

**Gordon Institute
of Business Science**
University of Pretoria

**The value of non-financial rewards on semi-skilled
workers**

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfillment of the requirements for the degree of Master of Business Administration.

7 November 2016

Abstract

Substantial research regarding skilled employee motivation exists, however the same degree of insight into what motivates semi-skilled workers, specifically through non-financial rewards, is sparse. Popular motivational theories postulate that financial rewards are the forerunner in motivating semi-skilled employees. While this may be true in certain circumstances, this approach can be costly and disregards the potential value semi-skilled workers might ascribe to non-financial rewards. This study aims to understand the value semi-skilled workers attribute to non-financial rewards.

Given the limited amount of research related to semi-skilled worker motivation through non-financial rewards, an exploratory qualitative study was conducted to gain deep insights. 18 Semi-structured interviews were conducted with a total of 75 respondents acquired through non-probability sampling. Diversity was considered through the selection of three companies across three different industries of building retail, hotel, and contact centre services. Interviews were conducted at three employee levels of semi-skilled workers, middle management, and senior management. The inclusion of management levels intended to understand differences in their perception of what motivates semi-skilled workers.

This research uncovered that semi-skilled workers are chiefly motivated by non-financial rewards as opposed to financial rewards. Dominant non-financial motivators identified included customer satisfaction, interaction, and team spirit, while popular forms of demotivation included lack of work-life balance and poor management. The role of context became apparent with themes such as culture, industry, and individual differences emerging as reward preference influencers. Management misperceptions illustrated a shortfall in understanding what motivates semi-skilled workers. The study concludes with the presentation of the SCMAL motivation model as a recommendation for management seeking to increase semi-skilled worker loyalty and discretionary effort.

Keywords

Non-Financial Rewards;

Financial Rewards;

Semi-Skilled Worker;

Motivation;

Intrinsic.

Declaration

I declare that this research is my own work. It is submitted in partial fulfillment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Signed:

Date: 7 November 2016

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Chapter 1. Definition of Problem and Purpose

Research suggests organisational performance is dependent on an effective total reward strategy inclusive of financial and non-financial rewards (Wärnich, Carrell, Elbert, & Hatfield, 2015). The benefit of total reward strategy is improved employee attraction, retention and performance (WorldatWork, 2016). Organisations however consist of both skilled and semi-skilled workers whose collective individual efforts are targeted at improving organisational performance. Preference and efficacy of financial and non-financial rewards has been well researched with skilled workers, while findings on semi-skilled workers are sparse. The purpose of this study is to explore the value semi-skilled employees ascribe to financial and more specifically, non-financial rewards. Findings may provide utility in organisational performance in that the value semi-skilled employees subscribe to identified drivers may be applied to semi-skilled workers in general.

With skilled employees as the predominant sample, research has indicated that the organisational benefits of non-financial rewards are more consistent, while financial reward value is context specific and may in fact undermine intrinsic motivation (Kunz & Linder, 2012; Handgraaf, Van Lidth, & Appelt, 2012). Culture (Chiang & Birtch, 2012) and demographics (Bussin & Toerien, 2015) and are noted for their role in determining reward preference. Both financial rewards (Schlechter, Hung, & Bussin, 2014) and non-financial rewards are found to improve job attractiveness (Schlechter, Thompson, & Bussin, 2015). All of these studies and those discussed in the literature review are predominantly focused on understanding total reward impact on skilled workers as opposed to semi-skilled workers. Semi-skilled employees can be defined as employees with basic, to relatively advanced, literacy and numeracy ability. Some of these employees may have secondary or vocational education or acquired skills through on-the-job training (International Standard Classification of Occupations, 2012).

Theory appears supportive of the need for further study in the proposed area of research. This is evident through literature sources, as follows:

- Research conducted by Louw, Sutherland, & Hofmeyr, (2012) provide for evidence of the merits of identifying productivity inhibitors and enablers across different employee levels. While financial and non-financial rewards were not the focus of the study, recognition was found to be a significant enabling factor of organisational energy across all employee levels.

- Kunz & Linder (2012) indicate that both research and practice stand to benefit from studying low-cost, non-financial rewards as part of organisational control systems.
- Amundson (2007) argues that financial rewards and remuneration is increasingly being evaluated alongside with an increased array of attractors.
- Grandey, Nai-Wen, & Diamond (2013) recommend future research related to the motivational effect of social and financial rewards for emotional labour would be a valuable theoretical contribution.
- Considering the multiple levels, functions and distinct culture within each organisation, a system wide view encapsulating all nuances is preferred over a universal standard. (Kunz & Linder, 2012). This same call for context and shift away from one-size-fits-all approach highlights the need to understand the value of reward as perceived by semi-skilled workers as opposed to skilled workers.

The above-mentioned literature reinforces the need for the study. Furthermore a plethora of business considerations indicated below evidence the relevance and value of the study.

Today's marketplace is characterised by the rise of globalisation, restoration from financial turmoil, increased competitive forces, and reduced barriers to entry across an increasing number of industries (Cummings & Worley, 2009). Organisations are competing globally for the same scarce human resources (Hagel, 2012) with scarce financial resources (Schlechter et al., 2015). Economic motivations for effective tailored reward strategies include employee replacement costs, recruitment costs, training costs, development costs, productivity time lost and disrupted customer service (Schlechter et al., 2015). Competitive pay is only a base requirement for in developing a competitive advantage in the fight for employee talent (Bussin & Toerien, 2015).

In addition, rewards are seen to enhance individual performance through job satisfaction and as a result organisational performance (Robbins & Judge, 2013). Theory suggests that whilst the merit of financial rewards has been evidenced; it often overshadows the potential impact of non-financial rewards. Studies have shown that non-financial rewards have a positive moderating effect on the willingness to extend additional work effort increasing organisational performance overall (Kunz & Linder, 2012). Through a deeper understanding of reward performance implications, organisations are furthermore better equipped to align behaviours with strategic priorities (Chiang & Birtch, 2012). Grandey et al. (2013), present the potential synergistic value, which the combination of financial and social rewards may offer.

Not only should organisations seek non-monetary rewards to enhance motivation and performance, however also be mindful of the role these rewards play in signaling the reward climate of the organisation (Kahn, Shahid, Nawab, & Wali, 2013). Handgraaf et al. (2012), argue that while large incentives may drive behaviour, this may prove to be a costly and possibly to some extent unnecessary approach. Non-financial rewards, as the name implies, are less costly than financial incentives. Recognition, a form of non-financial reward, is an essential ingredient to improving employee motivation that is aligned to an organisations tasks (Ahmed, Oyagi, & Tirimba, 2015).

Moreover differentiated employee value proposition (EVP) is seen to afford organisations the ability to improve their employer brand and the attractiveness it offers to potential employees (Botha, Bussin & de Swart, 2011). Aside from negative publicity largely propelled by increased expectation of organisational transparency, a non-competitive employee value proposition puts organisations under risk of employee turnover and the associated direct and indirect costs. Financial and non-financial rewards serve to direct and coordinate behaviour towards organisational performance priorities (Chiang & Birtch, 2012).

The theoretical and business needs discussed above motivate the compelling need for research aimed at exploring and understanding non-financial rewards as a motivator on the semi-skilled employee, in particular, and the organisation.

The scope of this study explores reward preference among semi-skilled workers, as well as what skilled workers in managerial roles perceive semi-skilled worker reward preference to be. The primary unit of analysis is however targeted towards the perceived value semi-skilled workers ascribe to non-financial rewards. The rationale for focusing on non-financial rewards is predominantly rooted in the implications of cognitive evaluation theory (Robbins & Judge, 2013), which will be discussed in the literature survey.

In addition, salient points of the study are captured briefly below.

Underlying drivers of motivation in theory and the substance of self-determination theory and cognitive evaluation theory forms the departure point of this study. A view of what academic literature defines as financial and non-financial, extrinsic and intrinsic rewards follows. For the sake of consistency and comprehension, employee level by skill, is then defined. Following this, the heart of the research is discussed, that is, the debate between non-financial and financial rewards. The crowding out effect and the relevance of the type of employment exchange form an important contributor of this argument. The

literature review concludes with a consideration of culture and context on reward perception and preference.

Lastly, a qualitative exploratory study with semi-skilled employees to identify perception and preference towards financial and non-financial rewards is discussed as the most appropriate methodology. The research design also describes how diversity and credibility will be accommodated (Saunders & Lewis, 2012).

It is important to remain mindful that as research on financial and non-financial rewards with low-level, semi-skilled employees appears limited, the bulk of the studies discussed made use of skilled employees as participants. This limitation is the foundational motivation for the proposed research, namely using semi-skilled employees.

Chapter 2. Literature Review

2.1 Introduction

Motivational theories range in rooting causality across basic needs, goal-setting, perceived equity, expectancy, consequences and self-determination. Needs theories such as Maslow's hierarchy and McClelland's two-factor theories have generally not offered valid explanations of motivation. A theory, which appears to be developing increased interest, is that of self-determining theory. A version of self-determining theory (SDT) is cognitive evaluation theory. Cognitive evaluation theory hypothesises that extrinsic rewards reduce or 'crowd out' intrinsic interest. In essence, extrinsic rewards remove or reduce the perception that carrying out a task is self-determined (Robbins & Judge, 2013).

According to Robbins & Judge (2013), self-determining theory (SDT) is a widely used framework for studying the phenomenon of crowding out. SDT presents five motivation regulatory styles ranging from enjoyment-based and norm-based motivation (internal locus of control), through identified and introjected motivation (mixed locus of control) to pure extrinsic motivation (external locus of control). Extrinsic motivation is embedded in behaviour performed to satisfy the demand for an externally prescribed reward. Robbins & Judge (2013) further describe that SDT upholds that performance-dependent monetary rewards invoke pressure to perform specific tasks. This net effect of shifting the locus of control from it being internal to external undermines the effectiveness of enjoyment-based and norm-based motivation. In Kunz & Linde's (2012) research their results indicate affiliative rewards elicit a positive moderating effect on willingness to exert work effort, while monetary rewards erode norm-based motivation, however leaving enjoyment based motivation unaffected.

Self-determination theory and more specifically the notion of extrinsic rewards crowding out intrinsic rewards are key motivators for this research. While financial and non-financial reward preference and the phenomenon of crowding out have been widely researched with knowledge workers (skilled workers) a total workforce comprises of employees at various levels of skill and remuneration. Studies regarding the efficacy of financial as opposed to non-financial rewards within semi-skilled employees are sparse. This may largely be owing to the acceptance of positions developed by scholars such as Maslow (Robbins & Judge, 2013) and Mottaz who largely postulate the irrelevance of non-financial rewards where basic needs have not been met (Mottaz, 1985).

The above section highlights the warranted shift from needs-based motivation to that of self-determination theory. The five motivation regulatory styles were discussed and more specifically the grouping of intrinsic rewards appeared to some extent incompatible with extrinsic rewards. This theoretical insight is relevant for organisations that may be predominantly reliant on extrinsic rewards to motivate semi-skilled workers, as this might be diminishing the effect of intrinsic motivation. Intrinsic and extrinsic motivation is discussed in greater detail in subsection 2.5. In the subsection that follows we explore the definition of total, financial and non-financial rewards.

2.2 Definition of Total Rewards, Financial Rewards and Non-Financial Rewards

Total rewards or compensation are broadly categorised into intrinsic rewards and extrinsic rewards. Extrinsic rewards are further broken down into two parts: monetary rewards (direct payments), and secondly benefits (indirect payments). Monetary rewards (direct payments) include hourly wages, equitable salary, bonuses, commission and competency-based pay. Benefits (indirect payments) include insurance, paid leave, retirement, food services, paid public holidays, medical and recreation facility. Intrinsic rewards comprise of the non-financial rewards including alternative working environment, recognition variety, flexible schedules, working conditions, training opportunities, promotion opportunities, personal growth, interesting and challenging work, and autonomy (Wärnich et al., 2015).

Chiang & Birtch (2012) define rewards as financial and non-financial. Financial rewards are then split into fixed and variable financial rewards. Fixed financial rewards include salary and benefits. Variable financial rewards include individual, group and organisational incentives. Non-financial rewards are described as not benefiting employees in the monetary sense. These include recognition, training and development opportunities and alternative work arrangements (Chiang & Birtch, 2012).

Kunz & Linder (2012) define intrinsic motivation as being task-related and extrinsic motivation as being reward-induced, stemming from external pressure. Schlechter et al. (2015), include work-life balance, learning and career advancement within the category of non-financial rewards.

One example of non-financial reward is recognition. Recognition is seen to develop self-worth and competence and deemed as significant intrinsic motivator (Chiang & Birtch, 2012). Recognition extends special attention to employee action, efforts, behaviour and performance (Schlechter et al., 2015). Praise and acknowledgement are examples of

social recognition. Social recognition communicates the perception of what is deemed acceptable or unacceptable within a specific culture (Handgraaf et al., 2012).

WorldatWork (2016), a non-profit human resource association established in 1955, provides a best practice total reward framework for organisations to assist organisations in employee attraction, retention, motivation and engagement. The model presents six categories of compensation: benefits, work-life effectiveness, recognition, performance management, and talent development. The value proposition within each of the key reward elements is intended to improve employee satisfaction, engagement and as a result organisational performance and results.

The subsection above has explained the varying approaches used to categorise rewards as either as being internally or externally elicited, the ability to appropriate a monetary value to them, or by the effect the reward renders. For the purpose of this study extrinsic rewards and financial rewards will be used interchangeably, as well as the terms intrinsic rewards and non-financial rewards. As far as possible financial and non-financial rewards will be the preferred terminology used.

Having defined rewards, the discussion to follow will focus on the categorisation of skilled and semi-skilled workers.

2.3 Definition of Skilled and Semi-Skilled Workers

Employee classification varies from output in hours worked, through to skills or competencies available. Skill-based pay is synonymous with knowledge or competence-based pay (Robbins & Judge, 2013). According to Schlechter et al. (2015), knowledge workers include skilled professional roles such as doctors, engineers, lawyers, managers and teachers. Studies to date have focused primarily on isolating the efficacy of non-financial and financial rewards with skilled workers, also known as knowledge workers (Kunz & Linder, 2012; Schlechter et al., 2014; Handgraaf et al., 2012; Bussin & Toerien, 2015; Schlechter et al., 2015).

The International Standard Classification of Occupations (2012), abbreviated ISCO, serves to provide a comparison of occupational statistics and classifications internationally. The structured classification aggregates jobs into 436 unit groups categorised into major, sub-major and minor groups based on skill level and specialisation. ISCO will be used as the basis for defining employee categories for the proposed research. ISCO defines skill as the ability to perform the duties and tasks of a specific job. They furthermore define skill level as “a function of the complexity and range

of tasks and duties to be performed in an occupation”. Skill level is considerate of the nature of work, the level of formal education and the amount of informal on-the-job training or previous experience (International Standard Classification of Occupations, 2012).

A summary of the four skill levels described by the International Standard Classification of Occupations (2012) follows.

2.3.1 Skill Level One

Jobs which involve the monotonous, simple, labor-intensive tasks such as gathering, cleaning, sorting, assembling and storing materials or goods by hand or using simple electrical equipment or non-motorised equipment. Occupations in this level may necessitate physical strength, however literacy and numeracy would not form a major part of the job. Relative to the job requirement, completion of primary education may form a requirement. Examples of occupations in this level include garden labourers and office cleaners.

2.3.2 Skill Level Two

At this level tasks include operating electronic equipment and machinery, including the maintenance and repair thereof and the ordering and administration of information. Many occupations at this level necessitate basic to relatively advanced literacy and numeracy, as well as good interpersonal skills. In some instances secondary and vocational education form qualifying criteria for jobs at this level, however experience and on-the-job training can substitute these. Examples of occupations in this level include shop sales assistants, call centre agents, drivers and secretaries.

2.3.3 Skill Level Three

Jobs at this level typically encompass carrying out complex tasks requiring an extensive amount of technical and procedural knowledge in a specialised field. Examples of tasks within this occupation level include compliance with regulation, quantity estimations for projects and coordination and control of workers. Competency at this level is typically obtained through higher education institutions for a one to three year period. Extensive on-the-job training and experience can substitute formal education. Jobs include store and hospitality managers and broadcasting technicians.

2.3.4 Skill Level Four

Occupations at this level require complex problem solving, decision-making and creativity rooted in a vast source of theoretical and factual knowledge in a specialised field. Job performance at this level typically involves the ability to analyse, research and design structure, solutions and processes. Competency at this level is typically obtained through higher education institutions for a three to six year period. Frequently formal qualifications are a prerequisite for this level of occupation. Jobs include marketing and human resource managers and executives, computer system analysts and medical practitioners. (International Standard Classification of Occupations, 2012).

Economics gives us our understating of reduced supply increasing demand (Miles, Scott, & Breedon, 2012). This holds true in that skilled and talented professionals generally receive larger pay given their scarcity and the rise of globalisation (Bussin & Toerien, 2015). Minimum wage is typically more prevalent in roles at skill level one and two with an escalation in employee remuneration (financial reward) as one progresses in skill level through to level four. While stereotyped, the end result is that unskilled or semi-skilled employees are placed in a position of receiving lower income than that of their skilled, knowledge worker counterparts (International Standard Classification of Occupations, 2012).

The above discussion underlined the International Standard Classification of Occupations (2012) as a useful source for classifying skilled and semi-skilled workers. For the purpose of this study semi-skilled employees will be defined as those in level two. Skilled employees will be classified as both level three and four. Skill level one will be accepted as unskilled workers, however for the sake the scope of this study, only semi-skilled and skilled are relevant. While the term skilled worker and knowledge worker are synonymous and will be used interchangeably, skilled worker will be the preferred description to allow for easier comparison to semi-skilled worker. In the next subsection the utility and relationship between financial and non-financial rewards will be discussed.

2.4 Financial Versus Non-Financial Rewards

Views on the effectiveness of financial versus non-financial rewards are indeed diverse. Evidence expressed in the literature review discussed above in 2.2 and 2.3 has focused on skilled workers, and as such these views cannot be inferred for semi-skilled or low-income employees. This again evidences the need for the proposed research.

While Erbası & Arat (2012) support the merit of the coexistence of financial and non-financial rewards as performance drivers, they argue financial rewards is a more effective form of motivation. Kunz & Linder (2012) add to the case of financial rewards by indicating that monetary rewards are not as counterproductive as expected. In a recent study with knowledge workers, remuneration was again found to be the most attractive motivator (Bussin & Toerien, 2015). Demographics, globalisation and diversification were however highlighted as elements driving an increased shift towards the importance of non-financial rewards such as flexibility and development. Employees' career decisions are also increasingly shaped by a more expansive list of attractors (such as recognition), and financial rewards are not perceived as importantly as they once were (Schlechter et al., 2015). Abdullah & Wan (2013) highlight another valid consideration that employees' perceptions of the organisation as being considerate and supportive being partly shaped by non-financial rewards.

Non-financial rewards have also gained regard for their lasting effect relative to financial rewards. Bussin & Rooy (2014) suggest that financial rewards such as bonuses and commission offer temporary change as opposed to longer-term commitment. In research conducted by Handgraaf et al. (2012), using consultants as participants, they compared public praise with private pay. Their findings were not only that social rewards outperform monetary rewards, but also that social rewards had a longer lasting motivational effect. Their view is that this is largely due to the diminishing side effects financial incentives have over other motivations. Non-monetary rewards were also positioned as a cheaper overall strategy to financial rewards (Handgraaf et al., 2012).

As described earlier, recognition is a form of non-financial reward. An empirical study conducted by Chiang & Birtch (2012) using 568 respondents revealed that recognition was rated as the most commonly preferred non-financial reward. Findings developed by Ahmed, Oyagi & Tirimba (2015) from a sample of office workers was that the majority of the employees were motivated by salaries (59.2%), followed by recognition (46.6%). While financial reward was again positioned as the favourite, the proximity of recognition as runner-up motivator implies the merit of its research. Findings in Bussin & Toerien's (2015) research rank recognition in the top tier of importance at 7th of 19 reward components. This research was based on information technology skilled workers.

Literature indicates the need for sensitivity towards the size of the monetary reward. Larger financial rewards could be perceived as more controlling. Smaller rewards are suggested as a preferred approach in order to signal the joint importance of accomplishment over economic gain (Grandey et al., 2013). Given the manipulative

capability of financial rewards they run the risk of unintended consequences such as demoralisation and interpersonal tension stemming from unrewarded employees. Financial reward programmes may also reduce levels of organisational commitment (Salie & Schlechter, 2012).

While literature seems to indicate that financial rewards still appear to be the motivational front-runner, this view is however subject to a number of cautions. Caveats include, but are not limited to, perceived manipulation, crowding out of intrinsic motivation and group morale, cost implications, nature of employment (creative), long-term usefulness, and the perception of organisations brand. What is clearly notable is the complexity and interdependence of financial and non-financial rewards.

A more detailed review of one considerable caution, the phenomenon of crowding out the impact of non-financial rewards with financial rewards, follows in the subsection below.

2.5 ‘Crowding Out’ Extrinsic Motivation

Kunz & Linder (2012) postulate that financial rewards replace intrinsic motivation with extrinsic motivation. This view is embedded in cognitive evaluation theory, a version of self-determination theory described earlier (Robbins & Judge, 2013).

Much of the source of debate regarding comparable effectiveness of extrinsic and intrinsic motivation lies in varying concepts of intrinsic motivation. The debate revolves around the intrinsic motivation construct comprising either one or two dimensions. The first dimension is the pure enjoyment of performing a task irrespective of any resultant benefits or punishment (enjoyment-based motivation). The second dimension is the result of an activity aligning to one’s personal norms (norm-based motivation). Kunz & Linde (2012), indicate the need to discern between enjoyment-based and norm-based tasks in the application of rewards. They are of the view that enjoyment based motivation is important in individuals with knowledge intensive jobs, alluding to the premise that this would not hold true for routine based work (Kunz & Linde, 2012). They implore the need for a move away from one-size-fits-all approach and suggest that affiliative rewards have distinct benefits, whereas the effect of monetary rewards is more nuanced (Kunz & Linder, 2012). Amabile (1998) provides an additional level of granularity to the abovementioned argument by stating that intrinsic motivation may in fact produce higher degrees of productivity than extrinsic motivation when creativity is required.

Grandey et al. (2013), provide some theoretical evidence that employees are inherently dissatisfied with the feeling that their emotions are purchased as a commodity of labour.

This is however then juxtaposed with their mention of several studies negating the undermining effect of extrinsic rewards by questioning the evidence available. Their findings go one step further in stating that monetary rewards are positively related to intrinsic motivation, the opposite of the crowding out phenomenon. Grandey et al. (2013), end their research, however by signaling the possibility that monetary rewards have the potential to undermine self-concept, team harmony and social exchanges. This study supports that the provision of the monetary reward should be accompanied with recognition and praise as an ideal approach. Respondents to this research were front-line service employees, a closer comparable to this research topic (Grandey et al., 2013).

Potential detrimental interplays exist between monetary rewards and norm-based motivation driven largely by a principal-agency theory (Kunz & Linde, 2012). A move away from a “transactional” employee contract, rooted in the employee expending energy solely in response to incentives, is necessary (Louw et al., 2012). Jin & Huang (2013), oppose the conventional view that economic gain should trump non-monetary rewards. Their research found that customers were more inclined towards in-kind rewards (non-monetary) over monetary rewards. They further described that monetary rewards prime individuals for transactions as opposed to social relationships, resulting in less communal and cooperative behaviours. This view is in part supported by Chiang & Birtch (2012), who reinforce that non-financial rewards draw on a social exchange perspective. This relational approach provides the benefit of the employment exchange being characterised by a longer-term employment exchange as described in the previous subsection.

Deci (1975), presents the incompatibility of extrinsic and intrinsic rewards and the threat financial rewards pose on intrinsic motivation. This was later complemented with a meta-analysis of 128 studies by Deci, Koestner & Ryan (1999). They note that rewards are a simply a special case of a general issue, the control versus self-determination of human behavior in a social context (Deci et al., 1999).

Researchers appear chiefly convinced that the causal link of monetary rewards crowding out of intrinsic motivation exists (Weibel, Rost, & Osterloh, 2010). Mottaz (1985) however suggests that the crowding out phenomenon is unlikely to render the same detrimental effect in mundane, repetitive tasks such as that performed by many semi-skilled workers. Kunz & Linde (2012) appear to agree with the view by suggesting the negative effect of crowding out is only applicable in non-repetitive tasks.

