOs is limited. Therefore, we will introduce studies from other contexts that can be applied to our setting. In specific, we will relate the elaboration to the motivational forms that have been presented during prior sections.

Geister, Konradt and Hertel (2006) provide indications for how one can increase the intrinsic motivation among fundraising team leaders. In their study, they find that feedback has a positive effect on motivation. This supports the research by Deci et al. (1999), which found that verbal rewards have a positive effect on intrinsic motivation. The combination of the two indicates that providing feedback to team leaders can be something that makes them enjoy their work more, and hence increase their intrinsic motivation.

Moreover, a study by Law (2016) provides implications for how one can increase extrinsic motivation. This can be done by providing monetary rewards in the form of bonuses. Such financial awards would, according to him, function as positive feedback to the recipient of the bonus. If we apply this to the literature of Geister et al. (2006) and Deci et al. (1999), one might argue that bonuses would not only increase the extrinsic motivation among team leaders,

but also the intrinsic motivation. Hence, introducing bonuses might be something that affects both the intrinsic and extrinsic motivation among fundraising team leaders positively.

Further, Hu and Liden (2013) conducted a study that implicates how one can promote prosocial motivation among fundraising team leaders of NGOs. The result of their study implies that if a leader is prosocially motivated, then it will be possible for the leader to increase the prosocial motivation among his subordinates. To do so, the leaders should practice servant leadership behaviors. Hence, to increase prosocial motivation among the fundraising team leaders, their executives should be prosocially motivated and share their prosocial motivation with the team leaders.

In aggregate, one can increase the intrinsic motivation in specific by providing feedback to the team leaders, based on literature by Geister et al. (2006) and Deci et al. (1999). Moreover, Law (2016) indicates that extrinsic motivation can be increased through bonuses, and that these might also have a positive effect on intrinsic motivation. Finally, Hu and Liden (2013) imply that prosocial motivation can be increased through having executives that are prosocially motivated, and who spread this motivation to the team leaders through servant leadership. We have now introduced motivational literature that we find to be relevant to our thesis and will therefore move on to introducing theory and research on bonuses.

2.3 Bonuses

2.3.1 The ambiguous effect of a bonus scheme on motivation

Whether bonus schemes have a positive effect on motivation is contentious. On the one hand, Bragelien argues that bonuses on average promote good performances. In addition, he states that bonus salaries are used as an incentive to promote good performances, attract valuable employees and to reduce the company's risk. Nevertheless, he also believes that the bonus schemes can have negative effects, but that one should not forget the positive effect of a variable salary. Bragelien further promotes that the latest research on the field presents findings that indicate that rewards are as effective for complex tasks as for elementary ones. In addition, he argues that a bonus scheme works just as well when performance is assessed at discretion as when it can be counted. Creativity can also be promoted with rewards, if the employees have bonus goals linked to their creativity. Moreover, research shows that stimulating employees through trust, attention, and verbal feedback in combination with

bonuses can have a positive effect. Consequently, the various parts act as complements. (Bragelien, 2018)

Nevertheless, one can find examples of bonus schemes that do not bolster the motivation of the company's employees. As mentioned in the introduction, the effect of a bonus scheme depends in particular on two factors: How the bonus scheme is designed, and in which work environment it is to have an effect. For this reason, the effect of a bonus scheme on motivation will vary to a high degree within different work environments. In addition, motivational research and economic research draw different conclusions about whether bonus schemes promote motivation. (Bragelien, 2018) In what follows, we will particularly substantiate the argumentation on motivational research. Bragelien states that one is dependent on assessing the effect of the reward on motivation and the influence of motivation on performance as a whole. Further, no statistically significant results have been found that intrinsic motivation is reduced by performance-related rewards across studies. In addition, by studying the research on the field, it results in that performance depends on both intrinsic and extrinsic motivation to an equal degree. (Bragelien, 2018)

On the opposite side of Bragelien's arguments related to how bonuses might affect motivation of the employees in an organization, Kuvaas states that bonuses might impair motivation. He argues that several comprehensive review articles draw a conclusion that bonuses are most applicable for elementary and/or tedious tasks where the result of the work can be measured in quantitative terms as opposed to the argumentation presented by Bragelien. In addition, Kuvaas states that experimental research has shown that one of the challenges with bonus schemes as a source of financial incentives is a distortion of the intrinsic motivation to perform job tasks. He complements his reasoning with the fact that the introduction of a bonus scheme will turn the employee's reason to perform a task from inner rewards such as amusement, meaning and mastery to work towards the bonus goal. Nevertheless, the precondition that the tasks are initially perceived by the employees as internal motivators must exist for the distortion effect to occur. (Kuvaas, 2016)

Whether a task is to be regarded as internally motivating will differ among individuals, and will depend on for example interests and skills. Kuvaas states that sales jobs also can have factors where the employee is intrinsically motivated. For example, internal factors may be to provide good service or to strive to meet the customer's needs. On the other hand, it is common

for salespeople to have bonus schemes in addition to fixed salaries. Kuvaas conducted a study to investigate the introduction of a bonus scheme in a company in the financial industry, where he collected data both before and after the introduction of the bonus scheme which was based on the company's desire to attract and retain employees. In addition, the firm wished to increase sales through raised work effort. He collected data linked to the sellers' turnover intention and work effort to substantiate his research question. Further, data related to the employee's intrinsic and extrinsic motivation were obtained. Kuvaas' conclusion to the analysis was that the employees' bonus magnitude led to higher extrinsic motivation two years after the introduction. He also concluded that there was a weak link between extrinsic motivation and increased work effort. (Kuvaas, 2016)

Nevertheless, the effect between external motivation and increased work effort was nullified by the fact that the magnitude of the bonus led to lower intrinsic motivation, where the intrinsic motivation was strongly related to increased work effort. In addition, Kuvaas found a sturdy connection between intrinsic motivation and a reduction in turnover intention and a link between increased turnover intention and extrinsic motivation. Thus, Kuvaas draws the conclusion that the extrinsically motivated employees over time will to a greater extent want to leave the company they work in. (Kuvaas, 2016)

To support the ambiguity between the two Norwegian researchers, it seems sensible to refer to international research. In a study conducted by Qian and He (2016) in the setting of the encounters between doctor and patient in Chinese Public Hospitals they found varied results. In the Chinese context, it is a common practice to set an income target for each year per hospital, which is decomposed into each clinical department, which follows the same practice. Next, the income target is set on the level of each doctor. Furthermore, the goal is translated into quantified service goals related to a doctor's bonus (He & Qian, 2013; He & Yang 2015). If the bonus equals to more than a half of the doctor's payroll income, it will be a strong motivator and can therefore boost the doctor's motivation. However, Qian and He (2016) also found that bonuses have to a great extent eroded the intrinsic motivation of doctors regarding medical professionalism.

In addition, Fehr and Falk (2002) discuss in their study whether monetary rewards reduce intrinsic motivation in the work sector, which also deals with the ambiguity mentioned earlier. They refer to the fact that in several studies experiments where the participants do not expect

to be paid to perform a number of tasks, such as solving a puzzle, are used. It may be that in situations where the subjects are paid, such as in an employment relationship, monetary rewards or changes in the amounts will have a different or no effect on intrinsic motivation in relation to what is expected in an experimental setting. (Fehr & Falk, 2002)

The study conducted by Staw, Calder and Hess (1980) support the claim of Fehr and Falk (2002) and displays that the intrinsic task motivation is only displaced in those situations where monetary rewards are inappropriate. Ergo, that is, in a situation where one does not expect financial compensation. If this result is valid, assessing the distortion of intrinsic task motivation will largely be irrelevant in the work sector, which is due to the fact that individuals usually expect some form of compensation in financial interactions. In addition, since in most cases there is a form of monetary reward in a financial context, the key issue will be how the compensation scheme is designed and not whether one is to pay a reward or not. However, due to research gaps, the evidence for displacements of intrinsic motivation in this context is not particularly informative, as no studies examine the effect of variation in the payment scheme on intrinsic motivation. (Fehr & Falk, 2002)

2.3.2 Bonuses as promoters for incentives

In order to support the viewpoint of Bragelien (2018) related to the potential positive effect of external rewards on motivation, we will combine it with other researchers' opinions that underpins his standpoint. In addition, we will introduce Bragelien's framework to discuss the two factors the effect of a bonus scheme depends upon.

Fang and Gerhart (2012) underpin Bragelien's viewpoint and find that external rewards can lead to increased intrinsic motivation by looking at pay for individual performance (PFIP). In their study, they focused on factors such as perceived competence and perceived autonomy, and to a lesser extent the factor personality. The researchers found that PFIP had a positive effect on intrinsic motivation. This is due to the fact that PFIP was associated with a higher degree of perceived autonomy and a higher degree of perceived competence, which in turn was associated with internal motivational factors. (Fang & Gerhart, 2012)

Moreover, Hendijani et al. (2016) also support Bragelien's view that rewards can lead to increased intrinsic motivation. In their study, the researchers firstly find that monetary rewards have a positive effect on overall motivation and performance regardless of the level of intrinsic

motivation. The multiple regression analysis carried out in the study also displays that the effect of external rewards on intrinsic motivation can improve the general motivation. For this reason, Hendijani et al. (2016) draw the conclusion that their implications indicate that performance-dependent rewards can both enhance motivation and performance. The findings also support the extensive use of performance-based rewards as a motivating strategy in applied settings.

2.3.2.1 The dependent factors of a bonus scheme

In order to implement a bonus scheme, Bragelien has presented a framework that explains how the factors' purpose, design, environment and effect are related. For an incentive system to have the desired effect, the purpose of the system depends on the environment. In addition, purpose and environment will facilitate the design. Since the effect and design will have an impact on the corporate environment in the long run, the optimal design can change over time. For this reason, purpose and effect will be critical assessment factors for the outcome of a bonus scheme (Bragelien, 2012). Further, Bragelien (2005) assumes that the purpose of those who implement a bonus scheme is to get employees to work harder, smarter and make better decisions. In addition, the scheme conceivably helps to attract better candidates and retain the best contributors in the company.

Another component in Bragelien's framework is the environment, which reflects the employee's postures, and the company's culture, value and social norms. In addition, the environment reflects the degree of decentralization, working conditions and organization of wages and rewards in the company (Bragelien & Kvaløy, 2014). The environment is a critical factor for the effect of a bonus scheme, and thus one can see different effects of the same incentive system across units. It will therefore be important to adapt the design according to the company's environment (Bragelien & Kvaløy, 2014).

In the concept of design, Bragelien bases his framework on the fact that bonus schemes can be adapted in several ways. Therefore, the optimal design should be influenced by environmental factors and the company's intention of introducing the scheme. When assessing the design of the bonus scheme, factors such as the level of organization the rewards will be applied to ought to be included in the assessment. In addition, it is also important to assess which criteria are used, for example the degree to which the scheme leads to the stimulation of competition internally. (Bragelien, 2012)

2.3.3 Do bonuses impair motivation?

In contrast to Bragelien (2018), Kuvaas (2016) proposes that bonuses as a monetary reward might impair motivation. To support the viewpoint of Kuvaas (2016) it seems logical to anchor his opinion with the studies conducted by Deci (1971) and Deci et al. (1999). The reason that we focus on these studies is because it handles psychological factors rather than economic factors. We have chosen this since we want to focus on whether bonus schemes impair intrinsic motivation rather than the belief on incentive systems that economists have.

By examining meta-analyzes of 128 controlling experiments from previous studies, Deci et al. (1999) find clear and consistent effects of external bonuses on intrinsic motivation. Similar to what Kuvaas assumes, the researchers find a significant negative effect on intrinsic motivation. Nevertheless, Deci et al. (1999) also find that although performance-based rewards undermine free-choice it does not affect self-reported interest. Verbal rewards, on the other hand, had a significant positive effect compared to monetary rewards on intrinsic motivation. In addition, concrete rewards that actively require involvement with a goal could lead to a feeling of being controlled, which can reduce the intrinsic motivation. Deci et al. (1999) find that both engagement-contingent and completion-contingent rewards reduce intrinsic motivation and self-reported interest.

To further support the arguments of Kuvaas, the study of Deci (1971) displayed that when money was used as a monetary reward linked to an activity, the subject's intrinsic motivation associated with the activity decreased. However, as pointed out from the study conducted by Deci et al. (1999), when verbal rewards were used as an external reward the subject's intrinsic motivation increased in comparison with non-rewarded subjects. Deci (1971) also concludes that money as a source of external motivation can act as a stimulus where the subject changes their motivation from being inherently motivated to being primarily motivated by the expectation of financial rewards. For this reason, money is considered to buy the subject's intrinsic motivation to carry out an activity. (Deci, 1971)

In addition, since prosocial motivation is a central part of the thesis it seems reasonable to introduce prior studies related to the effect of a bonus on prosocial motivation, even though Kuvaas (2016) does not directly address the topic in his research. In a laboratory experiment conducted by Ariely, Bracha and Meier (2009), the results show that monetary incentives

depend on visibility and that monetary incentives are more effective when facilitating private, rather than public, prosocial activity. This is because people want to be seen as good through good deeds. By introducing external incentives, the signal for a prosocial action is diluted, in that the prosocial activities are carried out due to their own gain. This will decrease the image value and the incentives become less effective.

2.3.4 The qualitative link to the quantitative bonus research

In order to find the qualitative connection to the presented quantitative studies, it will be natural to link the relevant empirical findings presented in the previous sections with a selection of qualitative studies. Similar to the dependent variables mentioned in Section 2.3.2.1 related to Bragelien's (2012) framework, Bhatnagar and George (2016) find in their qualitative study that should the effect of the incentive scheme be positive, it critically depends on how the incentive scheme is designed. The study conducted by Miry (2021) supports Bragelien (2018) by showing that compensation and performance strategies contribute as a motivator to acquire companies with high-caliber employees and to keep competent employees in the organization. This study also supports Fehr and Falk (2002) and Staw et al. (1980) in the sense that the findings indicate that motivation increases in situations where the employee has an inner desire for a bonus scheme which could increase the salary of the employee. Robyn, Bärnighausen, Souares, Traoré, Bicaba, Sié and Sauerborn (2014) find, like Qian and He (2016), that incentive schemes, here specifically the Nouna CBHI scheme, led to health workers not feeling they could extend their professional role and associated responsibilities. Consequently, it led to a reduction in the health workers' intrinsic motivation.

In line with the study presented by Fang and Gerhart (2012), Li, Zhou, Zhou, Lai, Fu and Wu (2022) find that Pay-for-performance (PFP) related to goal achievement helps to promote the health workers' intrinsic motivation to work harder to reach the established goals. Most of the respondents in this study claimed, like Staw et al. (1980), that incentive schemes were appropriate. Further, it paid them for their performance which contributed to them feeling a greater degree of their efforts being valued. However, the study of Li et al. (2022) shows both weak and homogeneous positive impacts, on the basis that most schemes were either designed in the wrong manner or implemented with wrong evaluation criteria. The importance of this is being emphasized by Bragelien (2018). As presented in Section 2.3.1, Bragelien (2018) expressed that bonus schemes can promote creativity and innovation, which is supported by the qualitative study conducted by Hoang, Wilson-Evered and Lockstone-Binney (2020). This

study shows that leaders can promote creativity and innovation by preparation of bonuses and incentive schemes related to leadership and development programs (Hoang et al., 2020).

The qualitative study conducted by Songstad, Lindkvist, Moland, Chimhutu and Blystad (2012) underpins what Kuvaas (2016) suggests related to a reduction in intrinsic motivation. The study by Songstad et al. (2012) shows that a greater emphasis on PFP in the public sector in Tanzania will lead to a reduction in intrinsic motivation. In addition, Songstad et al. (2012) finds that the PFP scheme has created a vigorous discourse among health workers. Further, the qualitative study by the researchers Fässler, Jöbges and Biller-Andorno (2020) can be related to the findings from Deci (1971) in the sense that individuals that receive bonuses shift focus to thinking about the bonus rather than the amusement of doing the work tasks. In the study by Fässler et al. (2020) the empirical findings indicate that an implementation of a bonus scheme will contribute to the focus being directed towards the treatment of lucrative patients that undermines the quality and fairness of patient treatment.

Moreover, in accordance with Deci et al. (1999), Wenzel, Krause and Vogel (2019) find that the intrinsic motivation of public employees is negatively affected if they experience a potential incentive scheme as controlling. If this scheme feels unfair, non-transparent and non-participatory, it contributes to a reduction in the intrinsic motivation. Consequently, it contributes to an undermining of what Deci et al. (1999) call free choice. Similar to Staw et al. (1980), McDonald and Roland (2009) find that if a bonus scheme is not considered appropriate and that it is contrary to existing norms, in this case for health professionals, it could cause resentment among the workers. Rode, Gómez-Baggethun and Krause (2015) show that the incentive system contributes to a crowding out effect with a view to a release from moral responsibility. This is consequently in line with the findings from the study carried out by Ariely et al. (2009) relative to the impairment of the prosocial motivation.

This section was devoted to showing qualitative studies that found similar results to the quantitative studies presented in Sections 2.3.1-2.3.3. Like the quantitative studies, the qualitative studies also find evidence that for a bonus scheme to have the desired effect, the design must be appropriate. If it is prepared correctly, it can contribute to an increase in the motivation of the individual. In addition, it has to be appropriate to the environment in which it is to be implemented. If it is not appropriate, it can lead to a reduction in intrinsic motivation.

Furthermore, qualitative studies, like the quantitative, also find that a bonus scheme can help to promote creativity and innovation.

On the other hand, a bonus scheme can also contribute to the focus of the individual shifting from the amusement of the work tasks to only taking into account the goals in the bonus scheme. In addition, if the scheme is perceived as controlling, it can contribute to a reduction in the individual free choice. The scheme can also lead to a crowding out effect that could reduce the individual's prosocial motivation.

2.3.5 The effect of bonuses on team leaders

The aim of this thesis is to evaluate how bonuses affect the motivation of fundraising team leaders. Hence, we find it relevant to introduce prior research that has implications for how bonuses affect the team leaders in other sectors. Therefore, we will in this section present such literature.

A study by Friebel, Heinz, Krueger and Zubanov (2017) considering teams found that bonuses had a positive effect. Thus, this implies that a bonus scheme increases the motivation among team leaders. The same effect is found across a variety of sectors by among others Román (2009), Beersma, Hollenbeck, Humphrey, Moon, Conlon and Ilgen (2003), Butler, Lenten and Massey (2020) and Danilov, Harbing and Irlensbuch (2019). Further, literature by Russel, Russel and Tastle (2005) further substantiates this point, indicating that bonuses might attract high quality team leaders, which shows that bonuses might increase the motivation for being a team leader. In sum, the presented research in this paragraph implies that bonuses can increase the motivation of team leaders, probably since they provide them with extrinsic motivation for their work tasks.

However, there are other studies that do not find these effects. Springer, Pane, Le, McCaffrey, Burns, Hamilton and Stecher (2012) and Delfgaauw, Dur and Souverijn (2020) considered teams in two separate sectors. What they found was that bonuses did not have an effect. Hence, this indicates that they did not increase the motivation of the team leaders, but also did not impair their intrinsic or prosocial motivation. According to this, it seems that bonuses are also capable of having a neutral effect on team leaders.

There is also research suggesting that bonuses can have a negative impact. Phakathi (2017) finds that the implementation of bonuses in teams could result in conflicts, and that they therefore do not provide the desired effect. This implies that a bonus scheme might affect the motivation of team leaders negatively since it can result in disputes, possibly resulting in them enjoying their work to a lesser degree and hence experiencing a reduction in intrinsic motivation. It is imaginable that conflicts can also be damaging to the prosocial motivation of team leaders.

In sum, we can observe that, as other research on bonuses, the research on bonuses' effect in the context of teams is ambiguous. There is literature that indicates a positive effect, while other research indicates a neutral effect or a negative effect. It is worth noting that these research consider a variety of sectors, showing that the effect of a bonus scheme might be dependent on the environment in which it is implemented. This substantiates the importance of Bragelien's (2012) framework.

2.3.6 Two possible approaches to consider the effect of a bonus on motivation

To assess how a bonus scheme will affect the motivation of the team leaders in NGOs, there are numerous approaches for assessing the effect of the scheme. The two key approaches are to use the psychologically oriented research as a starting point or an economist's point of view. If the psychologically oriented approach is used, the intrinsic motivation of the team leaders will be favored. Consequently, the key will be to assess how the bonus scheme will affect the intrinsic motivation and link it to Bragelien's (2018) and Kuvaas' (2016) respective research. Another possibility is to use an economically oriented approach and its higher belief in incentive systems and link the key findings from economic literature to Bragelien's (2018) and Kuvaas' (2016) statements.

In this thesis, we will discuss the effect of bonus schemes based on the psychological approach, to assess the effect of a bonus on the motivation for team leaders of fundraising groups in a selection of NGOs. Consequently, the psychological approach and its belief in intrinsic motivation will be used as anchoring in further elaboration in the thesis. We find this to be appropriate since the thesis seeks to answer and examine the effect of the bonus scheme on motivation of team leaders to a greater extent, rather than bonuses in a bigger picture as an

incentive system. Therefore, we believe that the psychological approach to a higher degree contributes to finding a possible answer to our research question. Moreover, we justify it based on a greater focus on the motivation of the team leaders.

Upon presenting the bonus theory, the thesis has been based on the ambiguity of bonus systems' effect on motivation. This was done by introducing Bragelien's (2018) and Kuvaas' (2016) respective meanings and linking them to related literature. In addition, we have also included studies that show how bonuses affect prosocial motivation. The theoretical foundation has thus been determined and further elaborations will try to combine the theories and display the implication of the combination.

2.4 The relation of the elements

2.4.1 Motivation in NGOs

Based on the theory we have presented by Vakil (1997), Edwards and Hulme (1996) and Salamon and Anheier (1992) we can observe that a central characteristic of an NGO is that they do not have profit maximization as their purpose but are rather dedicated to philanthropic objectives. This is also supported by Lewis (2013), who highlights that NGOs can have the role of an implementer, catalyst, or partner. The first two roles are both tied to helping disadvantaged people through various means. Thus, individuals participating in such an organization are conducting work that is not for their own benefit, but rather for the benefit of others.

We can observe that this is closely linked to what Einarsen et al. (2019, p. 106) define as prosocial motivation, which is the motivation for conducting activities in order to make a difference for someone else. Based on this, it seems reasonable to assume that the workers of an NGO are prosocially motivated to a high degree, since their work is directly associated with being of help to others.

This claim is also supported by the presence of voluntary workers in NGOs (Salamon & Anheier, 1992). Voluntary work in its nature does not give the conductor of the work any financial rewards. One can therefore assume that the reason that an individual performs voluntary work is either because they enjoy the activities, because they like to do something

for the benefit of others, or a combination of the two. Since NGOs are dedicated to achieving philanthropic objectives, it seems safe to assume that a large part of the motivation to conduct such work is to be of help for somebody else. This once again tells us that the participants in an NGO in general are conducting work based on prosocial motivation. Further, the research by Muthivhi et al. (2015) substantiates this by showing that prosocial motivation can be a driver for conducting activities.

In contrast, researchers have found that workers in private, for-profit companies are in general more committed to their own careers rather than the organization and its purpose (Goulet & Frank, 2002). Seen from this perspective, workers in such companies seem to possess less prosocial motivation relative to workers in NGOs. Their motivation seems to be more of the type intrinsic and extrinsic. Based on this, we once again get the impression that workers in NGOs seem to have a larger degree of prosocial motivation than workers in other organizations.

Furthermore, prosocial motivation can also be connected with NGOs in relation to how the fundraiser group is set up in the optimal way. The studies of DeMatteo et al. (1998) and Johnson et al. (2006) displays that both team leaders and team members must have a passion for promoting the purpose of the organization. Since the main purpose of an NGO is to address issues akin to helping others in form of activities related to poverty reduction, human rights, environmental protection and gender equality (Edwards & Hulme, 1996) it is natural to connect the characteristics of the team leaders and team members to the definition of prosocial motivation provided by Einarsen et al. (2019, p. 106). Therefore, it could be argued that one of the characteristics of a good team leader and team members include possessing a high degree of prosocial motivation.

In aggregate, the paragraphs above imply that workers of NGOs in general seem to possess a large degree of prosocial motivation relative to workers in private, for-profit companies. This is firstly because the purpose of NGOs, as presented by among others Vakil (1997), can be related to the definition of prosocial motivation by Einarsen et al. (2019, p. 106). Goulet and Frank (2002) supplement this, since their research indicates that workers in NGOs should be more prosocially motivated than workers in other companies. Finally, literature by DeMatteo et al. (1998) and Johnson et al. (2006) combined with Edwards & Hulme (1996) speaks in favor of a high degree of such motivation by implying that being prosocially motivated should

be one of the characteristics of a fundraising team leader. Thus, in sum, team leaders of fundraising groups in NGOs might possess a high degree of prosocial motivation. This leads to our first additional research question:

Research Question 1: Do team leaders of fundraising groups possess a high degree of prosocial motivation?

In determining the theoretical foundation, in addition to prosocial motivation, intrinsic and extrinsic motivation were presented. As Vecina et al. (2012) point out, the employees of an NGO have similar tasks to the ones of a for-profit company. Based on this, it seems reasonable to assume that employees of an NGO do not have an abnormal degree of intrinsic motivation. This will therefore probably vary based on the individual and its work tasks. The same logic can be applied with regards to extrinsic motivation, which is therefore also likely to vary. As a result, we will assume that the levels of intrinsic and extrinsic motivation among employees of NGOs are quite similar to the ones of other, for-profit, organizations.

We have now presented what in our opinion are the most important connections between the literature about NGOs and motivation. In doing so, some base expectations about the motivation of workers in NGOs have been established, where we expect them to have a regular degree of intrinsic and extrinsic motivation, and a high degree of prosocial motivation. Since these are established, we can commence the next section with regards to combining the literature on bonuses and the literature on NGOs.

2.4.2 The effect of bonuses in an NGO

As demonstrated in the literature related to bonuses, there is a twofold view on the effect of bonuses on motivation. It therefore seems logical to assume that there is not a single answer to this question, but rather that it depends on the environment and the design of the bonus. The design is adaptable to the environment, but the environment is to a large degree given. Consequently, this part's main focus will be on how the literature on bonuses can be applied to the environment of an NGO.

