

# Perceptions of Intrinsic and Extrinsic Rewards as a Motivator amongst Managers at a Furniture Retail Organisation

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*Abstract:* Managers are increasingly expressing their anxiety about their future security and are more concerned than ever about their job security and a stable set of rewards. This concern has been triggered by the employers who are having to make increasingly difficult decisions about their workforce compensation and its relationship to performance. The aim of this study was to determine whether rewards are perceived as a motivator by managers at a retail company. Non-probability sampling was employed as the intent was to survey lower-level and middle managers only. SPSS Version 15 was used to analyse the data to ensure that a quantitative analysis for the study could be conducted. The Mann-Whitney U test was used for this study to distinguish between two groups of samples in the population. The results showed that there was a significant difference between higher earning and lower earning managers in the level of importance attributed to rewards from management.

*Keywords:* - Intrinsic motivation, Extrinsic rewards, Furniture retail, Lower-level management, and Middle-level management.

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## 1 Introduction

The past financial turmoil in the country has had a tremendous impact on employees' attitudes towards rewards and organisational responses. During this time both employers and employees have been forced to revisit fundamental assumptions about their implicit and explicit agreement with one another [1]. [2] and [3] Womb Found that managers are increasingly expressing their anxiety about their future security, and are more concerned than ever about their job security and a stable set of rewards. Employers are having to increasingly make difficult decisions about their workforce compensation and its relationship to performance. According to [4], if managers are motivated properly they can help the organisation to increase its profitability. They propose some drivers of managerial (including lower-level and middle managers) motivation and the use of performance pay to amend motivational patterns within their organisations. Financial and non-financial reward schemes are equally important to attract, keep and encourage employees, such as lower-level and middle managers, and to ensure they perform in a satisfactory way [5]. Factors such as competitive salary, friendly working environment, healthy interpersonal relationships and personal development are cited by literature as key variables that influence employee turnover [6].

## 2 Literature Review

Different concepts are outlined below to clarify the understanding of the terminologies used within the study.

### 2.1 Extrinsic Motivation and Intrinsic Rewards

According to [7], extrinsic motivation is associated with tangible rewards; these are rewards that cannot be influenced by individual managers and are regulated at organisational level. These rewards include the following: advancement in positions, remuneration, fringe benefits, state of affairs in the workplace, contract of service, safety of employees, and the work environment. For management to be able to increase the productivity of their employees the following external motivators must be taken into consideration [7]:

Intrinsic rewards are associated with psychological rewards which are controlled by the individual managers' conduct and actions. These rewards include the following: a sense of achievement and challenge, getting positive recognition and gratitude, being cared for, considerate managers, and being given the platform to maximise one's ability [7]. In summary, those who oppose the use of rewards by management are in essence against the concept of extrinsic motivation. They believe that intrinsic motivation is a much more powerful and deeper source of motivation.

This position is backed up by empirical evidence and Herzberg's theory.

## 2.2 Impact of Rewards on Intrinsic Interest

[7], wrote that rewards are divided into two categories, namely intrinsic and extrinsic rewards. The author defines intrinsic rewards as those associated with the particular individual, such as a sense of achievement and feeling recognised. Extrinsic rewards primarily comprise a person's working conditions, monetary rewards and career advancement opportunities; they are defined by the organisation. Giving rewards to employees' means that the company needs to establish a reward system.

According to [8], intrinsic factors are the self-generated factors which are related to job satisfaction and they influence people's behaviour or they influence certain issues to head in a particular direction.

Extrinsic factors are associated with job dissatisfaction and they are things that are completed to or for people to motivate them [8]. [7] assert that extrinsic motivation is associated with tangible rewards; these are rewards that cannot be influenced by individual managers and are regulated at organisational level.