Motivation through financial rewards motivation forms an employment relationship characterised by short-term financial exchanges within which employees maximize their

exchange value aligned to their self-interest (Chiang & Birtch, 2012). As a more far-reaching consequence over and above the fabric of employee relationships, organisations' remuneration systems are said to signal its values, culture and philosophy (Schlechter et al., 2014).

In the section above research indicates additional caution is required in implementing financial rewards given that they can be perceived as controlling and manipulative, may prove to be costly, provide shorter term return, signal transactional relationships as well as the culture of the organisation. Interestingly Mottaz (1985) partly negates the notion of crowding out in the context of what the International Standard Classification of Occupations (2012) would deem skill level one and two. This position held by Mottaz (1985) is relevant to this study in that if it is accepted and practiced by organisations, however is incompatible with the views of semi-skilled workers, the result will be reduced levels of motivation. An understanding of the impact context has on rewards is explored in the subsection below.

2.6 Reward Application in Context

Studies to date have focused on the results of knowledge of skilled workers as the sample, but a call for context is required.

Chiang & Bitch (2012) contextualise the performance of financial and non-financial rewards, through the lens of Hofstede's four cultural dimensions. They achieve this through the comparison of respondents in Hong Kong compared with Finland, which are deemed as polar cultural opposites (Robbins & Judge, 2013). They argue that culture and context are key determinants of reward preferences, and as a result, behaviour (Chiang & Bitch, 2012).

The utility of the reward, specifically the perception of the financial or non-financial reward, is dependant on an understanding of the cultural setting of its application. Masculine cultures prefer competition, performance, economic focus and emphasis on self. Feminine cultures by contrast are more socially orientated and likely to be more receptive to non-financial rewards such as social recognition (Chiang & Birtch, 2012).

Individualists are primarily motivated by short-term, economic, individual financial exchanges compared with collectivists who seek to uphold group harmony, collaboration and morale and preserve the quality of relationships. Collectivists appear to side with group-based rewards enabled through collaboration (Chiang & Birtch, 2012).

High power distance cultures are inclined towards exchange-based relationships offering financial rewards. Those in low power distance cultures have a classless view hinged upon participative, decentralised structures, which foster interaction and relationship building. While high power distance individuals are motivated by financial rewards, low power distance culture individuals see non-financial rewards as a more engaging motivator (Chiang & Birtch, 2012).

Weak uncertainty avoidance cultures see variance from norms as instrumental and support freedom for the benefit of diversity, creativity and curiosity. Intrinsic motivation surfaces as the lead in motivating these explorers. Strong uncertainty avoidance cultures by contrast crave the clarity and stability of fixed measurable rewards (Chiang & Birtch, 2012).

Culture is not the only contextual variable which influences reward preference and perception. The environment within which an organisation operates is an added factor of consideration in the view of which reward may be deemed as most appropriate. Furthermore, where a financial crisis is prevalent employees are found to behave in a more transactional fashion, supporting short-term exchanges and stability as their key motivator. (Chiang & Birtch, 2012).

Beyond culture, the study of the reward preference and perception in specific contexts or in light of specific moderating effects has gained increased momentum of late. Bussin and Rooy (2014) conducted a study to investigate varying reward perception across different generations. Schlechter et al. (2015) conducted a study of non-financial reward attractiveness with the purpose of establishing whether demographic differences impacted results. The sample was unfortunately limited to skilled knowledge workers. Bussin & Toerien (2015) found that demographics such as age, gender, marital status and race performed a significant part in defining reward preferences. Knowledge workers again formed the respondents studied, more specifically information technology workers.

Reward systems need to be designed in such a way that they are perceived as meaningful across various levels and jobs (Schlechter et al., 2015). This subsection evidences that context and culture plays a role in the valuation of the total rewards organisations offer their employees. A logical extension of the above discussion is that employee level, defined by skill in this study, should form a consideration in the design and implementation of total reward strategy. This view is further substantiated by Louw et al. (2012), who conducted a study on the productivity inhibitors and enablers across different employee levels.

In concluding the literature review, organisations today need to be cautious of the status quo of accepting that semi-skilled workers are satisfied with the same rewards as skilled workers. To mitigate employer brand risk and employee turnover direct and indirect costs, organisations are compelled to consider their total reward mix for their total workforce and not simply their skilled workers (Bussin & Toerien, 2015). A larger reward range is becoming increasingly topical with non-financial rewards forming a key consideration, both for their intrinsic motivational worth as well as their lower cost implications (Kunz & Linder, 2012; Amundson, 2007). This study explores the value semi-skilled workers assign to non-financial rewards as opposed to financial rewards and uncovers some of the misconceptions skilled managers may have in this regard.

The most appropriate research methodology and design is discussed below.

Chapter 3. Research Questions

Research questions posed in this chapter are done in both a broad as well as granular fashion. More specifically questions seek to firstly identify whether semi-skilled employees are chiefly motivated or demotivated by financial or non-financial means. Secondly the discussion guide, as illustrated in Appendix 1 and Appendix 2, served to explore and acquire more specific constructs and themes underlying the reason for the inclination towards financial or non-financial rewards being deemed superior in its perceived value. The discussion guide was not rigidly followed in a linear fashion, as exploratory researchers are required to exercise flexibility to ensure the discovery of new ideas (Zikmund, Babin, Carr, & Griffin, 2010).

Research questions were furthermore limited to three broad areas given that the nature of the study is exploratory and the intended output was quality of data as opposed to quantity as may be the case with quantitative studies (Saunders & Lewis, 2012). In addition to this, findings needed to aggregate views across three organisations representing three distinct industries, as well as levels of employees. The three broad research questions are listed below.

- 3.1 Research Question 1: What Motivates Semi-Skilled Workers To Do Their Job?**

- 3.2 Research Question 2: What Demotivates Semi-Skilled Workers To Do Their Job?**

- 3.3 Research Question 3: Do Semi-Skilled Workers Prefer Financial Or Non-Financial Rewards?**

Chapter 4. Research Methodology and Design

4.1 Choice of Methodology

A deductive research approach is one in which a theoretical proposition is tested through a research strategy. In this instance questions are defined and operationalised from theory that exists. Answers to these questions are then sought to test congruence with or divergence from general theory (Saunders & Lewis, 2012).

Research also varies in the type of study conducted. Three types of studies are primarily used based on their application (Saunders & Lewis, 2012).

Firstly, exploratory studies are about the discovery of information in a specific field that is not clearly understood. These studies are well suited for qualitative methods like interviewing. Secondly, descriptive studies aim to accurately describe specific events, people or situations. The responses to research with these studies should be quantitative. Thirdly, explanatory studies extend beyond the description of an event as above to an explanation for its occurrence. Explanations are provided through the identification of causality between key variables.

As discussed in the literature review, the topic of reward preference and perception has been extensively researched with skilled or knowledge workers. Given that research has not done the same justice for semi-skilled workers, the understanding in this area is limited and as such an exploratory study is the most appropriate approach. An exploratory study also allows for more depth and richness in the findings given the reduced structure comparable with that of descriptive studies (Saunders & Lewis, 2012). The above evidences that an exploratory approach was the most relevant methodology for this study.

Where accuracy and quantifiable results are essential to research, quantitative research is best suited. Descriptive studies do not necessarily answer the motivation behind the results, a feature which qualitative research is better suited for. In the case of the research conducted for this project, semi-skilled workers perceptions and preferences regarding non-financial rewards was an essential output. Understanding responses would be in an audio format, requiring coding, the best suited approach was qualitative research (Creswell, 2009).

Triangulation is the use of two or more independent sources of data intended to corroborate findings and improve the credibility of results (Saunders & Lewis, 2012). This study made use of multiple levels of employees, semi-skilled and skilled, within each subset organisation to improve the credibility of the findings. The intent was furthermore to discern differences in perception of financial and non-financial reward utility between semi-skilled workers, middle management and senior management.

Furthermore reasoning for the aforementioned approach was that respondents, who may have felt anxious regarding their literacy and numeracy competency to complete a quantitative survey, would feel more comfortable participating in an interview. Given the time constraints prohibiting repeat surveys, the time horizon for this study was cross-sectional (Saunders & Lewis, 2012).

4.2 Population

A population is the total composition of members from where the sample or subgroup is selected for research (Saunders & Lewis, 2012). The population for this research consisted of both semi-skilled and skilled employees employed by companies in South Africa. More specifically three different industries were selected. The three companies selected operate in the industries of building retail, hotel, and contact centre services. Creswell (2009) describes that one technique to improve the validity and strength of the findings of qualitative research is through the collection of data from multiple sources. In the case of this study the use of various organisations representing distinct industries as well as acquiring data from various employee levels aimed to achieve the ideal Creswell (2009) suggested.

This population was appropriate given that the study intended to understand the value semi-skilled employees place on non-financial and financial rewards, as well as the perceptions skilled managers hold in this regard. Companies whose workforce did not include semi-skilled workers were as a result not a part of the population. The sampling method, subset quantity, and targeted number of participants are detailed in subsection 4.3 and 4.4 below.

4.3 Unit of Analysis

While the semi-skilled and skilled employees are theoretically the units of analysis, at a more specific level, the primary unit of analysis targeted was reward perceptions and preferences of semi-skilled workers. Given that some of the participants did not have

access to the rewards they might have indicated as valuable or invaluable, or that this may have been at varying degrees, their perceptions and not necessarily reality was what was being analysed. Equally in the line of exploratory questions posed to the middle and senior management, one can only infer that perceptions were analysed, and not reality (Saunders & Lewis, 2012).

4.4 Sampling Size and Method

Saunders & Lewis (2012) describe that a subgroup of a population need not be a subset of employees, but it can be a subset of organisations. Diversity was planned for in that the respondents interviewed were part of companies in different industries, namely building retail, hotel group, and contact centre services. A Human Resources manager working at each of the companies within the industries indicated above, was approached to approve the research with a sample of its employees. The request for researching employees included a consent letter and the intended number of respondents as discussed below.

4.4.1 Sample Size

The subset of organisations totaled three. The planned sample per company was as follows:

- Semi-Skilled: approximately 25 respondents per company
- Skilled (middle management): approximately 7 respondents per company
- Skilled (senior management): approximately 2 respondents per company

The total number of respondents was multiplied by the three organisations, to determine the potential sample size. As a result the total targeted number of respondents was over 100. The rationale for targeting over 100 respondents was to make allowance for respondents who may have not arrived for the interview for various reasons, and so as to ensure the final number of respondents would be at least in excess of 50. The final sample size was 75 participants as detailed in the data collection subsection 4.6.

4.4.2 Sampling Method

Sampling techniques include probability and non-probability sampling. Probability sampling includes a variety of techniques designed to randomly select a sample from the complete population. Non-probability sampling, include a variety of techniques designed

to select a sample when the complete population is not available, making it non-random (Saunders & Lewis, 2012). Given the unlikely possibility of amassing a list of all semi-skilled workers across South Africa, coupled with the constraint of physically being unable to interview employees across the country, non-probability sampling was the most appropriate technique for this research.

A number of sampling techniques are available within non-probability sampling. The most suitable and relevant techniques for this study are described and discussed below.

Quota sampling technique ensures the sample represents certain criteria characteristics selected, such as a specific number of employees to interview. In this research, the quota sampling was the first technique used. This was firstly to ensure the minimum number of three companies will be available for the organisation subset, and secondly to target the minimum ideal of 50 respondents to improve the validity of the findings (Saunders & Lewis, 2012).

Purposive sampling is a technique whereby the researcher selects a sample based on their judgment. This technique was adopted and deemed as appropriate in an organisation targeting multiple and distinct industries, that allowed for diversity in the sample (Saunders & Lewis, 2012).

Sampling on the basis of convenience is a technique, which is motivated by ease of sampling. This technique was implemented in this study given that there was a deliberate effort to select organisations based in Johannesburg, South Africa. This was done primarily due to time constraints of acquiring and analysing the data (Saunders & Lewis, 2012).

4.5 Measurement Instrument

While quantitative studies are intended to improve measurability and accuracy, conducting surveys would more than likely require increased levels of literacy and numeracy comprehension, which is not guaranteed among semi-skilled workers (International Standard Classification of Occupations, 2012). As a result, quantitative surveys would have been inappropriate for this study and quite likely yielded less credible results as opposed to an interview led by a discussion guide.

Given that the study was exploratory, interviews were a suitable qualitative data gathering technique. Semi-structured interviews were in part guided by a set of predefined questions, whereas the format of unstructured interviews was an open and

liberal discussion regarding a topic with as little direction as possible (Saunders & Lewis, 2012). Semi-structured interviews allow interviewees the ability to plan a sequence of themes to be explored. Facilitation and projection are added advantages at the disposal of face-to-face interviews. The interviewer can identify and attempt to remedy any limiting effects based on comprehension and even anxiety (Qu & Dumay, 2011).

Furthermore, semi-structured interviews have the benefit of reduced structure allowing for richer and possibly unforeseen results, highly applicable to exploratory studies such as this one. In light of the above, it is clear that semi-structured face-to-face interviews were the most suitable instrument for this research. The discussion guides are attached in Appendix 1 and Appendix 2.

4.6 Data Collection

Human Resource managers at companies in multiple industries were approached to request that they form the potential subset organisation samples for the research. Companies were advised of the utility of the research and the fact that the research would not incur any direct costs to them. Companies were requested to approve their participation in writing to ensure commitment and safeguard the interviewer and the Gordon Institute of Business Science from any claims.

Table 1: Total number of interviews and respondents by employee level and industry

	Interview / Focus Group Sessions	Respondents
Semi Skilled Employees		
Building Retailer	3	21
Hotel Group	5	21
Contact Centre	2	13
Total	10	55
Middle Management		
Building Retailer	1	6
Hotel Group	1	4
Contact Centre	1	4
Total	3	14
Senior Management		
Building Retailer	2	2
Hotel Group	1	2
Contact Centre	2	2
Total	5	6
TOTAL	18	75

A breakdown of the number of interviews and respondents at the various employee levels per company is illustrated in table 1 above. The final number of participants was 75, well over the targeted 50. This number was yielded from 18 interviews across the three companies. The number of respondents is sufficient enough a sample to showcase diversity and ensure the findings are useful (Saunders & Lewis, 2012).

As can be seen from table 1 above the number of respondents per interview varied. For example, a total of 21 semi-skilled respondents from both the building retailer and hotel group participated in the interviews, however the number of interview sessions differed from three to five respectively in this example.

4.6.1 Respondent Grouping

The interviewer setup a series of interviews as per the guideline below, at dates and times as convenient to each organisation. The interviewer was sensitive to disrupting the organisations' operations and mitigating any risks of interviewee anxiety or frustration over the interview time and length. Several interviews were scheduled in an attempt to remove some of the bias, which may have otherwise occurred if skilled and semi-skilled employees were combined, or the audience was too large (Robbins & Judge, 2013). The estimated number of interviews, intended respondents in each, and expected interview duration was as follows:

- Semi-skilled employees: approximately 3-4 interviews of 30-60 minutes in length with 5-8 participants per company
- Middle management: 1 interview of 30-60 minutes in length with approximately 7 participants per company
- Senior management: 1 interview of 30-60 minutes in length with approximately 2 participants per company

As can be seen from table 1, the final outcome was largely aligned to the intended structure. Interviews with semi-skilled workers were primarily conducted in focus groups so as to reduce any anxiety, which individual interviews may have introduced. Interviews with middle management were also primarily focus groups given that the average number of attendees was five. Senior management interviews were all one-on-one interviews, with the exception of the hotel group where the two senior managers were interviewed in the same session. The reason for the one-on-one interviews with senior managers was mainly to allow a forum for richer exploration into their perceptions and how these may

have contradicted or confirmed perceptions from semi-skilled workers. Practically, sensitivity towards the limited time senior managers had available was an added factor.

4.6.2 Interview Facilitation

Interviews were conducted in English as this is the language of business in Johannesburg, South Africa. The researcher was able to assist in clarifying questions in Afrikaans, as this is the second highest first language in Gauteng, where the research took place (Statistics South Africa, 2011).

A translator was initially considered as a means of reducing any possible objections raised by those who read the final research findings. However given that the semi-skilled workers as defined in this study (International Standard Classification of Occupations, 2012) are individuals whose occupations require basic to advanced literacy; the fact that English is the language of business in Johannesburg; and that the discussion guide has been constructed using plain language; a translator was not necessary. The facilitator was furthermore sensitive to perceived misunderstandings during the interviews and where necessary explained and rephrased questions.

Participants were warmly welcomed at each interview and the researcher made efforts to ensure they were physically and psychologically comfortable. Participants were advised of the confidentiality of their results and that their involvement was entirely voluntary. An indication of the duration the interview was provided as well as the fact that the session was recorded to ensure the researcher could engage fully with the respondents as they provided feedback.

A number of facilitative statements were made in an effort to encourage open participation. Participation was positioned to serve a field of knowledge and not to be misunderstood to be a forum for the respondents to lobby others and skew results to serve self-interests. Employees were advised that the exercise is merely academic; that the researcher was an external entity and that the results were not intended to have any bearing on their working conditions. At the end of each interview session participants were sincerely thanked and the completed and signed consent letters collected (Saunders & Lewis, 2012).

4.7 Data Analysis

Audio recordings of a combined total of 18 interviews and focus groups conducted were transcribed onto individual word documents. Transcripts were then imported as text files, coded and analysed using Atlas.ti. The researcher elected to make use of Atlas.ti qualitative analysis software for the analysis of the data based on a series of functions it has available. The predominant research functions, which substantiated the selection of Atlas.ti software, were the following:

- The ability to theme qualitative data into codes
- The ability to aggregate codes into specific groups
- The ability to isolate and save specific respondent quotations, which captured the essence of specific themes or constructs

Creswell (2009) indicates that quotations can form part of the qualitative data analysis. Quotations, which captured and contextualised the essence of the theme discussed, are presented in chapter 5 of this study. Data was logically categorised and coded according to the questions posed and broadly themed according to financial and non-financial rewards. The deductive approach was adopted in that sub-categories within each reward type were identified in the review of literature and theory. Given that the study is exploratory, certain themes emerged during the primary data collection process, which offered additional value to the study (Saunders & Lewis, 2012).

4.8 Limitations

- While diversity was planned for by selecting companies in various industries, the sample may still not be representative of the population of semi-skilled workers, and non-probability sampling contributes to the limitation of the study.
- While every effort was made to create an environment conducive of non-biased results, literacy levels, language and cultural barriers could have, affected this to some degree.
- Chiang & Birtch (2012) rightfully indicated their study was limited in that it exclusively compared the effect of culture on reward preference in two countries. Similarly this research will be limited to the respondent's place of work being Johannesburg, South Africa, questioning the usefulness of the results in other geographies.
- The environment within which an organisation operates is an added factor of consideration. Where a financial strain is prevalent employees are found to behave in a more transactional fashion, supporting short-term exchanges and stability as their key motivator (Chiang & Birtch, 2012).

- Despite best efforts some respondents might have still felt anxious over the bearing of the results of the study on their conditions of employment.
- While the intention was to ensure some consistency in the number of respondents per focus group this was not always possible. While the average amount of respondents per focus group was five, there were two instances where the semi-skilled research took the nature of a one-on-one interview and one instance where the number of respondents was 13. The reason for this variance was the result of organisations not wanting to disrupt their day-to-day business operations during the research.

Chapter 5. Results

The focal point discussed in the results is aligned to the topic of understanding reward preference, specifically non-financial, with semi-skilled workers. Differences in perception between semi-skilled workers, middle management and senior management are also captured throughout the results. Each section provides aggregated results per question, results per employee level, and where commentary captured during the analysis was found to be significant, this is discussed. Quotations from interviewees, which appear to have captured the essence of relevant themes, are additionally included.

To gain maximum utility from the research conducted, industry nuances have been illustrated at the various employee levels. While stark differences in opinion and perception are noticeable and in some cases mentioned, as previously mentioned, the focal point is the aggregated results per employee level.

5.1 Research Question 1: What Motivates Semi-Skilled Workers To Do Their Job?

Question one is answered at the three employee levels of semi-skilled workers, middle management and finally senior management. The order of the results presented below are, firstly whether the construct which motivates the semi-skilled worker is of financial or non-financial nature, and secondly a description thereof. The results provided by semi-skilled workers are from their own personal experience, while that of managers are their perceptions.

Responses of what motivates semi-skilled employees were broadly categorised into either financial or non-financial in nature. The first section below delineates the two, after which a ranking of the financial and non-financial constructs discussed by the interviewees follows.

5.1.1 Motivation Reasoning Categorised as Financial or Non-Financial

Table 2: Motivation Reasoning Categorised as Financial or Non-Financial

	Semi-Skilled		Middle Management		Senior Management	
Motivated Financial	21	10%	10	20%	20	35%
Motivated Non-Financial	192	90%	39	80%	37	65%

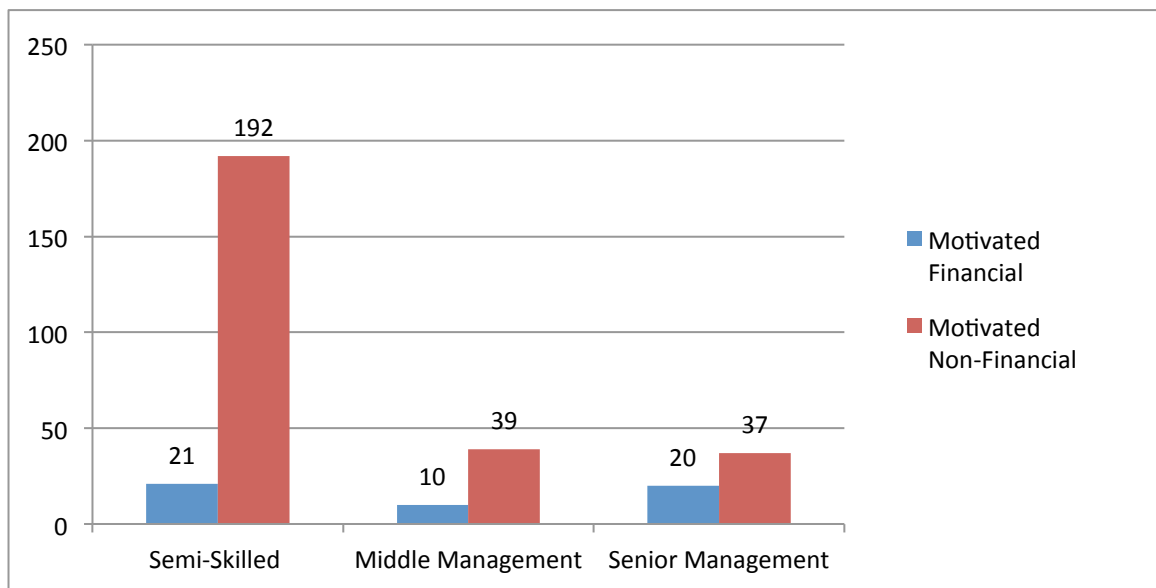


Figure 1: Motivation Reasoning Categorised as Financial or Non-Financial

Table 2 provides a count of non-financial motivation constructs discussed as opposed to financial constructs. Motivation from non-financial constructs accounted for 90% of the discussion with semi-skilled workers, 80% of the discussion with middle management and 65% of the discussion with senior management. Irrespective of industry semi-skilled workers spent the lion-share of their time in the focus groups discussing constructs of non-financial nature when asked what motivates them. The question targeting what motivates the semi-skilled workers was posed twice during the semi-skilled worker interview at separate intervals in different ways, in order to strengthen the validity (Creswell, 2009) of the findings. The difference in how the question was framed can be seen in the discussion guide in Appendix 1, more specifically question one and seven.

Table 2 infers that middle management and senior management also spent the bulk of their time in the interview focusing on non-financial constructs. Figure 1 indicates that the proportion of the reasoning being financial compared with non-financial increases from

semi-skilled workers, to middle management, and even more so in the case of senior management.

5.1.2 Financial Motivation Reasons Ranked

5.1.2.1 Semi-Skilled Workers

Table 3: Financial Motivations (descending order): Semi-Skilled

Rank	Financial Motivation	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
1	Salary	10	4	4	2
2	Incentives	6	1	4	1
3	Bonus	2	1	0	1
4	Education	2	0	1	1
5	Training	1	1	0	0

As can be seen in table 3 salary ranks first based on semi-skilled workers. Incentives rank much higher in the minds of semi-skilled workers than it does in that of middle management in table 4. Education and Training has been listed as a financial reward given that an organisation would bear a direct financial cost to offer this to its employees.