In the prior part we established that the environment in an NGO lays a foundation for a high degree of prosocial motivation among the team leaders of the fundraisers. According to the study by Ariely et al. (2009), introducing monetary rewards can impair the prosocial

motivation since it transfers the focus from the prosocial aspect of the activity to working in order to achieve the reward. The research by Rode et al. (2015) supports this, by implying that an incentive system can reduce moral responsibility among workers, and hence also their prosocial motivation. Transferred to our research this implies that once exposed to monetary rewards, the main motivation of the worker in the NGO might not be to benefit others, but rather to achieve the monetary rewards.

Moreover, Deci (1971) pointed out that financial rewards can turn an individual from being inherently motivated to being motivated by the expectation of rewards. Fässler et al. (2020) also found that monetary rewards might result in a reduction of the focus on altruism. This shows us that introducing bonus schemes might be damaging in NGOs, since it might reduce the prosocial motivation by placing focus on the rewards rather than the benefits that others gain from the work conducted by the organization.

The argumentation above might specially be applicable in the case of team leaders for fundraisers. It seems reasonable to claim that the team leaders of the fundraising teams conduct work that can be quantified by looking at the number of new members that the fundraising team achieves. Providing a bonus scheme related to this for the team leader might result in them being focused on doing what is necessary to achieve their bonus rather than being focused on conducting work in the way that creates the greatest benefit for the ones that the organization is aiding. Consequences of such a shift in focus can for instance be predatory sales, which might be negative to the organization. Thus, introducing such a bonus scheme might damage the prosocial motivation of the team leaders since their focus switches to achieving the monetary rewards.

Based on the arguments above generated from prior research and literature, there are clear indications that a bonus scheme might damage the prosocial motivation of the team leaders to fundraising groups. Such damage might result in negative consequences for the way that employees conduct their work. To build up this point, we firstly applied research by Ariely et al. (2009) and Rode et al. (2015). Their research indicates that a bonus scheme might impair prosocial motivation by moving the focus to the financial rewards. In addition, literature by Deci (1971) and Fässler et al. (2020) substantiates this by suggesting that bonuses can have such effects. Consequently, we construct the following additional research question:

Research Question 2: Does a bonus scheme impair the prosocial motivation of the team leaders of fundraising groups?

Furthermore, we established that since the work conducted in NGOs is similar to the one of a for-profit company, the intrinsic motivation should be quite similar to the one of a for-profit company (Vecina et al., 2012). This implicates that transferring research regarding intrinsic motivation to the environment of an NGO should be possible. In the study by Wu (2019), he finds that promoting extrinsic motivation might impair intrinsic motivation. Other research that we presented also substantiates this. According to Deci et al. (1999), Kuvaas (2016) and Deci (1971), providing a bonus scheme can reduce intrinsic motivation.

This is further supported by the qualitative research conducted by Robyn et al. (2014), Songstad et al. (2012), Wenzel et al. (2019) and McDonald and Roland (2009), who also show that bonus schemes can have negative consequences for intrinsic motivation. In sum, what can be drawn from this is that introducing a bonus scheme in an NGO might, similar to the case of a for-profit company, result in the workers experiencing a reduction in intrinsic motivation.

As we established in the prior section, the amount of intrinsic motivation that is present among workers in an NGO should be similar to the one in a for-profit organization. Hence, the intrinsic motivation that is present is expected to be at a tolerable level. Therefore, introducing a bonus scheme might be as problematic in the case of an NGO as for a for-profit company.

Not only can this be damaging in itself, but as the study by Grant (2008) uncovered, prosocial motivation without the presence of intrinsic motivation can be negative. As we have already discussed, there could be a higher amount of prosocial motivation present among the workers at an NGO compared to a for-profit company. However, this prosocial motivation will not be helpful without the intrinsic motivation. Based on this we can see that even if a bonus scheme does not have a direct impact on prosocial motivation, it might still render the positive effects of prosocial motivation by affecting the intrinsic motivation. In specific, introducing a bonus scheme to team leaders of fundraising groups in an NGO might reduce their intrinsic motivation, which might again cause negative effects on their prosocial motivation.

Based on the argumentation above, we can see that from this point of view a bonus scheme might damage intrinsic motivation for the team leaders of fundraising groups. This suggestion

is based on literature from among others Kuvaas (2016), Songstad et al. (2012) and Deci (1971), who all argue that bonuses are damaging to intrinsic motivation. A reduction in such motivation might in turn render the positive effects of prosocial motivation, according to Grant (2008). The consequence for prosocial motivation will not be included in our additional research question since it is caused by a possible reduction in intrinsic motivation. It is however a causal relation that we found relevant to present since it can be significant for an NGO due to the potential high levels of prosocial motivation. In sum, we reach the following additional research question with regards to the intrinsic motivation:

Research Question 3: Does a bonus scheme impair the intrinsic motivation among the team leaders of fundraising groups?

On the other hand, there are researchers supporting that monetary rewards can increase the total amount of motivation (Bragelien, 2018; Fang & Gerhart, 2012; Hendijani et al., 2016). By introducing bonus schemes, one manages to increase the amount of extrinsic motivation. Hendijani et al. (2016) and Fang and Gerhart (2012) argue that it can also increase intrinsic motivation. Li et al. (2022) substantiate this, finding that monetary rewards can help promote intrinsic motivation for reaching established goals. In addition, the study by Bhatnagar and George (2016) complements the mentioned literature by showing that bonus schemes can have a positive effect on motivation if designed in the right manner, which supports Bragelien's (2012) reasoning about the design.

This is further complemented by a combination of the literature by Law (2016), Geister et al. (2006) and Deci et al. (1999). The two latter suggest that feedback and verbal rewards can have a positive effect on intrinsic motivation. Law (2016) supplements this by indicating that bonuses not only can increase extrinsic motivation, but also function as positive feedback. Hence, a bonus scheme can provide an increase in both intrinsic and extrinsic motivation, suggesting an increase in the total amount of motivation.

In our case, this point of view proposes that a bonus scheme in the environment of an NGO could have a positive effect. Bonuses might increase intrinsic motivation, not affect the prosocial motivation and at the same time increase the extrinsic motivation. Thus, one can see that the overall motivation might increase. Seen from this perspective, introducing a bonus scheme for the team leaders of fundraising groups has the potential to have a positive effect

on both extrinsic and intrinsic motivation. In other words, the team leaders could to an increasing degree take pleasure in their activities, while they are still motivated by making a difference for others. Additionally, they can experience a higher degree of extrinsic motivation since they would now be incentivized by monetary rewards.

In addition, Hendijani et al. (2016) also found that monetary rewards have a positive impact on overall motivation regardless of the level of intrinsic motivation. As we have argued, the level of intrinsic motivation in an NGO is not expected to be abnormal. Thus, the research by Hendijani et al. (2016) supports that the level of intrinsic motivation is not relevant to the positive effects that arise upon introducing a bonus scheme.

In addition, it can be discussed whether the research conducted by Staw et al. (1980) indicates that the intrinsic motivation is reduced by introducing a bonus scheme for team leaders in a fundraising group. The study suggests that intrinsic motivation may be displaced in situations where monetary rewards are inappropriate. Since employees of NGOs receive financial compensation for their work, one can argue that this is a setting where bonuses are not considered inappropriate and will therefore not reduce intrinsic motivation.

If the result from the study is valid, intrinsic motivation should not be reduced, and due to the likelihood of an increase in extrinsic motivation mentioned in prior paragraphs, it may lead to higher motivation overall. This is supported by Miry (2021), who found indications that motivation can increase among employees under certain conditions. Nevertheless, this must be considered in the line with the NGO's unique environment which explicitly differs from a for-profit company.

In conclusion, the paragraphs above indicate that a bonus scheme will likely not impair the intrinsic and prosocial motivation of the fundraising team leaders to a significant level. It might rather increase the total amount of motivation by adding the aspect of extrinsic motivation while augmenting the intrinsic motivation. This effect is supported in literature by among others Bragelien (2018), Fang and Gerhart (2012) and Hendijani et al. (2016) which indicate that bonuses should have a positive effect in total on motivation, rather than a negative effect that the literature in the two prior parts indicates. The result of this is our fourth and final additional research question:

Research Question 4: Does a bonus scheme increase the total amount of motivation among the team leaders of fundraising groups?

As argued several times, a central part of this thesis is tied to discovering the effect of bonuses in the environment within the NGO. We believe that finding the answers to the additional research questions presented in this section to a large degree will help us in uncovering this effect and will aid us in providing an answer to our research question. In the following section a conceptual framework that illustrates the additional research questions will be presented.

2.4.3 Conceptual framework

The figure below depicts the conceptual model that we have constructed related to our research. Here we introduce three elements: Motivation of team leaders, Bonus and Environment in the NGO. In prior parts we introduced three forms of motivation that are all part of the motivational element, namely intrinsic, extrinsic and prosocial. Hence, these are also a part of our model. The arrows in the figure indicate that one element affects another element. As we can see, motivation can be affected by the environment in an NGO, as our first additional research question suggests. This research question is therefore also placed in this part of the figure. Furthermore, we have proposed that bonuses might have an effect on motivation. Thus, Research Questions two to four are placed in this part of the figure.

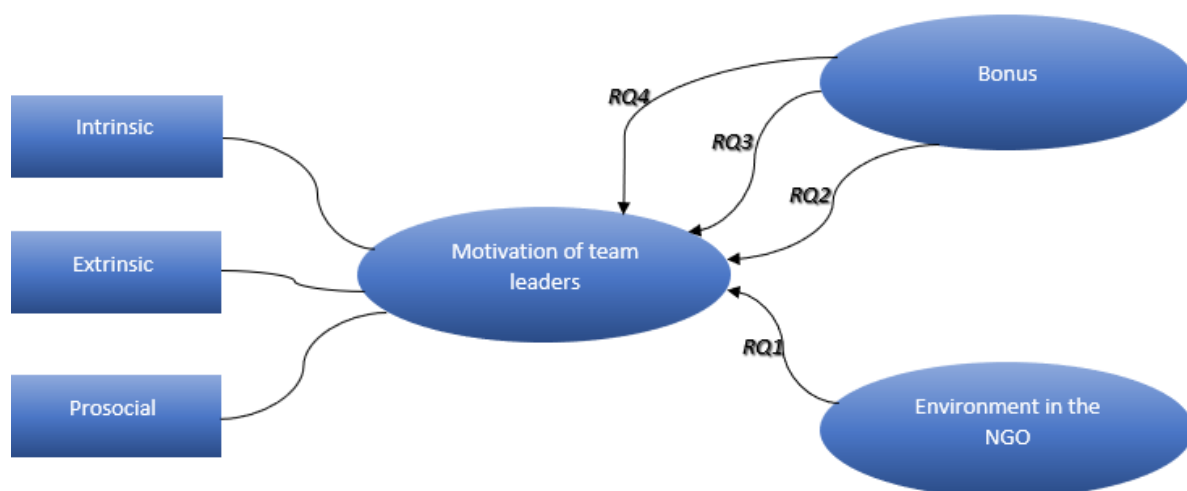


Figure 1 - The conceptual framework

3. Methodology

In the following chapter the method used to answer the research questions assembled based on the theoretical foundation will be presented. The choice of method must be critically and appropriately selected in line with the research question and the purpose of the study. In addition, it is important that the methodological choices are carefully thought out. The choice of method must be critically elaborated on due to the fact that the result should not depend on the choice itself, but that it reflects reality in the best possible way. (Bono & McNamara, 2011) At the beginning of the method chapter, the research design and the approach in the thesis are presented. Further, this is followed up by a discussion of research methodology where we argue for the usage of a qualitative method in this thesis. Next, the choice of method for data collection is presented. The chapter is rounded off with a discussion of whether the data collected is valid and reliable and an assessment of the ethical aspect of the thesis.

3.1 Research design

A study's research design is a conscious plan for how a research question will be answered and for that reason it has further implications for the research process (Saunders, Lewis & Thornhill, 2019, p. 173). The choice of research design provides a direction to construct a framework for data collection and an analysis of the findings based on the foundation. Furthermore, the decision displays how the design is adapted to the topic of the thesis. The central assessment factor in the election of research design is what kind of question one seeks to answer.

In academic studies there are numerous forms of research design, including *descriptive*, *exploratory*, *explanatory* and *evaluative* design as examples (Saunders et al., 2019, p. 166-168). In this thesis, an evaluative research design is used on the basis that the research question wants to evaluate the effect of a bonus scheme within the environment of an NGO. Saunders et al. (2019, p. 188) state that evaluative studies help to compare the effectiveness of for example a marketing campaign in different locations or between different types of consumers. Since such studies are used to compare the effectiveness of an introduced element, it will be beneficial to make use of this type of study design in an attempt to answer the research question of the thesis.

3.1.1 Research approach

Originally, the literature distinguishes between two forms of research approaches, namely the *inductive* and the *deductive* approach. The latter one is applied when the researcher draws conclusions from logical reasoning and when established theory is approved. (Saunders et al., 2019, p. 51) However, if the purpose is to develop a deeper understanding of the field of the research than the existing literature can offer, the inductive research approach is applied (Ghauri & Grønhaug, 2010). In this study, the inductive approach is used due to the research gaps in the literature pertinent to how a bonus scheme affects motivation of team leaders in fundraising groups among NGOs. Furthermore, this approach will provide in-depth knowledge of the research field this thesis examines. In addition, the inductive approach contributes to the development of new theories based on empirical observations.

The only study in the existing literature we have knowledge of that tests how bonuses affect employees' motivation in NGOs is the study conducted by Tippet and Kluvers (2009). Nevertheless, the prominent difference between this study and our research is that in this quantitative study it was investigated how monetary rewards affect the motivation of employees in general. However, there may be a difference in how bonuses affect the motivation of employees in the staff and team leaders in the fundraising group. For this reason, using an inductive research approach will be appropriate.

3.2 Research method

This section will be dedicated to the description and argumentation of choices we have made with regards to our research method. Firstly, we will elaborate on the type of data that we have applied. Saunders et al. (2019, p. 338) differ between primary and secondary data. The form of data that we chose to apply was primary data. Hence, we find it relevant to present what this implies and the reasoning for our choice. Second, we will argue our choice of applying a qualitative method. Since there are analogous alternatives, for instance quantitative or mixed methods (Saunders et al., 2019, p. 175), we find it relevant to present the decision basis for this choice.

3.2.1 Primary data

In this thesis we have applied the data type which is referred to by Saunders et al. (2019, p. 338) as primary data, which is collected for the specific purpose that it will be applied to. The

data was collected through semi-structured interviews with team leaders of fundraising groups in the Norwegian branches of three separate NGOs. Collecting primary data provided us with the opportunity of gathering detailed and relevant data personally. This is contrasted to the case of secondary data where other researchers have collected the data for another purpose (Saunders et al., 2019, p. 338).

There are two main reasons for our choice of collecting and utilizing primary data. Firstly, there is as mentioned very limited research on this specific area, which makes it hard to acquire existing data that is relevant to our research. Second, we are provided with the benefit of collecting data that is specifically relevant to our thesis rather than applying data that might be partly of value to us, which could be the case with secondary data.

3.2.2 Choice of methodology

There are three research design methods to choose from upon conducting a study: a quantitative, qualitative or mixed method (Saunders et al., 2019, p. 175). Since our study is an evaluative study with the purpose to evaluate the effects of bonuses on motivation in NGOs, we opted for a qualitative approach. Adapting such an approach enabled us to study the participants' meanings (Saunders et al., 2019, p. 179), which was beneficial in order to understand how a bonus would affect their motivation. Moreover, using a qualitative approach would in our opinion allow us to gain a more in-depth understanding of the subject and the participants' meanings, which we see as positive. As we presented priorly, we have also adapted an inductive approach. When choosing such an approach, it is common to apply a qualitative method (Saunders et al., 2019, p. 179) and thus this also supports our choice.

According to Saunders et al. (2019, p. 668), a grounded theory can be perceived as taking a point of departure in data in order to develop theory. This seems appropriate with regards to our inductive approach, and we therefore see it suiting to state that we have adapted a grounded theory method to this research. Charmaz (2014) describes the form of grounded theory applied in this study as grounded theory for qualitative data. In specific, we attempted to discover how the respondents believe that a bonus would affect their motivation. Since we afterwards extracted information from the data to further develop a theory, it seems reasonable to claim that it is coincident with the perception of grounded theory that Saunders et al. (2019, p. 668) mention.

3.3 Time horizon

Since this study is a master's thesis, it will be conducted during a semester, with an approximate duration of four months. Due to the limited time span, this study will be what Saunders et al. (2019, p. 212) refer to as a cross-sectional study which in our case examines a possible effect of a bonus scheme on the motivation of the team leaders in the fundraising group. The data was collected during the period from 15th of March to 1st of April. Since we acquired the information during a specific period, the respondents' replies may have been affected by temporary trends in the market or their current situation. This could have influenced the study and made generalizing it more difficult.

Our main concern in this study is that respondents may have been influenced by the Covid-19 pandemic, but also by the ongoing invasion of Ukraine as it greatly affects the work of NGOs. Nevertheless, in an attempt to be able to generalize the findings to a greater extent, we as researchers try to establish a setting for the respondents which is more normalized. We still find it rewarding to conduct an evaluative study during a semester, where we compare team leaders in different NGOs as the situation in the organizations is almost the same and the only difference will be to generalize the study over a longer period of time.

3.4 Data collection

As discussed in section 3.2.1, this thesis utilizes primary data obtained through interviews with twelve different respondents. The data was acquired based on predetermined questions related to the established research questions. However, some introductory questions were also included in an attempt to create safe circumstances for the interviewees, so that they present their actual opinions related to the research questions. In the following, we will present what lies in the term semi-structured interviews that are used in questioning the respondents in the three NGO's. In addition, an overview is presented of how we conducted the interviews and the time spent on the respective interviews. Next, we go into the selection of interview objects and determine what we define as team leaders.

3.4.1 Semi-structured interviews

In the theory chapter of the thesis, several additional research questions were formulated that will be answered based on the collected data. Since we have chosen to examine research

questions rather than hypotheses, we found interviews to be the most convenient way of collecting our data. Further, the use of interviews is supported by the fact that we apply an inductive research approach and the use of the grounded theory for qualitative data (Yin 2014; Charmaz, 2014). There are however diverse forms of interviews. The form that we found to be the most purposeful to our research was semi-structured. This type of interview is non-standardized and starts with a predetermined list of themes and in some cases, such as ours, a number of key questions. (Saunders et al., 2019, p. 436-437)

By conducting such an interview, we got the opportunity to create a structure which covered the themes that we found to be the most relevant and asked the same key questions to various participants. At the same time, it opened for flexibility to ask follow-up questions that could be adapted to each team leader. This enabled us to gather more information from interviewees that did not provide sufficient information upon answering the initial question. Furthermore, we also got the opportunity to adapt the order of questions and themes to be the most suitable to each participant. Another argument for our choice is that it enabled the modification of questions where this was necessary. For instance, one organization that we collaborated with had already implemented a bonus scheme. This required that the questions were adapted accordingly, something that the selected form of interview enabled us to do.

3.4.2 Execution of semi-structured interviews

The interviewees were at different locations in Norway. Since this research is done as a master's thesis, we were limited in both time and financial resources. This was the main reason that we chose to conduct the interviews digitally through the program Zoom. It allowed us to interview team leaders regardless of their location. Further, we opted for a transcription of the data. In order to do so, we saw it necessary to be able to re-listen to the interviews to provide a transcription that is accurate. One of several advantages of recording an interview is that one can re-listen (Saunders et al., 2019, p. 463). Using programs such as Zooms facilitates such recordings in a simple way. Hence, this was an additional reason for our choice of conducting the interviews digitally rather than meeting the participants face to face. The interviews varied between approximately 10-35 minutes in duration. Note that this duration is only the interview itself, excluding any small talk before or after the interview, and excluding the introduction before the interview. A final remark is that eleven of the interviews were conducted in Norwegian, and one was conducted in English. The interview guide for both languages is shown in appendix I and II. During the data collection process, information about the

interviewees gender, age and if the team leaders had other positions in the organization was also obtained. Moreover, we defined the NGOs with regards to their orientation and level of operation. In addition, the NGOs were labeled with acronyms, where TNGO means that the organization is a transnational NGO, and the acronym BINGO refers to a big international NGO.

Table 1 – Overview of respondents, gender, age, other positions, NGO orientation, NGO level of operation, NGO acronyms and duration

Respondent	Gender	Age	Other positions	NGO orientation	NGO level of operation	NGO acronyms	Duration
1	Male	22	None	Service	International NGO	TNGO	16:50
2	Female	20	None	Service	International NGO	TNGO	22:25
3	Female	20	None	Service	International NGO	TNGO	23:00
4	Male	20	None	Service	International NGO	TNGO	11:22
5	Female	24	None	Charity	International NGO	BINGO	12:40
6	Male	23	None	Charity	International NGO	BINGO	18:38
7	Male	40	Step-in team leader and Senior Team leader	Charity	International NGO	BINGO	35:20
8	Female	23	None	Charity	International NGO	BINGO	21:47
9	Male	28	None	Charity	International NGO	BINGO	31:42
10	Female	30	None	Charity	International NGO	BINGO	14:49
11	Female	21	None	Charity	International NGO	BINGO	11:27
12	Male	25	None	Charity	International NGO	BINGO	18:25

3.4.3 Sample

In order to select which organizations to collaborate with to obtain interviewees, we took a point of departure in the theory and definition presented in Section 2.1. Based on this, we explored the internet to identify several organizations that were coherent to the descriptions provided and had branches within Norway. An important criterion was that they operated with fundraising teams. According to Baker and Edwards (2012), the recommended number of interviewees is 12. Therefore, our goal was to acquire a collaboration with three organizations, attempting to gain four participants from each organization. To provide a balance between the genders, the aim was to achieve six male and six female participants. To obtain the collaborations, we contacted many organizations over e-mail and hoped to get positive responses. The optimal solution in our opinion was to have three international organizations in order for them to be similar and at the same time be of a larger scale.

A challenge that arose was that some of the organizations used external third parties for their fundraising, something that made them less relevant to our research. Fortunately, many organizations had their own fundraising teams and the responses from them were overwhelmingly positive. Hence, in the end we did not face any major challenges in gaining enough collaborations. The balance between male and female interviewees was also not a challenge since the organizations had team leaders of both genders. In sum, we managed to get a sample of twelve team leaders from three international NGOs. One of them had a bonus scheme during our data collection, while the other two did not. Each of the organizations provided two male and two female team leaders, which enabled us to have a balance between male and female interviewees.

3.4.4 Role Clarification

From our research question, we can observe that our thesis is to a large degree evolving around fundraising team leaders in NGOs. We therefore find it necessary to briefly explain the role that such leaders participating in this study possess and what it involves. The team leaders in this study are leading a team of fundraisers which has the objective of acquiring funding on behalf of the NGO. In order to procure funding, the team seeks out interaction with people in the streets or at their homes to obtain donors. The leader often takes part in this work. Furthermore, the team leaders are responsible for managing the work conducted by their team

and for the team's results. At the same time, they also have their own superiors to whom they answer. Thus, they are in a sense a link between the top management and the fundraisers.

3.5 Data analysis

The process of analyzing data has the purpose to organize, structure and give the acquired data a valid meaning. The subsequent analysis of the obtained qualitative data is based on the respondents' thoughts and opinions that were expressed in the form of words during the interviews (Saunders et al., 2019, p. 638). Since words and expressions are often interpreted differently by the receiving part, it can make the process of analyzing demanding. For this reason, it was important that we were particularly cautious when exploring and clarifying words and expressions. For further use, processing of the obtained data is required for interpretation of the views and opinions of the interviewees. Due to this we found it necessary to transcribe the interviews to avoid loss of information presented by the respondents (Saunders et al., 2019, p. 644). The purpose of conducting the interviews is in line with the fact that we are searching for thoughts and opinions related to our research question. For this reason, we found it appropriate to have complete transcripts of each individual interview. A prerequisite for the transcripts to be complete was the need during the data collection process to acquire the consent of each individual respondent to record the Zoom interview. The recordings were then used in the transcription of the statements from the interviewees. This assisted preventing the loss of valuable information, but it also facilitated that the information could be reproduced and perceived in the most appropriate way.

The transcription of the conducted interviews was a very time-consuming process. Nevertheless, this process is a central part of the coding and handling of the acquired information. A total of 117 pages was the result of the transcribed data from the semi-structured interviews, which were reduced and systematized in several steps during the coding. The coding began with a separate review of the transcribed data. By starting with an individual review, a basic understanding of how a bonus scheme affects the motivation of the team leader in the fundraising group in the respective NGOs could be established.

The next step that grounded theory recommends is to use open coding on the transcribed data to further divide it into discrete parts. This is done by highlighting words, phrases or quotations that can be linked to our research question (Clarke, Friese & Washburn, 2015). Grounded

theory considers this to be a relevant step due to the fact that one can divide the data material into parts in an elementary way, which could guide us to connect the data with the established research questions. This step of the coding was followed up with an examination of the transcribed data in more detail and a process to find relevant connections to the research questions. This is the second step in the grounded theory approach called axial coding (Clarke et al., 2015).

Finally, grounded theory recommends choosing a selection of key categories that connect all the codes and which in turn are related to the research questions; this procedure is called selective coding (Clarke et al., 2015). This part of the coding contributed to us as researchers to acquire the essence of the research and provided a basis for a thorough understanding of the data material. In order to limit our own interpretation in the empirical environment, it was central during the implementation of the coding that our main focus as researchers was to stay as close to the respondents' answers as possible (Gioia, Corley & Hamilton, 2013). Further, it was important that we discussed and compared our individual findings as it contributed to a common understanding of the respondents' statements. This approach assisted us to avoid being influenced by each other's train of thought when it came to which data we considered relevant. In addition, going through the transcribed interviews several times contributed to a more thorough analysis of the data.

3.6 Evaluating the data material

This section will be dedicated to considering the validity and reliability of our study, and what measures were taken to strengthen these. The two are often essential upon considering the quality of research (Saunders et al., 2019, p. 213). In the final part of this section, the research ethics tied to this thesis will be elaborated on.

3.6.1 Reliability

Reliability in general refers to whether the study can be replicated and the consistency of the study (Saunders et al., 2019, p. 213). Hence, qualitative studies such as ours can be considered reliable if other researchers are able to achieve the same results and reach the same conclusions if they conduct a similar study. Saunders et al. (2019, p. 214) presents four threats to reliability: *participant errors*, *participant biases*, *researcher errors* and *researcher biases*. These all seem profoundly relevant to our research since we have conducted semi-structured interviews where

all of these can be an issue. Therefore, we will now present what measures have been taken to mitigate these threats.