[9] believe that when it comes to the effects of reward on intrinsic interest there are extensive incongruities. According to cognitive evaluation theory, it is believed that an individual's behaviour can be controlled to a certain extent and influenced by the offer of rewards and can make a job exciting. The decreased autonomy from individuals is believed to reduce attentiveness to performance that is imaginative and is an intrinsic task.

On the other hand, according to [10] cognitive evaluation theory, cited in [9], high quality of performance of individuals increases, instead of decreasing intrinsic interest and autonomy due to their expectation of rewards. Lastly, there are strong indications that when high performance is being rewarded there is an upsurge in intrinsic interest [9].

## 2.3 Total Rewards Strategy in an Organisation

In [11], stated that an integrated reward strategy, culture, retention and motivation play a very fundamental role. Culture is viewed as an overlapping contextual factor within and outside the organisation, and external and internal factors often influence organisational culture. The environment sets the tone of the organisation since every new member of the organisation reacts to the environment.

An organisation's success depends on its ability to draw enough and also supply qualified talent. The five key important reward elements are compensation, benefits, work life, performance and recognition, development and career opportunities. Motivation is about the organisation being successful in influencing employee behaviour through intrinsic and extrinsic means, which leads to optimum performance [11].

## 2.4 Importance of Motivation

[12] define motivation as the "processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal". In addition to Robbins' definition, [13] describes motivation as a tendency of individuals to behave in a purposeful manner to achieve specific, unmet needs. [13] further defines the construct as the psychological forces within an organisation that determine the direction of a person's behaviour, the level of persistence and the level of effort when encountered with challenges.

Moreover, according to [14], "nothing happens without a reason: everything has a cause. Everyone has motives, and is 'motivated'. Furthermore, "to be motivated is above all a positive condition, something desirable that should be promoted by a whole host of agents, or motivational factors, in order to encourage the desire to enhance performance" [14]. [8] defines motivation as an internal force to achieve specific goals, which comes as a result of an individual's conscious and unconscious needs. [15] define motivation as any influence that triggers, gives directions or sustains a behaviour that is goal-oriented.

The motivation of managers is a complex issue that is influenced by many factors. Manager's unique characteristics affect how they can be motivated and age as well as career anchors are ways of understanding these factors [16].

According to [8], motivators are known as "factors of motivation". These are factors that can stimulate or can lead to positive willingness from an individual, and include specific needs, wants, drives or impulses. For instance, factors such as promotion, working environment, salaries, recognition, work content and supervision style can initiate the willingness of individuals to reach organisational goals [8]. One of the most broadly well-known theories of job satisfaction is Maslow's hierarchy of needs. [17] hierarchy of needs theory places employees' needs into five progressive categories, which include physiological needs, security needs, social needs, self-esteem needs and self-actualisation [18].

## 2.5 Lower- and Middle-Level Managers in an Organisation

Lower-level managers are managers that are responsible for formulating short-term objectives and they give directions and guidance to the operative employees who perform the day-to-day activities [19] define these managers as operational managers who supervise the organisation's operations. On the other hand, middle managers are liable for translating and breaking complex goals set by top managers into smaller units, and they are responsible for managing lower level managers.

In this study lower- and middle-level managers constitute branch managers, regional and operational executive managers employed in the various retail chains of the organisation where the study was conducted.

## 2.6 Retail Industry

The retail industry involves all the retailers established for the reason of rendering a service and distributing goods to the final end user from the manufacturers and wholesalers. The last step in the distribution of merchandise is the retail process; and the retailers sell the products to the end users in small quantities.

## 3 Problem Statement

Money can buy all the things needed by employees, but it is not a motivator. The assumption of paying people more money to encourage them to perform better work or even less is not supported by the experience of organisations. It was established that more money will not increase satisfaction amongst employees and little money will irritate them. If the reward is significant to employees' performance then they will perform as expected. In other words, creativity is a casualty of rewards, therefore rewards pull in the opposite direction as compared to excellence. Lastly, some studies have found that people tend to perform less and go for easier challenges when working for a reward; especially those employees who are paid piece-rate for their work tend to choose easier tasks as the payment for success increase.