In terms of industry nuances, it is noted from table 3 that the contact centre respondents were the key contributors to ranking incentives second, respondents in other industries did not pay as much homage to this type of financial reward as motivating.

The following interviewee quotations captured some of the essence of the theme that financial rewards offer more motivational value.

“I’ve got to pay bills...”

“...my main goal here is to earn a decent salary because at the end of the day I have a lifestyle to maintain.

“Yes I think what motivates me most is the incentives, the company has got a lot of incentives. At the end of the month I can see the difference in my pockets.”

“As simple as that question is it is also difficult, money would be first.”

“You can’t buy happiness, but it does make the world go round.”

5.1.2.2 Middle Management

Table 4: Perceived Financial Motivations (descending order): Middle Management

Rank	Financial Motivation	Middle Man All	Middle Man Building Retailer	Middle Man Contact Centre	Middle Man Hotel Group
1	Salary	7	3	2	2
2	Day(s) Off	1	0	1	0
3	Education	1	0	0	1
4	Incentives	1	0	1	0

Middle management perceived salary as the number one financial motivation for semi-skilled workers as can be seen in table 4 above.

“For semi-skilled workers, I would say that their motivation is just a pay check at the end of the day, like I don’t think there is much job satisfaction that they get. It’s just a matter of coming in and getting it done, they sit there and watch the clock 12 o’clock comes, it’s lunch time now they have to go for lunch. 4 O’clock comes and it’s time to leave again.”

There were no other significant trends observed from table 5, other than the fact that senior management perceived incentives to be important, which middle management did not discuss at the same length.

5.1.2.3 Senior Management

Table 5: Perceived Financial Motivations (descending order): Senior Management

Rank	Financial Motivation	Senior Man All	Senior Man Building Retailer	Senior Man Contact Centre	Senior Man Hotel Group
1	Salary	11	4	5	2
2	Incentives	6	2	4	0
3	Shares	2	0	0	2
4	Day(s) Off	1	0	1	0

Senior management also perceived salary as the number one financial motivation for semi-skilled workers as can be seen in table 5. Distinct from middle management, senior management also perceived that incentives were a substantial form of financial motivation for semi-skilled workers.

“Very simply it’s the cash, money, salary.”

“Because its survival, the higher you go yes it’s nice to get the rewards etc., but at the end of the day he has to feed his family, he’s got to put food on the table.”

“He lives for now.”

5.1.3 Non-Financial Motivation Reasons Ranked

Compared with financial motivation constructs described above, a substantially higher number of non-financial motivation constructs exist below. In light of this, the top five constructs at each level were isolated and explained in more detail. Where constructs of a lower ranking were similar or related to the top five, these have been discussed within the related heading. Where interviewees shared quintessential quotations beyond closed-ended answers or simple descriptions, these have also been included.

5.1.3.1 Semi-Skilled Workers

A breakdown of the non-financial motivation themes ranked follows in table six.

Table 6: Breakdown of Non-Financial Motivations (descending order): Semi-Skilled

Rank	Non-Financial Motivation	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
1	Customer Satisfaction	18	1	8	9
2	Interaction in General	14	2	3	9
3	Recognition in General	14	3	2	9
4	Team Spirit and Ethic	13	0	2	11
5	Challenging Work	10	3	4	3
6	Autonomy	8	1	7	0
7	Recognition from Management	8	0	3	5
8	Interaction with Customers	7	3	1	3
9	Career Growth	6	5	0	1
10	Positive Environment	6	2	2	2
11	Task Identity	6	0	0	6
12	Contribution to Company Results	5	3	1	1
13	Customer Feedback	5	2	0	3
14	Learning from Others' Experiences	5	2	2	1
15	Personal Growth	5	4	1	0
16	Seeing Peers Grow	5	1	2	2
17	Self-Motivated	5	0	0	5



18	Dynamic Environment	4	0	2	2
19	Employer Relations and Respect	4	1	3	0
20	Physical Environment	4	2	0	2
21	Relationships with Peers	4	2	0	2
22	Supportive Environment	4	1	0	3
23	Achieving Target/s	3	1	2	0
24	Industry Passion	3	0	0	3
25	Supportive Management	3	1	2	0
26	Effective Leadership	2	1	0	1
27	Efficient Work Environment	2	0	1	1
28	Future Aspirations	2	2	0	0
29	Job Security	2	1	0	1
30	Leadership Feedback	2	0	1	1
31	Learning	2	2	0	0
32	Meeting Supervisors Expectation	2	0	0	2
33	On-The-Job Learning	2	1	0	1
34	Work Life Balance	2	0	1	1
35	Opportunity to be Heard	1	0	1	0
36	Performance Feedback	1	0	0	1
37	Sense of Belonging	1	0	0	1
38	Status	1	0	1	0
39	Supervisor Personality	1	0	0	1
40	Task Variety	1	1	0	0
41	Teambuild	1	0	1	0

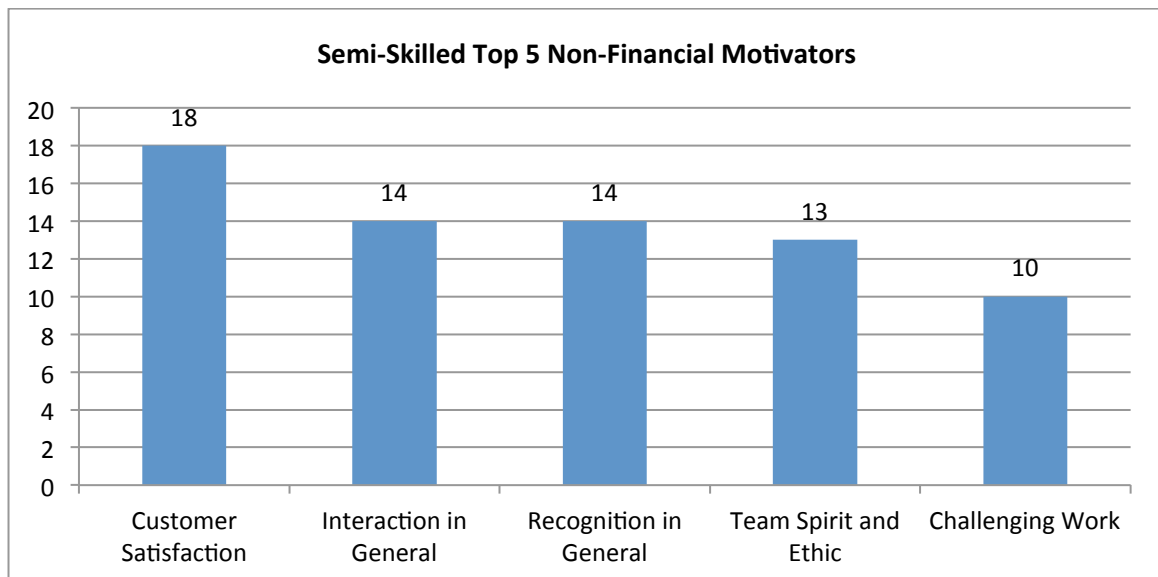


Figure 2: Top Five Non-Financial Motivations (descending order): Semi-Skilled

Note that in table 6, recognition has been separated into recognition in general and recognition from management, which if summed together would have ranked first. Separately however these two constructs still fall within the top 10 non-financial motivators.

Distinct from management we see that customer satisfaction, interaction, and challenging work do not feature on the list of managements' perceived non-financial motivators for semi-skilled workers.

The constructs, which appeared to be key trends, will now be explained in more detail.

5.1.3.1.1 Customer Satisfaction

Semi-skilled worker interviewees ranked customer feedback in first position as their non-financial motivator as per table 6 and figure 2. Related constructs, which did not form part of customer satisfaction included customer feedback and interaction with customers. From an industry perspective it is noted that the contact centre and hotel group account for the bulk of the high score on customer satisfaction. Semi-skilled building retailer workers did not find this nearly as appealing with career growth featuring as their top form of non-financial motivation.

"I love rendering service, which is my job as well so that motivates me every day because I get to do what I love the most. "

"...you ask the client if they are happy and the feedback and the reaction that the client gives you when you are done, they are very happy with the product and some will say that you have made my day so that also makes you want to come to work every day."

"Normally when they check out they will write a little note to say she was so helpful and she did this and that. Then we'll get an email, even if we have done something wrong..."

"It's nice to interact with customers and having a conversation with them, just the interactions between me and the customers."

"So that's what I also love about this job to appreciate guests."

5.1.3.1.2 Interaction

While general interaction ranked second as seen in figure 2, one can notice that customer interaction could also be added to general interaction. In this research the two

constructs were separated to offer a more granular view of semi-skilled worker perceptions. The quotations are examples of the discussion surrounding this theme.

“It’s not what you do, but who you interact with that makes your work fun. Working on the computer is not fun but interacting with other people is”

“Well the only reason that I love my job is that I love speaking to people and I get to do that a lot.”

“The people. Meeting different people every day.”

5.1.3.1.3 Recognition

General recognition ranks third as a non-financial motivator as illustrated in figure 2. This theme excludes recognition from management ranked seventh in table 6. Quotations encapsulating both, recognition in general, and recognition from management are included below.

“A daily thank you, in this environment you hardly hear a thank you. Just coming in and say thank you for this, you don’t know how much it means...”

“Sometimes you just need that extra motivation like you know when you go to work and you do good and someone recognises that even if you get a salary at the end of the day at least you know that wherever I’m working I’m happy. So it’s all about happiness and you recognise what I’m doing and it’s not just like I am a number.”

“... you don’t have to be bought stuff to feel recognised small things like announcing hey this person did that yesterday like that is what you get from home and we are used to that and I feel if you are not at home you are at work and this is your family basically.”

“Sometimes recognition can be more important, being recognised might get you further than a short term financial reward so what you put out there can be in the long term results more effective so that does in a way help. It is in a way better than a financial reward. Because financial rewards are short-term.”

“You don’t have to have a gold watch but a verbal appreciation of what you have done would be nice”

“If somebody says to you, Thank You guys, then you won’t mind to like sacrifice for the company, you won’t mind working extra hours....”, “If there is a thank you that will motivate you to more further, to go further. To go the extra mile.”

5.1.3.1.4 Team Spirit and Ethic

Relationships with peers and seeing peers grow were also constructs listed in table 6, which could also be considered as part of the same theme. Team spirit and ethic received a ranking of fourth and were coded as such where respondents expressed views such as the quotations below.

“And also what can motivate you is team work, you know that when you go to work you have got people who will actually work together to achieve a certain goal that’s also motivating to you to get and go to work.”

“I would also stress team work, we do work better as a whole because sometimes you can just know everything and want to produce everything by yourself and it’s good to refer to your fellow colleagues on the side and say ok my idea is to do it this way, do you have a better idea? So that we can produce a better product in the end so I think teamwork really does help a lot.”

An uneven ranking of the theme is evident in that the hotel group interviewees ranked this theme very high, while the building retailer respondents did not share the same sentiment.

5.1.3.1.5 Challenging Work

Ranked fifth in figure 2, semi-skilled workers expressed that another form of non-financial motivation was a result of work, which proved stimulating through its complexity, difficulty and uniqueness. This construct received the most even ranking of the top five non-financial motivators from each industry type as seen in table 6.

“The moments when you solve a difficult problem that is the most fun part, you get to learn and grow from your mistakes.”

“Yes it’s a day to day challenge, no days are the same. Today you have this tomorrow you have that. No day is the same.”

“So it’s speaking to an attentive client who either asks a question or give an objection that you can lead and guide them so that’s what motivates me”

5.1.3.2 Middle Management

Table 7: Perceived Non-Financial Motivations (descending order): Middle Management

Rank	Non-Financial Motivation	Middle Man All	Middle Man Building Retailer	Middle Man Contact Centre	Middle Man Hotel Group
1	Recognition in General	7	3	2	2
2	Status	6	0	6	0
3	Career Growth	5	4	1	0
4	Self-Motivated	3	0	0	3
5	Leadership Feedback	2	0	2	0
6	Performance Feedback	2	0	1	1
7	Positive Environment	2	0	2	0
8	Recognition from Management	2	0	0	2
9	Team Spirit and Ethic	2	0	2	0
10	Autonomy	1	0	1	0
11	Customer Satisfaction	1	1	0	0
12	Increased Responsibility	1	0	1	0
13	Interaction with Customers	1	1	0	0
14	Job Security	1	1	0	0
15	Opportunity to be Heard	1	0	1	0
16	Physical Environment	1	0	1	0
17	Supportive Environment	1	0	0	1

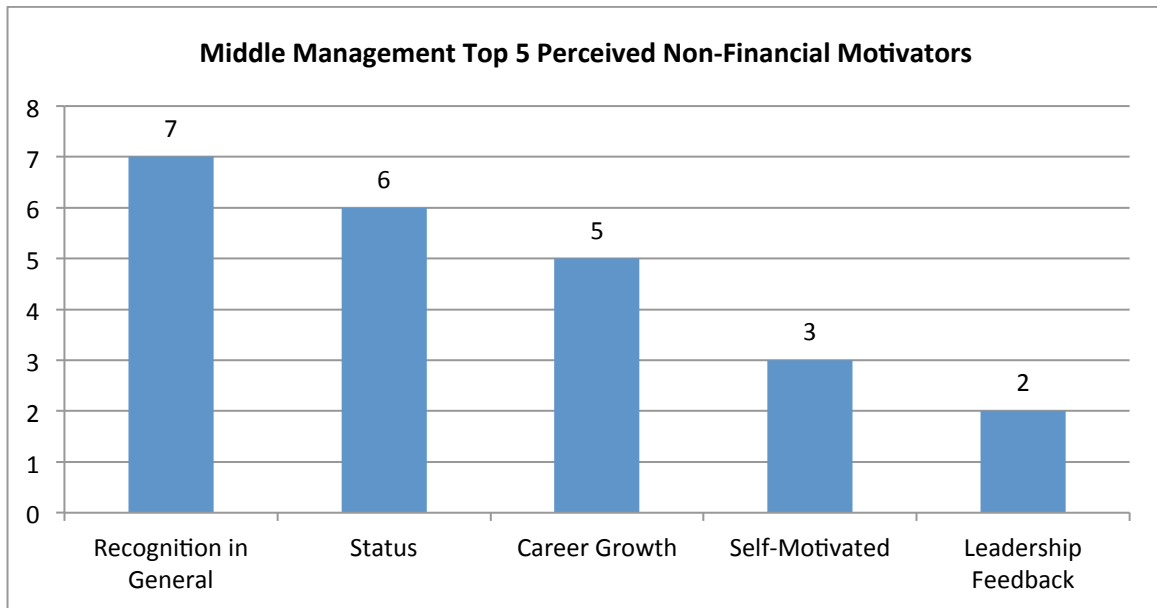


Figure 3: Top Five Non-Financial Motivations (descending order): Middle Management

5.1.3.2.1 Recognition

Middle Management suggested that recognition in general (not exclusively from management or peers) was a non-financial motivator of semi-skilled workers. This perception was fairly evenly spread across middle managers in each of the industries represented as per the ranking of this construct in table 7.

“I think is definitely something that entry level staff will help them to blossom and get more motivated to go further in their career rather than staying in one position.”

“They are motivated to go the extra mile based on that factor.”

“So obviously the financial is nice to have but it’s nicer to work in an environment you are Thank you, Well Done, Thanks for the effort rather than giving you money straight.”

“No, as a human being you still need someone to pat you on the back and say you’ve done a good job. It makes you stand taller.”

5.1.3.2.2 Status

While status ranks second as perceived by middle management in table 7, it is ranked 38th with the semi-skilled respondents as listed in table 6. It is also worth noting that this

is exclusively due to the feedback from middle management in the contact centre organisation.

“I’m a more valued member of the team as far as my status is concerned I have a different status level.”

The quotation from the middle management respondent above was explained in the third person.

5.1.3.2.3 Career Growth

Featuring as far more pertinent in the minds of the middle managers from the building retail industry, career growth ranks third place on table 7. One could fairly argue that performance feedback in sixth position and increased responsibility in 12th position in table 7 could comfortably compliment this construct.

“...linked to growth as well, knowing that they can get somewhere...”

5.1.3.2.4 Self-Motivated

One construct discussed residing outside of the locus of control of the organisations, was self-motivation. Middle management ranked this non-financial driver of motivation in fourth place in figure 3 and described it as something which was either inherent in semi-skilled or not.

“I think some individuals are themselves motivated. You will stand there and say ok I’m not going to go home now, I’m going to try and learn and see what you’re doing in order for me to get somewhere...”

Considering five constructs shared the fifth position and that these were quite low in count, these have not been expanded on.

5.1.3.3 Senior Management

Table 8: Perceived Non-Financial Motivations (descending order): Senior Management

Rank	Non-Financial Motivation	Senior Man All	Senior Man Building Retailer	Senior Man Contact Centre	Senior Man Hotel Group
1	Recognition from Management	7	2	1	4
2	Team Spirit and Ethic	5	1	0	4

3	Contribution to Company Results	4	2	0	2
4	Recognition in General	4	0	3	1
5	Career Growth	3	0	3	0
6	Recognition from Peers	2	1	1	0
7	Work Life Balance	2	0	2	0
8	Acheivable Targets	1	1	0	0
9	Competitive Environment	1	0	1	0
10	Future Aspirations	1	1	0	0
11	Increased Responsibility	1	0	1	0
12	Job Security	1	0	1	0
13	Learning	1	0	1	0
14	Performance Feedback	1	1	0	0
15	Sense of Belonging	1	1	0	0
16	Status	1	0	1	0
17	Supportive Environment	1	0	1	0

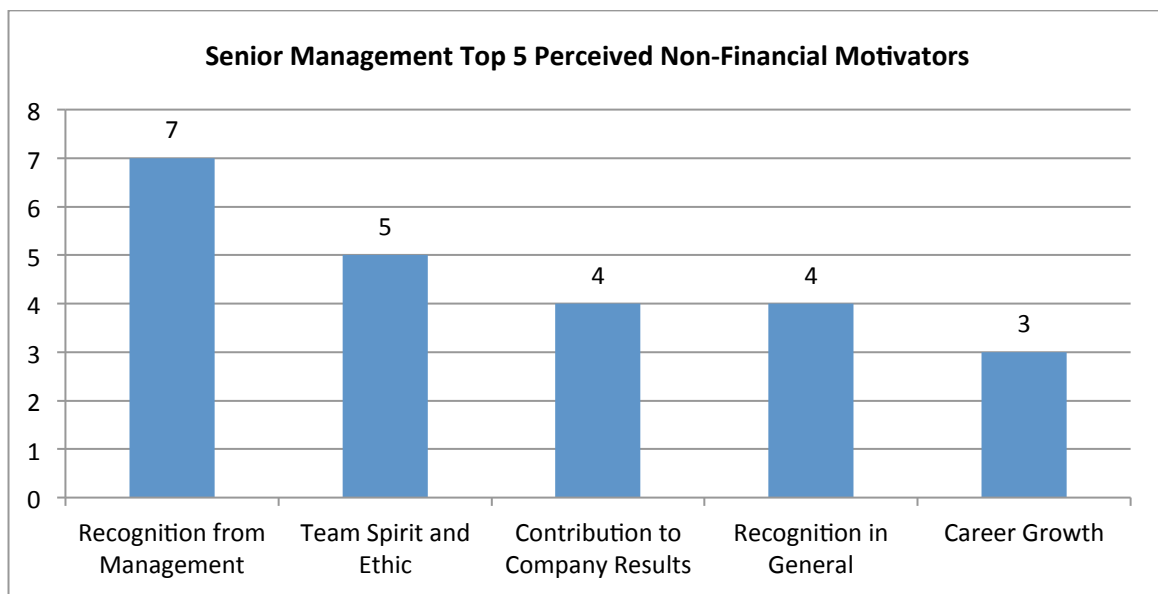


Figure 4: Top Five Non-Financial Motivations (descending order): Senior Management

5.1.3.3.1 Recognition from Management

Likened to the results from middle management and semi-skilled workers, senior management also described their perception of recognition as a top five contributor, as per figure 4, to non-financial motivation. The difference is however that senior management rank both recognition and from management in recognition in general in their top five as per table 8.

Given the proximity of the nature of the constructs of recognition from management and in general quotations from both constructs have been mentioned below, starting with recognition from management.

“But I think the junior staff certainly need more recognition more pat on the backs more well done, thanks for a good shift more frequently than a senior person.”

“I think we take for granted sometimes that it doesn’t have to be elaborate, it’s just the gesture.”

“That lasts for long.”

“I think it is certainly something that is underestimated.”

“...personal recognition is of massive value trait of that business it’s almost part of the culture of that business unit and it’s really aligned to that companies values is that recognition about performance and behaviour.”

5.1.3.3.2 Team Spirit and Ethic

Team spirit and ethic received a ranking of second in table 8, compared with fourth with semi-skilled interviewees in table 6. Constructs received the coding of team spirit and ethic where respondents expressed views such as the quotations below.

“...the emotional side of feeling part of the team.”

“...it is a feel good factor that you are doing well and the hotel is doing well and the people around you are doing well and I think it’s very motivating.”

5.1.3.3.3 Contribution to Company Results

Contribution to company results featured third in the minds of senior management (table 8), 12th according to semi-skilled workers (table 6), and not at all in the minds of the middle management (table 7). Senior management from the contact centre were the primary contributor to this result.

“...when a store does well and they’ve achieved certain targets and all of that then there is happiness.”

“...that’s a longer lasting motivation than just pure money.”

5.1.3.3.4 Career Growth

Senior Management from the contact centre was the primary contributor to this result, with neither the building retailer or hotel group senior management vouching for the theme as per table 8.

“...how can I grow or develop and that might be a priority for some.”

5.2 Research Question 2: What Demotivates Semi-Skilled Workers To Do Their Job?

Question two is answered at the three employee levels of semi-skilled workers, middle management and finally senior management. The order of the results presented below are, firstly whether the construct which demotivates the semi-skilled worker is of financial or non-financial nature, and secondly a description thereof. The results provided by semi-skilled workers are from their own personal experience, while that of managers are their perceptions.

Responses of what demotivates semi-skilled employees were broadly categorised into either financial or non-financial in nature. The first section below delineates the two, after which a ranking of the financial and non-financial constructs discussed by the interviewees follows.

5.2.1 Demotivation Reasoning Categorised as Financial or Non-Financial

Table 9: Demotivation Reasoning Categorised as Financial or Non-Financial

	Semi-Skilled		Middle Management		Senior Management	
Demotivated Financial	6	5%	3	13%	2	8%
Demotivated Non-Financial	105	95%	21	88%	24	92%

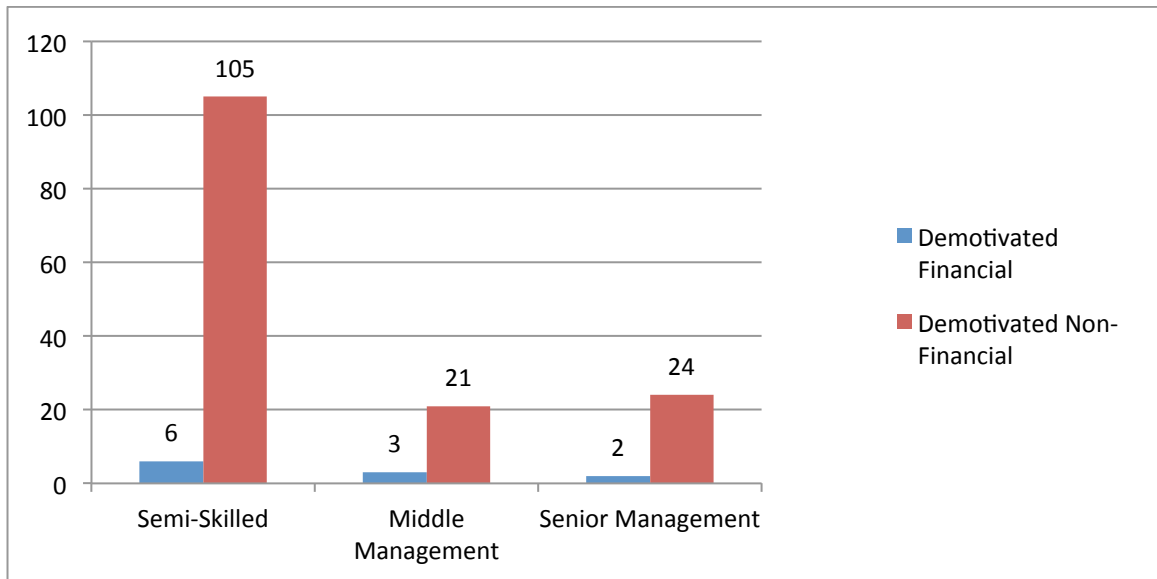


Figure 5: Demotivation Reasoning Categorised as Financial or Non-Financial

Table 9 provides a count of non-financial demotivation constructs discussed as opposed to financial constructs. Demotivation from non-financial constructs accounted for 95% of the discussion with semi-skilled workers, 88% of the discussion with middle management and 92% of the discussion with senior management. As illustrated in Figure 5 reasons for demotivation are heavily cited as being non-financial as opposed to financial in nature. This result holds true across every employee level.

