

INVESTIGATING INCENTIVE STRATEGIES TO INCREASE EMPLOYEE ENGAGEMENT AT AN ENGINEERING SERVICES ENTITY

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ABSTRACT

The feasibility of a points-based reward incentive scheme with game-like activities was proposed in this study to increase employee engagement. This was done by investigating conventional incentive and reward schemes. A unique incentive scheme aims to increase the engagement and motivation of an engineering services entity. A literature review was conducted to critically review various factors that influence employee motivation and engagement and to what measure it affects employee performance. Management of diversity was researched regarding the multigenerational workforce currently employed by the private sector engineering company. The literature indicated that there is a positive relationship between employee motivation, engagement, and rewards in addition to their typical salary. The empirical investigation confirmed through statistical analysis of the data obtained through a structured questionnaire that the constructs listed in the literature indicated a positive relationship between motivation and engagement. Thus, employees who are motivated in the workplace tend to be more engaged. The respondents, on average, revealed that they would be willing to participate in a corporate points-based reward scheme with game-like activities. In addition, a reward scheme structure was

subsequently proposed according to the needs of the multigenerational workforce.

Keywords: motivation, engagement, generations, incentive schemes, gamification, engineering service entity, reward scheme

BACKGROUND

The business environment is currently operating in a competitive modern era where factors such as advanced technologies, globalisation, various types of industries with upcoming competitors are dealt with regularly. To maintain a competitive advantage, minimise employee turnover, and improve profitability, employees in an organisation must remain motivated, engaged, and creative (De Vito et al., 2018; Singh, 2016). There is an increasing trend in uninterested employees, with low motivational levels, and conducting personal work during working hours (Casimir, 2020). Management and leadership will be responsible for encouraging the employees by creating a positive and productive work environment, as well as strategise on new innovative ideas to sustain high motivational levels (De Vito et al., 2018). Other approaches need to be incorporated towards motivating the workforce to do more than what is asked through alternative incentive strategies over the conventional methods such as, commission, leave, training, promotions, and acknowledgment. This study will focus on non-conventional alternative ways to incentivise employees to motivate them to obtain additional business opportunities.

PROBLEM STATEMENT

Sufficient employee motivation and retention are critical to success in the modern age of business strategies (Aguenza & Som, 2012). The reward system of a company will influence both the employer and the employee and should be updated and continuously improved. The preferred reward of an employee can change from day to day according to the needs of the employee. For example,

additional remuneration could be preferable in one month, while the additional leave is preferred the next month (Chintaloo & Mahadeo, 2013).

The current incentive scheme of the engineering services entity comprises an annual bonus which is constructed as follows: 50% based on group-level performance / 25% based on local business unit performance, and 25% based on employee performance. Depending on the employee's position within the company, their annual bonus will range from 15% to 25% of their annual basic salary. This, however, means that the difference between employees who achieve their performance goals and those who do not, essentially receive the same amount of bonus each year. This can be very demotivating to some employees who try their utmost best to achieve their goals. Employee rewards are a crucial part of any organisation, and human performance could be improved through motivation (Muogbo, 2013). To avoid low employee motivation and engagement, companies should investigate alternative approaches to motivate employees by utilising non-conventional incentive strategies over conventional methods. Therefore, this study will investigate whether an alternative approach like a points-based rewards scheme with game-like activities will be feasible within an engineering services entity to increase employee engagement and motivation.

RESEARCH OBJECTIVE

The purpose of this research paper is to ascertain whether a points-based reward incentive scheme with game-like activities would be feasible within the company investigated to encourage employees to be more engaged and motivated in their daily objectives. This could aid in improved employee engagement and motivation within the company and subsequently, employee performance.

SCOPE OF THE STUDY

The case organisation is a South African engineering services entity. The study will be limited to the current staff of the company regarding the South African operations. The study will also be limited to a points-based reward scheme, gamification, and conventional incentive strategies found in the literature and practiced by the company. Because of the narrow scope of this study, generalisations cannot be inferred to operationalise the results to a wider audience.