## 3.1 Research Objective

To ascertain whether intrinsic and extrinsic rewards motivate managers.

## 3.2 Research Question

What is the perception of intrinsic and extrinsic rewards as a motivator amongst managers at a retail company?

## 3.3 Proposition

P1: There is no significant difference between the mean values of salary earned annually and the following reward variables.

P1a – motivation

P1b – benefits

P1c – compensation

P1d – work-life

P1e – career and development

## 4 Research Methodology

[20], the quantitative approach can be utilised for statistical analysis and also to overcome time constraints for the research. This method allows for speedy analysis and management of data within a reasonable time. This survey study used quantitative and descriptive methods because the purpose of the study was to determine the perceptions of rewards among managers at a retail company. For the results of this study to be considered reliable a large number of participants had to be surveyed. All the reasons for choosing a quantitative method for the study are supported by the definition by [19], according to whom "it involves looking at amounts, or quantities, of one or more variables of interest". Furthermore, quantitative studies represent the mainstream approach to research, and carefully structured guidelines exist for conducting them [19]. Concepts, variables, hypotheses, and methods of measurement tend to be defined before the study begins and remain the same throughout [19]. [20] States that questions such as who, when, what, how and where, are answered through descriptive studies.

## 4.1 Method of Data Collection

There are a number of different methods of data collection that can be used for a study. In this instance the structured questionnaire method was used for the purpose of collecting data regarding the perceptions of managers on rewards as a motivator at a retail company. Self-administered questionnaires were deemed appropriate for the study as a data collection method because of the quantity of information required.

### 4.1.1 Population

In this study the target population included women and men of different age groups, race groups, and

so forth, working for retail companies. Non-probability sampling (purposive sampling) was used as the intent was to survey lower-level managers and middle-level managers only. [20] defines non-probability sampling as a method of obtaining units or people who are conveniently available.

#### 4.1.2 Target Population

The number of 172 respondents at a furniture retail organisation (lower- and middle-level managers) was used for the study because the most preferable sample size is one that is large [18]. Purposive sampling creates a basis for creating a representative sample so that everyone in a population stands a chance to be nominated and all possible samples of the same size have an equal chance of being selected.

The cover letter explained the purpose and main objectives of the study. In addition, the cover letter explained that the questionnaires would take no more than 20 minutes to complete and that the information collected from the questionnaires was solely for research purposes. The letter also informed the respondents that the information gathered would be strictly confidential and anonymous.

#### 4.2 Method of Data Analysis

The purpose of this study was to test the perceptions of rewards as a motivator amongst managers. For the primary data to be interpreted, SPSS Version 15 was used to analyse the data in this study to ensure that quantitative analyses for this study could be conducted. The completed questionnaires were coded and edited in order to calculate frequency distribution and to analyse personal data, and to calculate the central tendency and percentage distribution. SPSS is regarded by many professionals as one of the best software options for statistical analysis. The statistics obtained from the research were then presented in the form of computer graphics, with the help of STATKON for data analysis.

## 5 Research Findings

### Section A: Demographic profile

The biographical information of the 172 furniture retail managers who participated in the study are outlined in table format and are explained by means of frequencies and percentages.

### 5.1 Gender

The results show that the sample was more representative of male managers than female managers. Of the 172 respondents 65.1% (n=112) was male and 34.9% (n=60) comprised female respondents.

### 5.2 Age of Managers

The information indicates that of the 172 respondents who completed the questionnaires, the majority of the sample were between 40-44 years old (23.8%, n=41), followed by the 30-34 year age group (19.2%, n=33), 35-39 years (18.6%, n=32), 45-49 years (16.9%, n=29), 25-29 years and 50-54 years (8.7%, n=15), 55-59 years (2.3%, n=4), younger than 24 years (1.7%, n=3).