The question targeting what demotivates the semi-skilled workers was posed twice during the semi-skilled worker interviews at separate intervals in different ways, in order to strengthen the validity (Creswell, 2009) of the findings. The difference in how the question was framed can be seen in the discussion guide in Appendix 1, more specifically question two and eight.

When compared to results of motivates semi-skilled workers in table 2 and Figure 2, middle and senior management seem to perceive that financial rewards are less important in their demotivating effect. Said differently, management perceive that semi-skilled workers are more likely to be motivated by financial reasons than they are to be demotivated by financial reasons.

5.2.2 Financial Demotivation Reasons Ranked

As can be seen from tables 10, 11 and 12 below, commentary and discussion regarding demotivation as a result of financial reasons was sparse. In light of this no graphical illustrations were included.

5.2.2.1 Semi-Skilled Workers

Table 10: Financial Demotivations (descending order): Semi-Skilled

Rank	Financial Demotivation	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
1	Current Remuneration	2	1	0	1
2	Lack of Performance Based Pay	2	0	0	2
3	Fair Pay	1	1	0	0
4	Insufficient Financial Benefits	1	0	1	0

A quotation relating to a perception that salaries were too low is captured below.

“...if you pay peanuts you get monkeys...”

5.2.2.2 Middle Management

Table 11: Perceived Financial Demotivations (descending order): Middle Management

Rank	Financial Demotivation	Middle Man All	Middle Man Building Retailer	Middle Man Contact Centre	Middle Man Hotel Group
1	Fair Pay	1	0	1	0
2	Lack of Performance Based Pay	1	0	1	0
3	Poor and Inconsistent Implementation of Compensation Plan	1	0	1	0

5.2.2.3 Senior Management

Table 12: Perceived Financial Demotivations (descending order): Senior Management

Rank	Financial Demotivation	Senior Man All	Senior Man Building Retailer	Senior Man Contact Centre	Senior Man Hotel Group
1	Fair Pay	1	0	1	0
2	Poor and Inconsistent Implementation of Compensation Plan	1	1	0	0

Fairness, transparency and consistency regarding pay appear to be a general consensus shared by both middle and senior management as per table 11 and table 12, in terms of what might create a sense of demotivation resultant of a financial cause with semi-skilled workers.

“...provided you are paying a fair wage and commission...”

5.2.3 Non-Financial Demotivation Reasons Ranked

Compared with financial demotivation constructs described above, a substantially higher number of non-financial demotivation constructs exist below. In light of this, the top five constructs at each level were isolated and explained in more detail. Where constructs of a lower ranking were similar or related to the top five, these have been discussed within the related heading. Where interviewees shared valuable quotations beyond closed-ended answers or simple descriptions, these have also been included.

While rankings three through to seven shared a construct count of six as seen in table 13, results are still presented in the top five categories as many of the constructs share a similar theme.

5.2.3.1 Semi-Skilled Workers

Table 13: Non-Financial Demotivations (descending order): Semi-Skilled

Rank	Non-Financial Demotivation	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
1	Lack of Recognition	14	4	3	7
2	Working Hours	13	3	3	7



3	Harsh and Disrespectful Management	6	0	5	1
4	Inadequate Tools and Support to Complete Job	6	0	6	0
5	Limited Career Growth Opportunity	6	3	1	2
6	Not Being Heard	6	1	5	0
7	Unsupportive Management	6	3	2	1
8	Favouritism	5	1	1	3
9	Lacking Work-Life Balance	5	5	0	0
10	Poor Management Communication	5	2	2	1
11	Work Pressure	5	2	3	0
12	Company Transparency and Integrity	4	1	3	0
13	Poor Management	4	0	2	2
14	Difficult Customer	3	1	0	2
15	Unconstructive/Negative Feedback	3	0	0	3
16	Unrealistic Targets	3	0	2	1
17	Biased Recognition	2	0	0	2
18	Comfortable and Safe Working Environment	2	1	0	1
19	Negative Environment	2	0	1	1
20	Poor Peer Performance	2	0	0	2
21	Economic Climate	1	0	0	1
22	Long Service with Company	1	0	0	1
23	Personal Circumstances	1	0	0	1

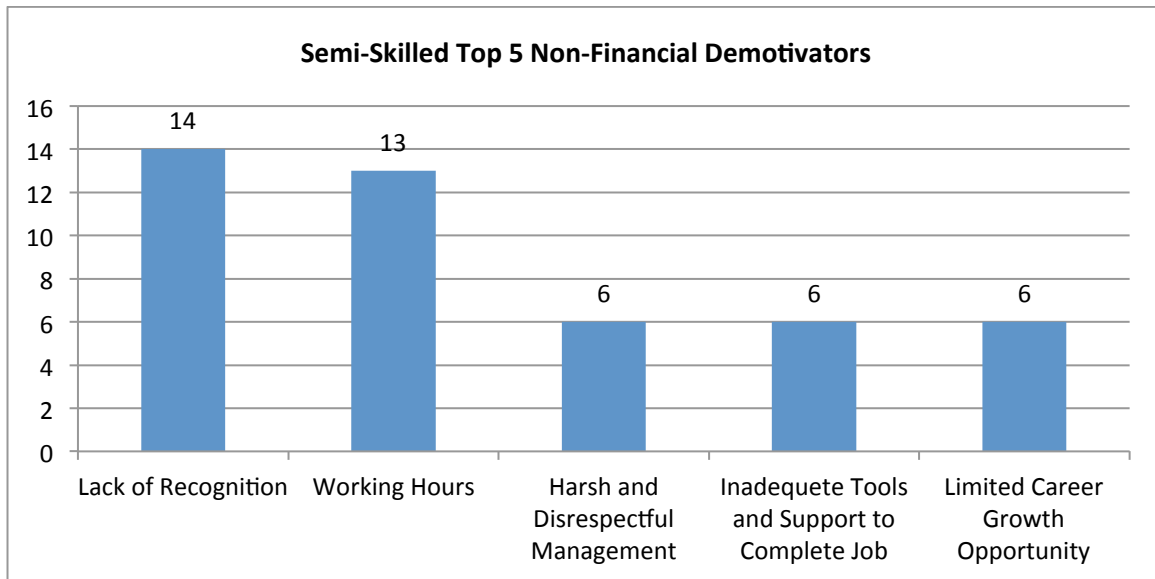


Figure 6: Top Five Non-Financial Demotivations (descending order): Semi-Skilled Workers

The top five non-financial reasons for semi-skilled worker demotivation are explained in more detail below. In some instances there were overlaps in themes and these will be discussed within the related topic.

5.2.3.1.1 Lack of Recognition

From table 6 we see that recognition in general was ranked third place as a non-financial motivator. From the above table 13, we see that lack of recognition ranks first as the non-financial reason for demotivation. Semi-skilled interviewees from all industries interviewed contributed to this ranking.

“...the one thing I would change about being a receptionist is give more appreciation to the work that they do.”

“I feel like we need to be recognised for when we got the extra mile especially when we do things like when the hotel is full and we work overtime and do all these things, we kind of need to be recognised for that.”

“I hardly get a ‘thank you, well done, you’ve worked hard’ even though I can see that I’m putting more of my time and energy.”

“Yes and a lack of recognition I think, you arrive at 6am and you find the shift people here then leave at 6pm they are still here, Sunday and public holidays we’re always here. I think on my side we don’t get appreciated for what we do, yes we signed up for it and we

will deal with it ...”, “...nobody says you know what, you guys do a lot, you kind of hold it together when everybody is sleeping.”

5.2.3.1.2 Working Hours

Lacking of work-life balance ranked ninth in table 13 and this can be added to the theme of working hours. Views from semi-skilled workers that unfavorable and extensive working hours often impact work-life balance are listed below.

“Working shifts, I for one think it’s becoming a huge problem. Remember I started at the age of 19 working at the hotel I’m now 32 I’m working shifts and I don’t have time to look after my kids and my family. If they can consider that in the company that as you grow that things that demand your time like your family.”

“So from my side I would say the shifts, they are very hectic. Sometime you are working the late shift and then you have to wake up again in the morning and start working again.”, “...it messes up with your sleeping periods.”

“...so basically you don’t have a lift outside of the hotel.”

“..some days we are drained from the time we walk in to the time that we leave and then the managers put pressure on you till that time. So for me personally I think that that can change. The working hours...”

“I’m a single mom for two kids and I want to spend time with my kids. So I get one Sunday off and then sometimes I have to work that one so then I don’t have any Sunday off and the kids during the week they go to school and they go to crèche and they come home late and then I cook for them whatever and we don’t even have time to do other things.”

“some days you’ll work 7 days a week for three weeks.”

“At least if we had a weekend off once a month then we could go and see our friends.”

Semi-skilled interviewees from all industries interviewed contributed to this ranking as can be seen in table 13.

5.2.3.1.3 Harsh and Disrespectful Management

The theme above can be combined with other non-financial demotivators listed in table 13 such as not being heard, unsupportive management, favouritism, and poor

management. These were split out in table 13 to provide a granular view of the underlying drivers of non-financial demotivation.

Views expressed, which capture the spirit of the harsh and disrespectful management construct, are listed below.

“...you tell me remember it’s your job, it pays you. We don’t want to hear that.”

“...they tell me it’s your job to make money it’s your job to get sales. They don’t have to tell me what I’m here for, I know I’m here to make money. I know ok today is a bad day but they don’t see it that way, they will keep on at you. You are here to make money pressurising you the whole time.”

Quotations, which illustrate the semi-skilled workers sentiment as not being heard, can be found below.

“Then you just expected to work. Your views are not important...”

“We are not even allowed to give our views or feedback and I think at times they just ignore us.”

Views related to unsupportive management were expressed as follows.

“So there is an expectation that if you are sick you should still come to work. You are expected to be at work regardless of if you are sick or whatever it is, we need you here.”

“The last time when I was bleeding, they just sat me in the chair and when I was feeling better then I must go back to work. They should ask if I want to see the doctor instead of just leaving me.”

Favouritism was also identified as a demotivater, which could be included in this theme. One such quote was as follows:

“Don’t have favourites in the work place because if you like one better than the other, we can all see it. Ok now I’m being treated like this and the other one is being treated like that and it’s not fair. So immediately when you think about coming to work you think twice and when you are at work you don’t perform because you are checking the situation...”

5.2.3.1.4 Inadequate Tools and Support to Complete the Job

While this construct is ranked fourth in table 13, it was only the semi-skilled contact centre workers who discussed this as a point of demotivation.

“It’s like being given a spoon and told to dig a grave. When are you going to finish, it’s going to take you a very long time.”

“That demotivates you because you put in so much effort for nothing. And the when you go to the manager and they say no man a goal is a goal and a sale is a sale. Take the lead and just make something of it.”

“...it’s like if you are a cleaner and expected to keep the place clean but they don’t give you any cleaning products.”

5.2.3.1.5 Limited Career Growth Opportunity

From table 6 we saw that career growth was ranked ninth place as a non-financial motivator. From the above table 13, we see that limited career growth ranks fifth as the non-financial reason for demotivation. As was the case in with table 6, building retailer semi-skilled interviewees were the front-runner in contributing to this construct. Views which shaped this theme are listed below.

“The inability to grow.”

“...if the staff are not given room to grow and to prove themselves, they will be demoralised.”

“...but what happens is either you get bored...”, “being in an environment where people care about you and want you to grow and the fact that you know it is possible to get a promotion into something else.”

5.2.3.2 Middle Management

Table 14: Non-Financial Demotivations (descending order): Middle Management

Rank	Non-Financial Demotivation	Middle Man All	Middle Man Building Retailer	Middle Man Contact Centre	Middle Man Hotel Group
1	Favouritism	4	2	1	1
2	Harsh and Disrespectful Management	2	0	2	0
3	Lack of Recognition	2	1	1	0
4	Lacks Belief in Company Product	2	0	2	0
5	Limited Career Growth Opportunity	2	1	0	1
6	Negative Environment	2	0	2	0

7	Poor Management	2	0	2	0
8	Do Not Understand Task Significance	1	0	1	0
9	Lack of Peer Respect	1	0	1	0
10	No Performance Feedback	1	1	0	0
11	Poor Management Communication	1	1	0	0
12	Unconstructive/Negative Feedback	1	0	0	1

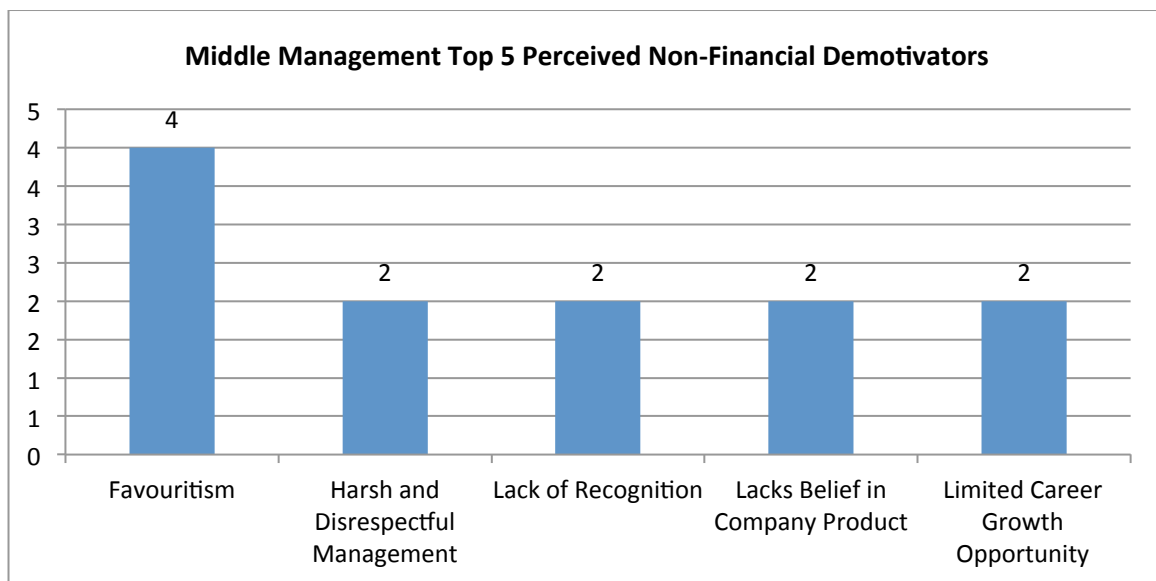


Figure 7: Top Five Non-Financial Demotivations (descending order): Middle Management

5.2.3.2.1 Favouritism

Favouritism was the stand out trend non-financial demotivator according to middle management as per figure 7 above. When compared with views shared by semi-skilled workers, it was ranked in eighth position in table 13. This construct also received attention from senior management in table 15 in third place. For middle management the perception that favouritism was a demotivator was shared across interviewees in all three companies.

“What I’ve picked up what demotivates people mostly is if one person is disciplined the other one is not. Inconsistency- let me put it like that.”

Constructs following favouritism, which received an equal ranking of second as per table 14, included harsh management; lack of recognition; lacking belief in company product;

limited career growth opportunity; negative environment; and poor management. For consistency however, the top the five constructs will remain the central discussion point.

5.2.3.2.2 Harsh and Disrespectful Management

Middle managers perceive harsh management to contribute to demotivated semi-skilled workers as per figure 7, a sentiment which holds true when one compares this with the third position the construct received according to semi-skilled workers in table 13. Contact centre interviewees at a semi-skilled and middle managerial level were the key contributors to this theme.

“The demotivational part is the dictatorship and the disrespect, the way you talk to people.”

5.2.3.2.3 Lack of Recognition

While ranked first by semi-skilled workers in table 13, middle management note lack of recognition as a demotivator, but at a lesser degree of significance in third position as can be seen in Figure 7.

“if they feel like a number they are going to feel demotivated.”

5.2.3.2.4 Lacks Belief In Company Product

A construct, which appeared exclusively with middle management, was that semi-skilled workers are demotivated by not having personal belief in the product or service the organisation offers. This theme was ranked fourth in figure 7.

5.2.3.2.5 Limited Career Growth Opportunity

Middle management identified limited career growth opportunity as a demotivator in fifth place in figure 7, compared with an equal ranking by semi-skilled workers in figure 6. This was not as prevalent in discussions with senior management, with the construct ranked at 10th in table 15 below.

5.2.3.3 Senior Management

Table 15: Non-Financial Demotivations (descending order): Senior Management

Rank	Non-Financial Demotivation	Senior Man All	Senior Man Building Retailer	Senior Man Contact Centre	Senior Man Hotel Group
1	Poor Management Communication	4	0	2	2
2	Do Not Understand Task Significance	3	1	2	0
3	Favouritism	3	0	0	3
4	Company Transparency and Integrity	2	1	1	0
5	Lack of Recognition	2	0	1	1
6	Poor Employer Relations and Respect	2	0	1	1
7	Poor Management	2	1	0	1
8	Inadequate Tools and Support to Complete Job	1	0	1	0
9	Lack of Peer Respect	1	1	0	0
10	Limited Career Growth Opportunity	1	0	1	0
11	Routine Work	1	0	1	0
12	Unconstructive/Negative Feedback	1	0	0	1
13	Unrealistic Targets	1	1	0	0

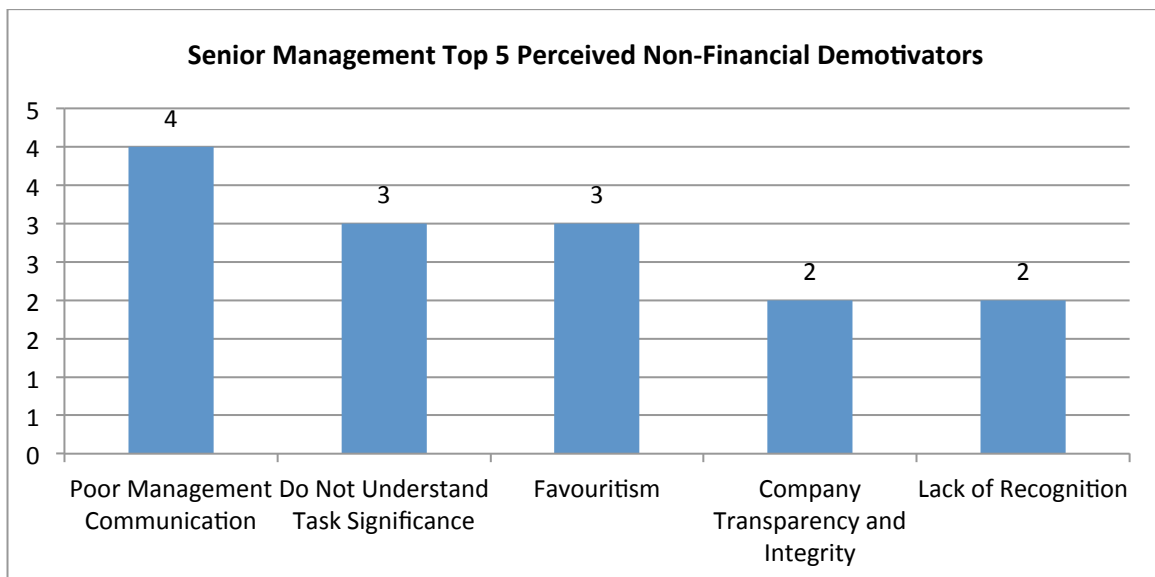


Figure 8: Top Five Non-Financial Demotivations (descending order): Senior Management

5.2.3.3.1 Poor Management Communication

Poor management communication ranked 11th in table 14 for middle management with a construct count of one as opposed to first in table 15 with a construct count of four in the minds of senior managers.

When compared to with semi-skilled workers, they mentioned this construct on five occasions resulting in it being ranked 10th in table 13.

There were no quotations, which offered any more than the assigned theme of poor management communication.

5.2.3.3.2 Do Not Understand Task Significance

Senior managers perceived that semi-skilled workers were highly demotivated by not being able to identify the importance of their role in the context of the bigger picture. Figure 8 illustrates that this construct was ranked 2nd compared with 8th according to middle managers as can be seen in table 14.

“...probably the most important being not understanding significance of role so if they are coming to work and simply doing a job by the numbers, but not understanding the significance of those numbers, conducting their work, the outcome of conducting their work understanding the significance of that.”

“...people tend to think that when you are at a semi-skilled level you don't have aspiration or a sense of achievement in your work and all of that.”

“...they are asked to complete a task or get something done and we don't clearly delineate why we want that task done or the purpose of it...”

5.2.3.3.3 Favouritism

Results indicate the both middle management (rank favouritism first in table 14) and senior management (rank favouritism third in table 15) perceive that favouritism is a non-financial demotivator as confirmed by semi skilled workers (rank favouritism eighth in table 13).

Poor employee relations and respect and poor management, ranked sixth and seventh respectively in table 15, could comfortably be incorporated into this construct as

management in general. Constructs were however separated to offer a more granular understanding of the drivers of demotivation.

For senior management the perception that favouritism was a demotivator was dominated by interviewees from the hotel group.

“... inconsistencies or in terms of double standards, so if the one person at a certain level gets recognition and another person doesn’t then why does he keep getting a pat on the back when I am doing the same thing and I am never recognised. That demotivates and creates a big rift”

“...you almost get a naughty child syndrome, as in any kind of attention even negative is better than no attention at all.”

Constructs following favouritism, which received an equal ranking of fourth as per table 15, included company transparency and integrity; lack of recognition; poor employer relations and respect; and poor management. For consistency of results displayed the top the five constructs will remain the central discussion point.

5.2.3.3.4 Company Transparency and Integrity

While middle management made no mention of this construct, views from semi-skilled workers ranked company transparency and integrity in 12th position in table 13, and senior management in 4th position as per table 15. There were no quotations offering more comprehension or depth to the construct and for this reason they have been excluded.

5.2.3.3.5 Lack of Recognition

Semi-skilled workers ranked lack of recognition as their number one demotivator in table 13, the same construct received a ranking of third by middle management in table 14. Senior management rank lack of recognition in fourth position with the construct receiving two mentions as indicated in figure 8. As with the previous construct, there were no quotations, which provided more than a description of the theme.

5.3 Research Question 3: Do Semi-Skilled Workers Prefer Financial Or Non-Financial Rewards?

5.3.1 Do Semi-Skilled Workers Appreciate Non-Financial Rewards

The first question in the semi-skilled discussion guide in Appendix 1, which directly questioned the value of non-financial rewards, was whether semi-skilled workers appreciated non-financial rewards in general. The reason for this question was to firstly ascertain a clear answer as to whether this is in fact the case before acquiring deeper insights. Feedback in table 16 below indicates responses, which illustrate a general appreciation for non-financial rewards.

Table 16: Do Semi-Skilled Workers Appreciate Non-Financial Rewards: Semi-Skilled Employees

	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
Appreciate Non-Financial Rewards	13	3	3	7

Semi-skilled interviewees expressed the following views when asked the question of whether they appreciate non-financial rewards.

“Definitely I think those are human element things, money you can always go and get another promotion but you also have to think about loyalty. If you are able to say hey, you did a great job today maybe you are able to make your colleagues stay...”

“Yes that means a lot hey if someone says thank you to you it means that you appreciate what I’ve done and you recognise what I’ve done. So a Thank you would make my day.”