Participant errors are any factors that can adversely change the way that a participant performs. An example is to conduct the interview at a sensitive time. (Saunders et al., 2019, p. 214) To avoid this type of error in our study, we allowed the participants to select the time for the interview so that they could make a choice that is compatible with their schedule. In addition, the participants were situated in a private space and should therefore not have experienced any distractions from their surroundings. This is, however, not something that we can be entirely sure of since we conducted the interviews digitally. Conducting them in such a way limited our overview of the surroundings. Another measure to mitigate the risk of a participant error is that we let the participants choose if they wanted the interview to be in English or Norwegian. This enabled them to choose the language that they are the most comfortable with, and thus removed another factor that could have adversely affected their performance.

Participant biases are referred to as any factor that can induce a false response (Saunders et al., 2019, p. 214). A participant bias can for instance be to create questions that are constructed in such a way that the researchers get the answers that they want. Another factor can be that the participants suspect that managers can identify their answers, something which may lead to consequences. In order to counteract this bias, we provided the participants with a limited amount of information about our research questions and our study. This enabled them to start the interview without knowing what answers we were looking for. We also constructed open questions so that the interviewees would provide their own meanings and made sure to explain the question in detail if the participant seemed confused. Further, we took measures to assure the respondents about their anonymity. Akin measures were both the declaration of consent and the introduction to the interview. These measures ensured the participant that their answers would be completely anonymized. Additionally, the respondents were ensured that the usage of the extracted data would be strictly for purposes related to the research. Finally, they were also informed both orally and in writing that the information and data would be deleted once the research is complete. By constructing open questions and ensuring their anonymity we believe that the participant bias was mitigated to a high degree.

Researcher error is according to Saunders et al. (2019, p. 214) any factor that may alter the interpretation of the researcher. According to the same authors, examples might be if the researcher is tired, not prepared enough or misunderstands the meanings of the interviewee. To avoid such errors, we put a considerate amount of time into the construction of the interview guide. We also collaborated closely with our mentor while creating it, using every feedback he provided us to improve the guide in order to be well prepared. Additionally, both of us attended nearly each interview to make sure that we did not miss any details or misinterpret any answers. Only one interview was conducted with one researcher present due to illness. Upon conducting the interviews, we both asked a few questions at a time, allowing the other person to observe the body language or tone of voice of the participant. It also enabled us to not talk at the same time, something that can be problematic if not planned out in digital interviews. Recording the interview was also helpful to avoid any researcher error. This is since it allows the researcher to focus on asking questions and listening (Saunders et al., 2019, p. 463), minimizing the risk of distractions. It also to a high degree ensures that one neither misinterprets nor forgets anything that is said or done during the interview.

Researcher biases are considered to be any factor that induces bias when the researcher records the responses. An example can be that the researcher allows his or her own view to affect the way the responses are recorded. (Saunders et al., 2019, p. 214) To mitigate this threat we avoided asking leading questions and followed the interview guide closely. Furthermore, both of us attended nearly all the interviews, something that made us aware of remaining objective. We also discussed the outcomes of the interviews together, something which also reduced the risk of subjective interpretations.

3.6.2 Validity

The term validity refers to whether the data measure what they are to measure, both with regards to the accuracy of the analysis, but also whether the results can be generalized (Saunders et al., 2019, p. 213-214). When using the qualitative research method as used in this thesis, we believe that there are mainly two different forms of validity that should be discussed. These are *external validity* and *construct validity*.

3.6.2.1 External validity

As mentioned, the validity of this type of research could be decomposed into two forms. The *external validity* is the extent to which the results that emerge in the research can be transferred or generalized to other situations or groups. In qualitative research projects that use semi-structured interviews as a collection method for the data like ours, it is not permitted to generalize statistically about a population. The reason that this is not allowed is due to the fact that the data is from a small and non-randomly selected population. (Saunders et al., 2019, p. 451)

During the interview process, responses were acquired from twelve respondents from different and not randomly selected NGOs. The population's variation stems from factors such as the gender of the respondent, but also the fact that four out of twelve respondents represented an NGO where bonuses had already been implemented. Nevertheless, since all of the respondents represented their respective NGOs in Norway it may point in the direction that the sample is more homogenous, compared to a situation where the interviews had been conducted with respondents outside Norway's borders. This is since all the respondents to a greater degree represent the Norwegian work culture. During the preparation of the research question, it was determined that we wanted to focus on the Norwegian branches of the NGOs. The focus on the Norwegian branches will contribute to a greater extent to a homogenization of the sample, than without the specification.

Since a cross-sectional study is conducted at a particular time (Saunders et al., 2019, p. 212), it could contribute to a complication of the generalization of the findings. The generalization can therefore arguably not be done beyond the respondents and the organization they represented. However, the results achieved should to a certain extent be possible to generalize to similar organizations. Further, a large sample size will reduce the threat to the external validity of the study. By interviewing twelve respondents, it contributes to increased robustness of our study comparable with studies with fewer participants. As mentioned above, similar studies as ours will be difficult to generalize across countries or regions, for which reason we found it appropriate to specify in which context we wanted to examine the research question. Factors such as cultural differences, social and political environment but also the individual country's attitude to bonuses can have an impact on the outcome of the study.

In assessing the external validity of a study, it can be based on an assessment basis consisting of the quality of the presentation of the method and the findings that arise based on the data acquired. The quality of the presentation contributes to other external researchers being able to repeat the study in other settings. Moreover, the external validity of a study can be increased if it is connected to a theoretical framework and that it relates to existing theory (Saunders et al., 2019, p. 451). In this study, the impact of a bonus on motivation will therefore be related to the framework presented by Bragelien (2012) as discussed under Section 2.3.2.1. Further, the effect of the bonus is linked to findings from prior studies in the theoretical foundation, even though our study was conducted in an environment where the effect of bonuses has been examined to a lesser extent.

Since there are few previous research projects in the field studied, it contributes to a difficulty in reducing the threat to external validity. Nevertheless, we find it appropriate to base our study on the mentioned theoretical framework in an attempt of reducing this threat. For that reason, we as researchers can argue that the threats against the study's external validity is taken into consideration. However, a statistical generalization about the population can be challenging, in the sense that there may be a number of factors in the use of this form of research methodology that may be reflected in the results of our study (Saunders et al., 2019, p. 216).

3.6.2.2 Construct validity

The second form of validity this thesis will deal with is *construct validity*. This term refers to the degree to which the study's measurement questions measure the presence of the construct one intended it to (Saunders et al., 2019, p. 517; Zaltman, Pinson & Angelmar, 1977). By using semi-structured interviews, a high degree of construct validity is achieved if the interview questions are conducted with caution. In addition, the design validity can also be achieved with a high degree if it is possible to explore the research question from different angles. The advantage of choosing semi-structured interviews that were conducted in this study is that it gave us the opportunity to ask follow-up questions. These questions contributed to a strengthening of the study's construct validity (Saunders et al., 2019, p. 451). The construct validity was also achieved by the fact that we had the opportunity to contact the respondents after completion of the interviews. This gave us the opportunity for clarification of potential misunderstandings, or if we saw it necessary to gather more information.

3.6.3 Summary of the study's reliability and validity

To draw a conclusion related to the validity and reliability of the study from the discussion above, we believe both are met in a satisfactory manner. In the initial process of the research, we were aware that this was a field in which little research had been done. For that reason, we knew that it would threaten the generalization and worked with this in mind during the process. In addition, there were further errors and biases that could threaten the study's reliability, as well as the external and the construct validity that we were aware of. However, we believe that the results of the study using the same research methods can be generalized to other studies. Nevertheless, there may be differences with various samples of interviewees regarding a country's attitude to bonuses, cultural differences and a country's social and political climate.

3.6.4 Research ethics

According to Saunders et al. (2019, p. 252), ethics in the context of research refers to the "standards of behaviour that guide the conduct in relation to the rights of those who become the subject of your work or are affected by it". One ethical issue that we consider to be relevant to our research is to apply the data only in the way that the participants consent to. In addition, Johannessen, Kristoffersen and Tufte (2011) state that the most important ethical issues are to ensure confidentiality of the data and to maintain the anonymity of the respondents. Therefore, we consider these two to be central ethical issues as well as the former. Consequently, we applied several measures to enforce the ethical aspect of our research.

In order to be certain that we had the consent of the participants to use the data in the ways we found purposeful, we provided them with detailed information in the declaration of consent which is displayed in both Norwegian and English in appendix III and IV. Additionally, they were provided with almost the same information before the interview so that we were sure that they were comfortable with the interview being recorded and knew the purpose of the recording. Furthermore, to cite the participants correctly we asked clarifying follow-up questions to confirm that we had understood them correctly. The anonymity of the participants was ensured through creating a number that they were given (respondent 1, 2, 3 etc.). This measure secured their anonymity when citing them in the thesis.

Another measure to maintain their anonymity was to not mention the name of the organization that they belonged to nor any other data about them in the thesis. Only their assigned number,

gender, age, eventual other positions and the duration of the interview were mentioned. Finally, the confidential information along with the data collected will be deleted in a secure way once we have completed and handed in our thesis. The confidentiality of our research was ensured by following the guidelines for data protection that are provided by the Norwegian center for research data, NSD. We also submitted information about our project to NSD, and they approved of our methods. In addition, the participants were informed both before and during the interviews that they could withdraw at any time. We also notified them that they did not have to state a reason to do so.

4. Empirical findings

This chapter is devoted to presenting the findings that have arisen based on our analysis of the data. The findings will lay the foundation for the next chapter “Discussion”. Our focus in this section will be the research questions that were presented in Section 2.4. We will attempt to answer them by applying the collected data to present findings that appeared the most insightful to us. The findings will be presented as quotations of the respondents’ statements at the interviews. In general, we found the answers of all participants to be relevant to what we want to research. However, presenting all their quotations will undermine the same points and will be too comprehensive. Therefore, we will as already mentioned include only the data that seems the most insightful.

Seen from a wholesome perspective, our data show a great variety of answers. There is not only one single form of motivation among the respondents, but traces of all the three forms that we introduced. Further, we also found that bonuses would affect the respondents in different ways. Based on this, it can be important to keep in mind that the respondents are all separate persons with their own background, as well as that they are taken from three separate organizations. Additionally, these organizations have different cultures and one of them has a salary structure distinct from the two others. Finally, one should bear in mind that motivation and the way it is affected by bonuses is something individual. Hence, based on this argumentation, the likelihood of the respondents providing varying answers is high.

After presenting the main findings related to our research questions, another section devoted to explorative findings will be introduced. The purpose of having such a section is to present findings that appear interesting, but that are not directly related to any of the mentioned research questions. Our belief is that providing these findings as well can provide a more wholesome understanding of the respondents and their motivation, as well as laying the foundation for future researchers that find them interesting. Finally, a summary of what we have found related to the research questions, explorative findings and the theoretical framework is presented. Its purpose is to provide an overview of findings relevant to our discussion.

4.1 Research questions

When collecting data for Research Question 1, we obtained and analyzed information on whether our sample of respondents have a high degree of prosocial motivation or not. During the presentation of data related to Research Question 1, we will present quotations that speak for a high degree of such motivation. Additionally, quotations from respondents that seem to have intrinsic and extrinsic motivation as more prominent forms will also be introduced. Through the collection of information related to Research Question 2, it was central to find elements that could argue for a possible repression of prosocial motivation and the desire to help others. Similar to the former research question, we will use several quotations to illuminate the question from several points of view. Nevertheless, there may be factors that argue for a reduction in prosocial motivation. In assessing Research Question 3, we emphasized statements that could be linked to a possible reduction of the perceived satisfaction of the tasks through the quotations from the respondents. As for Research Question 2, there may be quotations that speak for a decrease in the intrinsic motivation. For the fourth and final research question, it was central to find elements in the statements from the interviewees that could argue for an increase in the respondent's total motivation. However, certain elements may possibly speak in favor of a displacement of the total motivation.

4.1.1 Research Question 1: Do team leaders of fundraising groups possess a high degree of prosocial motivation?

Upon collecting the data, the respondents were asked questions related to their level of prosocial motivation for their work. All the respondents were asked the same, non-modified, base questions related to this research question, since we saw them fitting regardless of whether the respondent had a bonus scheme or not. These questions were about their motivation for the job and how much they are willing to sacrifice for the organization by letting go of their own goals. Additionally, we raised a question about whether they notice that their work helps others in the daily, which was established based on the definition of prosocial motivation defined by Einarsen et al. (2019, p. 106) and Grant (2007, 2013). Finally, we also asked the respondents what they believe to be the most important characteristics for a person in their position. The main purpose of this question was to examine whether the respondents possess the characteristics defined by DeMatteo et al. (1998) and Johnson et al. (2006) which are central to team leaders and team members in an NGO. Mainly through these questions, but also collected data related to the other research questions, we made findings that point in the

direction that many of the respondents are highly prosocially motivated. However, our findings also show that many of the respondents are mainly intrinsically or extrinsically motivated, or a combination of the two. Some also possess all three kinds of motivation at once.

This section is devoted to showing all sides of the findings. That is, to show examples of responses that indicate the prosocial motivation of the respondents, but also quotations that indicate other forms of motivation. Further, we will also include quotations that imply the presence of several motivational forms at once. In sum, we hope to present a wholesome picture of the motivation of the team leaders.

R7: Well, erm... It's all about motivation and probably I think you are able to help more. You might not have the money to more or less like erm... donate basically yourself, but you might have the capacity to convince people to actually be able to help. And that is one of the intrinsic motivation that I had. To accept the position for the kind of work that I'm actually doing right now. So erm... It's all about being motivated to help, especially children.

When asked why he accepted the position, Respondent 7 provided an answer that indicates that the motivation for helping others was central in his decision. Something that can be discussed to be similar to what DeMatteo et al. (1998) and Johnson et al. (2006) define as important for a team leader in an NGO. From the quotation, we are able to see that the reason that he accepted the position in the first place was the desire to help others. Furthermore, based on the final part of his statement we can also see that the motivation for providing aid to others, especially children, is something that is central for his will to conduct work on behalf of the organization in the daily. Consequently, this seems to support the study of Muthivhi et al. (2015), which implies that prosocial motivation can be a driving force for carrying out activities, which seems to be the case for Respondent 7.

R12: It is of course to see everything we get done, I myself have been a volunteer on [a project] and see how much it means to the people who use... at least the things we have here in Norway then. Now, of course, we do a lot abroad as well. It is at least to get the firsthand experience in Norway then, it is incredibly fun... yes just see that it works then and that children and young people and yes older people in the visiting service appreciate it incredibly much.

When we asked Respondent 12 what he found to be the most motivating, the quotation above was his answer. Firstly, we can note that he has been a volunteer for the organization, something that indicates that the purpose of the organization is something he finds motivating. This supports the literature by Salamon and Anheier (1992), which refers to the presence of volunteer work in NGOs. Moreover, the comment shows us that knowing and experiencing how his work helps others is something he finds inspiring.

R5: My bachelor's degree is about the humanitarian field; same goes for my master's study that I am working on now. And then I thought about that I have worked a lot within management before and developing management inside a humanitarian organization seemed quite exciting. So firstly, I worked for four months as a fundraiser, and then I got questions, so I thought that I could carry on with it, since at that time I found it to be quite fun, and I thought it gave me much to see what [the organization] manages to make of the humans that we take in. So that's why I accepted the position because that's a fine motivation. ... this is my passion. I have a bachelor's degree and I am doing a master's degree within this field, so I would put down this effort whether I get 10 kroner extra or not, I would not care.

Respondent 5 has a passion for helping others that is so strong that she has chosen to educate herself within the humanitarian field, as well as working within it. This is also confirmed in a later statement where she explains that she would put down the same effort regardless of whether she receives bonus payments or not, simply because it is her passion. Since Respondent 5 is educated in the humanitarian field and has a passion for helping others, this substantiates that she possesses the qualities that the literature by DeMatteo et al. (1998) and Johnson et al. (2006) presents. In sum, these answers indicate that helping others and being active in the humanitarian field is something that she finds to be very motivating. However, she also explains that she has an interest in management and in seeing what the organization can make of its workers. This indicates that she also finds the work tasks themselves motivating since she thinks they are engaging.

R9: Erm... Most motivating? Good point. You have helping others that is of course clearly always the top priority to us. But it is also that you feel a sense of accomplishment in what you do, and a sort of personal development. And it is perhaps also a bit about... About

status. That one has a certain... A certain income is also a bit of relevance. Those three things perhaps. I mean, they are external factors. Of course. There are a lot of external factors, and a bit the feeling that one gets confirmation that one has done something good and that this goes to somebody else, and then it's the feeling to know that what I do is good and that I get rewarded for it. Erm, yes. It's to-way, clearly, I would say.

Respondent 9 emphasizes several factors that he finds motivating about his work. Firstly, he mentioned that helping others is something that he finds to be engaging. Consequently, it appears that Respondent 9 also appears to possess the characteristics defined by DeMatteo et al. (1998) and Johnson et al. (2006). However, he also mentions another, more personal, factor that is to have a sense of accomplishment and development. This indicates that he is not only doing the work because he wants to help others, but also that he does it for his own benefit in terms of getting these positive feelings. Finally, he commented on another factor, which is status in terms of having a certain income. This comment indicates that getting rewarded monetarily also is something that he finds motivating about his job. Based on the quotation it also seems that the respondent to a certain extent thinks about his own career in addition to helping others, which supports the research by Goulet and Frank (2002).

R3: Especially the position I have so I have to say traveling. That we can travel to a new place every week. Together with... yes, the same gang so we become a close-knit gang. But as I said what we go around and sell is a very, yes, an important deed so it is not... There is a lot of motivation in that it is such an important deed for me and for many others as well.

Once we asked Respondent 3 what she found to be the most motivating about her work, the comment above is what she answered. Firstly, we can notice that she finds the traveling aspect of the work to be interesting. She also seems to appreciate spending time with the people that are on her team. Respondent 3 seems to be more motivated by what is presented in the literature by Goulet and Frank (2002), rather than being mainly motivated by helping others. However, we can also notice that she believes that what the organization does is an important deed and that she finds being a part of this to be engaging as well.

Until this point, we have presented quotations from participants that seem to be motivated by the fact that the work of their organization is of help to someone. However, there were participants who did not find this to be as motivating, but rather seemed mainly motivated by

other factors. Quotations from these respondents will now be introduced and discussed in the same manner as those above.

R1: Erm, a bit because I wanted a part time job and then I was asked if I wanted to start down here, so then, why not, I might like it.

Hm... First of all, I think that this is a very good project, I like [the organization], they saved my grandfather's life, I feel like what they do means something to others. And also, it is fun to have a pause from the student life, because otherwise I just sit inside and work theoretically. When I am at work, I walk outside in fresh air like six hours a day. And then you also get to try sales, which I think is great. And of course, it is exciting to start something on your own, that was one of the main reasons that I said yes, so that I can shape some of the things myself.

Respondent 1 in these quotations explains that he started the team that he is the leader of on his own. We can see that he seems a bit motivated by the purpose of the organization. This suggests that the interviewee to some extent possesses the characteristics presented by DeMatteo et al. (1998) and Johnson et al. (2006). However, factors such as being outside in fresh air and walking also seems to be something that motivates him. But, as he states himself, what was most motivating for him was that he found it exciting to start his own department. Hence, this seems to be a central motivational factor rather than the motivation that he gets from his work enabling help to others. Since it seems that his main motivation is having his own department, it suggests that he possesses the characteristics that Goulet and Frank (2002) present, rather than the ones that DeMatteo et al. (1998) and Johnson et al. (2006) specify.

R2: First and foremost, that it pays well.

That everybody is thinking of this as a contest, and that is actually quite fun because it does not matter for us whether we manage to achieve sales or not. But everybody finds it very important to perform well, so it seems that something has been done right when you manage to build up a competitive instinct and engagement. And you get an insane amount of praise if you perform well, and for me being driven by confirmation, so em, it is a good but weird feeling, you get encouraged and everybody, people all around the country, send you messages and are like "very well done".

The first quotation by Respondent 2 shows her answer when being asked about the reasons why she chose to accept the position. The second quotation presents what she answered when being asked about what she found to be the most motivating about her work. Firstly, the first quotation shows us that one of the factors that motivated her the most for accepting the job was the salary. However, the second quotation provides indicators that what motivates her the most about her job is that it is exciting and provides a feeling of accomplishment. Nevertheless, she does not mention that helping others was a motivation for neither accepting the job nor conducting the work tasks. This suggests that the interviewee is motivated by the same factors as employees of a for-profit company (Goulet & Frank, 2002).

R10: No, I have not had it in any previous jobs. But for us it has a pretty big effect because that is what is really the main motivation for most people then. Yes.

It was partly that our work is outdoors, then you get to be out and walk during the working day, but also of course the bonus scheme. Yes.

Absolutely! For there are some that start in that job for idealistic reasons. By thinking a lot about doing a good job I get money that will help other people no matter how it is and where it is, but... The idealism, if you can call it that, disappears quite quickly when you are out talking to people at the doors and see how difficult it can be and then... yes then that part disappears and then the bonus which is left is the main focus. Yes.

The first answer was provided when we asked the respondent about the effect that bonus schemes have or had on her. The second was related to the reason that she accepted the job. Thirdly, we have included a quotation of what she answered when being asked about whether prosocial motivation only holds up to a certain threshold. Based on the three answers, it seems that the bonus scheme is the main motivational factor to her. Consequently, she possesses to a greater extent the characteristics of an employee for a for-profit company defined by Goulet and Frank (2002). However, there are indications that she once was motivated by what she calls idealism, but that this motivation seems to have faded away. Another remark is that she also seems motivated by getting to work outdoors. A final comment is that we can note that she does not mention helping others as a motivational factor.

R4: Yes, I needed a job, and this seemed like a pretty decent job. It was well paid, and it was okay to walk around.

Most motivating... It is always fun to be able to reach the goal. Every week we have goals or every day I mean. If our goal is to get 500 kroner per shift or per person, it is always fun to reach the goal.

The first answer of Respondent 4 is to the question about why he agreed to join the organization as a regular fundraiser before becoming a team leader. The second answer is what he finds to be the most motivating. Firstly, we can note that the first quotation indicates that this person is motivated by factors such as wage, but also that he seems amused by the work tasks. Second, the motivation by the enjoyment of the work tasks also seems to emerge in the second quotation where the respondent elaborates on his feelings with regards to reaching goals. Like the previous respondent, this points in the direction that he possesses the characteristics defined by Goulet and Frank (2002) rather than DeMatteo et al. (1998) and Johnson et al. (2006).

As an ending to this section, we can present a brief summary of the findings related to this research question. Seen from one side, we have shown that several of the team leaders seem to find the most motivating aspect of their work to be that it helps others. However, we have also demonstrated that the team leaders can be mainly motivated by other motivational factors, such as monetary rewards and finding amusement in the work tasks themselves. Finally, we have also presented that it is possible to be motivated by helping others in combination with other motivational factors.

4.1.2 Research Question 2: Does a bonus scheme impair the prosocial motivation of the team leaders of fundraising groups?

The following section aims to assess whether a bonus scheme contributes to impairing the prosocial motivation of the team leaders in the fundraising group in the examined NGOs. This was accomplished by examining whether a possible bonus scheme would change what was the most motivating element for the team leaders of organizations without a bonus scheme. We excluded this for the interviewees from the NGO with a bonus scheme, as it to a lesser extent gave us what we wanted to examine from them. Further, all respondents were asked how a bonus scheme would have affected the focus on helping others through their work. The construction of this question is based on the literature by Ariely et al. (2009) which showed

that the introduction of monetary rewards can lead to a distortion of the prosocial motivation, since it could lead to a shift in focus.

Finally, a question was asked to see if the team leaders would be affected in their efforts to raise donors. The purpose was to see if achieving the bonus early in the bonus period would reduce their efforts to give their maximum to obtain donors for the sake of the society. Moreover, we based this research question on what we considered to be relevant from other questions asked during the interview. Our findings from the interviews point in the direction of a reduction in prosocial motivation for a number of the respondents, but also that several interviewees did not experience that their prosocial motivation was repressed. Consequently, our findings show signs of what Ariely et al. (2009), Deci (1971) and Fässler et al. (2020) find in their research related to a distortion of the amusement of helping others due to the bonus. In addition, our findings show that a respondent also was more ambiguous and the effect of the bonus scheme critically dependent on the design of the bonus, in line with the framework of Bragelien (2012).

This section will address several statements that argue for a distortion of the prosocial motivation, but also quotations from respondents who did not seem to experience a reduction. Furthermore, quotations from a respondent who was critically dependent on how the bonus scheme is designed will be shown, to underpin the relevance of Bragelien's (2012) framework. This is since we during the next chapter will discuss the respondents' quotations and link it to our theoretical foundation. The purpose of showing both sides of the responses is to achieve a deeper understanding of how individuals experience a change in the willingness to help others as a consequence of a bonus scheme.

R1: I believe so. The idea of having a fixed salary in general is that we want to avoid self-interest at work, like other organizations do, that you twist the facts a bit and such things. It is more about being a fundraiser and an ambassador. If I were to have provision then I think that I would have become more cynical, and tried to have a good reputation, or relation to the organization, but at the same time I believe that it would have increased like "I want more money" in a sense, I sell more, and then I can rather twist the facts a bit.

When we asked Respondent 1 if his focus would change when implementing a bonus scheme, he definitely saw the problem. He stated that his focus would shift to self-interest at work and

that the current solution with a fixed salary handled this in a good way. Respondent 1 seems to experience what Ariely et al. (2009) specify in their research, in the form that the focus of the interviewee seems to shift due to the bonus. In addition, it could have contributed to a slight twist on the facts to a certain extent. This is at the expense of his purpose in the organization which is to be a fundraiser and an ambassador.

R4: Yes, I probably would. Now it's a little more like that you don't try to be too pushy, you want to give a little good impression for the organization, but if it had gone more on behalf on me if I had not gotten that sale then I would probably have been even more pushy and a little more annoying seller.

With a bonus scheme, it would have contributed to Respondent 4 having to a greater extent pushed through sales to obtain his bonus. Initially, he wanted to give a good impression of the organization, but without sales under a bonus scheme it would have contributed to him to a greater extent having pushed through sales to obtain his bonus. For Respondent 4, the bonus scheme seems to reduce his moral responsibility in the sense that he will to a greater extent resort to predatory sales, which supports the research by Rode et al. (2015).

R2: It is really what I do now. I don't have a limit I must reach to get something better; it is about getting as many as possible. So that's motivating. But it feels like having a provision... or a goal related to money to reach, you get more tired on the road there if that made sense. You probably have to push on. It is very well imaginable that if I reached 50 donors one month and had more shifts left, I would have thought "okay let's lower our shoulders a bit, there is not a point in wearing oneself out anymore" I think.