### 5.3 Years of Experience

The majority of the respondents fell into the category of between 3 to 5 years of experience (33.7%, n=58), followed by those with 6 to 9 years of experience (27.3%, n=47). The respondents with 15 years and more represented 15.7% (n=27), followed by respondents with 10 to 14 years of experience (15.1%, n=26) and less than 2 years of experience (8.1%, n=14).

### 5.4 Management Position

Reveals that the majority of the respondents were lower-level managers (branch managers), who accounted for 82.0% (n=141), and middle level managers (regional/operational and executive managers) made up 18.0% (n=31).

### Section B: Test Statistics

Table 1 shows a p-value of less than 0.05, which means there is a statistical significance difference. This applies to P1d which refers to salary earned annually and compensation such as performance-based cash bonuses, social security and award schemes.

The following propositions are thus accepted: P1a, P1b, P1c and P1e. This means that there was no significant difference between higher-earning and lower-earning respondents with regard to salary earned annually and the factors of motivation such as permanent contract, treatment with respect, recognition, security, market-related salary and autonomy; salary earned annually and the quality of work-life such as employee assistance, childcare, flexible work, supportive boss and colleagues, maternity and paternity leave, opportunity to create good relationships in the workplace, safety standards and sense of challenge; salary earned annually and benefits such as subsidised medical

aid, retirement and pension plans; and salary earned annually and career and development such as promotions, training, 360 degree skills assessment,

interaction with experts, attending conferences, mentoring, pre-retirement counselling, shares and profit-sharing, and employment security.

Table 1. Test Statistics

<b>Test Statistics<sup>a</sup></b>				
	<b>Mann-Whitney U</b>	<b>Wilcoxon W</b>	<b>Z</b>	<b>Asymp. Sig. (2-tailed)</b>
Mean Motivation	2924.500	9479.500	-1.092	.275
Mean Work Life	3055.500	4595.500	-.268	.789
Mean Benefits	3102.500	9543.500	-.017	.986
Mean Compensation	2261.000	8816.000	-2.805	.005
Mean Career	2660.000	9101.000	-1.541	.123
Mean Development	2981.500	9536.500	-.546	.585
<b>a. Grouping Variable: rA6</b>				

The statistics showed that the demographics of respondents played a major role in this study. It was found that the majority of the respondents were male managers (51.7%) compared to their female counterparts (34.9%). In terms of age, it was found that out of 172 respondents 48.3% were younger than 40 years of age, and 51.7% were older than 40 years. The majority of the respondents had been employed by the organisation for more than five years (58.1%) and 41.9% had five years of experience as managers, 66.9% earned an annual salary that was less than R200 000, and 33.1% earned an annually salary of more than R200 000. In terms of management positions held in the organisation, it was found that the majority of the respondents were lower-level managers (branch managers), accounting for 82.0%, and middle-level managers (regional/operational and executive managers) made up 18.0%. The majority of the respondents were married (59.3%), 12.2 % were living together (not married), 21.5% were single, 6.4% were divorced and only 0.1% were widowed. Regarding overall satisfaction of rewards by managers it was found that the majority of managers (53.5%) were satisfied with the rewards that they received, be it non-financial or financial, and only 2.3% were very dissatisfied. The results revealed that the mean was 3.59, standard deviation: 0.867. Of the respondents 25% were found to be neutral, and 9.3% were very satisfied and 1.2% of the respondents did not answer the question. The above results answered the research question of this study which was as follows: What is the perception of intrinsic and extrinsic rewards as a motivator amongst managers at a furniture retail company?

In terms of the inferential results for this study, the aim was to find out about the perception of rewards as a motivator among managers. The tests were done to determine whether there were significant differences between demographic factors such as, age, gender, salary earned annually and different reward elements such as motivation, benefits and compensation, career and development and work-life. The following was found: Finally, it was also found that P1d exhibited a statistical significant difference because the p-value was less than 0.05. This referred to salary earned annually and compensation such as performance-based cash bonuses, social security and award schemes. However, the following propositions were accepted: P1a, P1b, P1c and P1e because there was no significant difference between higher-earning and lower-earning respondents regarding the factors of motivation.