“Yes, it builds your moral. When you wake up... When you are going to work you feel appreciated”

“Absolutely, everybody does, it’s not all about money.”

5.3.2 Do Semi-Skilled Workers Value Financial Rewards More Than Non-Financial Rewards

Having qualified that semi-skilled respondents appreciate non-financial rewards, the question at the heart of this research followed. The question was posed to all three levels of semi-skilled workers, middle management and senior management. The question posed to management was intended to understand their perception and how that may differ from the view of semi-skilled workers.

Semi-skilled workers were more specifically asked whether they value financial rewards and incentives more than non-financial rewards. Results are categorised into the respective employee levels below.

5.3.2.1 Semi-Skilled Workers

Table 17: Do Semi-Skilled Workers Appreciate Non-Financial or Financial Rewards: Semi-Skilled Workers

Rank	Reward Preference	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
1	Prefer Non-Financial	16	3	3	10
2	Prefer Both	7	2	2	3
3	Prefer Financial	6	2	2	2
4	Depends	5	0	0	5

A consistency in results presented by semi-skilled workers is noted in that they assigned a higher ranking towards non-financial rewards as opposed to financial rewards in table 2. The consistency is noted when table 2 is compared table 17, where non-financial rewards are again ranked higher than financial rewards.

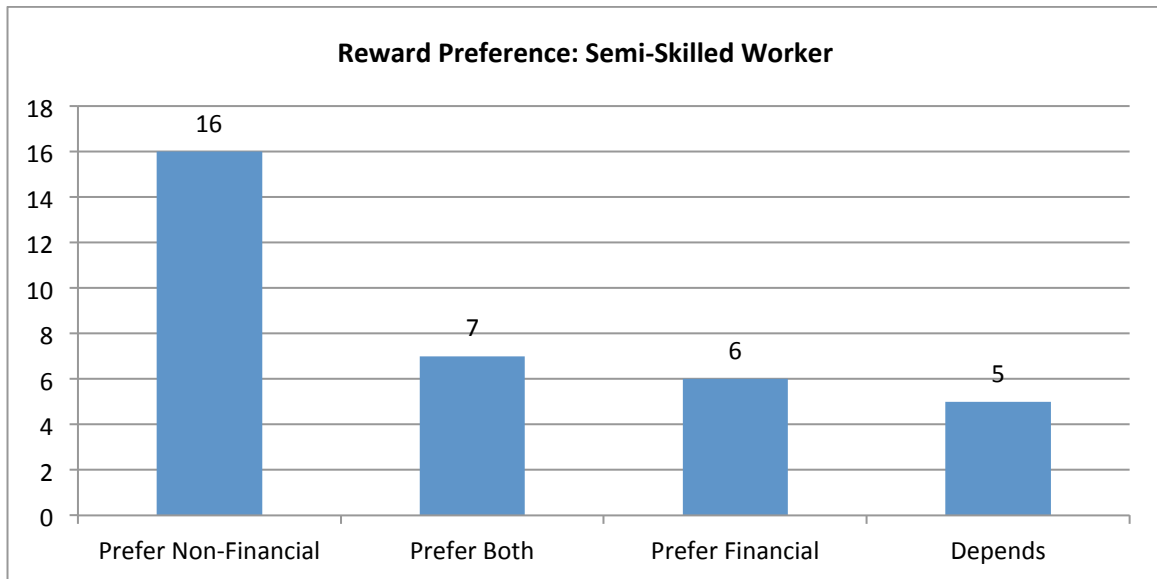


Figure 9: Do Semi-Skilled Workers Appreciate Non-Financial or Financial Rewards: Semi-Skilled Workers

Table 18: Appreciation of Non-Financial or Financial Rewards Depends: Semi-Skilled Workers

Rank	Depends Reason	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
1	Individual Differences	2	0	0	2
2	Job Type	2	0	0	2
3	Industry Type	1	0	0	1

5.3.2.1.1 Prefer Non-Financial

Views, which capture the essence of non-financial reward receiving a ranking of first place as illustrated in figure 9, are as follows

“Personally money grows on tree for me, it’s just money...”, “...But for me being a youngster, I will always find money, I’m not worried.”

“...it’s better to be recognised than to be rewarded. Yes so they can reward you that’s fine but it’s better for my manager to say well done.”

“...I would rather get the recognition than the money.”

5.3.2.1.2 Prefer Both

Expressions, which capture the view that a preference would be both financial and non-financial rewards as illustrated in figure 9, are as follows.

"I think they should balance each other..."

"From my side both is achievable, like money wise or just a certificate to say thank you."

5.3.2.1.3 Prefer Financial

Receiving a ranking of third with the construct mentioned six times as illustrated in figure 9, semi-skilled interviewees had this to say.

"...money is number one."

"...I love money"

"I think financial is the best because we all need money."

5.3.2.1.4 Depends

Where semi-skilled interviewees described reward preference being dependent on other factors, these factors were themed as per table 18 above and are explained below. Individual differences ranked first in table 18 as the variable which semi-skilled workers indicate affects their reward preference. This is congruent with perceptions of management at both middle (table 20) and senior level (table 22), however at lower rankings.

Job type ranked second in table 18 as influencing semi-skilled reward preference. This theme received a ranking of third place according to senior managers in table 22. Industry type is a construct, which is unique to semi-skilled workers, as it was not mentioned at either level of middle or senior management.

Views, which bring this construct into focus, are as follows.

"...it depends on the individual..."

"...it depends on what you do..."

“...there are people who require the money to move forward not that money plays a major role but for them to move from where they are to where they want to be they require money.”

5.3.2.2 Middle Management

Middle management were asked what they believe semi-skilled employees at their organisation value more, financial or non-financial rewards.

Table 19: Do Semi-Skilled Workers Appreciate Non-Financial or Financial Rewards: Middle Management

Rank	Reward Preference	Middle Man All	Middle Man Building Retailer	Middle Man Contact Centre	Middle Man Hotel Group
1	Prefer Financial	6	1	0	5
2	Depends	5	4	1	0
3	Prefer Both	4	0	3	1
4	Prefer Non-Financial	3	2	0	1

An inconsistency in results presented by middle management is noted in that they assigned a higher ranking towards non-financial rewards as opposed to financial rewards as semi-skilled worker motivation in table 2. The inconsistency is noted when table 2 is compared table 19, in which they then assigned a higher ranking to financial rewards.

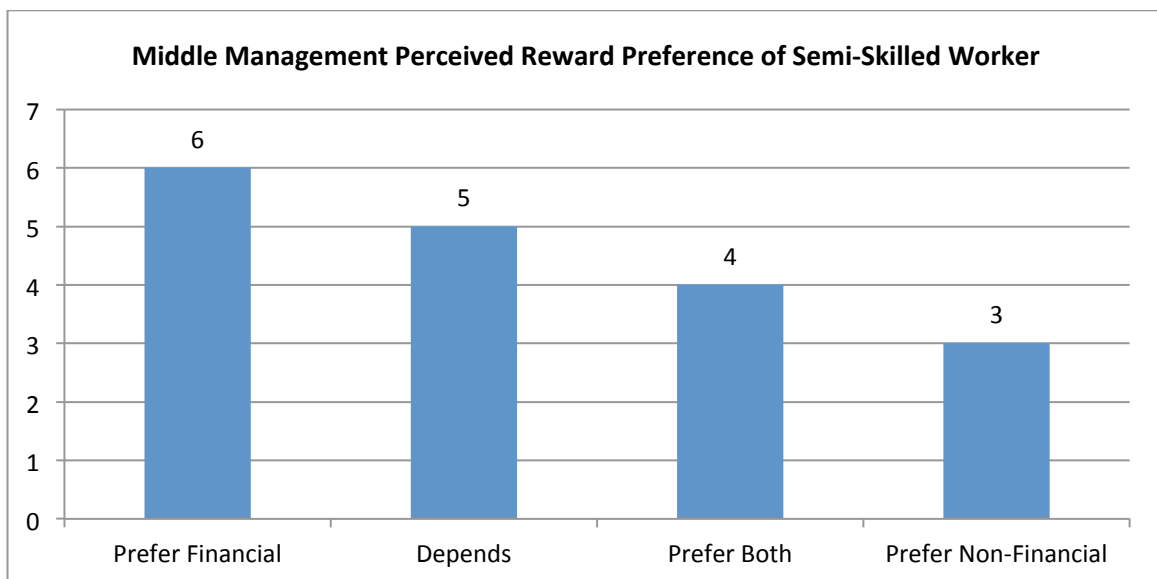


Figure 10: Do Semi-Skilled Workers Appreciate Non-Financial or Financial Rewards: Middle Management

In comparison to semi-skilled workers in figure 9, middle management perceives that semi-skilled workers prefer financial rewards, as illustrated in figure 10. The construct of non-financial rewards ranked last in the minds of middle management as illustrated in figure 10 above. Financial rewards as preference was predominantly driven by middle management interviewees from the hotel group, whereas those from the building retailer were chiefly responsible for the second place ranking of the, *depends*, construct in table 19.

Table 20: Appreciation of Non-Financial or Financial Rewards Depends: Middle Management

Rank	Depends Reason	Middle Man All	Middle Man Building Retailer	Middle Man Contact Centre	Middle Man Hotel Group
1	Individual Differences	2	1	1	0
2	Career Stage	1	1	0	0
3	Leadership Influence	1	1	0	0
4	Level	1	1	0	0

5.3.2.2.1 Prefer Financial

Views, which supported this theme receiving a number one ranking as perceived by middle management include the following.

“You’re not going to work for nothing.”

“...everyone obviously looks forward to their pay checks at the end of the month.”

“...the oomf that you can give comes from a financial side...”

“I think the mind frame is that I’m in the position, and I am not going anywhere...”, “...they are not expecting to be anything more, like a CEO or a general manager.”

5.3.2.2.2 Depends

Where middle manager interviewees described reward preference being dependent on other factors, these factors were themed as per table 20 above and are detailed below. The variables indicated by middle management (table 20) which are common to those indicated by senior management (table 22) include individual differences and career stage. Individual differences are also common to the feedback provided by semi-skilled workers in table 18. Those, which are unique in table 20, include the fact that

management has an impact on the type of reward workers value as well as the skill level of the employee. Some of the views captured are listed below.

“...it is very much dependent on personality types as well.”

“If the guy is there to build a career then obviously he will go the extra mile and he will not see the incentive, but the reward at the end of it for doing all the extras, he will get promoted and he will climb the corporate ladder...”

“...it depends on the individual, whether he is here for the long run or for the short run....”

“It’s all got to do with career pathing as well.”, “...the guy in the lower end, your end controller, for him it’s a job at this stage of the game.”

“I think it depends and I firmly believe that it is the way they have been managed to lead.”

5.3.2.2.3 Prefer Both

Below is one expression, which captures the view that a preference would be both financial and non-financial rewards, as illustrated in Figure 10.

“You can’t separate the two...”

5.3.2.2.4 Prefer Non-Financial

One middle manager indicated his perception as to why non-financial rewards are superior to financial rewards in motivating semi-skilled workers as follows:

“Personally I think that it is more recognition, award, not really money...”

5.3.2.3 Senior Management

Senior management were asked what they believe semi-skilled employees at their organisation value more, financial or non-financial rewards. Table 21 and figure 11 below illustrates the feedback.

Table 21: Do Semi-Skilled Workers Appreciate Non-Financial or Financial Rewards: Senior Management

Rank	Reward Preference	Senior Man All	Senior Man Building Retailer	Senior Man Contact Centre	Senior Man Hotel Group
1	Depends	13	1	12	0

2	Prefer Both	8	3	2	3
3	Prefer Non-Financial	3	0	0	3
4	Prefer Financial	0	0	0	0

A consistency in results presented by senior management is noted in that they assigned a higher ranking towards non-financial rewards as opposed to financial rewards as semi-skilled worker motivation in table 2. The consistency is noted when table 2 is compared table 21, where non-financial rewards are again ranked higher than financial rewards.

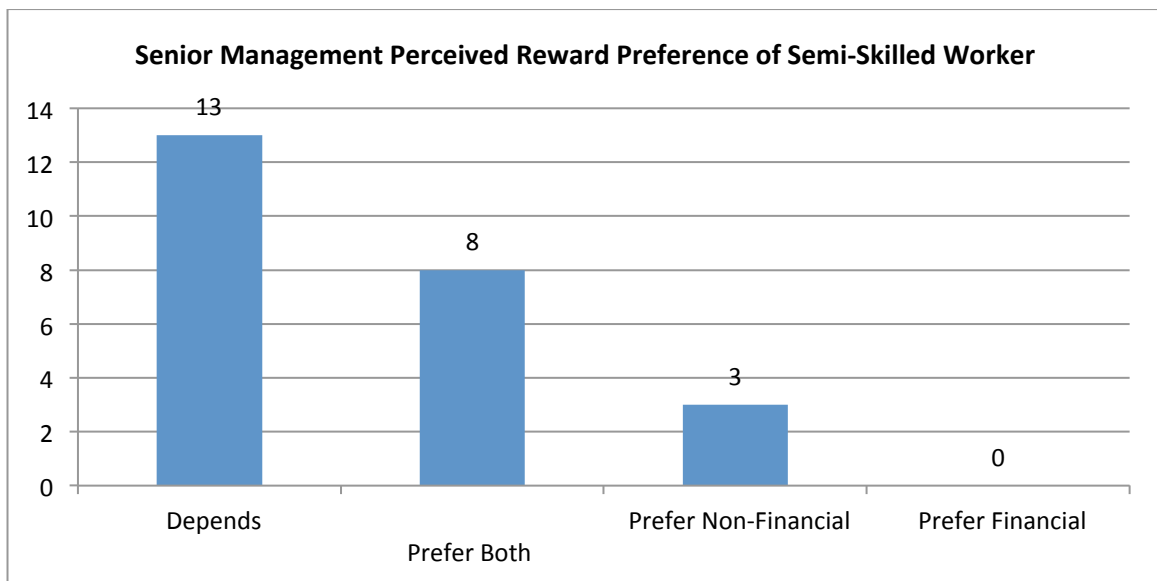


Figure 11: Do Semi-Skilled Workers Appreciate Non-Financial or Financial Rewards: Senior Management

Senior management offer a subjective and nuanced view of what semi-skilled workers would value more. This is evident through the first place ranking of the construct of reward preference depending on certain variables and second place ranking of semi-skilled workers preferring both financial and non-financial rewards. Figure 11 also indicates the low construct count of non-financial rewards as preferred, however more significant than the score of zero on financial rewards.

Table 22: Appreciation of Non-Financial or Financial Rewards Depends: Senior Management

Rank	Depends Reason	Senior Man All	Senior Man Building Retailer	Senior Man Contact Centre	Senior Man Hotel Group
1	Career Stage	4	0	4	0
2	Individual Differences	4	1	3	0

3	Job Type	3	0	3	0
4	Age	1	0	1	0
5	Economic Climate	1	0	1	0

5.3.2.3.1 Depends

Where senior manager interviewees described reward preference being dependent on other factors, these factors were themed as per table 22 above and are explained below. Significant variables cited as influencing the preference of financial and non-financial rewards included the first ranking of career stage, second ranking individual differences such as personality, and third ranking type of work role the worker conducts. This summary can be seen in table 22 above and views which contributed to this are listed below.

“People differ, different things motivate different people.”

“...external factors about the economy and the cost of living and everything else that goes with that...”

“I think that the trend is the longer people stay and make a career of it, in order to buy homes and get car finance, they can’t get it on commission only type salary...”

“...you have people who are maybe in a different life stage...”

“They are generally an older person and what will motivate that person is stability whereas the other person might be after the quick win.”

5.3.2.3.2 Prefer Both

Expressions, which capture the view that a preference would be both financial and non-financial rewards as illustrated in figure 11, are as follows.

“I think the salary keeps them coming to work that day, but I think it’s the other smaller non-financial things that help the keep a smile on their faces and helps them perform.”

“There is also not a golden rule that will apply.”

“...it’s not as easy as to say one size fits all.”

“So I don’t think it is as clear cut as, one is stronger than the other.”

5.3.2.3.3 Prefer Non-Financial

Figure 11 indicates that senior management mentioned this construct one three occasions. Some of this discussion included the following perceptions.

“...I think the non-financial keeps them really. It keeps them coming to work and doing a good job at work”

“That’s why I said recognition is probably more, because you are going to get a salary wherever you go.”

5.3.2.3.4 Prefer Financial

The only mention of financial rewards during this question was that it would be nuanced alongside non-financial rewards. Consistency in results presented by senior management is noted in that non-financial rewards also received a higher ranking according to senior in table 2

5.3.3 Are Financial Rewards Enough To Motivate Semi-Skilled Workers To Go To Work?

Semi-skilled worker interviewees were asked the question of the sufficiency of financial rewards to motivate them to do their job. Results of the enquiry are outlined table 23 and figure 12 below. Where the response was that financial rewards are insufficient, the reasons thereof are then ranked in table 24.

Table 23: Are Financial Rewards Sufficient to Motivate Workers (descending order): Semi-Skilled Workers

Are Financial Rewards Enough to Motivate	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
Insufficient	26	3	3	20
Sufficient	5	0	3	2

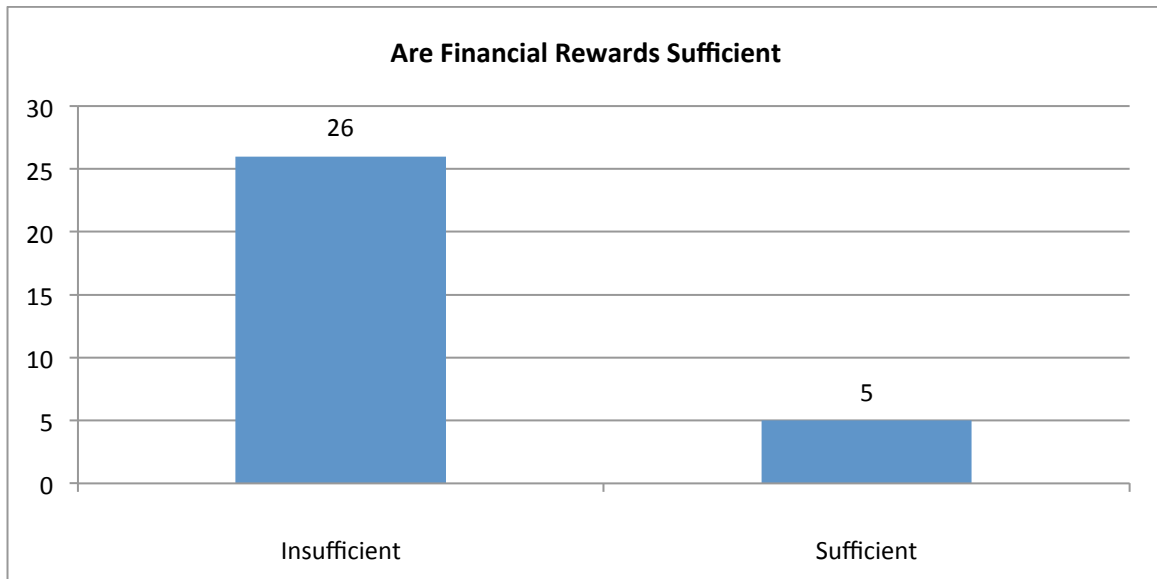


Figure 12: Are Financial Rewards Sufficient to Motivate Workers (descending order): Semi-Skilled Workers

Table 24: Reasons why Financial Rewards are Insufficient (descending order): Semi-Skilled Workers

Rank	Insufficient Reason	Semi-Skilled All	Semi-Skilled Building Retailer	Semi-Skilled Contact Centre	Semi-Skilled Hotel Group
1	Money is Short-Term	14	1	1	12
2	Detract from Long-Term Relationship and Loyalty	7	2	1	4
3	Need Recognition	5	0	1	4
4	Lack Intrinsic Motivation	1	0	0	1
5	Need Affiliation	1	0	0	1

While it is noted in figure 12 that semi-skilled workers chiefly expressed that financial rewards were insufficient in isolation to motivate them, the reasons for this are ranked in table 24 and detailed below.

5.3.3.1.1 Money is Short-Term

The majority of interviewees described that financial rewards were largely transactional in nature and that this only served to motivate short-term behaviour. This construct ranked first in table 24. A few of these views are listed below.

“...salaries will never be enough.”

“But I don’t think you would ever say that you are happy with your salary, it doesn’t matter how much you earn like the rich can always be richer.”

“...you can get somebody who earns a R100 000 and they will tell you money is not enough.”

5.3.3.1.2 Detract from Long-Term Relationship and Loyalty

Closely tied with financial rewards serving a short-term motivational role, some interviewees also described that financial rewards in isolation might reduce the level of potential loyalty and length of service they might otherwise offer the organisation. This construct received a ranking of second place in table 24.

“...they have a lot of loyal people that have been here for 10 years and that’s because they recognise and appreciate...”

5.3.3.1.3 Need Recognition

The need for recognition ranked third in table 24 as the reason for financial rewards being an insufficient motivator in isolation. One interviewee described that when compared to an increase in financial gain, he would rather opt for public recognition.

“having your name up on the wall is better”

5.3.3.1.4 Lack of Intrinsic Motivation

The notion of meaningful work emerged as a theme in one of the quotes captured below. This theme was ranked fourth in table 24 above.

“when it comes to money you can just wake up in the morning and say I’m going to work and then getting paid for it, just doing your job. But when you are getting recognised you will wake up happy and that positive attitude will go towards the guests as well.”

5.3.3.1.5 Need Affiliation

The last of the constructs, listed in table 24, as to why financial rewards are not ample enough to motivate semi-skilled work efforts, was the need for affiliation.

“... I mean yes you want to get paid every month but I don't want to go to work, work and go home. I want to go to work and interact with people hear a job well done. That to me would motivate me more than just a salary...”

The section that follows is a discussion of the results presented above. The discussion will include a comparison of the literature presented in chapter two and this either confirms or contradicts findings.

Chapter 6. Discussion of Results

While both the discussion guide in Appendix 1 and Appendix 2, and results section in chapter 5, offer a number of findings relating to financial rewards, these constructs were discussed in order to gain a more comparative understanding of the value of non-financial reward. That being said, the section that follows is centrally aligned to the research topic of non-financial reward value on semi-skilled workers. It is important to note that while non-financial reward value on semi-skilled workers was the focal point, a number of other findings emerged which will also be discussed, however to a lesser degree.

In order to ensure maximum utility of the findings, the research was conducted across 75 respondents through a combination of 18 semi-structured interviews and focus groups. Respondents comprised of employees at three levels of semi-skilled workers, middle management and senior management. Respondents were representative of one of three industries of building retail, hotel, and contact centre services. Once again, while the inclusion of three levels of management and three distinct industries adds to the credibility and robustness of the results (Creswell, 2009), discussion of findings will centre predominantly around the research topic.

The discussion of results has been designed around each research question. Results discussed within each question identify the differences or similarities in perception between semi-skilled workers and management, as well as a more specific discussion of the themes, which inform the merit of non-financial rewards. Where the combined results of middle management and senior management offer the same findings as separately, these have been combined. Once again, the focus of the discussion will gravitate towards constructs shared and discussed by semi-skilled workers.

6.1 Discussion of Results of Research Question 1: What motivates semi-skilled workers to do their job?

6.1.1 Motivation Reasoning Categorised as Financial or Non-Financial

Table 2 in chapter 5 illustrated that more than 90% of the responses of what motivates semi-skilled workers is rooted in non-financial reasons. When compared with middle management responses, 80% of the reasons for motivation were non-financial and this decreased even more, to 65%, with senior managers. While managers still correctly

perceive that motivation among semi-skilled workers is mostly non-financial, a discrepancy does exist in relation to the extent of this and the degree of this discrepancy increases the more senior the level of management. Views shared by senior managers signal their perception that semi-skilled workers are exclusively motivated by financial resources. This view is congruent with that postulated by Maslow (Robbins & Judge, 2013) in that semi-skilled workers firstly require for their basic needs to be met before attaining other forms of motivation. The literature review indicates that Mottaz (1985) furthermore reinforced this standpoint indicating that intrinsic motivation did not have the same applicability in semi-skilled workers with mundane, routine tasks.

It appears as though the theoretical views above and others subscribing to the same school of thought may plausibly influence the way management perceive semi-skilled workers to be motivated. Results from this survey however show, in part, a misalignment of management's perception and reality. Non-financial rewards holder a greater degree of motivational value for semi-skilled workers than perceived by management.