LITERATURE REVIEW

The following conceptual framework was drafted from the preliminary literature review to focus the study.

The above-mentioned relevant construct will be briefly discussed within the context of the framework.

Employee motivation

In any business environment, employee motivation can be considered crucial

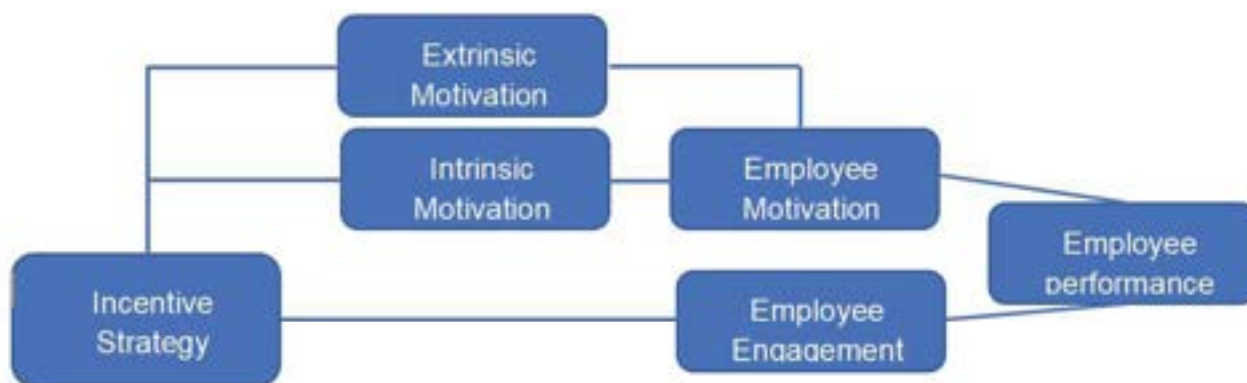


FIGURE 1: CONCEPTUAL FRAMEWORK (SOURCE: OWN COMPILATION).



to the success and performance of any organisation, being either public or private, large or small, and have a direct impact on employee performance (Abbah, 2014; Abner & Samuel, 2019; Ogbonnaya et al., 2017; Maduka & Okafor, 2014; Robescu & Lancu, 2016; Shahzadi et al., 2014; Singh, 2016)). Therefore, it is crucial for organisations and their managing members to fully understand what drives and motivates their employees if they wish to maximise organisational performance (Lee & Raschke, 2016).

In the literature, different variations that define motivation could be found. The main factors identified established that motivation is a vital driving force that engages individuals in any activity as well as the associated commitment, energy, and creativity levels. A relevant motivational theory to this study was proposed by Edward Deci and Richard Ryan in the 1970s and is known as the Self-Determination Theory (SDT). This primarily focuses on the choices one makes and examines the degree to which human behavior is self-determined and self-motivated. Within this theory, it states that elevated motivational levels would be obtained when an individual achieves the need for autonomy, competence, and relatedness (Vasconcellos et al., 2020). Work activities can often fall outside this framework and would require extrinsic

motivational factors (Tremblay et al., 2009). Therefore internal and external drivers need to be acknowledged:

Intrinsic motivation – it is the inspirations that come from within. It can also be referred to as actions that bring purposeful and personal enjoyment to one’s self and provide enough reason to persist with the associated action (Cerasoli et al., 2014; Ganta, 2014).

Extrinsic motivation- is the external factors that influence individuals from the outside (Ganta, 2014; Hamari & Koivisto, 2015; Robescu & lancu, 2016). A lot of external motivators have been identified in the literature such as work promotion, competition, material achievements, recognition, and monetary rewards.

Self-Determination Theory (SDT)- suggests that humans require the following three basic psychological needs to sustain interest, development, and wellbeing (Ryan & Deci, 2017): Autonomy (the need to self-regulate one’s experiences and actions), Competence (desire to be effective and successful (Mills & Allen, 2020) and, Relatedness (connectedness with others and feelings of belonging within a group)(Butz & Stupnisky, 2017).