Respondent 2 seems to be motivated by obtaining as many donors as possible under the current situation without a bonus scheme and this may be because she wants to help others than herself. When implementing a bonus scheme with a goal based on money, it would to a large extent lead to the person becoming more tired on the way towards the goal. It also seemed that she would lower her shoulders after obtaining the bonus. In sum, a bonus appeared to lead to a reduction in the enjoyment of helping others, in line with the literature by Ariely et al. (2009).

R3: Yes, it is the one I think would be a bit hidden then, but we go around and sell what we do and talk about it. So the main focus is not necessarily that we have to get everyone

involved, but just giving a good impression and telling about the organization and what we stand for and we have no problem leaving the door without their attention on what we sell, because it is somehow not what is the main focus, our main focus is to present the organization in a good spotlight. And I think that can be a bit shaded away if you have this... yes if you have bonus schemes then. Then there is more pressure on you to sell to more people then.

The quotation above shows how Respondent 3 answered when being asked about the effect of a bonus scheme on the focus of helping others. For her, it seemed that this focus to a certain extent would have been hidden if the organization were to implement a bonus. Today, when selling in the field, it seems central for her to give a good impression and talk about the organization and what they stand for, and that leaving the doors without sales is not a problem in itself. This is because her main focus seems to be to put the organization in a good spotlight. With a bonus scheme, she believes that representing the organization in a good way disappears, as there is greater pressure to sell to people. The quotation from Respondent 3 therefore seems to support the research by Ariely et al. (2009) as her focus appears to shift due to the bonus.

In addition to signals of a distortion of the desire to help others, there were other respondents who were not equally affected by a bonus scheme. There were also some respondents who had their motivation to help others increased based on a bonus scheme in that it served as a wake-up call for the purpose for which the team leaders in NGOs work.

R8: I think if I had been... would have been very close to getting a bonus, it would of course have been a bit like "oh it would have been very cool if I had achieved it". But it had been such a thing that I did not begin to notice until it was possibly around the corner then. ... So, I do not think that would have taken so much focus from me personally. If I have suddenly seen that ok but if I can... if I can do it by now, then I have a bonus. Then it might have been like that hm now I'm still so close.

For Respondent 8, a bonus would not have changed the desire to help others and would not have been in her mind unless she approached the bonus goal. Consequently, it is conceivable that her focus would be on helping others rather than the bonus until a certain point in time. Ariely et al. (2009) is refuted to a certain point as the bonus for this respondent would not have

been in focus until she had approached the bonus target. In sum, Respondent 8 thinks that it would not take too much of her focus on helping others, unless she is very close as she will to a greater extent think that she only has to give a little more to achieve the bonus.

R12: Yes, I want to work the days I have to work. So, if I'm done a little unlikely but finished having four shifts left then I'll work the four shifts. And do my best to still be able to give... few donors then.

When asked if Respondent 12 would bring in more donors for the sake of the society, he replied that he does his best and that he works the days he is at work. Therefore, if he had finished the goal in the bonus scheme, he would still have done his best to bring in more donors. From his perspective, a bonus would not have contributed to him being motivated by helping others to a lesser extent. This speaks against the research by Ariely et al. (2009), Rode et al. (2015), Deci (1971) and Fässler et al. (2020), as the bonus does not appear to reduce Respondent 12's enjoyment of helping others. Moreover, it is worth noting that he currently has a bonus scheme and based on his response therefore appears largely attracted to the organization's purpose rather than the scheme itself. This was also discussed under RQ1 where we argued that the respondent seemed to be motivated by prosocial factors.

R9: That... Obviously it is a good feeling when one feels an achievement, it is. But we can't.... We do not sit down or celebrate like maniacs. We don't, hehe. We are very glad because our goal is to do... To make people become part... To create new funds, so it's always fun to achieve that, but there will always be a new one. Right? So. Mhm. We have a ceiling for our bonus scheme, very few reach that ceiling. And I think that they would have gone on after as well.

Respondent 9, who works for an organization with a bonus scheme, does not seem to be greatly affected in terms of thinking about his own interest. Consequently, he does not appear to experience what Ariely et al. (2009), Rode et al. (2015), Deci (1971) and Fässler et al. (2020) express in the form of a distortion of the amusement of helping others. It seems that the interviewee, even if he obtains the bonus, will collect more donors, and does not use his time to celebrate that he has achieved the bonus. Consequently, it seems that he is willing to bring in donors to help others. Although he is also to a certain extent affected by the fact that the

bonus scheme has a ceiling that one must go far to reach, it seems that it helps to keep his focus.

R9: It can have a certain influence, obviously. It affects me to go further, which I was talking about earlier, at the same time as I know that it is very important to not have a lot of focus on your own gain, you know. Own gain is far behind when it comes to this. And it can be a good reminder of, when one has it, that... Having such a scheme, can be a good... A wake-up call for you to remember that: you don't do it for you, you do it for someone else.

Furthermore, Respondent 9 emphasizes that it influences him to go further and that it is important not only to think about his own gain with a bonus scheme. Own gain is far behind in this branch and with a bonus scheme it contributes to a wake-up call that makes him remember that he does not do it for his own gain, but to help others. This substantiates that Respondent 9 does not experience what Ariely et al. (2009), Rode et al. (2015), Deci (1971) and Fässler et al. (2020) expresses related to a reduction in the enjoyment of helping others.

R10: Hm... Yes, I really feel that the goals are the same then that there is no gap in the goals really, because the organization wants the most donors to get money for their work, we also want the most donors, but that is also because the bonus scheme so that it is reflected in that way for us then. Yes.

When asked if there was a difference in the goals of Respondent 10 as a team leader and the organization, it seemed that she did not think so. Both parties wanted to obtain more donors, but it seemed that the purpose was to bring in donors for her goals in the bonus scheme rather than to help others. This may indicate that the bonus scheme on the one hand contributes to her wanting to bring in donors who help the disadvantaged, but that the focus on raising money is due to a different factor than helping others. Whether the statements of Respondent 10 indicate that the amusement of helping others is displaced similar to that of the literature by Ariely et al. (2009), Rode et al. (2015), Deci (1971) and Fässler et al. (2020) can be discussed. On the one hand, the bonus seems to help her raise more donors, but possibly this is done on the wrong basis.

In addition, there were also more ambiguous opinions about how bonus schemes affected the amusement of helping others in the sample. The following quotation can to an extent underpin

what was presented earlier in the thesis about the ambiguous impact of bonus schemes on motivation in general in line with Bragelien's (2012) framework.

R6: No, I think it should not be. For as I have said before, I am very worried because then the focus would not be on getting quality, and more focus just on getting some, give a damn if they give 50 kroner once, just get them and you get yours.

Then it could have been more relevant because then you also just push the focus on making the quality... the quality of the sign-up better so it... if it had taken into account all of the parameters there then I think it could have gone... actually fit yes.

No not personally at least so I do not think so. I think I would have become more like one plus one. You have a good thing, now you have an extra good thing that is personal to you also a plus one is not something once and so... it is like that one can go down or up it is just something extra on top.

Respondent 6 expresses that he fears a bonus scheme based on obtaining a certain number of donors contributes to the focus not remaining on obtaining quality donors, in the sense of givers who contribute over a longer period of time. It is substantiated by his belief that some fundraisers will be satisfied with a donation of 50 Norwegian kroner, rather than obtaining donors who contribute a monthly sum. If the bonus scheme had been designed in such a way that it had taken into account key parameters, it would have led to a bonus that would be more appropriate. This kind of bonus scheme would have become an additional motivating factor on top of the salary. Consequently, it would also support bringing in donors who contribute to helping disadvantaged people in the society. This underpins the importance of the design in the framework of Bragelien (2012), if the bonus is not designed in the right manner it could lead to a displacement of the enjoyment of helping others for Respondent 6.

To sum up the findings from this research question, factors such as a greater degree of self-interest in work, sales that are pushed through to reach the bonus and that team leaders become more stressed on the way to the goal would probably lead to a reduction in the prosocial motivation. In addition, the motivation for helping others in line with the organization purpose disappears with a bonus scheme. On the other hand, factors such as that the bonus is not the focus before approaching the goal and that some team leaders will obtain more donors even if the goal has been reached speak against a reduction in the prosocial motivation. In addition, that a bonus scheme works as a wake-up call that makes one remember why one is doing the

job will help to ensure that the prosocial motivation is not reduced. The last point that speaks for a more ambiguous effect on the team leaders' prosocial motivation is that one respondent was critically dependent on how the bonus was designed to assess whether it repressed the person's prosocial motivation.

4.1.3 Research Question 3: Does a bonus scheme impair the intrinsic motivation among the team leaders of fundraising groups?

In the third section, an attempt is made to present quotations that underpin whether a bonus scheme contributes to impairing the intrinsic motivation and consequently the pleasure of the work tasks for the team leaders in the respective NGOs. Such an effect is suggested by among others Kuvaas (2016), Deci (1971) and Robyn et al. (2014). Upon assessing whether a bonus scheme has a negative effect on the intrinsic motivation, a number of questions were asked. The purpose of these was to highlight the possible influence of a bonus scheme on the perceived enjoyment of the work tasks. By asking how a bonus affects the inspiration in carrying out daily work and how a bonus scheme affects the desire to take on more responsibility for work tasks, we managed to highlight several elements that can be used to support the research question. In addition, a question related to how the bonus affects the team leader's motivation to go to work every day was asked in order to further complement the previous answers.

For this research question, we considered the questions to be relevant to all of the interviewees, regardless of whether they have a bonus scheme or not. In addition, to answer the research question, quotations that are relevant to the impact on the enjoyment of the work tasks are drawn from responses to other questions asked during the interview. Our findings from the interviews point in the direction of a reduction in the amusement of performing the tasks in the NGOs for team leaders, in line with literature by for instance Wu (2019), Kuvaas (2016), Deci et al. (1999) and Robyn et al. (2014). Nevertheless, there are some respondents who did not experience a reduction in their intrinsic motivation, in contrast with the results of the research conducted by Songstad et al. (2012), McDonald and Roland (2009) and Wenzel et al. (2019). Moreover, on this research question, like Research Question 2, there is one respondent who was ambiguous.

The quotations presented in this section will, like Research Question 2, show respondents who experience a reduction in their motivation, but this section will focus on the displacement of the intrinsic motivation. Nevertheless, it will also show the other side of the issue, in the form of respondents who do not experience a reduction in the perceived pleasure of their work tasks. Here it will also be natural to involve the ambiguous respondent and link it to Bragelien's (2012) framework. In summary, it will provide an overview of how a bonus scheme affects the intrinsic motivation of the team leaders in the NGOs.

R5: It depends entirely on what kind of bonus scheme it would have been. Right now, we have an hourly salary in [the organization]. If it would have been that we do not have an hourly salary, and for instance get 500 or 1000 for every donor, then I would not be motivated at all actually, because it is tough out there, and I don't think that it would have helped my motivation, so I think that I would have been more stressed and more nervous and not managed to conduct the work well enough.

Respondent 5 seems to be demotivated by getting a certain amount of cash for each donor that is collected instead of a stable fixed income, as she finds it hard to work in the field. However, it would depend entirely on what kind of bonus scheme that would be implemented. Hence, it seems that Respondent 5 critically depends on the design of the bonus in Bragelien's (2012) framework, to assess whether she experiences losing the amusement of the work tasks. However, it seems that the bonus would have reduced her perceived enjoyment of the work tasks and made her more stressed and nervous about her working day, considering the quality of the work performed. Consequently, the interviewee appears to experience what Wu (2019), Deci et al. (1999) and Kuvaas (2016) presents, that the bonus scheme seems to displace her enjoyment of the work tasks.

R3: I think I remember when I first applied for this job I also applied for other such types of sales jobs where they received commission salary and chose it away, because I think it was a bit scary to go into a job where, where I have to do well to get an ok salary, while the job I am employed in now I earn a pretty good hourly wage, and it is kind of allowed to have a bad day without it going to affect your income, but a bonus scheme would, would perhaps start a little more self-employment. With them putting more effort into the execution every day, but for us when we somehow have a bad day, it is not as awkward. A bonus scheme

would probably... yes put a little more pressure on us and the job we do, but I'm very happy that we do not have it. That's me.

Respondent 3 shows through this statement that she has actively tried to avoid jobs that involve some form of uncertainty in her daily salary. The reason for this is that the interviewee finds it frightening and that she to a greater extent wants a stable income. In addition, it seems that with today's solution, she can to a greater extent have bad days without a displacement of her motivation. If, on the other hand, a bonus scheme is implemented, it contributes to her putting more pressure on herself, which reduces her perceived amusement of the tasks. Respondent 3 consequently seems to experience her enjoyment of the work tasks being supplanted in line with what Kuvaas (2016), Deci et al. (1999) and McDonald and Roland (2009) present.

R8: Yes of course it is... but I do not know if it had been... I do not know if it had necessarily worked in a way harder or if I have looked at it as something like a plus then. So... Because I also think it can be a bit like that if it becomes a huge rush that you have to do this and that to get this and that. Then I think you can end up wearing yourself out then. So, I think things like that are a plus... of course but that may not be what motivates me the most.

For Respondent 8, it seems that a bonus scheme would not have contributed to her working harder or seeing the scheme as a plus in itself. As she believes, it will to a greater extent lead to a big rush to achieve the goals to obtain the bonus. She believes this will to a greater extent lead to a rapid burnout, which will reduce her amusement of the work tasks. This effect of the bonus can be linked to the findings from the research by Wu (2019), Songstad et al. (2012) and Wenzel et al. (2019) as a bonus scheme seems to reduce the respondent's amusement of the work tasks.

R4: No, I feel I have covered most of it, so bonuses are probably nice but if you have a pretty bad day and you do not have a sale then it is incredibly hard to go there and know that you get paid for how well you do it. Then an appropriate hourly pay helps to keep your motivation up when you feel like continuing to work for the organization.

So, you always want to do your best, so I think at least that whether it is hourly paid or bonuses, you want to do your best. So, a fixed hourly wage is probably the best I think at least. That it makes me stay in the job for a little longer than I would have done if there had

been bonuses. It would have been a little more demanding work and I would probably have quit earlier.

When asked if Respondent 4 had further statements that had not been presented during the interview, he pointed out that it would be very difficult to go around with the uncertainty a bonus scheme entails. The uncertainty would reduce his perceived amusement of the work tasks, in line with the suggestions in the literature by Wu (2019), Robyn et al. (2014) and Wenzel et al. (2019). With an appropriate hourly wage, it helps to a greater extent that it makes the interviewee maintain the pleasure of working for the organization. Hence, if the bonus is designed in the right manner as defined by Bragelien's (2012) framework, it does not seem to displace the amusement of the work tasks in contrast to what Kuvaas (2016) proposes. He further points out that it contributes to staying in the job for a longer period of time and that a bonus with the associated uncertainty contributes to the fact that he had quit his job earlier compared to the current situation.

The quotes above show signs of a reduction in the intrinsic motivation of the team leaders in the NGOs by a bonus scheme. Furthermore, a number of statements will be presented, which point in the direction that the intrinsic motivation is not displaced, that is, that it remains at the same level or is improved with a bonus scheme. In contrast to the result of, for example, the research by Robyn et al. (2014), Songstad et al. (2012) and Deci (1971).

R7: Erm... It's like I said earlier, it wouldn't really do a lot basically for me, but intrinsically as a person, as a human being, some of these things actually kick in. And you will more or less like go further at some point or at some month, you want to actually earn something more, so then you are pushed to even do more, or further, yeah. But for me generally, if it's a normal situation, it wouldn't really more or less do anything to my motivation or my attitude. But it's just that when you have it, internally as a human being, you might be affected or you will be affected when you have this sort of things actually coming in, because you know when you push further, probably you earn let's say 20 percent or 10 percent of basically what you have, yeah.

The quote shows Respondent 7's answer to whether he had pushed himself further with a bonus scheme. From the statement, it seems that a bonus scheme has two effects on the interviewee. The first effect is that a bonus seems to give the respondent a kick as a person on

the inner plan. Something that will make him stretch further when he knows he can achieve something extra. Hence, the respondent does not seem to experience what Wu (2019), Songstad et al. (2012) and Deci (1971) propose, in relation to a displacement of the amusement of the work tasks. In general, in a normal situation, however, a bonus scheme does not affect his motivation as it seems that he enjoys doing the work he does for the organization.

R11: You get more motivated because when you look at other NGOs, they do not necessarily always have a bonus, so then I imagine that you can be a little more relaxed in the field and not have exactly the same reason then to go around and work hard. So, it's another very positive impact.

Respondent 11 answered with the quote displayed above when she was asked if a bonus would affect her desire to take on more responsibility for the work tasks of the organization. Consequently, she felt that she found the tasks more gratifying by having a bonus scheme compared to other workers in NGOs without a bonus. This is in contrast to what one might expect to find based on the literature by, among others, McDonald and Roland (2009), Robyn et al. (2014) and Songstad et al. (2012) which constitutes the theoretical framework for determining Research Question 3.

R10: Yes. Because I think that for non-profit organizations you may have to have some kind of bonus scheme because there are a number of challenges at work and then it turns out that when you have that bonus scheme you work extra to get a bonus and to raise it and get an increased bonus. And I think that if you had not had a bonus scheme, there would not have been many people who would have taken that job then. Because it can be quite challenging at times with the response we get at the door and such and when you have that bonus scheme, it is an incentive to in a way just stand in it and move on to the next door.

Based on this quote, Respondent 10 believes that a bonus scheme is appropriate for fundraising team leaders in an NGO. This quotation can be linked to the research by Staw et al. (1980), as Respondent 10 does not experience a reduction in the enjoyment of the work tasks, as she considers the bonus scheme to be suitable for NGOs. The reason for this is that the job involves a number of challenges and that it makes her work harder to achieve the bonus. Without this bonus scheme, in her opinion, many people would not have taken this form of job due to the difficulties one faces. The bonus contributes to her enduring longer and feeling more pleasure

from the job in comparison to a situation without it. This is in contrast to the result of the research by Deci et al. (1999), Songstad et al. (2012) and Wenzel et al. (2019).

R12: So of course, you want to keep the team leaders as long as possible... and... that is when a bonus scheme also helps to keep the team leaders, because it is as often... very often skilled fundraisers who have become team leaders then.

A bonus scheme seems to be appropriate in NGOs according to Respondent 12's statement. According to him, it also helps to keep team leaders motivated for their work. The bonus scheme further contributes to that they stay longer in the job and that it helps the organization to not lose talented fundraisers to other employers. This quotation is consequently in contrast to what is suggested by Deci et al. (1999), Wenzel et al. (2019) and McDonald and Roland (2009), since the respondent does not seem to have his amusement of the work tasks displaced.

As mentioned above, one of the respondents was critically dependent on the design of the bonus scheme to consider the bonus' effect on his intrinsic motivation, which underpins the relevance of Bragelien's (2012) framework. The intrinsic motivation could either be displaced due to a bonus which is not appropriately designed, but with a right structured bonus scheme it could lead to an increase in his experienced amusement of the work tasks. Consequently, the design of the bonus is a crucial factor in assessing whether the interviewee experiences what the research by McDonald and Roland (2009), Wu (2019) and Kuvaas (2016) proposes.

R6: It will depend a bit on how the bonus scheme is, had it been such an hourly wage as we had now and then they add a bonus on the top of it. Then of course it would have helped a little with the motivation that "Oh I got 10 today, I have done really well" it means good for me and good for the organization. I do not want to say that it is the most important thing either because it takes a pretty big bonus before it becomes the most important thing that you get such a boost so that you do good work. But it would of course have been a small bonus, but I would not say that it is very important.

No, not unless my salary is very dependent on the bonus. Then it would be very important motivation since I have food to buy, but if it should... if the bonus actually should be a bonus so no, then it would not be very motivating.... the... it is nice, nice to have but not the main org... reason that you are motivated when you walk around.

When asked how a bonus scheme affects Respondent 6's motivation, the first answer above was presented. The interviewee believed that it was critically dependent on which bonus scheme that had been implemented. This is showing the relevance of Bragelien's (2012) framework. Had there been an opportunity to get something extra in addition to his ordinary salary, it would have led him to become more motivated and experience greater enjoyment of the work tasks. This is in contrast to what the literature by Deci et al. (1999), Robyn et al. (2014) and Wenzel et al. (2019) proposes. Nevertheless, one must have paid a sufficient bonus before it had been an important motivating factor, had the bonus not been sufficient in size it would not have affected the person's motivation. This point substantiates the research by Deci (1971), Wu (2019) and Wenzel et al. (2019). The second quote is his stated words related to whether the bonus would constitute a major motivating factor if he had a good basic salary. From this quote, it seems that the bonus, unless it makes up a large part of the salary, is not very motivating and that it can be at the expense of his enjoyment of the work tasks.

To draw a conclusion to this section, there are a number of factors that would have contributed to a displacement of the team leaders' intrinsic motivation as the consequence of a bonus scheme. Examples of factors that contribute to a reduction in intrinsic motivation are stress and nervousness to perform the tasks adequately and fear of the uncertainty of a bonus scheme if the salary depends critically on the bonus. In addition, there is a possibility of burnout and that one resigns faster. However, other factors point in the direction that the intrinsic motivation is not displaced by a bonus scheme. Such factors include that a bonus can lead to a kick at the internal level which can indirectly contribute to an increased enjoyment of the tasks and it can further make one more sharpened and to a greater extent give the job a meaning. Further, a bonus scheme also helps to make a difficult job easier, which can contribute to the job becoming more rewarding. In addition, a bonus scheme can help talented fundraisers who are promoted to team leaders to stay in the job. Nevertheless, there are also team leaders who are more ambiguous when it comes to the effect of the bonus on intrinsic motivation. As discussed earlier, the bonus in some cases depends critically on the design and whether it is in addition to a good, fixed salary. If the bonus also constitutes a large part of the salary, it will be very important, otherwise it does not constitute one of the important motivating factors.

4.1.4 Research Question 4: Does a bonus scheme increase the total amount of motivation among the team leaders of fundraising groups?

The focus of this section will be to introduce the findings that were related to the fourth research question. To collect the relevant data, we asked the respondents about the effects of a bonus scheme on their daily motivation in order to consider whether the findings in the literature by Hendijani et al. (2016) and Fang and Gerhart (2012) are applicable in this subfield. Furthermore, we asked them how a bonus would affect their motivation to reach certain goals and to provide “something extra”. This question was created based on the research by Li et al. (2022), which shows that monetary rewards can help promote intrinsic motivation for reaching established goals. Finally, we asked them about their thoughts on whether bonuses are suitable for fundraising team leaders in the context of NGOs. We constructed this question to test whether the team leaders felt that a bonus in an NGO is suitable, due to Staw et al. (1980) that argued that if the bonus is appropriate, it does not lead to a reduction in intrinsic motivation. Note that the questions asked to the participants that already had a bonus scheme and participants who didn't were quite similar, as we did not see the need to make substantial modifications.

Another remark is that some of the findings relevant to this research question emerged during the collection of data relevant to other research questions. The findings indicate that there are several respondents that find bonuses to increase the total amount of motivation, but there are also examples of the opposite. It therefore seems that some respondents experience what Kuvaas (2016) suggests. However, other team leaders in our sample are experiencing what Bragelien (2018) proposes related to an increase in the total motivation. A few of the respondents also seem to be indifferent to a bonus scheme. Finally, there are also a couple of ambiguous respondents. During this section we will present quotations that reflect all of these findings. In sum, we want to provide a complete picture about the effect of bonuses on the total amount of motivation.

R9: It does give me an extra kick. Certainly. It does play a big role. Because when it is there it is easier for me to think like “damn, today I am going to work and today I will do it properly, I will prepare myself well for work, I will...”. Right? But then it helps afterwards

to understand that “oh shit, I have actually been working for the purpose all the time, and what I receive is no big deal compared to what I have collected” if you understand. It can have a certain influence, obviously. It affects me to go further, which I was talking about earlier, at the same time as I know that it is very important to not have a lot of focus on your own gain, you know. Own gain is far behind when it comes to this.

The first quotation is what the respondent answered when being asked if the bonus provides him with an extra kick before a workday. The second comment is the response from the respondent when being asked about the effect bonuses have on the focus on helping others. From the first comment, we can see that the bonus indeed does seem to give him an extra kick and provides an extra motivation to perform. The second comment also shows how the bonus affects the respondent to have the motivation to go further at the same time as he seems conscious of it not distracting him from the purpose of the organization. In sum, the bonus seems to give the respondent an extra push to perform. Both statements seem to point in the direction of what Bragelien (2018), Fang and Gerhart (2012) and Hendijani et al. (2016) present, linked to a total increase in motivation.

R12: Yeah, no you get a little of it... if you have gone a long time without a donor then right, know oh this applies to my recruiting pace, then you get a little more it... extra ignition in the evening to give something extra on the last doors and try a little extra hard to get that donor. And... so, for example, if we didn't have a bonus scheme and you had a very bad day, you may end up in a bad way then. But when you... because I have talked a bit with at least the fundraisers and that he is motivated until he gets the first sale so if he has gone four hours without the first sale then he is still on the hook and trying to get it... get it through then. So, it might be a little easier to give up if you do not have the bonus scheme too.

The quotation shows how Respondent 12 answered when being asked in what way the bonus affects his inspiration in the execution of his daily work. One can see that the bonus scheme seems to provide him with extra motivation, and also a more persistent type of motivation where he does not give up when meeting adversity. This is supported by the final comment stating that it might be easier to give up if one does not have a bonus scheme. Consequently, it seems that the respondent is experiencing an increase in his total motivation in line with the research by Hendijani et al. (2016) and Fang and Gerhart (2012).

R11: You get more motivated because when you look at other NGOs, they do not necessarily always have a bonus, so then I imagine that you can be a little more relaxed in the field and not have exactly the same reason then to go around and work hard. So, it's another very positive impact.

All in all, I would say that bonuses are very motivating... and I do not imagine that people on my team would have made the same effort if they did not know that they would earn extra by walking around and recruiting people. I think it would have been more elusive and that people might go home during the shift or yes did their own thing then. And it requires... would probably have required a lot more monitoring if one did not have this bonus scheme so it will be a very... motivating factor in the whole. Yes, it really is.

The first quotation is the response from Respondent 11 when she was asked about how the bonuses affect her desire to take on more responsibility. The second one shows her opinions on bonuses and motivation in NGOs in general. From the first quotation we can see that there are indications that the bonus provides the respondent with an additional motivation to conduct the work tasks, and at the same time is a disciplining factor. The second comment substantiates the first one, once again demonstrating that the respondent believes that bonuses are motivating, and that they at the same time can result in more discipline. This seems to underpin the research by Fang and Gerhart (2012) and Bragelien (2018), due to a potential total increase in motivation for the respondent.