6.1.2 Non-Financial Motivation Reasons

Results at the level of semi-skilled workers, middle management and senior management were presented independently in the results section in chapter 5 for granularity of findings. Figure 13 below offers an aggregated comparison of the non-financial constructs, already presented independently in chapter 5, which each employee level deemed to be motivating.

It is important to note that only the top five constructs are listed per level below, implying that some of the levels did assign ranking to constructs illustrated, but that they were not their top five. Constructs deemed to be within the top five as interpreted by semi-skilled workers as well as any other unique findings form the subsections of discussion. While some exclusive top five management constructs are illustrated in Figure 13, these will not necessarily be discussed separately, or in as much detail, except where findings are quite distinct and offer utility to organisations.

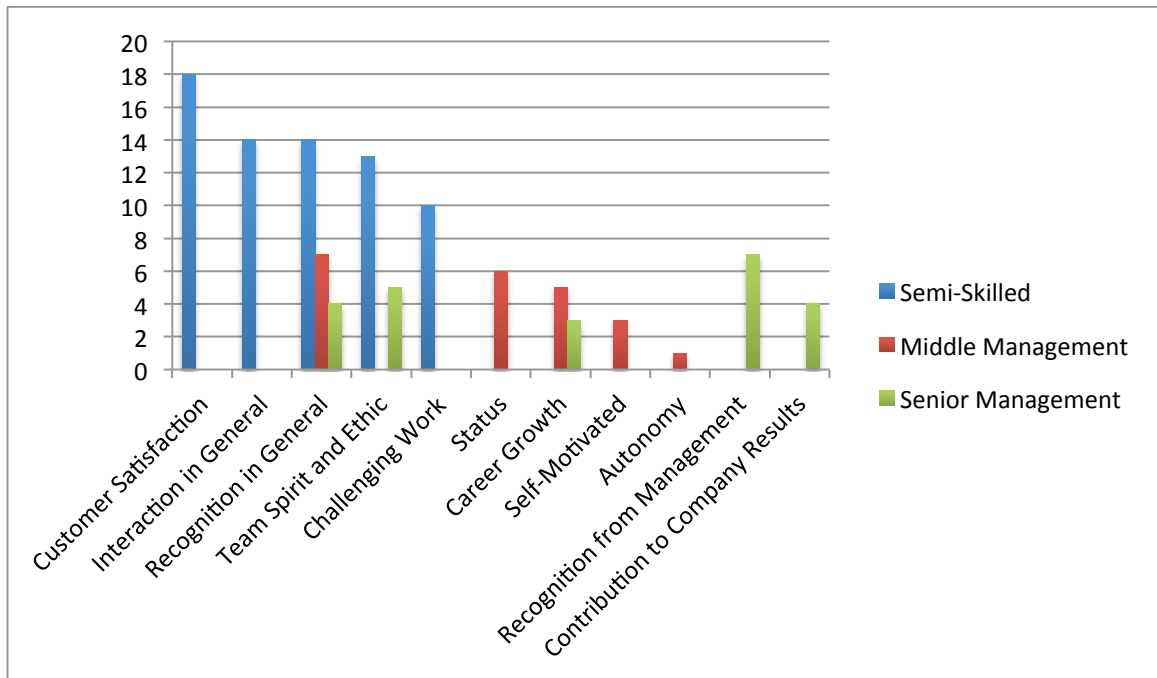


Figure 13: Top 5 Non-Financial Forms of Motivation by Employee Level

6.1.2.1 Customer Satisfaction

The first interesting finding from figure 13 is that semi-skilled employees highest form of non-financial motivation is rooted in their awareness that customers they serve are satisfied. While this may be misunderstood to be contribution to company results, discussion in the interviews clearly indicated that customer satisfaction was personally intrinsically motivating to the semi-skilled workers. Vastly important for management to note is that interaction with customers was listed as a separate theme, however ranked in seventh place as per table 6. The combination of the two constructs would position it in first place as a non-financial motivator.

This theme is both in agreement and disagreement with Kunz and Linde's (2012) views on enjoyment-based as opposed to norm-based motivation. The results echo the view that enjoyment-based activities prove motivating, however the results do not support the view that this form of intrinsic motivation is absent in the case of routine-based work. Most of the semi-skilled workers interviewed have predominantly routine-based work, such as repetitive customer calls and replenishing stock on shelves.

6.1.2.2 Interaction

The second significant result visible in figure 13 is that semi-skilled workers are highly motivated by interaction at their workplace. International Standard Classification of Occupations (2012) indicates that at skill level two, the definition of the semi-skilled worker according to this research, a good grasp of interpersonal skills is often a prerequisite for employment. Results in figure 13 and chapter 5, do not support this construct featuring as a perceived non-financial motivator at any level of management. At this stage we identify that management do not perceive the value of social relationships as offering as significant a motivating effect as semi-skilled workers perceive it to. This view is supported by Jin & Huang (2013) in which they resonate the merits of communal and cooperative behaviors.

6.1.2.3 Recognition

Ranked third in the minds of semi-skilled workers is also the first construct, which is mutually ranked top five by management, both a middle and senior level. Furthermore as can be seen in tables 6, 7 and 8, recognition in general and by management ranks in the top 10 across all levels. While findings from Chiang & Birtch (2012) indicated that recognition was the number one non-financial motivator among knowledge workers, results from this research as illustrated in figure 13, are transferrable to semi-skilled workers.

The benefit of this research splitting the two forms of recognition in two allows us to identify that senior management perceives recognition from management as a primary motivator, compared with semi-skilled workers who perceive recognition in general as dominant to recognition from management. The reason for this perception from senior management is possibly due to a bias from management to use recognition equally as a mechanism to communicate acceptable behaviours within their desired culture as supported by Hadgrief et al. (2012). This finding informs management that semi-skilled workers value recognition not only from management, but from multiple sources including peers, superiors, suppliers and even customers as discussed in the theme of customer satisfaction.

6.1.2.4 Team Spirit and Ethic

Team spirit and ethic was the only other shared top five non-financial motivational theme across semi-skilled workers, middle and senior management as can be seen in figure 13. Middle management does not appear as ranking the theme of team spirit and ethic, however this is due to the fifth ranked construct being tied with some others as seen in table 7. Literature, which has previously ranked non-financial motivators, albeit with knowledge workers (WorldatWork, 2016; Schlechter et al, 2015; Chiang & Birtch, 2012), did not exclusively identify or delineate team spirit and ethic as a theme. While the most proximate intrinsic reward construct referenced by Wörnich et al (2015) was working conditions, this did not adequately capture the essence of team spirit and ethic as discussed by semi-skilled workers in the interviews. Grandey et al (2013), suggest in their research that monetary rewards have the ability to erode team harmony, a sentiment that in part and indirectly speaks to this study identifying team spirit as a motivator.

Management results at both middle and senior level accurately perceived a sense of shared effort and support among peers as critical to motivating semi-skilled workers. It would be acceptable to introduce that parallels exist between positive work environment ranked 10th by semi-skilled workers in table 6 and the team spirit and ethic. This would be on the merit that the environment is an encouraging, supportive and relational one as expressed by interviewees.

6.1.2.5 Challenging Work

The fifth most popular non-financial motivational construct according to semi-skilled workers was challenging work. As mentioned the semi-skilled workers interviewed had, for the most part, quite routine and structured roles in their organisations, such as checking clients into hotel rooms, repeat calls from a contact centre and replenishing stock in stores. Many of the semi-skilled workers expressed that challenging work was not necessarily an entirely new role, but often the complexity involved in ensuring customer satisfaction. This result indicates that even amidst a largely routine-based role, employees are able to identify activities, which make their jobs more rewarding. Literature from Wörnich et al (2015), indicating that interesting and challenging work offers a form of intrinsic motivation and supports these results. It is therefore important to again indicate that this literature was however not exclusively focused on semi-skilled workers as the unit of analysis.

6.1.2.6 Autonomy and Career Growth

Outside the top five, but aligned to the view of management reside autonomy and career growth as non-financial motivators, ranked 6th and 9th in table 6 respectively (according to semi-skilled workers). While the results do not support theory suggested by Mottaz (1985) semi-skilled workers conducting routine-based work are not receptive to intrinsic motivation, the survey and desire for autonomy and career growth suggest an aspiration for a role, which is less mundane. The context of the discussion of career growth with semi-skilled workers appeared to be more aspiration and achievement based, whereas that of management appeared to be more rooted in the financial gain which follows career growth. Results confirm the theoretical standpoint of Grandey et al. (2013) that accomplishment ranks significant, but in this context that the same holds true for semi-skilled workers.

Lastly status appeared to be one of the few anomalies, which was at polar ends of the ranking between semi-skilled workers and middle management as can be contrasted between table 6 and table 7. Middle management expressed their perception that status was the second ranked underlying driver of motivation. More accurately the output of status is generally recognition for a job well done and the interaction with peers that dovetails this and this is what would have generated the motivation.

6.2 Discussion of Results of Research Question 2: What demotivates semi-skilled workers to do their job?

6.2.1 Demotivation Reasoning Categorised as Financial or Non-Financial

Table 9 in chapter 5 illustrated that 95% of the responses of what demotivates semi-skilled workers is rooted in non-financial reasons. When compared with management responses were 88% with middle management and 92% with senior management. These aggregated results in table 9 indicate management is more aligned to semi-skilled worker perception, in respect of the non-financial reasons for employee demotivation, than that of motivation as indicated in table 2.

One of the most notable findings in this section is that constructs of demotivation are more intertwined with management and leadership practices than constructs of motivation as discussed in the previous section. In other words semi-skilled employees are less inclined to experience motivation due to leadership practice, than they are to experience demotion from poor or inefficient management and leadership practice.

6.2.2 Non-Financial Demotivation Reasons

Results at the level of semi-skilled workers, middle management and senior management were presented independently in the results section in chapter 5 for granularity of findings. Figure 14 below offers an aggregated comparison of the non-financial constructs, already presented independently in chapter 5, which each employee level deemed to be demotivating.

It is important to note that only the top five constructs are listed per level below, implying that some of the levels did assign ranking to constructs illustrated, but that they were not their top five. Constructs deemed to be within the top five as interpreted by semi-skilled workers as well as any other unique findings will form the subsections of discussion. While some exclusive top five management constructs are illustrated in figure 14, these will not necessarily be discussed separately or in as much detail except where findings are quite distinct and offer utility to organisations.

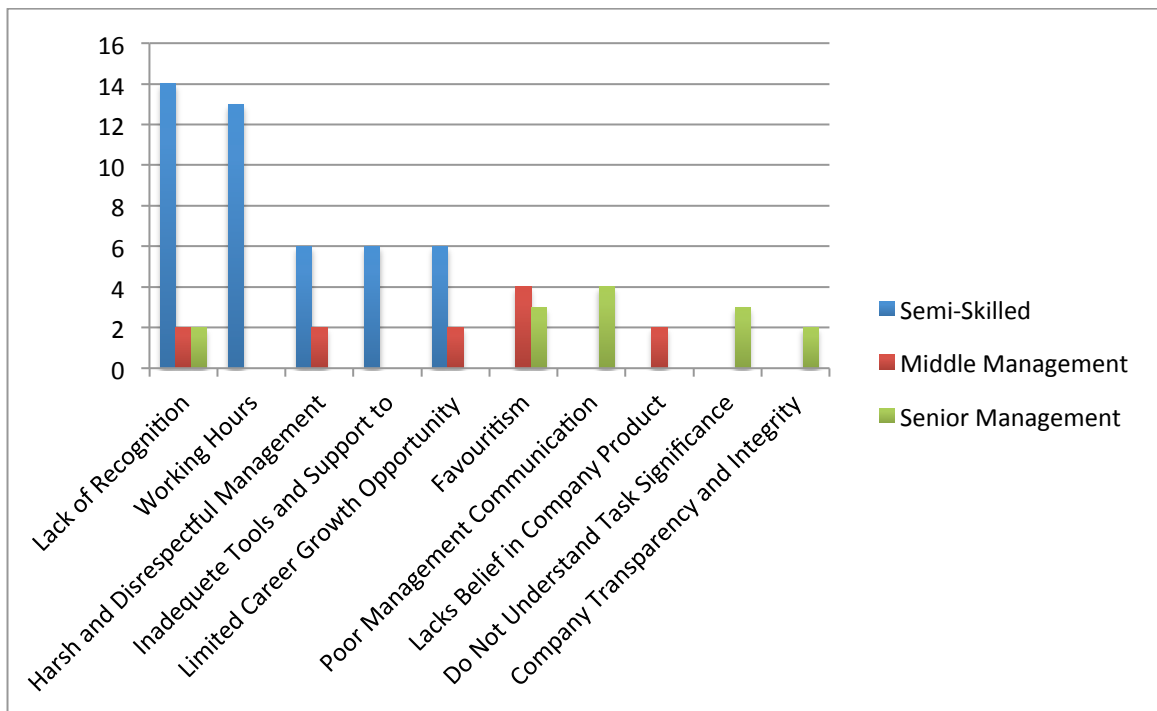


Figure 14: Top 5 Non-Financial Forms of Demotivation by Employee Level

6.2.2.1 Lack of Recognition

Recognition in general ranked third in the minds of semi-skilled workers as a non-financial means of motivation as illustrated in figure 13. Particular attention needs to be

paid to the fact that it ranks even higher, in first place, as per figure 14 above, as a source of demotivation. What this implies is that the effect on motivation can be doubled in a sense where recognition exists and is effectively conducted. One could draw a parallel between the lack of recognition and the construct of unsupportive management ranked seventh in table 13 in chapter 5, in that unsupportive management would also most likely not be inclined to carry out recognition. The sense of lack of recognition was even more evident where employees felt as though they has exercised additional discretionary effort and had not been recognised. The implication of this appeared to be that semi-skilled workers are the discouraged to consider going the extra mile in future.

A quote from a semi-skilled worker as presented in chapter 5, which adequately captures the essence of this, was the following.

“...it’s not just like I am a number.”

The theme above confirms that the phenomenon of extrinsic rewards crowding out intrinsic motivation as discussed by Kunz and Linder (2012). The difference in findings, for which these results however provide, is that intrinsic motivation is not exclusively reserved for skilled knowledge workers with complex jobs, but holds true for semi-skilled workers who conduct primarily routine-based work.

6.2.2.2 Working Hours

A significant underlying non-financial driver of demotivation with semi-skilled workers is both their extensive and rigid working hours, ranked second in table 13 chapter five. Reinforcing this is a lack of work-life balance as a direct result thereof, ranked ninth in the same table.

While the context of the discussion in the literature review in chapter two was the classification of non-financial motivators, Wörnich et al. (2015) correctly identifies that one such motivator is flexible schedules. Other motivators, which prove adequate in light of the results and should be considered to counter demotivation, include alternative work arrangements (Chiang & Birtch, 2012) and work-life balance (Schlechter et al. 2015). That being said the opposite, in this case extensive and rigid working hours, holds true to demotivate workers.

While the context of all the discussions in literature in the paragraph above were focused on skilled workers, this research confirms that semi-skilled workers needs are not dissimilar.

6.2.2.3 Harsh and Disrespectful Management

Some senior management perceptions that semi-skilled workers are motivated exclusively by financial gain appear to be validated by the sentiment semi-skilled workers shared that management treats them in a harsh and in a disrespectful manner. This theme is congruent with a transactional relationship between workers and superiors as opposed to a relational one, a pattern that Louw et al. (2012), implores organisations to be resistant towards.

Results confirm that Salie and Schlechter (2012) correctly identified that the potential for employees to be left feeling demoralised as a result of the manipulative capability financial reward holds true. In light of the results presented in figure 14, this result can now be confirmed as being equally truthful for semi-skilled workers, and not solely reserved for skilled knowledge workers.

A theme of inadequate and poor management practice in general emerges when we look at some of the other top non-financial demotivators in table 13 of chapter five. Not being heard ranks fifth, unsupportive management seventh, favouritism eighth and poor management communication 10th. If these themes were to be combined, they would by far be the forerunner of non-financial demotivation.

6.2.2.4 Inadequate Tools and Support to Complete Job

Both inadequate tools and support to complete the job ranks fourth as per figure 14. This could arguably be included as another construct linked to inadequate and poor management practice. An interesting finding was that while this was a form of demotivation, the fact that workers are approaching management for the correct tools signals their initiative to complete the job assigned, even where no more risk or reward existed. This helps us understand why it is not then surprising that semi-skilled workers ranked task identity in 11th place as their non-financial motivation in table 6.

6.2.2.5 Limited Career Growth Opportunity

Receiving a ranking of fifth place in figure 14 signals that semi-skilled workers are not happy in the longer term, with a status quo transactional exchange of labour for pay. Aspirations exist at a semi-skilled level and these are not solely rooted in the financial benefit resultant from advancement as can be seen from the quotations from senior management in chapter 5.

While in the context of what motivates skilled workers, the results of research by Chiang and Birtch (2012), confirm development opportunities being defined a motivator. The opposite can then logically be inferred as demotivating staff and as echoed in the results in figure 13 is the case for semi-skilled workers.

One area of confirmation with the traditional needs based theory held by Maslow (Robbins & Judge, 2013), is that semi-skilled workers hold a desire to migrate towards a role of greater complexity and responsibility, but that this progression may not be as linear and neatly sequential.

While not to the same severity as shared by semi-skilled workers, figure 14 indicates that management is aware of the demotivating effect that it, in itself, is capable of producing. This is confirmed through the theme of harsh and disrespectful management being ranked second by middle management and favouritism receiving a top five ranking by both senior and middle management.

6.3 Discussion of Results of Research Question 3: Do Semi-Skilled Workers Prefer Financial Or Non-Financial Rewards?

While the results of whether semi-skilled employees prefer financial rewards or non-financial rewards were presented independently per employee level in chapter five, figure 15 below provides a comparable combination. The trend of relevance to the findings, is the ranking each employee level places on each of the categories of financial, non-financial, both, or depends.

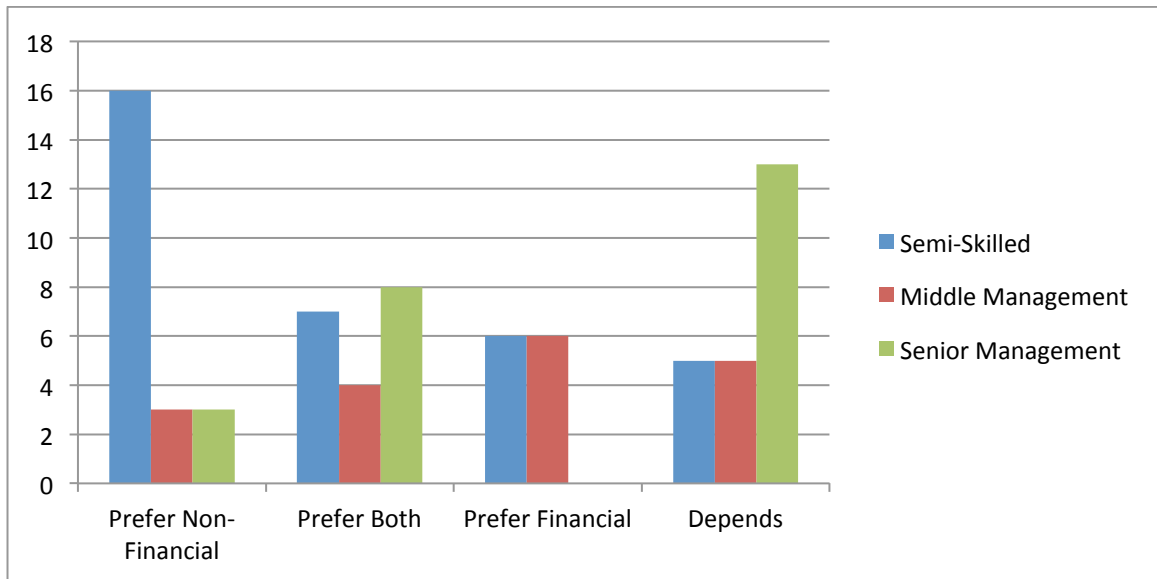


Figure 15: Financial vs Non-Financial Reward Preference by Employee Level

As can be seen from the combined results in figure 15 above of whether semi-skilled workers prefer financial or non-financial rewards, clear misperceptions on the part of management exist. Results discussed below are prioritised based the views of semi-skilled workers as well as where discrepancies exist in perceptions with management.

6.3.1 Prefer Non-Financial

Figure 15 reveals semi-skilled workers, rank non-financial rewards, as their primary form of motivation. When compared with the sentiments of management, middle managers rank non-financial in last place and senior managers in third place. The results clearly confirm that semi-skilled employees are not dissimilar to knowledge workers in their craving for intrinsic motivators, such as recognition, and that this in fact outperforms financial rewards as a mechanism for motivation.

6.3.2 Prefer Both

Featuring ahead of financial resources as a reward preference in figure 15 was the desire from semi-skilled workers to have a blend of financial and non-financial rewards. From the amount of attention attributed to the theme of both financial and non-financial rewards being essential, results attest the contribution Kunz & Linder (2013) offered in their position that a universal approach to reward practice would prove ineffective. The results from this research now offer Kunz and Linder (2013) the opportunity to transport this viewpoint from knowledge workers through to semi-skilled workers.

Senior and middle management offered their perception that a combination is required in their interviews, ranking a preference towards both financial and non-financial rewards and in second and third place respectively.

6.3.3 Prefer Financial

Some of the semi-skilled workers were of a strong viewpoint that financial rewards were their dominant preference. One quotation, which tidily summarised the gist of the view, was as follows.

“...money is number one.”

Erbasi & Arat (2012) indicate that while a mix of financial and non-financial rewards is required for performance, their view is that financial rewards emerge as the more substantial motivator. Results from this research, at least within the context of semi-skilled workers interviewed as an aggregate, negate this standpoint. It is however accepted that while these results are ranked as aggregates, employees are each independent actors in an organisation. Semi-skilled employees are clearly motivated for different reasons, as will be discussed in the subsection that follows.

One of the most interesting results was that during the time of questioning senior management, they did not indicate that financial rewards were a perceived preference. This view is in part contradictory to what was shared by senior managers in the initial stage of the interview in which they indicated that semi-skilled workers were motivated specifically by financial rewards. When asked to make the trade-off between financial and non-financial rewards as a preference, senior managers appeared somewhat non-committal as is discussed below.

6.3.4 Depends

Of all three levels of employees interviewed, senior managers had the most nuanced view of whether semi-skilled workers are motivated chiefly by financial or non-financial rewards. Even when prompted to provide a specific perceived preference, indifference prevailed. Where interviewees across all employee levels indicated reward preference was dependent on other variables these were themed for further analysis. The combination of dependencies as presented independently by employee levels in the results in chapter five is illustrated figure 16 below.

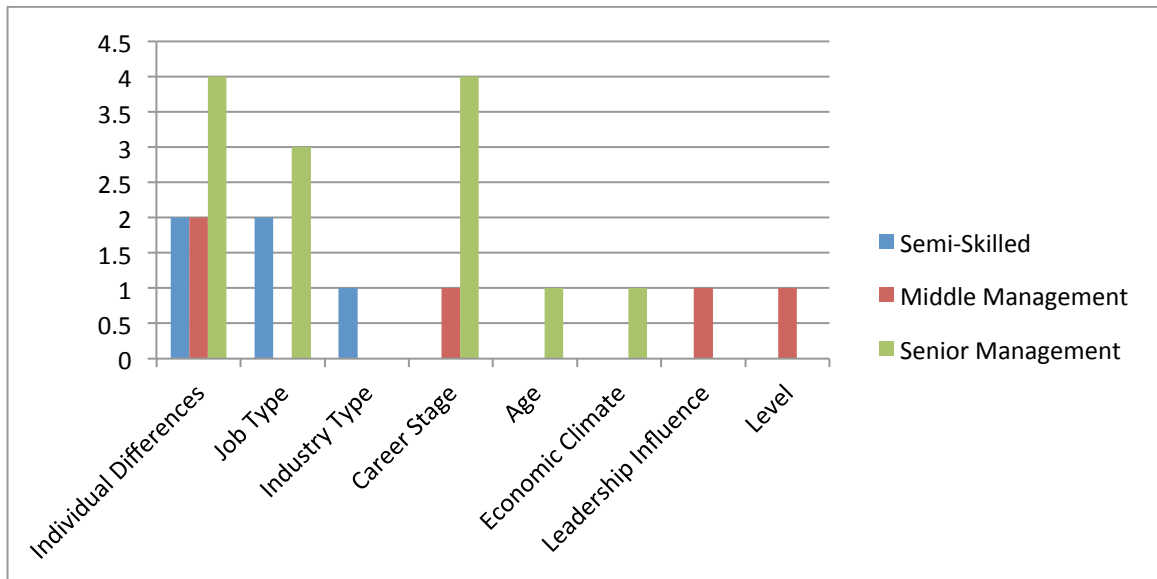


Figure 16: Reward Preference Dependencies by Employee Level

6.3.4.1 Individual Differences

Individual differences were a variable, which received attention from all employee levels as illustrated in figure 16, and ranked first in conversations with semi-skilled workers.