**5.5 Reliability and Validity**

[19] Define reliability as “the consistency with which a measuring instrument yields a certain result when the entity being measured hasn’t changed”. Validity is thus described as the extent to which the instrument measures what it is intended to measure. Furthermore, testing a construct in quantitative research projects consists most often in finding out whether the phenomenon measured is a good representation of variables in the study [20]. Moreover, there must be a strong correlation between different variables used to measure the same phenomenon in order to achieve this. For this study more literature was gathered regarding perception of rewards as a motivator amongst

managers and was used to formulate the questions for the respondents, thus ensuring validity. According to [20], cited in [8], aids such as the SPSS program in conjunction with Cronbach's

coefficient alpha can be used to determine reliability of the study.

Table 2. Total variance

Total Variance Explained									
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.489	43.511	43.511	13.109	42.286	42.286	4.664	15.045	15.045
2	2.556	8.245	51.756	2.206	7.116	49.402	4.281	13.811	28.856
3	1.712	5.522	57.278	1.322	4.264	53.666	3.828	12.348	41.204
4	1.550	5.000	62.278	1.153	3.721	57.387	3.282	10.586	51.790
5	1.174	3.789	66.066	.749	2.415	59.802	2.484	8.013	59.802

For this study a factor analysis was obtained through the analysis of 172 responses from the managers. To achieve the main aim of factor analysis of reducing a large number of factors into smaller factors, 31 statements from the survey were taken and they were reduced to five factors. The components that were used for this study were those with an Eigenvalue of 1 or more. The Eigenvalues for the first five factors that had an Eigenvalue of 1 or more recorded in the table above were 13.489, 2.556, 1.712, 1.550, and 1.158 respectively. A total of 66.066% of the variance could thus be explained by the five components and the variances by each factor were as follows: 43.511%, 8.245%, 5.522%, 5.000%, and 3.789% respectively. The total variance explained for the study by the five factors was more than the desired variance of 50%, and therefore a factor analysis was deemed appropriate.

### 5.6 Managerial Implications and Recommendations

At the beginning of this study, there was no clear empirical evidence to suggest what managers thought about rewards (intrinsic and extrinsic) as a motivational instrument in their organisations. However, this study has shed some light on this problem. The results reflect several different relationships between biographical factors such as the manager's age, gender, and work experience relative to total rewards elements such as motivation, work-life, benefits and compensation, and career and development. In summary, the findings of this study have led to the following implications and recommendations:

Female and male managers are motivated the same regardless of work circumstances, ranging from a permanent work contract to respectful treatment, recognition, security, market-related salary, and autonomy. Therefore, management needs to sustain these efforts and constantly align them with changes in the external environment.

Regarding gender and work-life, the study results revealed no significant difference between male and female managers regarding the value attributed to work-life. Thus, both male and female managers attributed the same importance to all the various factors influencing work-life, such as employee assistance, childcare facilities, flexible work, supportive and caring bosses, and maternity and paternity leave. It is suggested that management can enhance the work-life in the organisation (particularly for women) by adding facilities such as a crèche and various activities for children who have single mothers.

In terms of gender and benefits, this study showed no significant difference in how male and female managers valued benefits. It shows that male and female managers look at benefits the same way, regardless of possible variations in subsidised medical aid, retirement and pension plans. Therefore, it is essential that management offer benefits that strike a balance amongst factors such as social security, unemployment insurance fund, and compensation.

The study showed no significant difference between higher-earning managers and lower-earning managers regarding motivation in terms of a salary earned and motivation. Thus, Proposition P1a was

accepted. Therefore, higher and lower-earning managers are motivated the same regardless of the circumstances at work, ranging from a permanent work contract, respectful treatment, recognition, security, market-related salary, and autonomy. Therefore, management should sustain these efforts, constantly align them with changes in the external environment, and continuously attempt to balance monetary and non-monetary rewards given to employees.