R10: Because I think that for non-profit organizations you may have to have some kind of bonus scheme because there are a number of challenges at work and then it turns out that when you have that bonus scheme you work extra to get a bonus and to raise it and get an increased bonus. And I think that if you had not had a bonus scheme, there would not have been many people who would have taken that job then. Because it can be quite challenging at times with the response we get at the door and such and when you have that bonus scheme, it is an incentive to in a way just stand in it and move on to the next door.

The quotation above presents Respondent 10's opinion about how bonus schemes fit for fundraising team leaders in NGOs. Based on the comment that she provides, her thoughts on bonuses are that they are to some degree essential in order to overcome the challenges that arise at work. Consequently, it appears that the respondent experiences what Li et al. (2022) presents, as she seems to have increased enjoyment of the job as an effect of the bonus. This

indicates that bonus schemes can provide extra motivation to overcome challenges. Moreover, according to the respondent, a bonus scheme inspires team leaders to conduct an increased amount of work. A final remark to make on this quotation is that the respondent points out that the bonus is a motivational factor that is so strong that it might even be decisive to attract candidates for the team leader position. This underpins Bragelien's (2018) statement that bonus schemes can help to attract employees to management positions.

So far, the focus of this section has been mainly on quotations from respondents that seem to experience bonuses as a factor that provides additional motivation. This is to support the literature by Bragelien (2018), Fang and Gerhart (2012), Hendijani et al. (2016) and Li et al. (2022). However, as mentioned at the start of this section, some respondents did not have a clear stance towards how bonuses might affect their total motivation. A quotation from one of the respondents with these opinions will now be introduced and discussed.

R6: Then it could have been more relevant because then you also just push the focus on making the quality... the quality of the sign-up better so it... if it had taken into account all of the parameters there then I think it could have gone... actually fit yes.

Yes, it is... It could but... It is difficult to say without having had such a bonus before.

Theoretically, I think it could have helped.

No, I think it should not be. For as I have said before, I am very worried because then the focus would not be on getting quality, and more focus just on getting some, give a damn if they give 50 kroner once, just get them and you get yours.

The first quotation demonstrates the respondent's opinion if the bonus is tailored in a way that coincides with the most important parameters of the NGO that he works for. The second quotation shows his response when being asked whether such a bonus would give him an extra push. The third is his initial response when being asked about the appropriateness of a bonus scheme in the case of fundraising team leaders in NGOs. As we can see, his answer is dependent on the design of the bonus. If the bonus is designed in the correct manner, it seems to be an additional motivational factor. However, if it is not designed in what he believes is a good manner it does not appear to be something that provides motivation, but rather a factor that is in a sense distracting and puts the focus on monetary rewards. This shows the relevance of our presentation of Bragelien's (2012) framework, to consider whether the bonus scheme is leading to a total increase in motivation.

Furthermore, some respondents did not seem to perceive a bonus as an additional motivational factor. Some even considered it as something that reduces their total amount of motivation, in line with the literature by Kuvaas (2016), Deci et al. (1999) and Deci (1971). The central comments from these respondents will now be presented and elaborated on.

R5: It would not have affected me that much because this is my passion. I have a bachelor's degree and I am doing a master's degree within this field, so I would put down this effort whether I get 10 kroner extra or not, I would not care.

Would not have affected me much. Not at [this organization].

The quotations above show two responses from Respondent 5 with regards to questions about how bonuses would have affected her. As we can see both responses signal that bonuses would not affect her while working for her current employer, supporting the research by Springer et al. (2012) and Delfgaauw et al. (2020) which indicates that bonuses can have a neutral effect. She conducts the work because it is her passion, and a bonus would not seem to provide an additional motivation for her. This supports that she possesses the characteristics proposed by DeMatteo et al. (1998) and Johnson et al. (2006).

R2: Yes, yes, it would have pushed me, but I don't know, I don't think that I would have liked it. It is not necessarily this that means anything. As long as you don't find it to be a positive type of pressure, then it's not... I am very happy to not have a provision-based salary. I am. But I would perhaps have pushed myself even harder if I would have had one. It is hard to say. I think perhaps that I would have pushed myself harder and then quit the job quite rapidly.

The quotation above is the answer Respondent 2 provided when she was asked about how a bonus would affect her focus and if it would push her further. From the answer, we can see that seen on a short-term basis it seems that the bonus would give her an additional push. However, it seems that this push would not be in a positive way, and the bonus therefore seems more of a pressing factor than a motivating factor to her. This underpins what Wu (2019), Kuvaas (2016) and Robyn et al. (2014) suggest related to a reduction in the amusement of the work tasks. Additionally, she also states that having a bonus scheme would result in her quitting the job more rapidly. This also indicates that a bonus would not be something that

increases her motivation, but rather a factor that puts negative pressure on her. Thus, it seems that the respondent experienced a reduction of her total motivation in line with the research by Deci et al. (1999), Songstad et al. (2012) and McDonald and Roland (2009).

R4: So, you always want to do your best, so I think at least that whether it is hourly paid or bonuses, you want to do your best. So, a fixed hourly wage is probably the best I think at least. That it makes me stay in the job for a little longer than I would have done if there had been bonuses. It would have been a little more demanding work and I would probably have quit earlier.

We can see from the response from Respondent 4 that bonuses probably would not boost his motivation because he always wants to do his best. Further, he specifies that an hourly wage is better, due to that a bonus would result in the work being more demanding. He also comments that if the job were more demanding, it could result in him resigning earlier. This indicates that a bonus scheme would be something that he perceives as negative rather than something that is motivating. The respondent's quotations therefore seem to support the theory presented in our theoretical framework in the form of, for example, the literature by Kuvaas (2016), Deci (1971) and Robyn et al. (2014).

R1: Some bonuses would probably have been good. I think that I would have experienced an additional amount of pressure. Right now, I am both a student, and have roles in the student association as well as this job. That makes me feel that if I were to have a lot of results to reach to get money at work then it would have applied additional pressure on me, and as of now I would not want that. I am satisfied with my stable income.

From the quotation above, we can see that respondent 1 would experience an additional pressure from having a bonus scheme. This points in the direction that a bonus scheme would not be something that would motivate him to a higher degree, but rather reduce his motivation as a result of pressure. The quotation from the respondent seems to emphasize the literature by Deci et al. (1999), Kuvaas (2016) and McDonald and Roland (2009), since the bonus seems to displace his amusement of the work tasks. Further, he points out that having a bonus scheme is not something that he would want as of now, substantiating that it would not provide a boost in his motivation.

Finally, a brief summary of the responses related to this research question will be presented. During this section there have been provided statements from team leaders that experience a motivational boost from a bonus scheme, providing them with an extra push. However, we have also provided responses that indicate that some respondents would not be motivated by a bonus scheme. A few of the team leaders seem to be indifferent, while others would experience it as something that puts pressure on them and would therefore rather have a negative effect on their motivation. A number of the respondents did not have a clear stance towards whether bonuses would increase their motivation or not and indicated that the design of the bonus would be decisive in this matter.

4.2 Explorative findings

Furthermore, there are some findings that we would like to share despite them not being of direct relevance to our research question. These findings imply that a significant number of the respondents seemed intrinsically motivated for their work, something that we did not anticipate. We will now present several quotations that indicate the presence of intrinsic motivation among the respondents.

R1: And also, it is fun to have a pause from the student life, because otherwise I just sit inside and work theoretically. When I am at work, I walk outside in fresh air like six hours a day. And then you also get to try sales, which I think is great. And of course, it is exciting to start something on your own, that was one of the main reasons that I said yes, so that I can shape some of the things myself.

This quotation from Respondent 1 demonstrates his answer when he was asked about what motivates him the most. Based on the answer, he appreciates the work tasks because they provide him with the opportunity of conducting outdoor activities. Additionally, he seems to be amused by the sales part of the work. Finally, he also adds that one of the main reasons that he accepted the position was the opportunity to start a department of his own, which also indicates that this is an activity that he finds to be interesting. This is contrary to our assumption based on the literature by Vecina et al. (2012), which was that the team leaders did not have an abnormally high enjoyment of the work tasks.

R2: That everybody is thinking of this as a contest, and that is actually quite fun because it does not matter for us whether we manage to achieve sales or not. But everybody finds it very important to perform well, so it seems that something has been done right when you manage to build up a competitive instinct and engagement. And you get an insane amount of praise if you perform well, and for me being driven by confirmation, so em, it is a good but weird feeling, you get encouraged and everybody, people all around the country, send you messages and are like “very well done”.

The comment above shows what Respondent 2 finds to be most motivating. From the first part of the quotation, we can observe that she finds her job to be interesting because it becomes a sort of contest to her. The second part of her answer also demonstrates that she appreciates acknowledgement for her work. This indicates that the confirmation she receives from others is something that makes her appreciate the work more. In other words, verbal rewards have a positive effect on her, something that supports the research by Deci et al. (1999).

R6: Well one thing I learned when I came from [my prior job] was that it was nice with a working day where I was in physical activity and not sitting in front of a desk or something like that, but walked around, talked to people and I had also found out that commission was some shit so when... so the job as a fundraiser at [this organization], it was hourly pay, it was decent pay and it was nice when there was something I knew I enjoyed doing so I decided to apply for it.

Hm... Yes, maybe so, we walk around in pairs, so it is very nice work in the way that you walk around just talking to another person, very nice as if it is something like that you also talk to people, collect into something you know is good work that is done too... It is generally just very nice because you do not get bored because you walk around with others, just talk to them and then talk to other people at the door so you always have something to do.

In the quotations above, Respondent 6 elaborates on his motivation for accepting and conducting the work. Based on the first quotation, he finds the work interesting since it provides him with a more unconventional working day where he is allowed to combine physical activity along with his work. The social aspect of the work also seems to be something that he finds motivating. Moreover, this quotation also shows that the hourly wage was a factor for accepting the job. In the final part of this quotation, he also specifies that this is something

that he appreciates. The second quotation substantiates that the social aspect of meeting new people and working with colleagues is a positive factor for him. This supports the research by Hjelle et al. (2017) as well as the one by Chen et al. (2018) which both imply that it is possible to enjoy the work tasks themselves at the same time as one is motivated by the rewards that they reap.

R9: Erm... Most motivating? Good point. You have helping others that is of course clearly always the top priority to us. But it is also that you feel a sense of accomplishment in what you do, and a sort of personal development. And it is perhaps also a bit about... About status. That one has a certain... A certain income is also a bit of relevance. Those three things perhaps. I mean, they are external factors. Of course. There are a lot of external factors, and a bit the feeling that one gets confirmation that one has done something good and that this goes to somebody else, and then it's the feeling to know that what I do is good and that I get rewarded for it. Erm, yes. It's to-way, clearly, I would say.

In the comment above, Respondent 9 elaborates on what he finds to be most motivating. Firstly, he mentioned that helping others is a driving factor to him, supporting our suggestion that the fundraising team leaders are motivated by helping others which was based on literature by among others Vakil (1997), Einarsen et al. (2019) and Goulet and Frank (2002). Next, he goes into how the sense of accomplishment, as well as a personal development, also are factors that provide him with motivation. In saying so, he implies that he finds the work itself interesting, which speaks against our assumption based on Vecina et al. (2012) that the team leaders do not enjoy their work tasks to a high degree. Finally, another factor that he mentions is the income that his work provides him with. This supports the literature by among others Hendijani et al. (2016) and Fang and Gerhart (2012), showing that monetary rewards can have a positive impact. Afterwards he repeats that these three are what he finds to be the most motivating and adds that the acknowledgement he receives also is something he appreciates. Since he is motivated by three separate aspects of his work, this supports the research by Peretz (2020) which indicates that it is possible to be motivated by various factors.

4.3 Summary

Summarized, we have found that there are a variety of factors that the respondents found to be motivating. Further, the findings also indicate that there are several ways to which a bonus

scheme affects the respondents. A selection of the respondents reacted positively, while others reacted negatively. Moreover, we also provided findings that were not relevant to our research questions, and therefore presented these as explorative findings. A brief summary of the findings related to each research question has already been provided in the prior sections. However, the purpose of this section is to provide a thorough summary. This will now be presented with regards to each research question and the explorative findings.

4.3.1 Summary of Research Question 1

By interpreting our data, we uncovered that several of our respondents were highly prosocially motivated. Respondents 3, 5, 7, 8, 9 and 12 made several remarks that indicate a high degree of this type of motivation. To illustrate this, we elaborated on quotations that we saw as the most representative for various of these respondents. The aforementioned sample of respondents seemed to be prosocially motivated since they exposed a desire to help others and showed an understanding about how their work is something that enables them to do so. Hence, this supports the suggestion that fundraising team leaders possess a high degree of prosocial motivation that we created based on combining literature by among others Einarsen et al. (2019), Vakil (1997) and Goulet and Frank (2002).

However, on the other hand, we found that several respondents were not prosocially motivated to a high degree. Respondents 1, 2, 4, 6, 10 and 11 provided statements that indicate that they are not highly prosocially motivated to conduct the work. Rather, they seem to possess other sorts of motivation. This is also something that we displayed by providing central statements with regards to this matter. These respondents had varying forms of motivation for working at their respective organizations. Some seemed to be mainly intrinsically motivated to a high degree in the form of enjoying the work tasks and being motivated by the work itself, not the outcome of it. This speaks against our assumptions based on the literature by Vecina et al. (2012), which was that the team leaders are not intrinsically motivated to a high degree. Furthermore, some respondents seemed to be more extrinsically motivated for their work, in the form of using it as a means to achieve monetary rewards or a foundation for their future career. Finally, some of the respondents appeared to have a combination of several motivational forms, supporting the research by among others Peretz (2020) and Takop (2021).

To create this research question in Chapter 2, we firstly introduced motivational theory and then literature about NGOs such as Einarsen et al. (2019) and Vakil (1997). By combining

them, we suggested that fundraising team leaders might have a high degree of prosocial motivation since NGOs conduct philanthropic activities that are for a greater good. The findings made during our research indicate that half of the respondents seem to possess a high degree of prosocial motivation. However, the other half was not highly prosocially motivated, but rather possessed a high degree of other forms of motivation. As the explorative findings indicate, a central form of motivation that we have underestimated in establishing our research questions was intrinsic motivation, since it appears that several of the respondents were mainly or partly intrinsically motivated.

4.3.2 Summary of Research Question 2

Through the collection of the data, we discovered that a minority of the respondents could experience a possible reduction in their prosocial motivation due to a bonus scheme. Respondents 1, 2, 3 and 4 made a number of statements that could indicate a reduction in the desire to help others as a consequence of a bonus scheme. In presenting the findings, we focused on the most central signs of a reduction in the prosocial motivation of the team leaders. The factors that pulled in the direction of a distortion of the prosocial motivation were a greater degree of self-interest in the work, pushed sales, increased stress and that the interest for helping others faded away with a bonus scheme. Consequently, the statements by these respondents support the literature by among others Ariely et al. (2009) and Deci (1971) which indicates that financial rewards can reduce prosocial motivation.

For Respondents 5, 7, 8, 9, 10, 11 and 12, a bonus scheme did not seem to displace the prosocial motivation. In presenting the quotations, we focused on presenting the statements we found most relevant to show that a bonus scheme may not displace the prosocial motivation of the team leaders. For this reason, not all respondents' opinions are presented, in order to keep the presentation compact and precise. The factors that spoke against the distortion of the prosocial motivation were that one did not focus on the bonus until one approached the bonus goal, and that one would still obtain more donors when achieving the bonus. In addition, the bonus could serve as a wake-up call that reminded team leaders what purpose they were working for in the organization. Respondent 6's prosocial motivation was dependent on the design of the bonus. This is also something that we presented in the theoretical foundation, in the form of Bragelien's (2012) framework. If the bonus is designed correctly, it could lead to an increase in his prosocial motivation and vice versa.

In determining the theoretical framework in Chapter 2, we presented factors such as predatory sales, expectation of a financial reward and shifting the focus from the prosocial aspect to working towards achieving the bonus as factors that could lead to a reduction in the prosocial motivation. The findings show that some team leaders were afraid of greater self-interest and that helping others faded away in line with the theoretical foundation for our research question. In addition, we also find that a bonus scheme possibly leads to a greater chance of what is called predatory sales in the theoretical framework. Nevertheless, the factors presented in the previous paragraph suggest that a bonus scheme may not reduce prosocial motivation as suggested by Ariely et al. (2009) and Deci (1971). In addition, the factors presented in Bragelien's (2012) framework are central to some team leaders who provided ambiguous statements.

4.3.3 Summary of Research Question 3

In determining Research Question 3, we based our assumptions on previous studies that showed that introducing a monetary reward could lead to a reduction in the intrinsic motivation of the team leaders. In addition, we also took a point of departure in the causal connection between a reduction in intrinsic motivation that leads to a reduction in the prosocial motivation. This is something that we found appropriate for team leaders in NGOs where a possible high degree of prosocial motivation is expected. Compared with the findings from Research Question 2, there were additional team leaders who, based on their statements, could seem as if the bonus would reduce their intrinsic motivation and not their prosocial motivation. Hence, it suggests a deviation from the causal connection the research question is based on. This will be discussed in the next chapter.

For Respondents 1, 2, 3, 4, 5 and 8, there were several statements that spoke in favor of a reduction of intrinsic motivation through the interviews. As mentioned in the introduction to this section, we based the interpretation of the quotations on those we found most relevant in order to later be able to discuss the research question. That consequently means that not all respondents necessarily have a quotation during the rendering, but based on the interviews it suggests that the respondents experienced a distortion of the intrinsic motivation. The factors that spoke in favor of a reduction in intrinsic motivation were that a difficult working environment with an insecure salary creates more stress and nervousness, and that the uncertainty led to that a team leader might find the job more frightening. In addition, the bonus may lead to a faster burnout and lead to an earlier resignation. This paragraph supports the

literature by among others Kuvaas (2016), Deci et al. (1999) and Songstad et al. (2012) which indicates that bonuses can impair intrinsic motivation.

On the other hand, it seems that Respondents 7, 9, 10, 11 and 12 did not feel that the intrinsic motivation is repressed. Thus, their statements support the literature by Staw et al. (1980) which suggests that intrinsic motivation is not displaced in situations where monetary rewards are perceived as appropriate. It is worth noting that four of these respondents currently have a bonus scheme, which could be a theme for further discussion. The factors that are mentioned in connection with the intrinsic motivation not being reduced by a bonus is that the bonus gives a kick on the inner plan, makes one more sharpened and gives the tasks more meaning. In addition, the bonus helps to make a hard job easier, and it makes it more rewarding. Bonus schemes can also help keep talented fundraisers in the organization. Similar to Research Question 2, one of the respondents was critically dependent on the design of the bonus scheme for how a bonus would affect his intrinsic motivation. Consequently, this supports the theoretical framework of the thesis, and is something that will be discussed further in the next chapter.

4.3.4 Summary of Research Question 4

The prior three research questions focus on one specific type of motivation. The fourth differs in this manner, focusing on the total amount of motivation and considering whether this is increased by a bonus. Hence, it will for instance be possible for a respondent to have an augmentation in overall motivation even if the bonus impairs one type of motivation. As a result, what we focused on in interpreting the data was whether the respondent seemed to experience an increase in total motivation through a bonus scheme.

Respondents 9, 10, 11 and 12 made a number of statements that provide indications of an increase in total motivation, supporting the literature by among others Bragelien (2018), Hendijani et al. (2016) and Fang and Gerhart (2012). A few quotations from these respondents were introduced and elaborated on to provide a basis for a further discussion of the research question. These respondents seemed to experience an increase in their overall motivation by providing an additional extrinsic motivation on top of other forms of motivation. This supports the research by Takop (2021) and Peretz (2020), showing that various forms of motivation can be combined and create a positive effect. In the case of Respondent 10, the bonus scheme seemed like the main motivation and hence provided an increase in the overall motivation.

Some respondents, namely 6 and 7, had ambiguous responses with regards to whether a bonus would increase their total amount of motivation or not. The effect of the bonus scheme seemed critically dependent on the design of the bonus. They provided indications that if the bonus scheme was to be designed in a manner they saw suitable, then it would be able to increase their total amount of motivation. This once again demonstrates the relevancy of Bragelien's (2012) framework.

Respondents 1, 2, 3, 4, 5 and 8 did not seem to experience an increase in the total amount of motivation as a result of a bonus scheme. The quotations that we found to be most relevant from these participants were introduced and elaborated on. Many of these respondents seemed to experience bonus schemes as a stressing factor rather than something that is motivating. Therefore, they would not experience an increase in the total amount of motivation. The bonus would in their case rather lead to a reduction, supporting the literature by among others Kuvaas (2016), Ariely et al. (2009) and Songstad et al. (2012). Furthermore, Respondent 5 seemed indifferent to a bonus scheme, and it would therefore not provide an increase in her total amount of motivation.

4.3.5 Summary of explorative findings

Based on our data, we found that a significant number of respondents were intrinsically motivated. This means that there is a moderate or high intrinsic motivation present, even though the intrinsic motivation might not be the most prominent form. We found that Respondents 1, 2, 5, 6, 8 and 9 all were intrinsically motivated. To illustrate this, we presented the quotations that we found most relevant. This indicates that we in our construction of the research questions underestimated the presence of intrinsic motivation among fundraising team leaders, since the literature by among others Vecina et al. (2012) did not imply a significantly high presence of such motivation.

4.4 How the data supported the conceptual framework

This section will be devoted to a discussion of whether the findings from the conducted interviews supported the theoretical model in Section 2.4.3. Research questions were developed based on the literature that we presented. To facilitate an overview of elements in our research, we created a conceptual model. The model involves four research questions that

create links between the elements of the framework. We will now consider what implications the collected data has for these connections.

Firstly, the model illustrates that the environment in an NGO might facilitate a high degree of prosocial motivation among fundraising team leaders. This visualizes the first research question that we established. A combination of literature about NGOs from Vakil (1997), Edwards and Hulme (1996), Lewis (2013) and Salamon and Anheier (1992) with theory and research on motivation from Einarsen et al. (2019), Muthivhi et al. (2015), Goulet and Frank (2002), DeMatteo et al. (1998) and Johnson et al. (2006) led to the derivation of RQ1. This resulted in a suggestion that the environment in an NGO can promote a high degree of prosocial motivation, which is illustrated in our model. As mentioned in the summary, our findings indicate a connection between the environment in an NGO and the amount of prosocial motivation. Hence the findings support this part of the model.

Our second research question considered whether a bonus scheme results in a reduction of the prosocial motivation among fundraising team leaders. To establish RQ2, we applied prior research from Ariely et al. (2009), Rode et al. (2015), Deci (1971) and Fässler et al. (2020) which indicated that a bonus scheme could impair prosocial motivation among fundraising team leaders. This effect is also displayed in the conceptual model. Our findings suggest that some of the team leaders would experience a decrease in prosocial motivation when having a bonus-based salary. As already elaborated on, some of the respondents seemed to be distracted by a bonus scheme, and therefore experienced a reduction in prosocial motivation. On the other hand, there was also a respective selection of interviewees who did not experience a decrease in prosocial motivation. Consequently, the findings from this research draw in different directions, and substantiate the ambiguity of a bonus scheme.

The third research question proposes that a bonus might reduce intrinsic motivation. In determining RQ3, we transferred research on the effect of bonuses on intrinsic motivation from other contexts. This was extracted from literature by Vecina et al. (2012), Wu (2019), Deci et al. (1999), Kuvaas (2016), Deci (1971), Robyn et al. (2014), Songstad et al. (2012), Wenzel et al. (2019), McDonald and Roland (2009) and Grant (2008). Applied to the fundraising setting of an NGO, the implications of these research were that bonuses might damage the intrinsic motivation among team leaders. Based on the collected data, we found that a significant amount of our participants seemed to experience a reduction in intrinsic

motivation. This implies that the data to a certain degree supports our model. However, there were also other respondents whose intrinsic motivation did not seem to be affected by a bonus scheme.

The fourth research question in the model suggests that there is a relationship between bonuses and motivation, which contributes to an increase in the total motivation. In determining this connection in the model, we based it on the research by Fang and Gerhart (2012), Hendijani et al. (2016), Li et al. (2022), Bhatnagar and George (2016), Staw et al. (1980) and Miry (2021). In the conceptual framework, this is shown as RQ4 in the link between bonuses and team leaders' motivation. A selection of the interviewees' statements gave indications that if the bonus were designed in the right manner, it could lead to an increase in their motivation. However, there are also findings that indicate that various respondents would not experience an increase in total motivation. The existence of interviewees who do not experience a rise in total motivation weakens the plausibility of the fourth research question in the model.

Through the interviews, we made some findings that are not supported by our conceptual framework, as there were no indications of it in the presented literature. The central finding that resonated with a respective part of the sample was the presence of a high degree of intrinsic motivation. Therefore, our model was not assembled with regards to this, nor was a research question established on the topic. However, based on our data there is a selection of interviewees that possess a significant amount of intrinsic motivation. The constructed model had consequently underestimated the presence of such motivation among the team leaders. Based on this, it might seem that the environment in the NGO facilitates intrinsic motivation. In revising the model to take into consideration the explorative findings, we used what Saunders et al. (2019, p. 155) define as abduction. This is a procedure where one goes back and forth, combining deduction and induction. We found this method relevant due to the explorative finding indicating that the team leaders are intrinsically motivated to a high degree. This process gave rise to the explorative question:

Explorative Question 1: Do team leaders of fundraising groups possess a high degree of intrinsic motivation?

We believe that this should also be a part of our conceptual model. Therefore, we have presented the revised model with *EQ1* as an acronym for the term Explorative Question 1. In

doing so, we display that the environment in the NGO possibly promotes a significant amount of intrinsic motivation among team leaders. Consequently, the model now takes into consideration the effect of the environment in the NGO on such motivation.