Results confirm the bearing individual differences, such as culture, have on reward preference. For the sake of summary, one could easily include demographics, such as age, as a dependency presented by senior management in figure 16 in this theme (Robbins & Judge, 2013). Interestingly Chiang and Birtch (2012) present that individualistic cultures prefer short-term, economic exchange based relationships while collectivists prefer upholding group harmony and morale through quality of relationships. The discussion in the subsection below indicates that respondents in this sample, geographically working in Johannesburg, South Africa, were more collectivist in nature based on the findings from Chiang & Birtch (2012).

6.3.4.2 Job Type

Figure 16 illustrates that senior managements' perception that job type influences reward preference hold true in that semi-skilled workers also indicated that their daily working activities impacted their reward preference. Mottaz (1985) provides the view intrinsic motivation is ineffective in that of mundane, routine-based work carried out by semi-skilled workers. While results confirm that job type influences reward preference, they

equally denounce the view presented by Mottaz (1985), that semi-skilled workers are not motivated by intrinsic rewards.

6.3.4.3 Industry Type

Figure 16 illustrates that both semi-skilled workers and senior management acknowledge industry as a variable impacting their reward preference. Middle management did not discuss this theme.

One of the substantial findings this study offers is that the bulk of the results provide a breakdown of the difference in contribution from the three organisations, representing three unique industries, to the theme discussed. In table 6 in the results of chapter 5, team ethic is presented as the fourth ranked construct motivating semi-skilled workers interviewed as a whole. One such example of the stark difference of opinion per industry and organisation, is that this ranking was made up solely by contact centre and hotel group respondents, with the building retailer not sharing this view at all. While the essence of this research report was aimed at exploring and identifying trends among semi-skilled workers as an aggregate, this is one clear example of the impact context has on reward preference.

While the inclusion of three distinct industries intended to add to the strength of the findings (Creswell, 2009), results confirm that each organisation and industry is unique and as such its reward application should follow suite. Kunz & Linder (2012), offer some level of agreement to this in their indication that a system-wide view should not be applied given the individuality of culture in each organisation.

6.3.4.4 Career Stage and Age

Age has been included in the construct of career stage for discussion, given that the underlying rationale shared in the interviews was that reward type should evolve as one advances in career or years of age.

Bussin & Torien (2015) corroborate this view in the literature review in chapter two by indicating that age and generation has a bearing on reward preference. This finding was offered in the context of skilled knowledge workers, and one can note that skilled workers at a middle and senior management level are of this perception of semi-skilled workers as seen in figure 16. While conversation was limited in this area of the interview, semi-skilled workers did in fact not mention this construct. Employee level could conceivably

be included in this theme as the far right construct in figure 16 mentioned by middle management. This description was assigned in relation to an employees rank in the organisation.

Receiving less attention and mutual interest across the different employee levels were economic climate and leadership. One area of alignment to views of economic climate impacting motivation is that of offered in literature by Chiang and Birtch (2012) in which they suggest that the presence of a financial crises develops a more short-term transactional behaviours. This study however does not present this theme as a major contributor to motivation or demotivation, however this may be subject to the timing of the survey, the companies participating and the geographies they operate in.

Lastly, figure 14 suggests that employees across all levels identify the caliber of leadership to offer a more direct effect on demotivation than a periphery variable.

6.3.5 Are Financial Rewards Enough To Motivate You To Work

Figure 12 presented in the results section of chapter five indicates that semi-skilled workers are for the absolute majority in agreement that financial rewards are not sufficient to motivate them to work. When the line of questioning extended to the reasons as to why two major themes emerged. These two key themes are listed and discussed below.

While literature at large is in agreement that financial rewards prime individuals for shorter-term transactional relationships and detract from longer-term loyalty, this view has been rooted in findings from skilled-skilled knowledge workers. The results from the semi-skilled workers now show some generalisability of this literature at a semi-skilled employee level.

6.3.5.1 Money is Short-Term

Bussin & Rooy (2014) confirm this result in their findings that financial rewards such as a bonus only offer short-term change. These results are aligned to the phenomenon of extrinsic motivation crowding out intrinsic motivation. Jin & Huang (2013) accurately describe that financial rewards prime workers for transactional relationships instead of social relationships. The reason for then seeking to steer clear of this type of transactional relationship is to avoid the same perception from semi-skilled workers of the organisation, which would translate into reduced employee tenure and any form of extra

effort offered. According to Chiang & Birtch (2012) employees who perceive the organisation to be exercising short-term transactional relationships, will reciprocate the type of relationship and engage in behaviours, which serve their self-interests.

6.3.5.2 Detracts from Long-Term Relationship and Loyalty

Organisations who value of discretionary effort from its employees, will note that utilising financial resources in isolation run the risk of signaling to staff that long-term relationships are not part of the organisation's ethos. Results support the view offered by Kunz and Linde (2012), indicating that one such non-financial reward, namely affiliation, has the ability to produce willingness to work. Kunz & Linde (2012) furthermore postulate that social rewards, a non-financial form of reward, induce longer lasting motivation.

Recognition was identified as the third ranked motivation for why financial rewards are insufficient as indicated in figure 12 of the results section. As a theme, which emerged throughout the research, we note that this type of non-financial reward is clearly significant among semi-skilled workers, and that the view that semi-skilled workers performing mundane routine work are not intrinsically motivated as described by Mottaz (1985), is not founded.

Chapter 7. Conclusion

As could be seen from the literature review there are a number of studies, which evidence the merits and value of non-financial reward and intrinsic motivation on skilled knowledge workers. The same gravitas in findings appeared to be largely absent for that of semi-skilled workers, motivating an exploration into this area and as a result this research. The section that proceeds presents principle findings as discussed in more granular detail in chapter six, followed by implications and recommendations for management, limitations of this research and conclusively, suggestions for future research.

7.1 Principal Findings

The first substantial discovery which the research evidenced is that that semi-skilled workers are not only motivated by non-financial rewards, but that there is a preference towards these over motivation rooted in financial means. Rich findings revealed in this study are that customer satisfaction, interaction, and team spirit and ethic emerged as three of the top five non-financial motivators of semi-skilled workers.

Customer satisfaction ranked first and challenging work ranked fifth, illustrate that semi-skilled workers, like skilled workers, have the same intrinsic craving to see the job through to completion and that some degree of difficulty and mastery is inherently desired in the process. Autonomy and task identity ranked sixth and 11th further reinforce the desire for responsibility and role ownership and identity. Recognition ranked in third place and an element of this construct could be that it fosters feedback on performance, in the same way customer feedback does.

The combination of the interaction and team spirit themes, signal a longing for relationship both between the worker and the organisation or superior, as well as the various stakeholders which the semi-skilled worker has the opportunity to engage with, such as suppliers, peers, customers and management. A positive environment is included in semi-skilled workers top 10 ranked non-financial motivators and could plausibly be included in the team spirit theme.

The second finding of equal significance was that semi-skilled workers are primarily demotivated for non-financial, as opposed to financial, reasons. Interestingly while recognition ranks third as semi-skilled workers most motivating non-financial reward, the absence of it ranks first as a demotivator. This finding reveals that the when recognition is

present and perceived to be sufficient in the minds of semi-skilled workers it has a doubling effect of motivation. Working conditions, specifically extensive working hours ranked second and lack of work-life balance ranked ninth, surfacing as a substantive non-financial form of demotivation. Work pressure appeared to have been a reasonable addition to this effect ranked eleventh.

Inadequate and poor management practices rise as a unique theme of non-financial demotivation among semi-skilled workers. Contributors to this combined theme include harsh, disrespectful, and unsupportive management, who exercise favouritism and lack the ability to communicate and encourage feedback. All of these constructs ranked within the top 10 demotivators and if combined would be ranked first. Interestingly all the above-mentioned points rob from a authentic relationship which semi-skilled workers heralded to be of value when discussing concepts motivating their efforts.

The third principle finding, residing at the heart of this research, relates to whether semi-skilled workers prefer financial or non-financial rewards overall. Discussion regarding which reward type is preferred gravitated to non-financial rewards being the leader. Financial reward as an exclusive option only ranked third as preference, with a combination of financial and non-financial receiving a ranking of second place.

The fourth key finding, which was chiefly, but not exclusively identified in the reward preference discussion above, was management's misperception of what motivates semi-skilled workers. Middle management were of the view that semi-skilled workers are chiefly motivated by financial means. Senior management expressed a nuanced and non-committal view with the lion share of their conversation revolving around preference being dependent on variables. When reviewing the specific types of non-financial rewards which motivated and demotivated semi-skilled workers, perceptions were for the greater part misaligned with both middle and senior management.

Fifthly, semi-skilled workers were prompted to express reasons regarding as to what reward preference may be dependent on. Individual differences, job type and industry materialised as the themes influencing reward preference as discussed by semi-skilled workers. With the research being conducted across three organisations, representing three distinct industries of a hotel group, building retailer, and contact centre, differences in reward preference and perception by industry became noteworthy. Industry and organisational culture became evident as a variable, which is inseparable from understanding non-financial reward efficacy and preference, among semi-skilled workers.

Lastly the fundamental driver for semi-skilled workers deeming financial reward to be insufficient in isolation of non-financial reward, is the perception of financial rewards being short-term economic transactions which detract from long-term commitment, discretionary work effort and loyalty. In essence extrinsic motivation crowding out intrinsic motivation holds true for semi-skilled workers, just as much as it does for skilled knowledge workers.

7.2 Implications and Recommendations for Management

Managers and organisations that are intent on ensuring they utilise all resources and efforts to maximize their competitive position would be well served to internalise some of the learnings from this study. The most significant insight, which stands to economically benefit organisations, is that understanding the value of non-financial rewards and the effective application thereof with semi-skilled workers stands to induce increased employment tenure and discretionary effort.

In light of the principle findings discovered through this exploratory research, a model for developing and reinforcing non-financial semi-skilled worker motivation was developed. The SCMAL Motivation Model (source: authors own) is a recommended framework born out of this study as illustrated in figure 17 below. A brief description of each component follows the illustration for the benefit of successfully implementing the model.

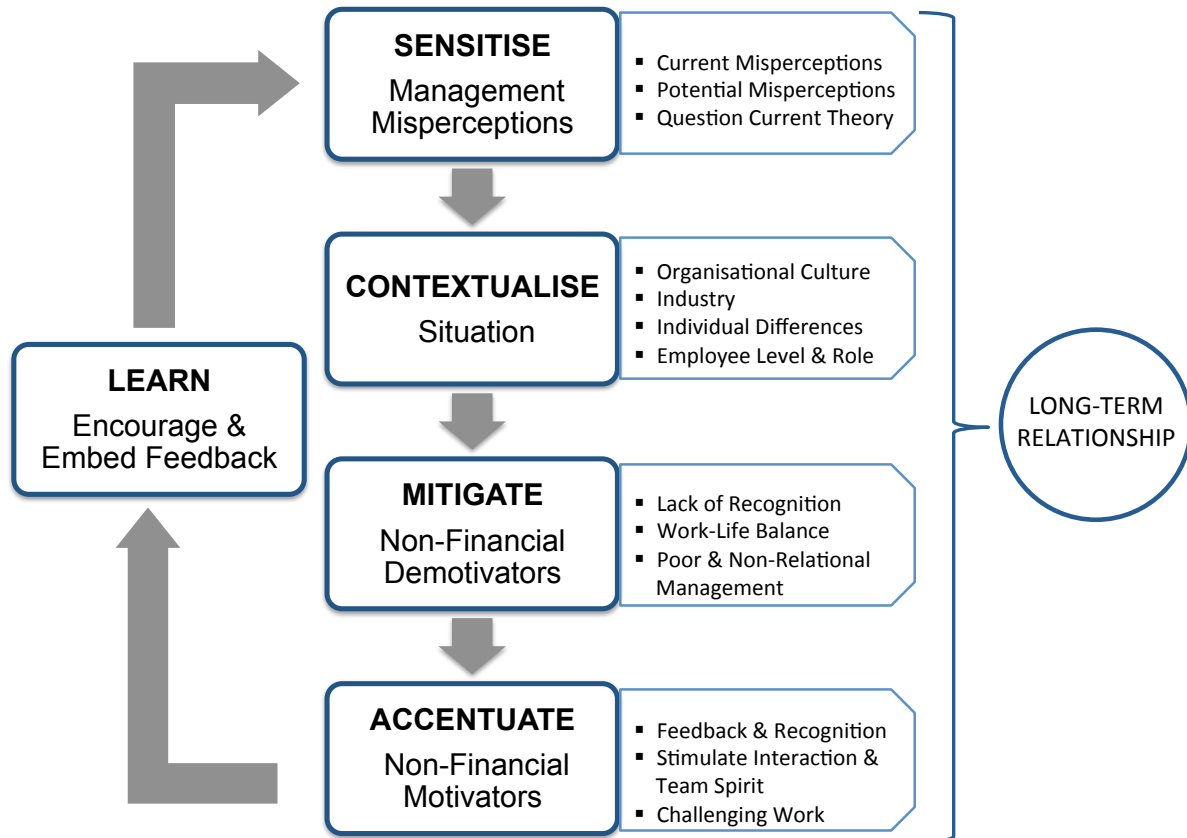


Figure 17: The SCMAL Motivation Model

7.2.1 Sensitise Management Misperceptions

Results from this study have revealed a number of misunderstandings on the part of middle and senior management in regards to which rewards motivate semi-skilled workers. Firstly, results from this study can be used to sensitize management to reality that misperceptions exist. This stage is positioned first to develop a shared belief that motivational theories and current perceptions are not adequate universal informants of non-financial reward practice and that a deeper dive is required.

7.2.2 Contextualise Situation

Management need to acquire a greater degree of understanding of how organisational culture, industry and individual differences impact their semi-skilled workers non-financial reward preference. Individual differences include aspects such as culture and demographics, while other preference dependencies to remain mindful of include job type and role. This study has evidenced that semi-skilled worker reward preference across all

organisations in all industries cannot be aggregated as a stereotype. Given the lower cost implications of non-financial reward over financial reward, management would be well served to conduct research into their own respective environments and uncover some of unique reward preference dependencies.

7.2.3 Mitigate Non-Financial Demotivators

Heeding the results of this research, management should seek to minimize the three key demotivators as discovered in this study. Senior leaders must ensure recognition is not a pastime for skilled workers, or worse yet no employees, but that it is actively and authentically exercised. Considering inventive ways to reduce the extensive working hours and lack of work-life balance, which grossly demotivates semi-skilled workers, would also be in management's best interests. Lastly appreciating that semi-skilled workers crave genuine work relationships, superiors need to value, respect and lead their employees by example.

7.2.4 Accentuate Non-Financial Motivators

Within the context of motivation, this study ultimately reveals that semi-skilled workers seek feedback on performance, which is best received from customers, social relationships, and challenging work. Managers should facilitate regular opportunities for interaction and feedback between semi-skilled workers and the organisations customers, peers and superiors. Wherever possible the tone of the forums should be social in nature and managers need to encourage and celebrate team achievements. Providing positive feedback in a public forum, will improve the level of recognition required by semi-skilled workers. Understanding management is unable to witness all events of significance to workers, a communication channel for employees to recognize one another should also be developed.

7.2.5 Learn, Encourage and Embed Feedback

Some of the application of the model may generate valuable and unique applications, which organisations should ensure they learn from and leverage off of. This study revealed that semi-skilled workers have already expressed not being heard as a demotivator. This means that soliciting feedback from both skilled and semi-skilled employees will not only generate valuable findings, but also reduce this demotivational effect, and increase buy-in and relational ties. This feedback should be encouraged on

an ongoing basis, but should also be provided through a dedicated forum on a regular basis to show management commitment to semi-skilled motivation.

7.3 Limitations of the Research

Principal findings and management implications from the research conducted should be tempered with an awareness of the limitations listed below.

Interviewees from two of the three organisations alluded to their salaries being continually benchmarked to ensure that their pay was aligned to, or above, industry standard. While it would be sound to argue that the third organisation did not reference or signal the same information, this may have reduced an otherwise active conversation regarding financial rewards.

The researcher explicitly stated that the interview was not intended to serve the purpose of venting frustrations in the hopes that management may amend practices. Furthermore mention was made that results stood to benefit a body of academic knowledge and possibly businesses at a general level. It is however not inconceivable that some semi-skilled worker responses were fuelled by hopes that results might change their personal working conditions, and as a result some responses may have been exaggerated to varying degrees. It was furthermore perceived that management, predominantly at a senior level, to some extent, provided feedback purely at a surface level. Even while confidentiality was explicitly stated, it appeared as though a reservation to provide candid responses existed, possibly due to a fear of being quoted out of context or appearing to not be perceived as knowledgeable on the topic discussed.

Focus groups with semi-skilled workers varied largely in size as can be seen from table 1. Senior managers from all organisations were interviewed separately, with the exception of the hotel group where both senior managers were interviewed together. This variance in number of interviewees per session may have influenced the results shared.

While the selection of three distinct industries added to the credibility of the findings and uncovered rich learning as to how industry impacts non-financial reward preference among semi-skilled workers, this may have also been a limitation. Firstly a richer degree of insights may have been gathered by interviewing one industry, secondly the individuals from the companies interviewed may not be representative of their industries as a whole, thirdly the combination of the three industries researched may still not be a sufficient representation of semi-skilled workers as a whole.

7.4 Suggestions for Future Research

As indicated in the closing paragraph of the limitations, this research was conducted with semi-skilled workers from three industries. One area of suggested research would be to conduct research with multiple organisations in the same industry to identify commonalities and differences. One other area of suggested research would be to conduct the same research across alternate industries.

A second suggestion for future research would be to research non-financial reward preference with semi-skilled workers conducting exclusively mundane, routine-based work versus those whose roles include some variance and complexity.

A third area of valuable future research for organisations would be to try to understand the required frequency of recognition semi-skilled workers would deem valuable as opposed to skilled knowledge workers and how this may differ or correspond.

A fourth and final area of possible future study would be to conduct the same research conducted in this study, however making the employee level of focus unskilled workers.

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Appendix 1: Discussion Guide: Semi-Skilled Workers

Question 1

What motivates you to do your job? (Relative to the perceived levels of understanding, may rephrase in interview to “What do you like about your job and working here?”)

Question 2

What makes you feel demotivated to do your job? (Relative to the perceived levels of understanding, may rephrase in interview to “What don’t you like about your job and working here?”)

Question 3

Do you appreciate non-financial rewards (like recognition and thanks)?

Question 4

Do you value financial rewards and incentives more than non-financial rewards?

Question 5

Are financial rewards enough to motivate you to work?

Question 6

What type of non-financial reward would motivate you to work harder for the company/or your supervisor?

Question 7

What do you love the most about your job?

Question 8

What could be changed in your job to make it a better place to work?

Appendix 2: Discussion Guide: Middle and Senior Management

Question 1

What do you perceive motivates semi-skilled workers in your organisation to do their job?

Question 2

What do you perceive demotivates semi-skilled workers in your organisation to do their job?

Question 3

What are the financial rewards, incentives and benefits offered at your organisation?

Question 4

What are the non-financial rewards, benefits and forms of motivation, such as formal recognition, offered at your organisation?

Question 5

Discuss what you believe semi-skilled employees at your organisation value more, financial or non-financial rewards?

Appendix 3: Company Consent Letter

To Whom it May Concern

Thank you for your interest in having your company take part in my Masters in Business Administration research project, which I am completing through the Gordon Institute of Business Science. The research title is *Evaluating the Value of Non-Financial Rewards on Semi-Skilled Workers*. The research will not bear any direct costs on your company.

The research will take the form of a series of semi-structured interviews with multiple groups of employees at different levels. The number of required respondents and estimated duration of interviews are indicated below:

- Semi-Skilled Employees: approximately 25 respondents; 30-60 minutes
- Skilled Middle Management: approximately 7 respondents; 30-60 minutes
- Skilled Senior Management: approximately 2 respondents; 30-60 minutes

In the case of the 25 semi-skilled employees these interviews will be conducted in focus groups of approximately 5 - 8 individuals, requiring approximately 3 - 4 separate interviews. Dependent on the availability of middle and senior management, these interviews may be either focus groups or individual interviews.

All interviews will be voice recorded and thereafter transcribed for analysis. Respondents will be advised that their results will be treated confidentially and that their participation is voluntary. Respondents will be required to sign a consent letter.

The latest all interviews are required to be completed is 12 August 2016, however if possible end July 2016. The draft questionnaire guide is attached in Annexure A.

I hereby grant permission to Camron Pfafferoth (Student Number 22037022) to conduct the research at our company as outlined in this letter.

Signature of Representative

Appendix 4: Participant Consent Letter

Informed Consent Letter

Thank you for your participation in my Masters in Business Administration research project, which I am completing through the Gordon Institute of Business Science. The research title is *Evaluating the Value of Non-Financial Rewards on Semi-Skilled Workers*. My research intends to gain a deeper understanding of the perceived value of non-financial and financial rewards on semi-skilled workers. I will be conducting an interview with a series of questions based on this topic.

The estimated duration of the interview is 30 - 60 minutes in length. The interviewer will voice record the interview. Your participation is voluntary and you can withdraw at any time without any penalty. All data will be kept confidential. If you have any concerns please contact my supervisor or me. Our details are provided below.