In terms of salary earned and work-life balance, it was found that there was no significant difference between higher-earning and lower-earning managers regarding the value attributed to work-life. Therefore, Proposition P1b was accepted. This means that both higher and lower-earning managers attribute almost the same level of importance to all the various factors that influence work-life, such as employee assistance, childcare facilities, flexible work, supportive and caring bosses, and maternity and paternity leave. Regardless of how much employees earn, management should endeavour to help employees strike a balance between work and home life.

Examining salary earned and benefits, this study showed no significant difference in how higher earning and lower-earning managers valued benefits. Proposition P1c was thus accepted. Higher and lower-level managers look at benefits the same way regardless of possible variations in subsidised medical aid, retirement and pension plans. Hence, management should sustain these efforts and constantly align them with changes in the external environment.

In terms of salary earned and compensation, the results of this study showed a significant difference between higher-earning managers and their lower-earning counterparts in the level of importance attributed to compensation from management. Proposition P1d was thus rejected. Higher earning managers view and rate the importance of compensation differently from lower-earning managers regarding performance-based cash bonuses, award schemes, shares, and social security. Given that higher-earning managers already receive substantial compensation, management needs to turn its attention and resources to the lower-earning employees and attempt to bridge the existing gap so that both parties can enjoy the same level of benefits.

Furthermore, in terms of salary earned and career and development, this study showed no significant difference in how female and male managers viewed this factor and the importance they attributed to it. Therefore, Proposition P1e was

accepted. Higher-earning managers give the same reputation to career and development as their lower-earning counterparts. This includes getting promoted, training, a 360-degree skills assessment, and employment security. Therefore, management should sustain these efforts but constantly align the organisation's practices with the requirements of legislation such as the Basic Employment Conditions Act and the regulatory framework surrounding the training and development of employees.

The above findings have brought to the fore several distinct patterns in the attitudes adopted by managers in a furniture retail organisation. These patterns include the perception of rewards as a motivator among managers. Regarding the age of individual managers, 51.7% of the managers in the furniture retail stores were 40 years of age or older, and 48.3% were younger than 40 years. This means that different types of rewards are given varying priorities relative to the employees' ages. When it comes to the annual salary earned by managers, results show that the longer the employees stayed with the company, the more they would earn on a progressive basis, and this automatically resulted in an improved perception towards total rewards elements (motivation, work-life, benefits and compensation, and career and development) relative to a lower salary. Consequently, the organisation needs to identify suitable rewards for each manager based on their value.

Regarding the managers' experience in the organisation, the position held, and marital status, there was no significant relationship with total rewards elements such as motivation, work-life, benefits and compensation, and career and development. This means that, regardless of the biography of the individual managers, the preference and level of importance of the various rewards are basically the same, and the value attributed is also similar.

### **5.7 Limitations of Study**

A major limitation of this study is that the research was only conducted in one organisation and therefore, given the diversity of companies in the retail industry, the results cannot yield the same outcomes for other organisations within the same industry nor for those in other industries. Another limitation was the focus of the study on only middle and lower-level managers and their perception of rewards as a motivator, thereby limiting the results to only that group of respondents and therefore cannot apply to top management, general staff and even respondents from other related organisations.



## 6 Conclusion

The results of the study revealed that rewards do motivate employees. The employees were very satisfied with the rewards that they received in the organisation under study. Nonetheless, there were barriers in this study and there are opportunities for further research. The results were encouraging and based on empirical evidence, in addition to being aligned with the literature. In summary, the respondents showed general satisfaction when it came to the rewards offered in the organisation under study.

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### **Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)**

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Thembelani Mlilo: developed and simulated formulations and optimizations of comprehensive research aims and objectives; methodology design; creation of models and statistics.

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