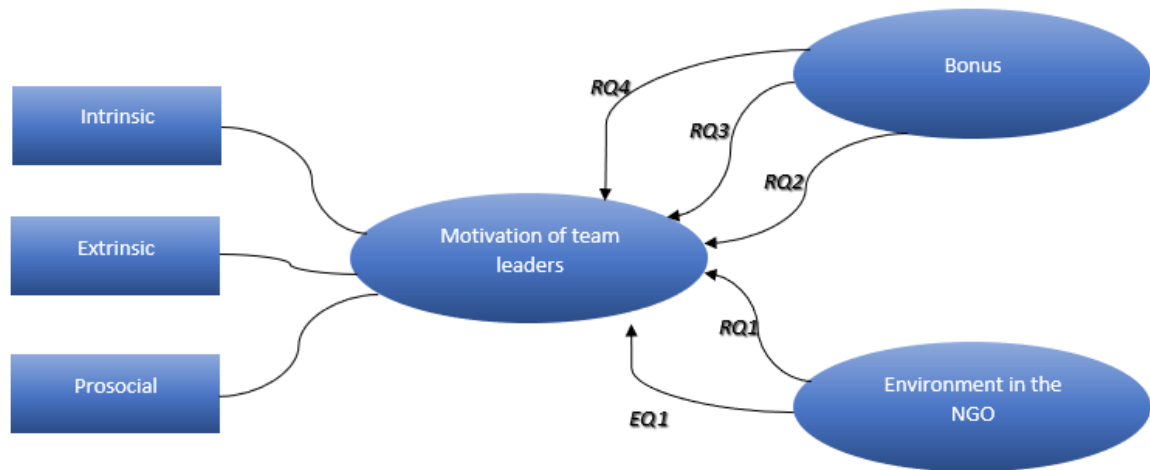


Figure 2 - The expanded conceptual framework

5. Discussion

There has been an extensive discussion of whether bonuses contribute to increasing employee performance. Some argue that bonuses are detrimental to motivation, such as Deci (1971) and Kuvaas (2016), while other researchers as for instance Bragelien (2018) and Hendijani et al. (2016) believe that they can bring positive effects. However, we believe that the current literature has some gaps when it comes to how bonuses work in the context of an NGO. With an anchor point in psychological theory and the focus on team leaders' motivation, we wanted to explore how a bonus scheme affects team leaders. This approach laid a foundation for how we should gather knowledge and data.

5.1 Theoretical implications

This part is devoted to providing the theoretical implications of our research. As mentioned, the prior research on bonuses' effect on motivation of fundraising team leaders in NGOs is limited. Hence, this study provides various implications for the existing theory, and explores an avenue that has not yet gained attention from researchers. To present the theoretical implications of this thesis, we will consider the four research questions established in Section 2.4 separately. In doing so, the theoretical indications of the findings related to each research question will be elaborated on. Finally, a short summary of the theoretical implications will be presented.

Research Question 1: Do team leaders of fundraising groups possess a high degree of prosocial motivation?

The research on prosocial motivation among fundraising team leaders in NGOs appears limited as of now. There is however a fair amount of literature about both NGOs and prosocial motivation, but the combination of the two elements is not properly explored. Consequently, to establish this research question we based ourselves on theory from both areas. The findings related to this research question provide implications for both literature related to NGOs and theory about prosocial motivation.

Based on Einarsen et al. (2019, p. 106), Grant (2007, 2013), prosocial motivation is the motivation for helping others. Furthermore, the theoretical foundation that we provided about NGOs based on Vakil (1997), Edwards and Hulme (1996), Salamon and Anheier (1992) and

Lewis (2013) demonstrates that NGOs in their nature are dedicated to philanthropic objectives. A combination of the mentioned literature suggests that a high degree of prosocial motivation might be present among fundraising team leaders in NGOs due to the purpose of the organization. Further, we introduced research by Goulet and Frank (2002), Johnson et al. (2006) and DeMatteo et al. (1998) that supports that there could be a high degree of prosocial motivation among workers in NGOs. To further substantiate this and manifest that such motivation could be a driving force, a research by Muthivhi et al. (2015) was presented. In total, the theoretical foundation related to this research question implies that there could be a high degree of prosocial motivation among fundraising team leaders.

Based on our interpretation of the empirical findings, half of the respondents possessed a high degree of prosocial motivation. These team leaders seemed motivated by the idea that their work is of help to someone else, which can be related to the concept of prosocial motivation as presented by Einarsen et al. (2019, p. 106) and Grant (2007, 2013). The reason that they experienced a high degree of prosocial motivation seemed to be due to what Vakil (1997), Edwards and Hulme (1996), Salamon and Anheier (1992) and Lewis (2013) point out as the purpose of NGOs. In specific, that is to perform philanthropic activities, which appears to have provided the respondents with prosocial motivation.

On the other hand, half of the respondents did not possess a high degree of prosocial motivation. Some of them were mainly intrinsically motivated, while others were extrinsically motivated. There were also some of them that had a combination of the two forms mentioned. A recurring factor that seemed to motivate the team leaders in this regard was that the work tasks provided them with the possibility of being outside in fresh air and doing activities that amuse them. Hence, they seemed intrinsically motivated. However, some of the team leaders also gave the impression of being mainly extrinsically motivated by the monetary rewards that they gain. One also appeared to be motivated by the work experience that she gained from the job, providing her with better prospects for the future. Additionally, we might add that some of the respondents that were highly prosocially motivated also possessed other forms of motivation at the same time. Finally, there was a respondent that provided comments that indicated that he possessed a significant degree of all three forms of motivation at once. This supports the research by Peretz (2020), which indicates that a person can possess all three forms of motivation.

In sum, we can see that the findings from our research with regards to the first research question are ambiguous. As elaborated on, half of the respondents seemed to possess a high degree of prosocial motivation while the other half did not. Hence, the majority of the team leaders were not prosocially motivated, something which speaks against that aforesaid leaders in general possess a high degree of such motivation. However, half of them appeared prosocially motivated. It can be argued that this is a significant amount. In aggregate, the most reasonable answer to the research question seems to be that there are fundraising team leaders who are prosocially motivated, but that there might be fewer than expected based on the literature that we have presented and combined. The theoretical implications of this for research on prosocial motivation is that such motivation is present in contexts such as NGOs. With regards to the existing literature on NGOs, the indications of our research are that the environment of an NGO to a certain degree promotes prosocial motivation among its fundraising team leaders. However, the findings also imply the promotion of other forms of motivation.

Research Question 2: Will a bonus scheme impair the prosocial motivation of the team leaders of fundraising groups?

We based the assembling process of Research Question 2 on studies that showed the effect of an introduction of monetary rewards on prosocial motivation, and the subsequent shift in focus from the prosocial aspect to being motivated by an external reward (Ariely et al., 2009; Rode et al., 2015). This is also supported by Deci (1971) and Fässler et al. (2020), which shows that the introduction of financial rewards leads to a shift in focus. Fässler et al. (2020) underpins especially the reduction in altruism of the respondents in their study. In the theoretical framework, we further discussed that the introduction of bonus schemes could lead to predatory sales. This could be a detrimental factor for the organization, as it can contribute to a distortion of the prosocial motivation of the team leaders based on a shift in focus. In addition, as discussed in Section 2.4.2, there is a twofold view of how a bonus will affect the motivation of the team leaders of fundraising groups in the NGOs. This is emphasized by Bragelien (2012) and his framework where it is discussed that the bonus must be designed in the right manner, in line with the environment where the bonus should have an effect.

From the empirical findings in Chapter 4, we summarized the quotations from the respondents related to this research question and made findings that some team leaders would experience a distortion in prosocial motivation. With a bonus, it led to some interviewees gaining

increased self-interest in the job, increased stress and lost the amusement of helping others. If we compare the empirical findings with the theoretical framework, it supports the studies of Deci (1971) and Fässler et al (2020). Fässler et al. (2020) in particular show that financial rewards contribute to a reduction in altruism. This substantiates the findings from our interviewees who believed that the desire to help others disappeared with a bonus scheme.

On the other hand, there were findings that are not supported by our theoretical framework. For one of the respondents, the bonus scheme was not in focus until the team leader approached the specified goal. This suggests that some team leaders do not experience the direct negative effect of introducing a bonus scheme on their prosocial motivation as discussed by Ariely et al. (2009) and Rode et al. (2015). Consequently, this effect would not occur until the bonus was within reach. Furthermore, it seemed that some team leaders would still perform their duties regardless of whether one had obtained the bonus or not. In addition, it also appeared that the bonus scheme acted as a wake-up call for one of the interviewees, and this meant that the team leader to a greater extent saw the meaning of the work tasks. This is in contrast to the studies that form the theoretical foundation in this dissertation.

For one of the respondents, the effect of a bonus scheme on the person's prosocial motivation was more ambiguous, and it critically depended on the design of the bonus. This supports our presentation of Bragelien's (2012) framework and what is entitled as design in the framework. The reason for this was that the interviewee would not have experienced the bonus as a positive factor if it had not been designed in the right manner. If, on the other hand, the bonus had been of considerable size and aligned with a number of important key indicators, it could have led to an increase in the team leader's prosocial motivation.

In summary, we made empirical findings that support our combination of theories in Section 2.4.2 related to whether bonuses lead to a change in the focus of team leaders. These show that one to a lesser extent sees the benefit of helping others, as this fades away with a bonus scheme. On the other hand, there are also factors that oppose with the presented studies and that indicate that a bonus does not necessarily lead to a reduction in the prosocial motivation for some of the team leaders. Consequently, this deviates from our theoretical foundation and expands existing research. The importance of Bragelien's (2012) framework is also supported by quotations from the respondents.

Research Question 3: Will a bonus scheme impair the intrinsic motivation among the team leaders of fundraising groups?

In the third research question, it was central to assess how a bonus scheme will affect the team leaders in the fundraising groups in the NGOs with regards to their intrinsic motivation. One of the important aspects of assembling this research question was that the usage of a bonus scheme could lead to a distortion of the team leaders' intrinsic motivation. However, we inferred from the study of Vecina et al. (2012) that the amount of intrinsic motivation was similar to what one could find in a for-profit organization and that a possible repression did not lead to greater consequences for an NGO than for a for-profit organization.

Further, a number of studies were presented, including Wu (2019) which showed that promoting extrinsic motivation could lead to a repression of intrinsic motivation. In addition, literature such as Robyn et al. (2014), Songstad et al. (2012) and Wenzel et al. (2019) revealed that the introduction of a bonus scheme can lead to that the team leaders experience less enjoyment of the job and consequently a displacement of the intrinsic motivation. The study by Grant (2008) is also relevant to our discussion to compare the empirical findings with our theoretical framework, considering that he found a causal connection between intrinsic and prosocial motivation. Due to the causal connection, he finds that a displacement of the intrinsic motivation leads to a reduction in prosocial motivation.

From the empirical findings, there are a number of factors that suggest that the usage of a bonus scheme leads to a reduction in intrinsic motivation. Several interviewees express that they experience that the introduction of a bonus scheme leads to increased stress and nervousness. In addition, the element of uncertainty that a bonus scheme involves can make the job seem more daunting. Moreover, the bonus can lead to a greater probability of being burned out and that the team leader resigns faster. The mentioned moments support the studies of Deci et al. (1999), Kuvaas (2016), and McDonald and Roland (2009) in relation to that a bonus impairs the intrinsic motivation among team leaders.

On the other hand, there were a number of respondents who did not feel that their intrinsic motivation was displaced. In this context, it is also worth noting that the causal connection presented by Grant (2008) is opposed, as some respondents' quotations give signals that the prosocial motivation was repressed, but that it did not affect their intrinsic motivation. Key factors that opposed the studies of Songstad et al. (2012), Wenzel et al. (2019) and Robyn et

al. (2014) are that the bonus scheme led to a kick at the internal plan and that the team leaders felt sharpened. Further, the bonus gives the work tasks increased meaning and makes a difficult job easier. Finally, the scheme helps to retain talented fundraisers in the organization.

Similar to the discussion under the section for Research Question 2, statements from the interviewees related to RQ3 also show the importance of Bragelien's (2012) framework and the relevance of how the bonus is designed in the environment of an NGO and its purpose. In order for the bonus scheme not to lead to a distortion of the intrinsic motivation, it was important that the bonus constituted something extra in addition to the basis salary of the team leader. This could lead to the team leader to a greater extent experiencing increased enjoyment of the job, as it ensures a certain level of salary and gives the person additional rewards. However, the bonus must be sufficient in size to be motivating, something that underpins the effect of the design of a bonus scheme in the environment which is part of Bragelien's (2012) model.

In aggregate, the quotations of the interviewees show signs of trustworthiness to the established theory in the form that they experience that their intrinsic motivation is displaced by a bonus. In addition, some interviewees experienced in line with Grant (2008) that both intrinsic and prosocial motivation were repressed and for that reason the fact shows that in the absence of intrinsic motivation it can be at the expense of the prosocial motivation. On the other hand, there were some respondents who did not feel that their prosocial motivation was repressed, even though the intrinsic motivation was reduced. Furthermore, there were also a number of interviewees who experienced the bonus as something positive that gave them a kick and eased a difficult job. The importance of Bragelien's (2012) framework was also substantiated by the respondents' quotations regarding this research question. Consequently, this assists to substantiate already existing literature on the area. However, this study also contributes with empirical findings that further complement already existing research.

Research Question 4: Will a bonus scheme increase the total amount of motivation among the team leaders of fundraising groups?

To establish Research Question 4, we applied literature which supports that bonus schemes have a positive effect on motivation. The literature by Bragelien (2018), Fang and Gerhart (2012) and Hendijani et al. (2016) that was presented indicates that bonuses are a promoter of good performances and something that can increase motivation. To supplement this, we also

introduced research by Li et al. (2022), Bhatnagar and George (2016) and Miry (2021) who also find indications that bonus schemes might have a positive effect on motivation. Consequently, the theoretical foundation of this research question implies that a bonus could increase the total amount of motivation among fundraising team leaders.

From the collected data, there were implications that some of the respondents would experience an increase in motivation. The bonus was something that gave them another motivation for conducting the work. In other words, it seemed as if it provided them with an extrinsic motivation, as well as other forms of motivation that they might possess. This was by giving them an extra push to reach further, and also made them more resistant to adversity. Consequently, this supports the research by Bhatnagar and George (2016) and Staw et al. (1980). The combined results of the two indicate that under the right conditions a bonus would not impair intrinsic motivation but would increase extrinsic motivation, and hence have a positive effect in total. Exactly this appears to be the case of several respondents that experienced an increase.

Moreover, to one of the respondents, the bonus scheme seemed to be the most important source of motivation. In addition, this interviewee did not give the impression of being motivated to a significant degree by other aspects of the job. Hence, she was only extrinsically motivated. We can observe that this supports the research conducted by Hendijani et al. (2016), which as mentioned found that monetary rewards can have a positive impact on overall motivation regardless of the level of intrinsic motivation. This was the case of the mentioned respondent, her overall motivation increased as a result of the bonus scheme, even though she did not possess a significant amount of intrinsic motivation.

Moreover, two of the respondents provided ambiguous answers with regards to this research question. The effect on them of a bonus seemed to be critically dependent on the design of the bonus scheme. This supports the theoretical framework that we have introduced by Bragelien (2012), suggesting that this element is important should the bonus have the desired effect. Additionally, this supports Bhatnagar and George (2016) as well, since they specified that for a bonus to have a positive effect, it should be designed in the right manner.

In aggregate, if one assumes that the bonus is well designed, half of the interviewees seemed to experience an increase in total motivation based on our interpretation of their responses. However, the other half did not seem to be affected in this manner. A recurring theme among

these respondents was that it would put an additional pressure on them that might push them further, but that would at the same time result in them being stressed. Thus, the outcome appears to be a reduction of prosocial and intrinsic motivation among these respondents, without a notable increase in extrinsic motivation. Consequently, they would experience a reduction in the total amount of motivation. This supports the literature by Deci et al. (1999), Kuvaas (2016) and McDonald and Roland (2009) which indicates that monetary rewards can damage motivation, rather than increase it. The details around the effect of bonuses on intrinsic and prosocial motivation and their theoretical implications were discussed in the prior two sections and will therefore not be elaborated on further.

Summarized, we can see that it might be difficult to draw a definite answer to this research question. There are findings supporting the research that suggest an increase in motivation as a consequence of a bonus scheme. However, there are also findings pointing in the opposite direction, implicating that a bonus scheme would reduce the total amount of motivation. The perhaps most reasonable conclusion appears to be that the effect of bonuses, when well designed, on the total amount of motivation will be positive for some team leaders, while it will be negative for others. Even though we do not reach a clear answer, the findings expand the current theory by suggesting that it is possible for a bonus to increase motivation among fundraising team leaders of NGOs. This is an area that to our knowledge has not been touched upon. In addition, we found that in some cases, the effect will depend critically on the design of the bonus. These findings strengthen the importance of Bragelien's (2012) framework.

The theoretical implications of the conceptual framework

In our opinion, it will be important to assess the holistic implications of our conceptual framework in the light of the paradigm between Kuvaas (2016) and Bragelien (2018). Kuvaas specifically states that in order for the intrinsic motivation to be displaced due to a bonus, the employees must experience the work as rewarding on the inner level, otherwise the reduction will not occur. Our findings indicate that there is a sample of the respondents who possess a high degree of intrinsic motivation, as expressed in our explorative question in Section 4.4. This lays the foundation for the environment we examine in our conceptual framework and thus enables that one can claim that the respondents experience a reduction of intrinsic motivation. In addition, Bragelien (2018) supports to a certain extent that there is an environment where bonuses in themselves will not have the desired effect. However, the environment in an NGO also consists of employees who are motivated on behalf of external

motivational factors, which suggest that one can experience what Bragelien (2018) proposes regarding an increase in motivation among the respondents.

Furthermore, in the conceptual framework we expressed the effect of the bonus on motivation in the preparation of Research Questions 2 to 4. Consequently, it would be natural to go into the practical implications of this part of the model and link it to the three different kinds of motivation presented in our conceptual framework. In terms of prosocial motivation, we received ambiguous answers with regards to the effect of a bonus scheme. When obtaining information from the respondents, quotations were presented that supported what Kuvaas (2016) expresses related to a reduction based on a shift in focus. Consequently, it seems that our conceptual framework to some extent can predict that some team leaders could experience a shift in focus due to our theoretical foundation. On the other hand, there are respondents who did not experience a shift in focus and it is assumed that some of these respondents may experience an increase in motivation based on the bonus promoting good performances (Bragelien, 2018).

In addition, our conceptual framework expresses the effect of a bonus on intrinsic motivation. Grant (2008) states that there is a causal connection between intrinsic motivation and prosocial motivation and that one can expect to find that a reduction in intrinsic motivation leads to a reduction in prosocial motivation. Some of our respondents experience that intrinsic motivation is repressed in addition to prosocial motivation. Consequently, it seems that our conceptual framework lays the foundation for the respondents to experience a distortion of intrinsic motivation in line with the discussion of Kuvaas (2016). This is also supported by the respondents who only experience a reduction in intrinsic motivation, but where the causal connection to Grant (2008) does not occur. On the other hand, there are some respondents who do not experience a reduction in intrinsic motivation in contrast to what Kuvaas (2016) discusses and that the respondents experience the bonus as a factor that makes a difficult job easier. Contrary to what Kuvaas (2016) expresses, it seems that the bonus works for tasks that are not elementary and/or tedious, which emphasizes Bragelien's (2018) statement that bonus schemes work in situations with complex work tasks.

Looking at the total effect of a bonus, some team leaders experienced that the bonus helped to enhance motivation, supporting Bragelien (2018). However, other team leaders experienced that bonuses did not increase their motivation, but rather reduced motivation as Kuvaas (2016)

expresses. Consequently, the paradigm between Kuvaas and Bragelien pulls in both directions, where some team leaders experience what Kuvaas (2016) claims, while others feel that the bonus has a positive effect that Bragelien (2018) presents. From the point of view of our conceptual framework, it seems that the environment of an NGO can lay the foundation for a positive effect of a bonus, but this critically depends on the individual's opinions and interests, which are also commented by Kuvaas (2016). In addition, the effect for a selection of interviewees depends on the design of the bonus scheme to which Bragelien (2018) explicitly refers.

All in all, it seems that our conceptual framework takes into account the opinions of Bragelien (2018) and Kuvaas (2016) and shows how they apply to the team leaders in the respective NGOs that shape the sample of respondents in our study. Further, it also displays that even though the NGOs are assumed to have the same environment for the team leaders, the effect of a bonus also depends on the individual team leader's opinions.

Summary of the theoretical implications

In short, the findings related to Research Question 1 were ambiguous. Half of the team leaders seemed to possess a high degree of prosocial motivation, while the other half did not. With regards to Research Question 2, it was also difficult to reach a conclusion since there were factors speaking both for and against a reduction in prosocial motivation. Moreover, for Research Question 3, there were several quotations that spoke for and against a reduction in intrinsic motivation as the result of a bonus scheme. As to Research Question 4, our interpretation of the quotations from the respondents also provided an ambiguous conclusion. In aggregate, we found it difficult to reach clear conclusions based on the collected data.

However, even though our research provides ambiguous results, it does provide several implications to existing research. One is that it adds to existing literature with regards to intrinsic, extrinsic and prosocial motivation, and how bonuses affect these. Our study provides indications that can expand literature about the effect of bonuses by transferring it to a new context that has not been researched on. In doing so, this dissertation also lays the foundation for future research on this area. Additionally, it provides factors that contribute to a reduction of intrinsic motivation upon introducing a bonus. These are that the bonus is stressful and daunting, which has to our knowledge not been mentioned to a high degree in existing research.

5.2 Practical implications

In the following section, we will present the practical implications of our research. The elaboration will be twofold. Firstly, implications for NGOs that have not adopted a bonus scheme will be introduced before the indications for NGOs that operate with a bonus scheme are presented. This separation seems fitting since the implications of our thesis for NGOs with and without bonuses are distinct. Finally, we will present the implications for non-governmental organizations in general.

Implications for NGOs operating without bonuses

In this section, the practical implications for the NGOs that operate without a bonus scheme will be presented. The findings made during this study can provide indications about whether such organizations should consider implementing a bonus, or if they should keep their current practice.

The perceived pressure of a bonus scheme

Firstly, the perception of a potential bonus scheme among team leaders will be discussed. When being interviewed, a significant number of the respondents provided indications that a bonus scheme would be something they experienced as stressing. Hence, it seems natural to discuss this since it can be a factor when considering the implementation of a bonus scheme. The bonus would, in the opinion of these interviewees, result in them feeling pressured and potentially getting tired more rapidly. Some of the team leaders commented that this tension might result in them resigning from the job earlier. These are all indications that the bonus would impair their motivation. If we were to apply the terms by Einarsen et al. (2019), it seems that the bonus would reduce their intrinsic and prosocial motivation while not increasing the extrinsic motivation. Thus, it would reduce their total amount of motivation. As we have discussed earlier, this effect is also supported in the literature by among others Kuvaas (2016), Deci (1971) and Deci et al. (1999), which suggests a reduction in motivation as a consequence of a bonus. In aggregate, these arguments imply that introducing a bonus scheme for organizations that do not operate with such schemes is not optimal.

However, even though the bonus seemed to form a negative sort of pressure on the interviewees, there were also indications that it would initially motivate them to go further when being at work. Various respondents commented that the implementation of a bonus

scheme would result in an increased effort, which might improve the results. This supports the literature by Bragelien (2018), suggesting that bonuses can promote good performances. One respondent that had other commitments also mentioned that the job would be an increased priority if the organization introduced such a scheme. Seen from this perspective, there are positive effects as well.

Based on the two prior paragraphs, there are arguments speaking both for and against introducing a bonus scheme. An important consideration seems to be whether one prioritizes short-term results or a long-term perspective. As we can observe from the second paragraph, implementing additional monetary rewards other than fixed salary could result in an increase of efforts among the team leaders. Hence, one can assume that the results might also improve. However, as we can observe from the first paragraph, the bonus would be a stressing factor in the long run that might wear out the team leaders and, in some cases, result in their resignation. Therefore, a bonus scheme might be negative when applying a long-term perspective. In sum, the implication of this part is that implementing bonuses can be positive if one wants immediate results, but might affect the team leaders negatively in the long run.

The design of the bonus

The second practical implication that is presented with regards to NGOs without bonus schemes is the significance of correctly designing the bonus. As elaborated on in the prior part, there were a significant number of respondents that appeared to be affected negatively by bonuses. However, based on our interpretations, two of the interviewees would perceive the introduction of a bonus scheme as something positive if it were to be designed in what they believe is the right manner. The bonus would then increase their motivation. The importance of a correct design has been elaborated on several times and shows the significance of Bragelien's (2012) framework.

The first respondent that seemed to experience an increase in motivation if the bonus was designed correctly seemed to be mostly concerned with what parameters the bonus scheme would take into account. If it would only focus on the number of donors without taking into consideration the quality of them, he was concerned that the bonus would neglect other parameters that are important to the organization. Transferring this to the terms on motivation that Einarsen et al. (2019) introduced, it seems that the bonus would then impair the intrinsic and prosocial motivation in this case.

However, if the bonus was to be designed correctly, taking into consideration several parameters such as for instance how long the donor stays with the organization, then the bonus scheme would be motivating. The respondent then describes this as an additional positive factor about the job. This is also supported by Bhatnagar and George (2016) and Miry (2021), who found that bonuses can have a positive effect on motivation under the right conditions.

The second respondent seemed to be more concerned with the amount of the monetary rewards received as part of a bonus scheme rather than the parameters it takes into account. To him, it appeared that the bonus would have a positive effect if it was small, because it would not take too much funding away from the purpose of the organization. However, we find it relevant to add that the increase in motivation that this team leader would experience seemed to be small. If we apply the terminology of Einarsen et al. (2019), it seems that a bonus that is not too large would provide the respondent with extrinsic motivation, without reducing the intrinsic and prosocial motivation. This supports the research by for instance Fang and Gerhart (2012) and Hendijani et al. (2016), which implies that bonuses can increase motivation.

It also seems appropriate to add that several respondents expressed skepticism towards provision-based salaries. They were not motivated by the thought of having a small, fixed salary, and then gaining provision on top of it. Having a higher fixed salary seemed to be something they found to be more motivating. Again, applying the terms of Einarsen et al. (2019), it seems that a provision-based salary would only be stressing, and therefore not increase the extrinsic motivation while the intrinsic and prosocial motivation might be impaired. Based on our data, the reasoning is that the amount of salary is dependent on getting donors, which involves the risk of getting a low salary.

In sum, the implications from this part indicate that designing the bonus correctly might increase the motivation among some of the team leaders. The design should, according to the responses in this study, be in such a way that takes into consideration key parameters and that does not take much funding away from the purpose of the organization. However, this is based on the preferences of two team leaders. Furthermore, it might be that one of them would be motivated by the small awards, while the other would not. Hence, it appears difficult to sketch a design that seems correct based on our findings. Another remark is that only two out of eight respondents that did not have a bonus scheme appeared to find this motivating.