Researcher Name and Surname: Camron Pfafferott

Email: camron@therewardsfactory.co.za

Phone: 011 449 7022

Supervisor Name and Surname: Sherin Ramparsad

Email: Sherin.Ramparsad@sibanyegold.co.za

Phone: 061 800 1604

Signature of Participant: _____ Date: _____

Signature of Researcher: _____ Date: _____

Appendix 5: Extract of Atlas.ti Data Analysis: Document Manager

ATLAS.ti Project Edit Document Quotation Code Memo Network Analysis Tools View Window Help

The value of non-financial reward on semi-skilled workers - Document Manager

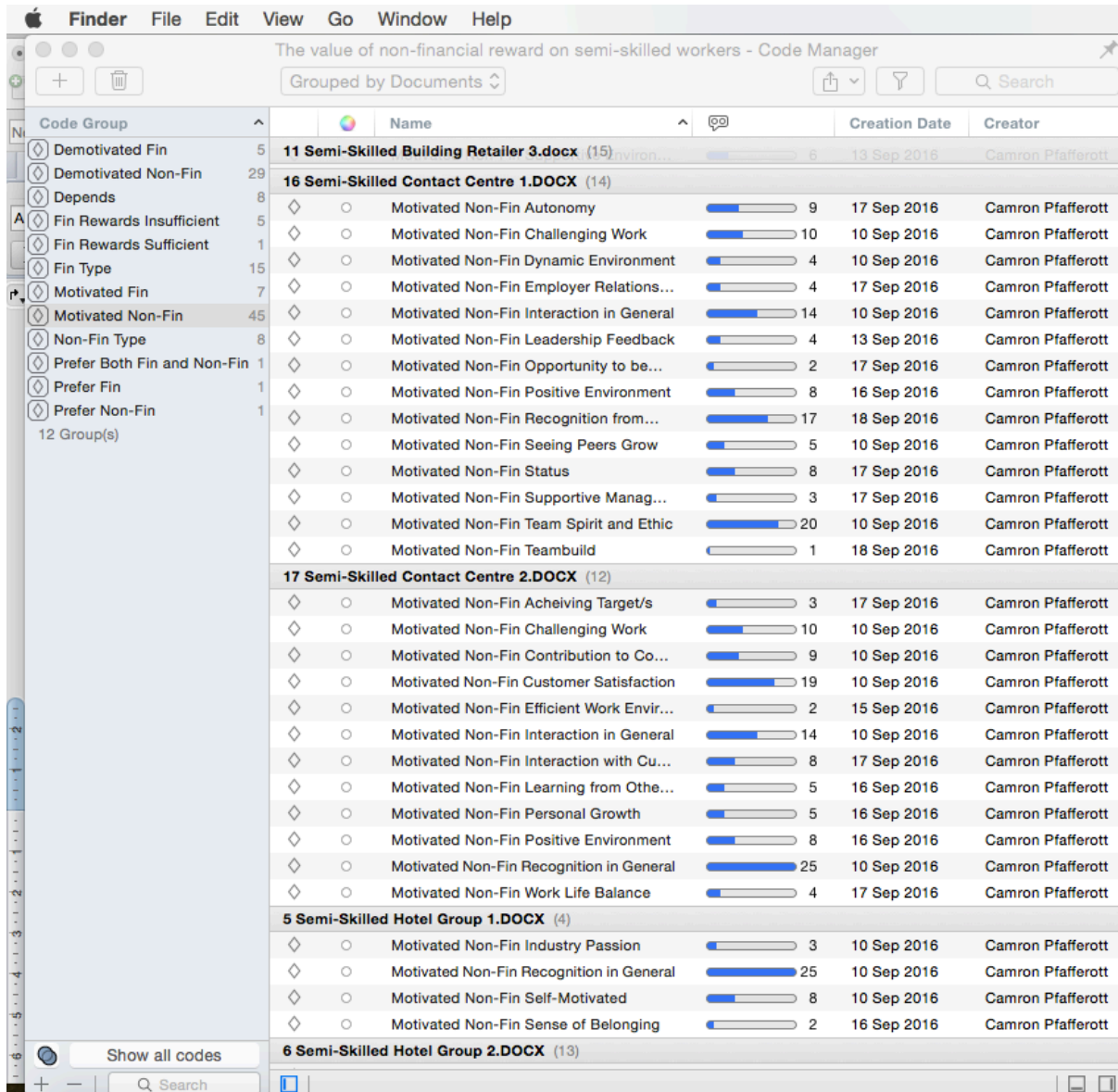
Grouped by Codes

Document Group	#	Name	Quotations	Creation Date	Creator
Appreciate Fin (1)					
Senior Management Hotel Group	1				
Senior Management Contact Centre	2	10 Semi-Skilled Building Retailer 2.docx	29	16 Sep 2016	Camron Pfafferott
Senior Management Building Retailer	2	Appreciate Non-Fin (9)			
Senior Management All	5	2 Semi-Skilled Hotel Group 4.DOCX	75	10 Sep 2016	Camron Pfafferott
Semi-Skilled Hotel Group	5	5 Semi-Skilled Hotel Group 1.DOCX	20	13 Sep 2016	Camron Pfafferott
Semi-Skilled Contact Centre	2	6 Semi-Skilled Hotel Group 2.DOCX	29	13 Sep 2016	Camron Pfafferott
Semi-Skilled Building Retailer	3	7 Semi-Skilled Hotel Group 3.DOCX	42	13 Sep 2016	Camron Pfafferott
Semi-Skilled All	10	8 Semi-Skilled Hotel Group 5.DOCX	34	13 Sep 2016	Camron Pfafferott
Middle Management Hotel Group	1	10 Semi-Skilled Building Retailer 2.docx	29	16 Sep 2016	Camron Pfafferott
Middle Management Contact Centre	1	11 Semi-Skilled Building Retailer 3.docx	35	16 Sep 2016	Camron Pfafferott
Middle Management Building Retailer	1	16 Semi-Skilled Contact Centre 1.DOCX	75	17 Sep 2016	Camron Pfafferott
Middle Management All	3	17 Semi-Skilled Contact Centre 2.DOCX	55	17 Sep 2016	Camron Pfafferott
Management Hotel Group	2	Demotivated Fin Current Remuneration (2)			
Management Contact Centre	3	2 Semi-Skilled Hotel Group 4.DOCX	75	10 Sep 2016	Camron Pfafferott
Management Building Retailer	3	14 Semi-Skilled Building Retailer 1.docx	42	16 Sep 2016	Camron Pfafferott
Management All	8	Demotivated Fin Fair Pay (1)			
		14 Semi-Skilled Building Retailer 1.docx	42	16 Sep 2016	Camron Pfafferott
Demotivated Fin Insufficient Financial Benefits (1)					
		16 Semi-Skilled Contact Centre 1.DOCX	75	17 Sep 2016	Camron Pfafferott
Demotivated Fin Lack of Performance Based Pay (1)					
		2 Semi-Skilled Hotel Group 4.DOCX	75	10 Sep 2016	Camron Pfafferott
Demotivated Non-Fin Biased Recognition (1)					
		8 Semi-Skilled Hotel Group 5.DOCX	34	13 Sep 2016	Camron Pfafferott
Demotivated Non-Fin Comfortable and Safe Working Environment (2)					
		2 Semi-Skilled Hotel Group 4.DOCX	75	10 Sep 2016	Camron Pfafferott
		14 Semi-Skilled Building Retailer 1.docx	42	16 Sep 2016	Camron Pfafferott
Demotivated Non-Fin Company Transparency and Integrity (3)					
		14 Semi-Skilled Building Retailer 1.docx	42	16 Sep 2016	Camron Pfafferott
		16 Semi-Skilled Contact Centre 1.DOCX	75	17 Sep 2016	Camron Pfafferott
		17 Semi-Skilled Contact Centre 2.DOCX	55	17 Sep 2016	Camron Pfafferott
Demotivated Non-Fin Difficult Customer (3)					
		5 Semi-Skilled Hotel Group 1.DOCX	20	13 Sep 2016	Camron Pfafferott
		8 Semi-Skilled Hotel Group 5.DOCX	34	13 Sep 2016	Camron Pfafferott
		11 Semi-Skilled Building Retailer 3.docx	35	16 Sep 2016	Camron Pfafferott
Demotivated Non-Fin Economic Climate (1)					

Show all documents

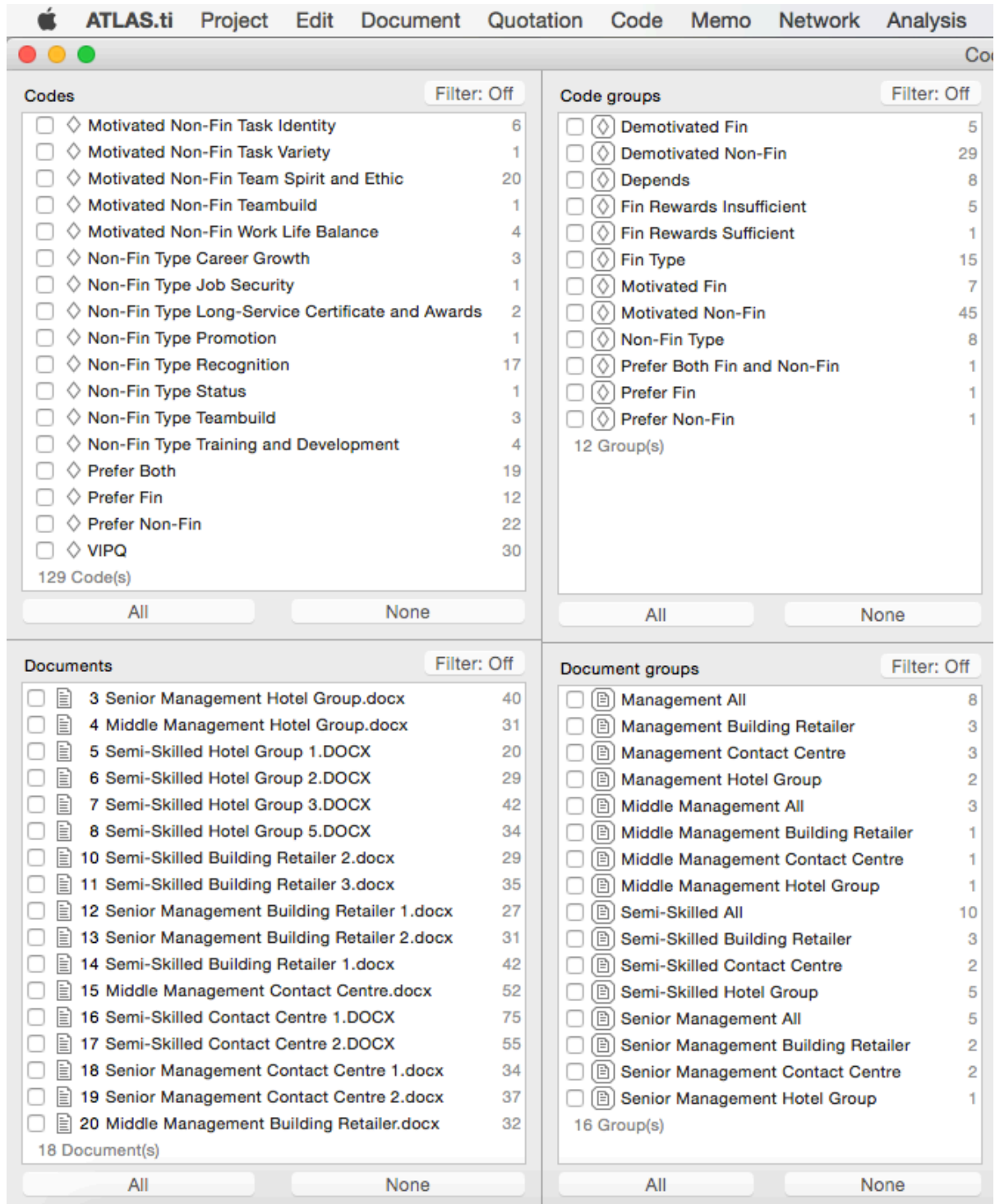
Search

Appendix 6: Extract of Atlas.ti Data Analysis: Code Manager



Code Group	Name	Creation Date	Creator
Demotivated Fin	11 Semi-Skilled Building Retailer 3.docx (15)	13 Sep 2016	Camron Pfafferott
Demotivated Non-Fin	16 Semi-Skilled Contact Centre 1.DOCX (14)		
Depends	Motivated Non-Fin Autonomy	17 Sep 2016	Camron Pfafferott
Fin Rewards Insufficient	Motivated Non-Fin Challenging Work	10 Sep 2016	Camron Pfafferott
Fin Rewards Sufficient	Motivated Non-Fin Dynamic Environment	10 Sep 2016	Camron Pfafferott
Fin Type	Motivated Non-Fin Employer Relations...	17 Sep 2016	Camron Pfafferott
Motivated Fin	Motivated Non-Fin Interaction in General	10 Sep 2016	Camron Pfafferott
Motivated Non-Fin	Motivated Non-Fin Leadership Feedback	13 Sep 2016	Camron Pfafferott
Non-Fin Type	Motivated Non-Fin Opportunity to be...	17 Sep 2016	Camron Pfafferott
Prefer Both Fin and Non-Fin	Motivated Non-Fin Positive Environment	16 Sep 2016	Camron Pfafferott
Prefer Fin	Motivated Non-Fin Recognition from...	18 Sep 2016	Camron Pfafferott
Prefer Non-Fin	Motivated Non-Fin Seeing Peers Grow	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Status	17 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Supportive Manag...	17 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Team Spirit and Ethic	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Teambuild	18 Sep 2016	Camron Pfafferott
	17 Semi-Skilled Contact Centre 2.DOCX (12)		
	Motivated Non-Fin Acheiving Target/s	17 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Challenging Work	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Contribution to Co...	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Customer Satisfaction	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Efficient Work Envir...	15 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Interaction in General	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Interaction with Cu...	17 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Learning from Othe...	16 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Personal Growth	16 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Positive Environment	16 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Recognition in General	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Work Life Balance	17 Sep 2016	Camron Pfafferott
	5 Semi-Skilled Hotel Group 1.DOCX (4)		
	Motivated Non-Fin Industry Passion	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Recognition in General	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Self-Motivated	10 Sep 2016	Camron Pfafferott
	Motivated Non-Fin Sense of Belonging	16 Sep 2016	Camron Pfafferott
	6 Semi-Skilled Hotel Group 2.DOCX (13)		

Appendix 7: Extract of Atlas.ti Data Analysis: Code Document Table



The screenshot displays the ATLAS.ti software interface with the following panels:

- Codes (Filter: Off):** A list of 19 code categories with their respective counts. Total: 129 Code(s).

<input type="checkbox"/> <input type="checkbox"/>	Motivated Non-Fin Task Identity	6
<input type="checkbox"/> <input type="checkbox"/>	Motivated Non-Fin Task Variety	1
<input type="checkbox"/> <input type="checkbox"/>	Motivated Non-Fin Team Spirit and Ethic	20
<input type="checkbox"/> <input type="checkbox"/>	Motivated Non-Fin Teambuild	1
<input type="checkbox"/> <input type="checkbox"/>	Motivated Non-Fin Work Life Balance	4
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Career Growth	3
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Job Security	1
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Long-Service Certificate and Awards	2
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Promotion	1
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Recognition	17
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Status	1
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Teambuild	3
<input type="checkbox"/> <input type="checkbox"/>	Non-Fin Type Training and Development	4
<input type="checkbox"/> <input type="checkbox"/>	Prefer Both	19
<input type="checkbox"/> <input type="checkbox"/>	Prefer Fin	12
<input type="checkbox"/> <input type="checkbox"/>	Prefer Non-Fin	22
<input type="checkbox"/> <input type="checkbox"/>	VIPQ	30
- Code groups (Filter: Off):** A list of 12 code groups with their respective counts. Total: 12 Group(s).

<input type="checkbox"/> <input checked="" type="checkbox"/>	Demotivated Fin	5
<input type="checkbox"/> <input checked="" type="checkbox"/>	Demotivated Non-Fin	29
<input type="checkbox"/> <input checked="" type="checkbox"/>	Depends	8
<input type="checkbox"/> <input checked="" type="checkbox"/>	Fin Rewards Insufficient	5
<input type="checkbox"/> <input checked="" type="checkbox"/>	Fin Rewards Sufficient	1
<input type="checkbox"/> <input checked="" type="checkbox"/>	Fin Type	15
<input type="checkbox"/> <input checked="" type="checkbox"/>	Motivated Fin	7
<input type="checkbox"/> <input checked="" type="checkbox"/>	Motivated Non-Fin	45
<input type="checkbox"/> <input checked="" type="checkbox"/>	Non-Fin Type	8
<input type="checkbox"/> <input checked="" type="checkbox"/>	Prefer Both Fin and Non-Fin	1
<input type="checkbox"/> <input checked="" type="checkbox"/>	Prefer Fin	1
<input type="checkbox"/> <input checked="" type="checkbox"/>	Prefer Non-Fin	1
- Documents (Filter: Off):** A list of 20 document files with their respective counts. Total: 18 Document(s).

<input type="checkbox"/> <input type="checkbox"/>	3 Senior Management Hotel Group.docx	40
<input type="checkbox"/> <input type="checkbox"/>	4 Middle Management Hotel Group.docx	31
<input type="checkbox"/> <input type="checkbox"/>	5 Semi-Skilled Hotel Group 1.DOCX	20
<input type="checkbox"/> <input type="checkbox"/>	6 Semi-Skilled Hotel Group 2.DOCX	29
<input type="checkbox"/> <input type="checkbox"/>	7 Semi-Skilled Hotel Group 3.DOCX	42
<input type="checkbox"/> <input type="checkbox"/>	8 Semi-Skilled Hotel Group 5.DOCX	34
<input type="checkbox"/> <input type="checkbox"/>	10 Semi-Skilled Building Retailer 2.docx	29
<input type="checkbox"/> <input type="checkbox"/>	11 Semi-Skilled Building Retailer 3.docx	35
<input type="checkbox"/> <input type="checkbox"/>	12 Senior Management Building Retailer 1.docx	27
<input type="checkbox"/> <input type="checkbox"/>	13 Senior Management Building Retailer 2.docx	31
<input type="checkbox"/> <input type="checkbox"/>	14 Semi-Skilled Building Retailer 1.docx	42
<input type="checkbox"/> <input type="checkbox"/>	15 Middle Management Contact Centre.docx	52
<input type="checkbox"/> <input type="checkbox"/>	16 Semi-Skilled Contact Centre 1.DOCX	75
<input type="checkbox"/> <input type="checkbox"/>	17 Semi-Skilled Contact Centre 2.DOCX	55
<input type="checkbox"/> <input type="checkbox"/>	18 Senior Management Contact Centre 1.docx	34
<input type="checkbox"/> <input type="checkbox"/>	19 Senior Management Contact Centre 2.docx	37
<input type="checkbox"/> <input type="checkbox"/>	20 Middle Management Building Retailer.docx	32
- Document groups (Filter: Off):** A list of 16 document groups with their respective counts. Total: 16 Group(s).

<input type="checkbox"/> <input type="checkbox"/>	Management All	8
<input type="checkbox"/> <input type="checkbox"/>	Management Building Retailer	3
<input type="checkbox"/> <input type="checkbox"/>	Management Contact Centre	3
<input type="checkbox"/> <input type="checkbox"/>	Management Hotel Group	2
<input type="checkbox"/> <input type="checkbox"/>	Middle Management All	3
<input type="checkbox"/> <input type="checkbox"/>	Middle Management Building Retailer	1
<input type="checkbox"/> <input type="checkbox"/>	Middle Management Contact Centre	1
<input type="checkbox"/> <input type="checkbox"/>	Middle Management Hotel Group	1
<input type="checkbox"/> <input type="checkbox"/>	Semi-Skilled All	10
<input type="checkbox"/> <input type="checkbox"/>	Semi-Skilled Building Retailer	3
<input type="checkbox"/> <input type="checkbox"/>	Semi-Skilled Contact Centre	2
<input type="checkbox"/> <input type="checkbox"/>	Semi-Skilled Hotel Group	5
<input type="checkbox"/> <input type="checkbox"/>	Senior Management All	5
<input type="checkbox"/> <input type="checkbox"/>	Senior Management Building Retailer	2
<input type="checkbox"/> <input type="checkbox"/>	Senior Management Contact Centre	2
<input type="checkbox"/> <input type="checkbox"/>	Senior Management Hotel Group	1

Appendix 8: Extract of Atlas.ti Data Analysis: List of codes

Number	Code Name
1	Demotivated Fin Current Remuneration
2	Demotivated Fin Fair Pay
3	Demotivated Fin Insufficient Financial Benefits
4	Demotivated Fin Lack of Performance Based Pay
5	Demotivated Fin Poor and Inconsistent Implementation of Compensation Plan
6	Demotivated Non-Fin Biased Recognition
7	Demotivated Non-Fin Comfortable and Safe Working Environment
8	Demotivated Non-Fin Company Transparency and Integrity
9	Demotivated Non-Fin Difficult Customer
10	Demotivated Non-Fin Do Not Understand Task Significance
11	Demotivated Non-Fin Economic Climate
12	Demotivated Non-Fin Favouritism
13	Demotivated Non-Fin Harsh and Disrespectful Management
14	Demotivated Non-Fin Inadequate Tools and Support to Complete Job
15	Demotivated Non-Fin Lack of Peer Respect
16	Demotivated Non-Fin Lack of Recognition
17	Demotivated Non-Fin Lacking Work-Life Balance
18	Demotivated Non-Fin Lacks Belief in Company Product
19	Demotivated Non-Fin Limited Career Growth Opportunity
20	Demotivated Non-Fin Long Service with Company
21	Demotivated Non-Fin Negative Environment
22	Demotivated Non-Fin No Performance Feedback
23	Demotivated Non-Fin Not Being Heard
24	Demotivated Non-Fin Personal Circumstances
25	Demotivated Non-Fin Poor Employer Relations and Respect
26	Demotivated Non-Fin Poor Management
27	Demotivated Non-Fin Poor Management Communication
28	Demotivated Non-Fin Poor Peer Performance
29	Demotivated Non-Fin Routine Work
30	Demotivated Non-Fin Unconstructive/Negative Feedback
31	Demotivated Non-Fin Unrealistic Targets
32	Demotivated Non-Fin Unsupportive Management
33	Demotivated Non-Fin Work Pressure
34	Demotivated Non-Fin Working Hours
35	Depends Age
36	Depends Career Stage
37	Depends Economic Climate
38	Depends Individual Differences
39	Depends Industry Type
40	Depends Job Type
41	Depends Leadership Influence
42	Depends Level



Number	Code Name
43	Fin Rewards Insufficient: Detract from Long-Term Relationship and Loyalty
44	Fin Rewards Insufficient: Lack Intrinsic Motivation
45	Fin Rewards Insufficient: Money is Short Term Hygiene Factor
46	Fin Rewards Insufficient: Need Affiliation
47	Fin Rewards Insufficient: Need Recognition
48	Fin Rewards Sufficient
49	Fin Type Annual Leave
50	Fin Type Bonuses
51	Fin Type Commission
52	Fin Type Day(s) Off
53	Fin Type Education
54	Fin Type Employee Assistance Program
55	Fin Type Guaranteed Cost of Living Increase
56	Fin Type Incentives
57	Fin Type Long Service Incentive
58	Fin Type Medical Aid
59	Fin Type Pension Fund
60	Fin Type Profit Share
61	Fin Type Rations
62	Fin Type Salary
63	Fin Type Share Scheme
64	Motivated Fin Bonus
65	Motivated Fin Day(s) Off
66	Motivated Fin Education
67	Motivated Fin Incentives
68	Motivated Fin Salary
69	Motivated Fin Shares
70	Motivated Fin Training
71	Motivated Non-Fin Achievable Targets
72	Motivated Non-Fin Achieving Target/s
73	Motivated Non-Fin Autonomy
74	Motivated Non-Fin Career Growth
75	Motivated Non-Fin Challenging Work
76	Motivated Non-Fin Competitive Environment
77	Motivated Non-Fin Contribution to Company Results
78	Motivated Non-Fin Customer Feedback
79	Motivated Non-Fin Customer Satisfaction
80	Motivated Non-Fin Dynamic Environment
81	Motivated Non-Fin Effective Leadership
82	Motivated Non-Fin Efficient Work Environment
83	Motivated Non-Fin Employer Relations and Respect
84	Motivated Non-Fin Future Aspirations
85	Motivated Non-Fin Increased Responsibility



Number	Code Name
86	Motivated Non-Fin Industry Passion
87	Motivated Non-Fin Interaction in General
88	Motivated Non-Fin Interaction with Customers
89	Motivated Non-Fin Job Security
90	Motivated Non-Fin Leadership Feedback
91	Motivated Non-Fin Learning
92	Motivated Non-Fin Learning from Others' Experiences
93	Motivated Non-Fin Meeting Supervisors Expectation
94	Motivated Non-Fin On-The-Job Learning
95	Motivated Non-Fin Opportunity to be Heard
96	Motivated Non-Fin Performance Feedback
97	Motivated Non-Fin Personal Growth
98	Motivated Non-Fin Physical Environment
99	Motivated Non-Fin Positive Environment
100	Motivated Non-Fin Recognition from Management
101	Motivated Non-Fin Recognition from Peers
102	Motivated Non-Fin Recognition in General
103	Motivated Non-Fin Relationships with Peers
104	Motivated Non-Fin Seeing Peers Grow
105	Motivated Non-Fin Self-Motivated
106	Motivated Non-Fin Sense of Belonging
107	Motivated Non-Fin Status
108	Motivated Non-Fin Supervisor Personality
109	Motivated Non-Fin Supportive Environment
110	Motivated Non-Fin Supportive Management
111	Motivated Non-Fin Task Identity
112	Motivated Non-Fin Task Variety
113	Motivated Non-Fin Team Spirit and Ethic
114	Motivated Non-Fin Teambuild
115	Motivated Non-Fin Work Life Balance
116	Non-Fin Type Career Growth
117	Non-Fin Type Job Security
118	Non-Fin Type Long-Service Certificate and Awards
119	Non-Fin Type Promotion
120	Non-Fin Type Recognition
121	Non-Fin Type Status
122	Non-Fin Type Teambuild
123	Non-Fin Type Training and Development
124	Prefer Both
125	Prefer Fin
126	Prefer Non-Fin

Appendix 9: Ethical Clearance

Dear Mr Camron Pfafferott

Protocol Number: Temp2016-01012

Title: Evaluating the Value of Non-Financial Rewards on Semi-Skilled Workers

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

Adele Bekker