The stance towards a bonus

Another implication for NGOs that do not have a bonus is the stance that several team leaders have towards it. During the interviews, there were a number of team leaders that pointed out that a bonus would not be appropriate in an NGO, due to the purpose of the organization. According to Vakil (1997) and Lewis (2013), the purpose of an NGO is to conduct philanthropic activities. Hence, it appears that these team leaders believe that the focus should be on this, not on one's own gain. This factor indicates that a bonus would not increase the motivation among the employees, since they feel that having a bonus in an NGO is not appropriate.

There were also several respondents that commented how a bonus scheme in another context, such as a for-profit company, would have been something that had a positive effect on them. One of the respondents also talked about her prior job that involved bonuses in another company that was not an NGO, and that she found it to be motivating there. However, this team leader specified that in the current organization, which is an NGO, she would not have been motivated by a bonus. The reasoning in this part substantiates the research by Staw et al. (1980) which found that monetary rewards that are not perceived as appropriate will not have a positive effect on motivation.

In aggregate, the implication of the two prior paragraphs is that there seems to be a negative stance towards bonuses among some fundraising team leaders that did not have them at the time that the data was gathered. According to our understanding, they feel that it would be wrong to introduce bonuses in an organization that has a purpose of conducting philanthropic activities.

Summary of the main implications and what they indicate for NGOs without bonuses

We have now presented the main implications for NGOs without bonuses. Based on these, we can see that the respondents without a bonus scheme seemed to be skeptical towards such a scheme. One of the reasons is that it appears to stress them, reducing their intrinsic and prosocial motivation while not increasing their extrinsic motivation. This supports the literature by for instance Deci et al. (1999) and Kuvaas (2016), which implies that bonuses reduce motivation. Another is that some of the respondents also indicated that bonuses in the context of an NGO seem as something inappropriate due to the very purpose of the NGO. The research by Staw et al. (1980) shows the importance of this factor by finding that the

appropriateness of a bonus is essential for the effect on motivation. On the other hand, there were two respondents that appeared to be motivated if the bonus were designed in a manner they saw as fitting. Also, the team leaders seem to be given a short-term push from a bonus scheme.

In sum, this shows us that in the long term, introducing a bonus to enhance motivation does not appear to be fitting. It would reduce the motivation of team leaders and they seem to have a negative stance towards it. A counterargument is the increase of motivation among some team leaders if the bonus is correctly designed. However, based on our sample, this would only be the case for a minority of team leaders, and finding a universal design that manages to motivate them appears to be complicated. It could also provide additional costs for an effect that would perhaps be non-significant. However, if one desires to prioritize short term performances, introducing a bonus scheme might be positive since it seems to increase the efforts of the team leaders for a short period of time. A final comment is that, as we will see in the next part, the stance towards a bonus among team leaders that already have it differs from those without. Hence, having a fixed salary can have implications for what kind of employees one attracts. This will however be discussed more thoroughly during the next part and will therefore not be further elaborated on here.

Implications for NGOs operating with bonuses

There are a number of implications of the empirical findings from the interviewees which currently are part of organizations with bonus schemes that can give the organizations a suggestion on whether they should phase the bonus out or not. In the following, practical implications related to the research questions will be considered.

The bonus' attraction of different employees compared to an NGO without bonus schemes

One of the practical implications to be considered for an NGO with bonuses is whether a bonus scheme will help to attract certain types of employees. Through the interview process, some respondents stated that implementing a bonus scheme would attract others and more competition driven employees, in contrast to an NGO without a bonus scheme. This is complementing the study of Chun and Lee (2015), which shows that bonus incentives to a certain degree attract different kinds of employees. If we compare the conclusion from Research Question 1 between the organizations with and without a bonus scheme, it seems that both organizations attract similar types of employees. This is because some of the

respondents are highly prosocially motivated, while others don't seem to possess a high degree of prosocial motivation. Based on this criterion, it does not appear that the organization with a bonus scheme attracts employees with different characteristics.

However, it is stated by one of the respondents with a bonus scheme that idealism quickly disappears and that the bonus becomes the main motivation for performing the daily work. This supports the claim that bonus schemes can be considered a factor that attracts employees who are more competition driven. Whether this is contrary to what we discussed in previous chapters related to the literature by among others Vakil (1997) and Edwards and Hulme (1996) in terms of the purpose of the organization can be further researched.

On the other hand, another team leader with a bonus scheme expressed that he regards the bonus as a wake-up call to remind him that the work he is doing is for something greater than himself. This is opposed to the basic assumption of this section where it was suggested that NGOs with a bonus scheme attract more competitively driven employees. Therefore, it seems that the organization with bonus schemes also attracts employees with almost the same characteristics compared to employees who work for NGOs without bonus schemes.

In summary, it seems that the NGOs with bonuses attract team leaders who have the same characteristics as the NGOs without bonus schemes. Consequently, it seems that it is the purpose itself that attracts these employees, regardless of whether a bonus scheme has been implemented or not. On the other hand, the organization also attracts team leaders who are more motivated by extrinsic motivational factors compared to NGOs without bonus schemes. How positive this is can be discussed, and the answers from this study as to whether the bonus schemes contribute to hiring team leaders who possess different characteristics are ambiguous.

Does the focus of a team leader shift due to a bonus scheme?

A second practical implication of a bonus scheme that we consider to be relevant for NGOs with bonuses is whether the scheme shifts the focus of the team leaders from the organization's purpose. The reason that we find this relevant can be linked to our combination of theories under Chapter 2, which indicates a distortion of the prosocial motivation and the focus on helping others, by shifting focus to achieve the bonus. This is emphasized by for instance the literature of Ariely et al. (2009), Deci (1971) and Fässler et al. (2020). However, one of the respondents stated that even when obtaining the maximum bonus, he would do his utmost to

obtain more donors. Consequently, it can be argued that the bonus scheme in itself will not imply that one would reduce the effort and that the bonus does not lead to a reduction in prosocial motivation.

What further substantiates that a bonus scheme does not lead to a change of focus, is that one of the respondents experienced the bonus scheme he has today as a wake-up call that reminds him of the purpose he works for in the organization. The respondent did not to a great extent experience that he prioritizes his own interests as the repliers of the literature by Ariely et al. (2009), Deci (1971) and Fässler et al. (2020) expressed. Consequently, it does not seem that this respondent experienced a shift in focus with the current scheme. In addition, it seems that the current scheme with a bonus ceiling makes him maintain focus. Furthermore, he commented that his central task is to promote the organization's purpose and that his own interests are not important, as this is something he considered to be far behind the goals of the organization.

On the other hand, a respondent seemed to want to obtain donors based on the bonus goal and not necessarily to support the disadvantaged. This may suggest that the respondent has a greater self-interest in her focus rather than performing her work to support others. Like the previous part within practical implications for NGOs with bonuses, this is the same respondent who expressed that idealism disappeared in the performance of her daily work. This facilitates that the organization attracts certain kinds of employees who carry out the work based on intentions other than the NGOs purpose. As discussed in Chapter 4, it seemed that this respondent herself was not initially prosocially motivated, which may suggest that the focus is not necessarily shifted, but that the bonus scheme attracts team leaders with other characteristics.

In summary, it does not seem that the bonus scheme to a large extent leads to a shift in focus for team leaders who are primarily motivated by the organization's purpose. However, it seems that the bonus scheme to a certain extent attracts some employees who are not in themselves motivated by the organization's goal, but by external motivational factors. Ergo, it therefore seems that the bonus scheme does not lead to a shift in focus.

Does the bonus scheme reduce the amusement of the work tasks?

The third practical implication that can benefit NGOs with bonus schemes is whether the respondents with bonuses today experienced that they lost the pleasure of the work tasks. The studies of Wu (2019), Deci (1971) and Wenzel et al. (2019) showed that intrinsic motivation seemed to be reduced by a bonus scheme. Whether this can be related to the context of NGOs with bonus schemes can be discussed based on the quotations from respondents with bonuses. One of the respondents with a bonus thought that the work tasks were more rewarding with a bonus than she would potentially have felt without a bonus.

Moreover, one respondent expressed that her bonus scheme today helps to make it easier to endure the challenges associated with obtaining donors. In addition, the scheme appears to make her work harder. She also adds that the bonus scheme today attracts employees to the NGO who would not otherwise say yes to the job due to the associated challenges. Whether this is in accordance with the previous discussion within this part, with regards to attracting employees of a different characteristic as proposed by Chun and Lee (2015), can be questioned. On the other hand, both she and one of our other respondents with a bonus scheme mention that the scheme itself contributes to them enduring longer in the job. Consequently, it can be argued that the bonus scheme helps to satisfy talented team leaders who endure longer in the job and that organizations with a bonus scheme do not lose talented fundraisers to the same extent.

In brief, it does not appear that the bonus contributes to making the work tasks less rewarding in the NGO with bonuses. It seems that the bonus scheme the NGO uses today makes the work tasks more rewarding and that the team leaders endure longer in the job without losing heart. In addition, the bonus scheme helps to attract employees who would not otherwise say yes to the job, but like the discussion above implies, this can be positive, but also negative depending on the type of employee one is looking for. Nevertheless, the bonus scheme seems to contribute to the enjoyment of the work tasks among the employed team leaders. In aggregate, these arguments indicate that they should not wind up the scheme.

The overall effect of a bonus scheme on motivation for team leaders with bonuses

The fourth and final practical implication directed at NGOs with bonus schemes is how the respondents experienced the bonus affected their overall motivation. We consider this important to assess whether the current scheme is optimal. Through this study, we have based

the positive effect of a bonus on studies from researchers as Bragelien (2018), Fang and Gerhart (2012), and Bhatnagar and George (2016). On the other hand, Staw et al. (1980) and Miry (2021) argue that the effect of a bonus scheme critically depends on what Bragelien (2012) describes as the design of the bonus scheme and that this must be in line with the environment in which the bonus is to have an effect. Consequently, the central assessment factor for evaluating if the current bonus scheme is optimal is whether the bonus scheme affects the motivation of the team leaders in a positive manner.

For one of the respondents, the bonus seemed to give an extra kick and additional motivation to give his utmost. Moreover, it gives him motivation to go further for the organization and the bonus ceiling enables him to stay focused both related to his goal, but also the organization's purpose. Another respondent substantiated this and pointed out that the bonus led to extra motivation, a more persistent type of motivation that prevents him from giving up when facing challenges. This is supported by the fact that he thinks it would be easier to give up without a bonus scheme. A third respondent also experienced the bonus as additional motivation to perform the work tasks and that it acted as a disciplinary factor. Consequently, the bonus today acts as an additional motivating factor and can lead to increased discipline. The fourth and final respondent with a bonus scheme believed that the scheme led her to do more work on behalf of the organization, that the bonus is a strong motivating factor, and that it can even be crucial to attract candidates for the team leader position. In sum, this paragraph seems to support the research by Hendijani et al. (2016) and Fang and Gerhart (2012), showing that bonuses are capable of increasing motivation.

All in all, it seems that the current bonus scheme helps to increase the motivation of the team leaders and that it works as an extra motivational kick. In addition, the current bonus ceiling helps to keep team leaders focused both on personal goals, but also on the organization's purposes. The bonus also seems to be able to contribute by providing a more persistent type of motivation that facilitates endurance through challenging days at work. Additionally, the respondents also appear to be more disciplined by the current bonus scheme. Finally, it appears that the bonus is also crucial for attracting candidates for the team leader position.

Summary of the main implications and what they indicate for NGOs with bonuses

The main implications are considered to have been presented for NGOs with bonuses. In summary, we see some indications that other employees are attracted by bonus schemes, on

the other hand, those who have an inner drive for the purpose of the organization are also attracted by the current scheme. Whether attracting a wider range of employees is seen as positive may be a possible topic of discussion for the future. Furthermore, it does not appear that the current bonus scheme contributes to a shift in focus away from the core of the everyday work in the organization, which is to promote the purpose. The employees do not either experience that the bonus makes the work tasks less interesting, but rather acts as a tool to not lose heart. The current scheme also helps to acquire other employees who would not otherwise become part of the NGO. Consequently, the current scheme seems to bring more positivity than negativity and for the NGOs that have a bonus scheme, the recommendation is to not wind up the scheme, but rather continue to use it as a part of the salary.

Implications for NGOs in general

As we can observe from the two prior parts, the effect of a bonus scheme, and hence also the indications for the NGOs with and without bonuses, are distinct. However, there are some implications that in our opinion can be applied to NGOs in general. The main implications will now be introduced and elaborated on. To do so, we will draw on elements from the prior two parts.

The bonus' attraction of different types of team leaders

This is a theme that has been thoroughly covered during the prior part. As we can observe based on the discussion, the presence of a bonus scheme can potentially result in the attraction of employees with different characteristics. This was also supported by the research by Chun and Lee (2015). Another element that supports this is that the respondents of NGOs with bonuses seem to be comfortable around them and appear to be positively affected. This is, to our understanding, contrary to the effect it has on the team leaders who do not have bonuses.

Consequently, it appears that having bonuses will attract persons that are comfortable around them, and that find them motivating rather than demotivating. However, whether this is positive can be discussed. Our research has not focused on performance, and we can therefore not make any conclusions about whether it is better to attract team leaders that find bonuses exciting or team leaders that are skeptical towards them. Nevertheless, the types of team leaders that bonus schemes might attract is something that NGOs in general should be aware of and is therefore an implication that one should take into consideration.

The team leaders' opinions on bonuses

As we have discussed in the two prior parts of this section, many of the team leaders seem to have quite a clear stance towards bonuses, and some even have opinions on how they should be designed in order to have the desired effect. They also seem to have an idea of how a bonus would affect them. Based on our interviews, it seems that extracting the team leaders' opinions on bonuses is possible from conversations. This is also supported by several other qualitative studies that have been made to uncover the effect of bonuses, such as Bhatnagar and George (2016) and Robyn et al. (2014), showing that extracting such information through communication is achievable.

The implications of this for NGOs in general is that the effect of bonuses among their employees should be possible to uncover. By having conversations with their employees about bonuses, they can get an understanding of how they affect their motivation. As Bragelien's (2012) framework shows, the design of the bonus can also be critical. Upon conducting our interviews, several respondents had ideas of how the design could be. Thus, whether an NGO wishes to implement, evaluate, or conduct other actions related to a bonus scheme with regards to their fundraising team leaders, a central implication of our study is that this should be done in collaboration with the team leaders.

Summary of the main implications for NGOs in general

During this part, we have presented two practical implications for NGOs in general. One is that having or implementing a bonus scheme might change the types of team leaders that one attracts. However, as mentioned, we cannot make a conclusion about which kinds of employees are optimal, and will therefore not comment further on what the optimal solution is. Nonetheless, this is an implication that NGOs should have in mind. The second implication is that most team leaders seem to have a clear opinion on bonus schemes, and some even have suggestions for how they should be designed. Hence, evaluation, changes, or implementation of bonus schemes among fundraising team leaders in NGOs should be done in collaboration with the team leaders.

5.3 Limitations

5.3.1 The relevance of the presented theory

The natural starting point for discussing the limitations of this study can be linked to the presentation of the theoretical foundation. In particular, this can be related to our approach of defining an NGO. It can be assessed whether our broad interpretation of the term NGO in the form of the definition specified by Vakil (1997) constitutes a limitation. By specifying the organizations in this way, it contributes to including a broader aspect of NGOs. Whether one should specify NGOs to a higher degree can be discussed. With more specified NGOs, it contributes to a greater understanding of one or a small selection of different organizations. However, with our approach, we believe that the study to a certain extent can reflect a wider range of organizations. By using a more specified NGO definition, it will create greater homogeneity among the interview respondents, which can help to increase the study's external validity. This is because it can contribute to a greater degree of transference or generalization across situations or groups. However, with our approach, we believe that the study to a certain extent can reflect a wider range of organizations.

A second limitation of this study can be related to our approach to selection of motivational theory, as this can be considered too narrow. This thesis is particularly based on self-determination theory on intrinsic, extrinsic and prosocial motivation. Not applying other theories might narrow down our perspective, and one might argue that there is a risk of missing out on findings. With the use of a limited perspective on motivational theory, it can be discussed whether it contributes to a difficulty in reducing the threat to external validity. The reason is that the respective literature can contribute to that one misses out on findings that can support the generalization across respondents in other studies.

Nevertheless, we believe that the theory that constitutes our theoretical foundation is suitable specifically for the environment we want to research, and that it covers a sufficiently broad aspect of the motivational theory. The perspective on how self-determination theory assesses the effect of a bonus on motivation has been substantiated by, among others, the literature by Deci et al. (1999) and Kuvaas (2016). In the selection process of the studies which constitute our theoretical framework, we focused on literature that provided a basis for supporting our

choice of theory, considering that we want to supplement the existing research on this area in a context where less complementary research has been carried out.

Another limitation with regards to the presented theory is that the research conducted on the relation between prosocial motivation and performance is divergent (Einarsen et al., 2019, p. 108). For this reason, it can be discussed whether research in this area is underdeveloped. Based on that the research could be argued to be underdeveloped, it can complicate the process for further research, as it becomes more difficult to carry out the same study in a different setting. In this way, it could lead to a weakening of the study's external validity. Although there is a potential for further research to develop this area, we believe that current research in the field is sufficient to conclude that prosocial motivation can affect performance, and for that reason this form of motivation should be included in the theoretical framework in this thesis. This is particularly relevant as we in this dissertation look at team leaders in the fundraising groups in three respective NGOs. Therefore, theory about prosocial motivation is included in the theoretical framework in Chapter 2.

Furthermore, criticism can be directed at our presentation of literature in the field related to the effect of incentive systems on motivation. In presenting the theory, we have taken psychologically oriented research as our starting point, which is linked to Bragelien (2018) and Kuvaas (2016) respective research. By using this viewpoint on how motivation is affected, the intrinsic motivation of the individual is favored. We believe that using this approach can to a certain extent be generalized to other situations or groups and that it helps to increase the external validity, but that the use of a different perspective will help to extend the study to other situations based on different literature. Another possible approach relative to ours is to have the bonus literature and its belief in bonuses in the form of incentive systems as a starting point and combine it with the literature by Bragelien (2018) and Kuvaas (2016). However, we assume that the field of psychological research will promote the research question presented in the introduction of the thesis and therefore use this field as our anchoring.

Nevertheless, it can be discussed whether we should have established a research question related to the degree of intrinsic motivation of the team leaders in the respective NGOs. This can be argued especially since we anchored the theoretical foundation in psychological literature and the focus on intrinsic motivation. Given that there are different ways of anchoring the theoretical foundation, it challenges the study's external validity and whether

one can generalize the results to a different context using economic literature as a starting point. However, the literature we presented provided a quite similar level of intrinsic motivation between employees in for-profit organizations, public organizations, and NGOs (Vecina et al., 2012).

In addition, it can be discussed whether the presented studies in the theoretical foundation such as for instance Hendijani et al. (2016), Deci et al. (1999), Qian and He (2016), and Fehr and Falk (2002) are representative for the environment and context of this thesis. The reason that criticism can be directed at whether the studies constituting our theoretical foundation are representative is the unique environment in an NGO. Due to the uncertainty of whether the studies can be related to the environment we research, it may contribute to a weakening of the external validity, as the studies themselves may not express the examined environment. In addition, it can be discussed whether one should rather use studies that address the impact of a bonus scheme on motivation in a similar environment and context as in this thesis. Nevertheless, due to the gap in the research, we consider the aforementioned acknowledged studies to be representative of supporting the choice of theory and the research question this thesis seeks to answer.

The combination of the relevant theory may also constitute a limitation of our study. When using studies other than those presented as the theoretical foundation, it may contribute to a different conclusion and other research questions than those established under Section 2.4. One can also discuss whether the combination threatens the study's external validity as one can use the same literature to find other answers to our research question. This can make it more difficult to generalize the result from the study to other contexts, as other researchers can combine the theoretical foundation to create the basis for determining other additional research questions.

Moreover, it may provide a different conceptual framework than the depicted framework under Section 2.4.3. This will have further implications for the preparation of the interview guide with questions addressed to the interviewees. Therefore, this may contribute other quotations from the same respondents deviating from our findings that were presented in Chapter 4. All in all, this may provide different conclusions being drawn than what we discussed earlier in this chapter, which could arguably affect our study's external validity. In addition, anchoring the theoretical foundation in economic literature and its belief in an

incentive scheme rather than a psychological viewpoint as a basis will possibly provide a different conclusion than what this thesis brings.

5.3.2 Limitations in the methodology

There are some limitations to the methodology of our thesis. The first that can be mentioned is that there were a limited number of interviewees. Even though Baker and Edwards (2012) argue that the optimal number of respondents is twelve, we believe that having more respondents could enrich the research by gaining additional perspectives. This seems especially relevant to our study since we consider an area where there is approximately no prior research, providing us with a limited foundation. Therefore, having a higher number of respondents would provide both us and eventual future studies building on this research with a better understanding. Increasing the number of respondents can contribute to a greater difference between them which can threaten the external validity of the study. On the other hand, including more respondents with similar characteristics can contribute to the opposite. In that case, the external validity of the study can be increased since it could facilitate a greater possibility for a generalization. However, since this study was conducted as a thesis, we were limited in both time and resources, making it complicated to increase the number of respondents. Also, supported by Baker and Edwards (2012), we believe that 12 respondents are sufficient to gain enough data to draw conclusions.

Another issue with our choice of respondents is not only the number, but also the sample of respondents. In our case, we have chosen respondents from three NGOs with branches in Norway, interviewing four respondents from each organization. This makes it difficult to generalize the findings from this research to other contexts. The findings can mainly be generalized to the fundraising activities of the organizations that we collaborated with, and potentially to other NGOs with branches in Norway as well. This is given that they operate with in-house fundraising teams. However, the findings are challenging to generalize outside Norwegian borders due to differences in work culture, which threatens the external validity of this study. The reason that this threatens the external validity is because team leaders outside our setting are not homogenous with our sample. This can complicate the process of drawing generalizing conclusions between different samples of interview objects in other settings.

In addition, the fact that almost all the respondents come from the same country can contribute to participant biases in the form that the respondents can be colored by the country's opinion

related to bonuses. This can further contribute to creating biases in the results and threaten the reliability of the study, as one only shows the opinions of a specific country. On the other hand, globalization has resulted in people from other countries moving to Norway, and by interviewing a respondent with an ethnicity other than Norwegian, it can reduce the participant biases and to a greater extent show other aspects of the research question. However, Saunders et al. (2019, p. 451) argue that studies that have applied a semi-structured interview, such as ours, are not allowed to generalize statistically about a population. Consequently, this supports that there is a lack of possibility for generalizing this research, which is a limitation.

Moreover, our sample contained interviewees from two NGOs that did not have bonuses, and one that operated with a bonus scheme. There were four respondents from each organization. The result of this was that eight out of twelve respondents did not have a bonus scheme during the time of the research. This factor seems to have affected our results, since all the respondents that had a bonus scheme had a more positive attitude towards it than the other participants. Hence, the results could have been significantly different with another sample. The homogeneity among the respondents is consequently reduced based on the different salary schemes. This may contribute to threatening the study's external validity.

Furthermore, since some of the respondents have bonuses today, this can lead to participant biases in the form that they have a different view of whether bonuses work in the environment of an NGO. This can lead to biases in the result of the study since some respondents themselves can be discussed as being attracted to a bonus scheme and not by the organization's purpose. All in all, this may threaten the reliability of the study in the sense that the objects in the sample differ from each other outside the context of an NGO. The limitation is that our sample did not contain an equal number of respondents with a bonus scheme as respondents without a bonus scheme. However, one can apply a similar approach as we did in Section 5.2, splitting these two groups and hence getting an understanding of the differences between them. Such an approach reduces the significance of this limitation.

Moreover, the application of semi-structured interviews might also be a limitation to our research. Firstly, we conducted the interviews and then applied a grounded theory approach and followed the steps demonstrated by Clarke et al. (2015). However, a limitation to this method is that we based on interviews ranging from 10 to 35 minutes in duration have attempted to gain an understanding of the respondents' motivation. Applying such a short

period of time for understanding a complex matter like motivation might give the wrong results. In addition, the short interviews could lead to research errors in the form of drawing incorrect conclusions based on only a small excerpt of the study respondents' meanings. By drawing the wrong conclusion, it can contribute to a bias in the final conclusion of the research question from which the entire dissertation outsprings. This can also contribute to threatening the study's reliability.

On the other hand, semi-structured interviews enable probing of responses from the interviewees (Saunders et al., 2019, p. 444), allowing to get confirmation where there are insecurities and asking follow-up questions to get a better understanding, which increase this study's construct validity. This is because the study's measurement questions measure the construct one intended to. The clarification of the uncertainty of what is presented contributes to the research examining what it is intended to and increases the validity of the study. Hence, we believe that this is an adequate way of attempting to understand the motivation of the team leaders.

As mentioned, each interview was conducted in the language that the respondent preferred out of English and Norwegian. Consequently, most of the interviews were conducted in Norwegian, which means that they had to be translated to English to be applicable to this thesis (Saunders et al., 2019, p. 467). Therefore, an issue with regards to the translation might arise in the form of information getting lost during the process. Translating the transcribed data can contribute to research errors as a translation cannot directly use the same words, since it can change the meaning of what is said during the interview if one is not vigilant. This can lead to biases in the results of this study that contribute to threatening the reliability of the research, which can further complicate the replication of the study in another setting. Overall, this could be discussed as a limitation to our study. However, we attempted to mitigate this issue by doing a thorough job when translating the responses.

The different interpretations of the questions among interviewees are also a limitation. Through the interviews we uncovered that the respondents come from various backgrounds with regards to education and prior work experience. As a consequence, they might possess different levels of understanding on the theme of bonuses and motivation, and might therefore interpret the questions in different ways. This can lead to what Saunders et al. (2019, p. 214)

refer to as a participant error, which is a factor that can adversely change the way that a participant performs.

For the reason that the interviewees may perceive the questions differently based on their education and previous work experience, this can lead to participant errors that can create a bias in our presented results. This is because some of the team leaders can elaborate more on the topic of bonuses than others, which may have an impact on whether this study can be replicated in other settings. These settings will, like our study, include different team leaders who have different backgrounds. This is something that can affect the result and the conclusion on whether bonus schemes will work in the environment of an NGO. Even though we tried to ask follow-up questions to make sure that the respondents had as similar interpretations as possible, we might not always have been successful in this aspect. Thus, there is a risk that this is an issue related to our collected data. However, our follow-up questions contribute to a certain extent to increasing the study's construct validity. The reason why this contributes to increasing our study's construct validity is that the questions to a greater extent measure what they have been prepared for and that the final conclusions are drawn based on clarity, rather than interpreting the results based on ambiguous answers from the respondents.

Another limitation related to the interview process is that we conducted the interviews digitally through Zoom. When using Zoom as the platform for conducting the interviews, it may lead to participant errors as the interviewees may have experienced distractions from the surroundings in which the interviews were conducted. If the interviewees have been affected by this, the consequence may be a biased result, which lays the foundation for drawing incorrect conclusions. In that case, this may contribute to a threat to the study's reliability by making it difficult to replicate it. Additionally, a consequence is that such interviews make it harder to achieve the same personal connection that one has when meeting each other physically. Moreover, when conducting interviews online, one can miss out on visual signs from the respondent such as body language. The reason is that the camera only captures certain parts of the interviewee (Lo Iacono, Symonds & Brown, 2016). As a result, one might miss out on non-verbal communication from the respondent that could have been of value to the research.

Digital interviews also make it harder to ascertain whether the respondents are situated in a private space. One respondent for instance chose to participate at the interview from the office

of the NGO that he works in, which seemed to have an open landscape. Hence, this can result in a participant bias, which is a factor that can induce a false response (Saunders et al., 2019, p. 214). If the interviewees experience factors that are urgent, the results may deviate from what the respondent initially believes. For example, the fact that one of the respondents conducted the interview in the office may lead to him being affected by other employees in the room, which may lead to a bias in the answers that are provided. The reason for this is that one can be pressured to say something that is consistent with what the rest of the team thinks, versus their actual opinion. If this is the case, the study may include participant biases. This will in turn lead to a threat to the study's reliability, since it could make it more difficult to replicate the study. However, most of the respondents appeared to be in private spaces, and we believe that reviewing the interviews allowed us to notice the most important visual signs from the respondents, such as facial mimics and gesticulations.

Under Section 3.3, we argued that both Covid-19 and the ongoing war in Ukraine may affect our study, in the sense that it may threaten both the validity and reliability. It seems reasonable to discuss this as a limitation, and also elevate it to a more general level on how global crises affect the validity and reliability of a study. Campbell and Stanley (1963, p. 5) state that the validity of a study may be threatened by the presence of specific events. One may therefore ask whether the research data obtained in such studies can be used or referenced in a generalization to other studies, which consequently threaten the external validity as defined by Saunders et al. (2019, p. 451). The reason for this is that the respondents' answers may to a certain degree be affected by global crises and that the answers that are presented can be argued to be skewed.

Fell, Pagel, Chen, Goldberg, Herberz, Huebner, Sareen and Hahnel (n.d.) argue that Covid-19 is a situation far from the conditions where knowledge is normally produced and that this raises questions about the external validity of a study during global crises. This may contribute to threatening the external validity since it can be discussed whether the findings are stable over time. Whether this only applies to situations with extraordinary events can be debated, but Fell et al. (n.d.) adds that such situations lead to particularly high uncertainty. For this reason, it can be discussed whether the findings that have emerged during our study are affected by the global crises the world faced while obtaining information from the team leaders. They could threaten the study's external validity and the possibility of generalizing the findings from our study to other settings. The reason for this is that the answers that are

presented may be affected by the extraordinary events and that one generally during times of global crises might have a more negative association to bonuses and one's own earnings, compared to a situation under normal circumstances.

Furthermore, conducting a study during a global crisis can be assessed against what Saunders et al. (2019, p. 214) refers to as a sensitive time period. As Fell et al. (n.d.) argue, Covid-19 is a period of high uncertainty. This could lead to participant errors as discussed in Section 3.6.1. The reason for this is that the work carried out by team leaders in NGOs is to a greater extent different and that the sensitivity as referred to by Saunders et al. (2019, p. 214) can be argued to be greater in the time lapse of a global crisis. This could therefore lead to participant errors as the answers from the interviewees can to a certain extent be said to be biased and that this threatens the possibility of replicating the study outside this context. It can further weaken the consistency of the research. (Saunders et al., 2019, p. 213) Nevertheless, based on our assessments, it did not seem to affect the respondents to a great extent, and for that reason we consider this to be a minor limitation.

Additionally, the process of coding involves that we as researchers attempt to gain an understanding of the responses from the interviewees. This in itself creates a risk of what Saunders et al. (2019, p. 214) refer to as researcher error, which is any factor that may alter the interpretation of the researcher. One such error that can arise in our case is that we misunderstand the comments of the interviewee. Even though we took measures to ensure a common understanding of the responses between us researchers, there were no external parties that took part in interpreting the meanings of the interviewees.

Consequently, there is a risk that researcher errors have occurred since there has not been a revision of our understanding. If the coding process leads to us as researchers being more tired when coding the interviews, it may have contributed to a bias in the research in the sense that it can lead to researcher errors. This could have been avoided by extending the coding process over a longer period of time, so that one interprets the interviews when one is clear in mind. However, due to the limited time span, one can take this into account to a lesser extent. One may also argue that there is naturally a possibility of researcher errors with a project that is limited in time. Nevertheless, we believe that we managed to mitigate this limitation through discussing and analyzing the answers thoroughly.

Moreover, it can be discussed how including a possible third party contributes to ensuring inter-judge reliability, also often referred to as interrater reliability. This form of reliability shows to which extent the data obtained is a correct representation of the measured variables (McHugh, 2012). If we had included a third party in the coding process, this independent part could have confirmed whether the coding was carried out correctly and that the conclusions drawn around the various quotations could be related to the research question for further discussion. The possible external party could then have confirmed whether the statements we considered relevant to Research Questions 2 and 3 actually measured a possible reduction in prosocial and intrinsic motivation. In addition, the independent party could consider whether the statements related to RQ4 actually expressed an increase in total motivation. Further, the external party could also confirm if the quotations related to RQ1 showed the degree of prosocial motivation of the respective team leaders.

5.4 Future research

Using the analytical method of obtaining information based on quotations from the interviews with twelve different team leaders in three different NGOs, it appears challenging to find statistically significant results for the industry as a whole. Nevertheless, we made findings that may be important for further research in the future. In the following sections, we will present possible procedures for conducting similar studies in the future, and potentially pave the way for future research to understand how bonuses will affect the motivation of team leaders in NGOs.

5.4.1 Ideas for future research

Replicating the research with a different sample

An idea for future research that we find interesting is to replicate our research, but with a different sample. One way of doing so is to apply the same methodology that we used, but with a higher number of respondents. As mentioned, even though Baker and Edwards (2012) state that twelve is the optimal number of respondents, we believe that a bigger sample would provide a more wholesome picture of bonuses' effect on motivation among fundraising team leaders in NGOs. By having a larger number of interviewees, one can perhaps to a higher degree reach a conclusion on how bonuses affect motivation in this context and create results that are to a higher degree transferable across organizations.

Moreover, our research has considered both team leaders with a bonus and team leaders without a bonus. Eight out of twelve respondents did not have a bonus at the time of the interview. As discussed in Section 5.3.2, our results were significantly affected by the consistency of our sample. Due to the difference in effects on those with a bonus and those without, a suggestion for future research with an equivalent number of respondents as ours is to consider only respondents that have a bonus scheme, or respondents who don't. This might provide clearer results, and if separate studies are made considering both groups, one might grasp the similarities and differences between the two to a higher degree. Finally, a suggestion for studies that consider both groups at once, is to have an equal number of respondents with a bonus and without a bonus.

Changing the methodology

In this thesis, we applied a qualitative method through the use of semi-structured interviews. However, this methodology is time consuming and might therefore make it more demanding to increase the number of respondents as suggested in the prior part. Therefore, we propose that future studies that wish to conduct research on this area apply a different method. This can be done by implementing a survey strategy where one uses a questionnaire. Doing so would enable gaining a large number of respondents in a frugal way (Saunders et al., 2019, p. 193). Even though it might result in a more superficial understanding of the motivation amongst team leaders, it could make it possible to get responses from many team leaders in various organizations. Consequently, one can gain access to data that can provide a more wholesome view of how bonuses affect team leaders in branches of various NGOs across the country, or even across borders.

Moreover, we also suggest that future research can apply a case study as an approach. This method would involve selecting a specific organization and examining how the team leaders react to bonuses. To do so, the organization should already have a bonus scheme. By choosing a case study as an approach, one can get the capacity to gain insights that can lead to rich and empirical descriptions (Dubois & Gadde, 2002; Eisenhardt & Graebner, 2007). As mentioned, motivation can be a complex phenomenon to understand, and such an approach can therefore perhaps facilitate a better understanding of how bonuses affect motivation among fundraising team leaders of NGOs. However, the downside is that the findings perhaps would be hard to generalize outside of the organization which is part of the study. Furthermore, it would perhaps involve having fewer team leaders as participants than other methods. Nevertheless, such an

approach could enable a more in-depth understanding of the bonus' effect on motivation relative to the approach our study applied.

Another idea for future studies is to adapt observation as a method. This could be done by forming a collaboration with a selected NGO and observing how their team leaders respond to a bonus scheme. This is a method that can add richness to the research data (Saunders et al., 2019, p. 378), and perhaps enable a better understanding of how bonuses affect motivation. However, the findings would be hard to generalize. Additionally, there are other methods that enable more participants. Nonetheless, this method could enable firsthand observations of how team leaders react to bonuses and allow the researchers to make a conclusion based on what was observed rather than for example what was told during an interview.

Further, an alternative approach to ours is to apply in-depth interviews. As we have elaborated on, we used semi-structured interviews with a predetermined list of themes. An in depth-interview would involve interviewing team leaders, but in a more liberal way. Such a method is well suited for understanding meanings (Saunders et al., 2019, p. 439). Hence, we believe that it would be applicable in this case. By conducting in depth-interviews rather than semi-structured, the respondent could be allowed to speak more freely about his or her motivation, which can be positive. On the other hand, allowing each respondent to speak freely can make it harder to compare them afterwards. However, applying such a method would perhaps make it more comfortable for the respondent to speak about his or her relation to bonuses. This could enable a better understanding of the respondent relative to our approach with predetermined questions. Additionally, this method would enable interviewing a respectable number of respondents.

Replicating the research across borders

Even though our research did not reach an unambiguous answer to our research question in Norway, we invite future researchers to conduct similar research in other countries. We believe that this can be a fruitful area, which might also bring results that differ from ours. The reason for this is that other countries may have a different work culture and that it is imaginable that monetary rewards can be more important. Researching on the same topic across borders would also enrich the existing research on this area, which to our knowledge is limited at the moment.

Changing the theoretical foundation

During this study, we selected certain literature on which our research questions were based. As mentioned in Section 5.3.1, we chose a definition by Vakil (1997) in order to clarify what we view as an NGO, which allows for a broad interpretation of the term. Hence, by applying other definitions one might exclude certain organizations that we collaborated with and thus get different results. Therefore, a possibility for future research is to apply a different definition of NGOs than we did.

Further, as discussed in Section 5.3.1, we took a psychologically oriented starting point based on Kuvaas (2016) and Bragelien (2018) with regards to our choice of literature related to incentive systems' effect on motivation. However, there is also a possibility of choosing a more economically oriented approach as a point of departure. We encourage future research to apply this perspective, since it may provide a different outcome than ours.

Moreover, we believe that changing the theoretical approach to motivation might be intriguing for future research. In our case, we have based ourselves on self-determination theory as presented in Einarsen et al. (2019, p. 104-108). This is however one of many possible approaches to the concept of motivation, and one might get other results or a better understanding by applying a different motivational theory. Therefore, we invite future research to apply other theories about motivation and see if this perhaps can provide a better understanding of the theme.

5.4.2 A potential study of the expanded conceptual framework

As discussed in Section 4.2, we concluded that a number of quotations from the interviewees showed signs that the team leaders possessed a possible high degree of intrinsic motivation. Therefore, this could be an interesting topic for further research, by expanding our conceptual framework as carried out under Section 4.4. If one establishes our model as depicted in the aforementioned section and expands the interview guide with questions specifically about intrinsic motivation, one can assess the durability of our introduced explorative question. By obtaining quotations from other respondents, researchers in the future may find out whether the team leaders in their sample are considered to possess a high degree of intrinsic motivation.

It may be relevant to a certain extent to use the revised conceptual framework as psychological research focuses specifically on intrinsic motivation. We drew the conclusion from Vecina et

al. (2012) that NGOs have similar tasks as a for-profit organization and for that reason did not establish a research question on whether the team leaders possessed a high degree of intrinsic motivation. However, our findings gave an indication of the contrary, that the team leaders were to some extent intrinsically motivated.

Consequently, the effect of reduction in the intrinsic motivation among the team leaders can be significantly greater if it turns out from future studies that the team leaders in the NGO possess a high degree of intrinsic motivation. In this way, the studies of Deci et al. (1999), Kuvaas (2016), Deci (1971) and Grant (2008) can be more closely linked to the environment of an NGO. Furthermore, our theoretical foundation should be further developed with several potential studies that address how intrinsic motivation works in the context of a non-profit organization. This could help the researchers to gain a deeper understanding of what we have specified as the environment in an NGO. Moreover, this may lead to results that further substantiate our findings or discoveries that have not emerged in this study.

6. Conclusion

The purpose of this thesis was to examine how bonuses affect the motivation of fundraising team leaders in the Norwegian branches of NGOs. To answer our research question, we constructed four additional research questions based on literature about NGOs, bonuses, and motivation. Our approach was to apply an inductive, evaluative study with a qualitative approach. To gain the necessary data, we conducted semi-structured interviews with twelve fundraising team leaders from three separate NGOs, of which four had bonus schemes. To answer our thesis' research question "In what way does a bonus scheme affect the motivation of the fundraisers' team leaders in the Norwegian branches of NGOs?", we conclude that the effect is highly dependable on whether the team leaders have a bonus or consider a potential bonus. A bonus scheme had a positive effect on the motivation of respondents who already had it, while it provided a mainly negative effect on respondents who did not. The latter group seemed to experience a reduction in intrinsic and prosocial motivation as a consequence of such a scheme. To draw a conclusion for NGOs in general is challenging on the basis of this research, since the results are ambiguous. However, we can conclude that bonuses are capable of having both a positive and negative effect on the motivation of fundraising team leaders. We consider this thesis to be a foundation for forthcoming studies on bonuses among fundraising team leaders of NGOs, and encourage future researchers to expand this subfield.

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Appendix I: Interview guide in Norwegian

Informere intervjuobjektet om at alle svar vil bli anonymisert og at vedkommende kan trekke seg når som helst, selv etter intervjuet. I tillegg etterspørre samtykke fra intervjuobjektet om å ta opptak, og informere om at dette vil bli slettet når masteroppgaven er levert.

Innledende spørsmål:

- Kan du fortelle litt om arbeidsoppgaver som inngår i din stilling?
- Vil du fortelle kort om tidligere erfaringer med bonusordninger og hvilken effekt de hadde på deg?
- Hva var årsakene til at du takket ja til den stillingen du har i dag?

Spørsmål knyttet til prososial motivasjon (RQ1):

- Hva synes du er mest motiverende ved ditt arbeid?
- På hvilken måte kommer det frem at ditt arbeid hjelper andre i det daglige?
- Ved sprik i ønskede mål mellom deg som teamleder og organisasjonens mål, hvor langt vil du strekke deg for å oppnå organisasjonens mål?
- Hvilken innstilling har du til frivillig arbeid på vegne av organisasjonen?
- Hvilke karakteristika mener du er viktige for en person som har din stilling?

Spørsmål knyttet til bonusens effekt på prososial motivasjon (RQ2):

- På hvilken måte ville en bonusordning endret hva du synes er mest motiverende ved ditt arbeid?
- Hvordan ville en bonusordning påvirket fokuset på det å hjelpe andre gjennom ditt arbeid?
- På hvilken måte ville oppnåelse av bonus påvirket deg som team leader til å verve ytterligere donorer for fellesskapet?

Spørsmål knyttet til bonusens effekt på indre motivasjon (RQ3):

- På hvilken måte mener du en bonus ville ha påvirket din inspirasjon i utføringen av ditt daglige arbeid?
- Hvordan ville en bonus påvirket ditt ønske om å ta på deg mer ansvar for organisasjonens arbeidsoppgaver?
- På hvilken måte hadde bonuser påvirket din motivasjon for å gå på jobb hver dag?

Spørsmål knyttet til potensielle positive effekter av bonus (RQ4):

- Hvordan ville en bonusordning påvirket motivasjonen din i det daglige?
- På hvilken måte ville en bonusordning påvirket motivasjonen din for å nå konkrete mål som er satt?
- Hvordan ville en bonus påvirket viljen din til å yte “det lille ekstra”?
- Kan du utdype ditt synspunkt på om bonuser passer for fundraising teamledere som deg selv i ideelle organisasjoner?

Avsluttende spørsmål:

- Har du noen sluttkommentarer eller noen meninger om bonuser og deres innvirkning på motivasjon i ideelle organisasjoner du føler du ikke har fått frem?

Takk for deltakelsen.

Appendix II: Interview guide in English

Inform the interviewee that all answers will be anonymized and that the person in question can withdraw at any time, even after the interview. In addition, request consent from the interviewee to record the interview, and inform that the recording will be deleted when the master's thesis is submitted.

Introductory questions:

- Can you tell us a bit about the work tasks that are part of your position?
- Can you briefly tell us about any previous experiences with bonus schemes and what effect they had on you?
- What were the reasons that you accepted the position that you have today?

Questions related to prosocial motivation (RQ1):

- What do you find most motivating about your work?
- In what ways do you notice that your work helps others on a daily basis?
- If there are gaps between the desired goals that you have as a team leader, and the goals of the organization, how far will you go to achieve the goals of the organization?
- What attitude do you have towards conducting voluntary work on behalf of the organization?
- What characteristics do you believe are important for a person in your position?

Questions related to the effect of bonuses on prosocial motivation (RQ2):

- In what way would a bonus scheme change what you find most motivating about your work?
- How would a bonus scheme affect the focus on helping others through your work?
- In what way would obtaining the bonus influence you as a team leader to recruit additional donors for the sake of the society?

Questions related to the effect of bonuses on intrinsic motivation (RQ3):

- In what way do you think a bonus would influence your inspiration in the execution of your daily work?

- How would a bonus affect your desire to take on more responsibility for the organization's work tasks?
- In what ways would bonuses affect your motivation to go to work every day?

Questions related to potential positive effects of a bonus (RQ4):

- How would a bonus scheme affect your daily motivation?
- In what way would a bonus scheme affect your motivation to achieve specific goals that have been set?
- How would a bonus affect your willingness to provide "something extra"?
- Can you elaborate on your thoughts with regards to whether bonuses are suitable for fundraising team leaders in non-profit organizations such as yourself?

Closing comments:

- Do you have any final comments or opinions about bonuses and their impact on motivation in non-profit organizations that the interview did not cover?

Show gratitude for the participation.

Appendix III: Declaration of consent in Norwegian

Vil du delta i forskningsprosjektet “Masteroppgave ved Norges Handelshøyskole”?

Dette er en forespørsel om din deltagelse i et forskningsprosjekt ved Norges Handelshøyskole som har til formål å besvare forskningsspørsmålet: “*In what way does a bonus scheme affect the motivation of the fundraisers’ team leaders in the Norwegian branches of NGOs?*”. I dette skrevet presenterer vi informasjon om målet for prosjektet og hva deltakelse betyr for deg.

Formål

Formålet med datainnsamlingen er å samle inn relevant informasjon som kan gi oss et bidrag til å besvare forskningsspørsmålet “*In what way does a bonus scheme affect the motivation of the fundraisers’ team leaders in the Norwegian branches of NGOs?*”, og de tilhørende delspørsmålene til dette. Selve masteroppgaven skrives på engelsk, og derfor vil alt innsamlet datamateriale bli oversatt på engelsk dersom det er innsamlet på et annet språk. Materialet vil kun bli benyttet i arbeid knyttet til masteroppgaven, og vil slettes kort tid etter at oppgaven blir levert. Innleveringen vil være senest 1. juni 2022.

Hvem er ansvarlig for prosjektet?

Benjamin Schulte og Ivan Janjetovic er ansvarlig for prosjektet.

Veilederen vår er Marcus Selart, en professor ved Norges Handelshøyskole.

Hvorfor forespør vi din deltagelse?

For å besvare forskningsspørsmålet trenger vi informasjon fra fundraising team leadere i den norske avdelingen av ideelle organisasjoner. Vi har et mål om å få 12 respondenter. Disse blir kontaktet gjennom samarbeidene vi inngår med organisasjonene.

Hva innebærer det for deg å delta?

Dersom du ønsker å delta i dette prosjektet, vil det involvere deltagelse på et intervju over Zoom som vil ta omtrentlig 30-45 minutter og som vil bli tatt opp dersom du samtykker til dette. Opplysningene vi samler inn vil som nevnt kun anvendes i arbeid med dette prosjektet, og vil slettes like etter at masteroppgaven er levert. Som nevnt vil innleveringen være senest 1. juni 2022. Opptaket av intervjuet vil også slettes. Intervjuet i seg selv vil inneholde spørsmål knyttet til din motivasjon, og hvordan en eventuell bonus ville påvirket denne. Intervjuet vil

anvendes til transkribering. Det er også mulighet for å forespørre en intervjuguide i forkant av intervjuet dersom dette er ønskelig.

Frivillig deltakelse i prosjektet

Deltakelsen i prosjektet er frivillig. Dersom du ønsker å delta, kan du i ettertid når som helst trekke deg uten å oppgi noen grunn. Samtlige personopplysninger om deg vil da bli slettet. Dette vil heller ikke ha noen negative konsekvenser.

Personvern

Opplysningene vi får fra deg vil kun anvendes til de formålene som er nevnt i dette skrivet. De vil behandles konfidensielt. Ditt navn vil ikke nevnes i masteroppgaven.

Hva skjer med opplysningene dine når vi avslutter forskningsprosjektet?

Opplysningene vil bli slettet kort tid etter innlevert masteroppgave.

Dine rettigheter

Dine rettigheter for datamaterialet som er knyttet til deg er:

- Å få innsyn i hvilke opplysninger vi behandler, samt å få tilsendt en kopi av opplysningene ved etterspørsel.
- Å få korrigert eventuelle feil i opplysninger eller noe du eventuelt oppfatter som misvisende.
- Å få slettet opplysninger når som helst etter etterspørsel.

Spørsmål

Ved spørsmål knyttet til prosjektet eller behandlingen av opplysninger om deg, ta kontakt med:

Benjamin Schulte: Benjamin.Schulte@student.nhh.no

Ivan Janjetovic: Ivan.Janjetovic@student.nhh.no

Norges Handelshøyskole ved Marcus Selart: Marcus.Selart@nhh.no

Med vennlig hilsen,

Benjamin Schulte & Ivan Janjetovic

Samtykkeerklæring

Jeg har mottatt, lest, og forstått informasjonen om oppgaven “Masteroppgave ved Norges Handelshøyskole”. Jeg samtykker herved til:

- Deltagelse på intervju.
- At prosjektansvarlige Benjamin Schulte og Ivan Janjetovic, samt veileder for prosjektet, Marcus Selart, kan behandle og bruke opplysningene i samsvar med beskrivelsene i skrivet.
- At opplysningene mine vil være tilgjengelige for nevnte formål frem til kort tid etter prosjektets slutt.

(Navn på deltaker)

(Signatur fra deltaker, sted og dato)

Appendix IV: Declaration of consent in English

Do you want to participate in the research project “Master’s thesis at the Norwegian School of Economics”?

This is a request for your participation in a research project at the Norwegian School of Economics that has the purpose of answering the research question: “*In what way does a bonus scheme affect the motivation of the fundraisers’ team leaders in the Norwegian branches of NGOs?*”. In this paper we present information about the purpose of the project and what participating would imply for you.

Purpose

The purpose of gathering data is to collect relevant information that can provide us with a contribution to answer the research question “*In what way does a bonus scheme affect the motivation of the fundraisers’ team leaders in the Norwegian branches of NGOs?*”, and the additional research questions related to this. The thesis is written in English; hence, all the gathered data will be translated to English if collected in another language. The material will only be applied to work related to the master’s thesis, and will be deleted shortly after the thesis has been turned in. The thesis will be turned in at the latest 1st of June 2022.

Who is responsible for the project?

Benjamin Schulte and Ivan Janjetovic are responsible for this project.

Our supervisor is Marcus Selart, a professor at the Norwegian School of Economics.

Why are we requesting your participation?

To answer the research question, we need information from fundraising team leaders in the Norwegian branches of non-governmental organizations. We have a goal of achieving 12 respondents. These will be contacted through the collaborations that we create with the organizations.

What does the collaboration imply for you?

If you wish to participate in this project, it will involve taking part in an interview over Zoom that should take about 30-45 minutes. The information and data that we collect will as mentioned only be applied to work related to this project, and will be deleted shortly after we have turned in our thesis. As mentioned, the deadline for turning it in is the 1st of June 2022.

The recording of the interview will also be deleted. The interview itself will contain questions related to your motivation, and how an eventual bonus would affect this. The interview will then be used for transcription. It is also possible to request an interview guide before the interview.

Voluntary participation in the project

Participating in this project is voluntary. If you participate, you will at any time be able to withdraw yourself from the project without providing an explanation for this. All information about you and that you have provided will then be deleted. Withdrawing will not imply any negative consequences.

Privacy

The information that we receive from you will only be applied for the purposes mentioned. They will be treated confidentially. Your name will not be mentioned in the master's thesis.

What happens with the information after we have completed the project?

The information about you and that you have provided will be deleted in a short time after we have handed in our master's thesis.

Your rights

Your rights with regards to data material are:

- To get insight to what information we are processing, and to be sent a copy of the information if you request so.
- That we correct any error in the information or something you find to be misleading upon request.
- To get the information deleted anytime upon request.

Questions

If you have any questions with regards to the project or the information that we will collect, contact:

Benjamin Schulte: Benjamin.Schulte@student.nhh.no

Ivan Janjetovic: Ivan.Janjetovic@student.nhh.no

Professor at The Norwegian School of Economics, Marcus Selart: Marcus.Selart@nhh.no

Best regards,

Benjamin Schulte & Ivan Janjetovic

Declaration of consent

I have received, read, and understood the information about “Master’s thesis at the Norwegian School of Economics”. I hereby consent to:

- Participate in an interview.
- That the leaders of the project, Benjamin Schulte and Ivan Janjetovic, and the supervisor, Marcus Selart, can treat and apply the information received correspondingly to what is described in this letter.
- That the information I provide will be available for mentioned purposes until a short time after the end of the project.

(Name of the participant)

(Signature of the participant, location and date)