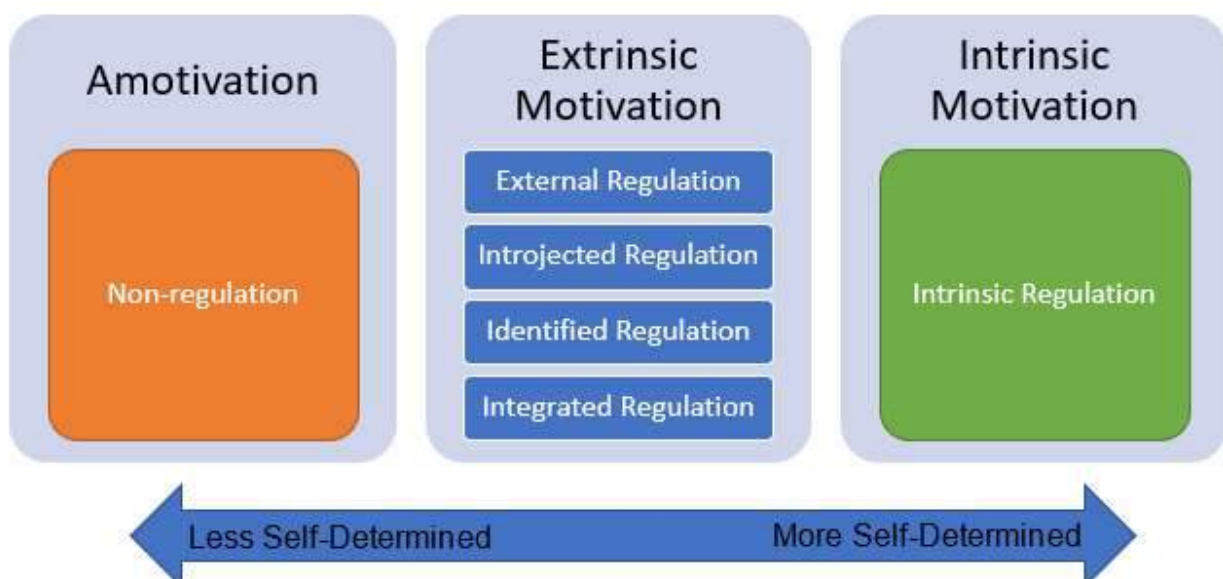


FIGURE 2: SELF-DETERMINATION CONTINUUM

Figure 2 below describes the SDT as a continuum as proposed by Ryan & Deci (2017), where Amotivation (AMO) and intrinsic motivation are the two extremes. Tremblay et al. (2009) noted a new behavior may be internalised along the continuum at any point depending on organisational factors and previous experiences.

Work engagement

In the literature, employee engagement is defined in various ways, however, the term can be described as an employee who can be seen as an ambassador of the company, one who consistently produces results and is driven in their work (Chandani et al., 2016). Some researchers reported employee engagement as the opposite of burnout due to the associated dimensions that include inefficacy, cynicism, and exhaustion (Nimon & Shuck, 2020). The opposite of these negative burnout dimensions can be considered as the core dimensions of engagement and describes feelings of positivity, fulfillment, and satisfaction (Martin, 2017). These dimensions can be characterised as vigour, dedication, and absorption.

Measuring employee engagement

There were several instruments identified in the literature that can successfully measure employee engagement. According to Shrotryia & Dhanda (2019), the most popular instruments based on the number of citations and usage by scholars and practitioners are:

- Gallup Workplace Audit (GWA)–(Jadhav & Bhise, (n.d.)).
- Utrecht Work Engagement Scale (UWES)–(Khodakarami et al., 2018).
- Psychological Engagement Measure–(Shrotryia & Dhanda, 2019).
- Job and Organisational Engagement Scale–(Khodakarami et al., 2018).
- Job Engagement Measure-(Byrne et al., 2016).

Based on research regarding the

instruments mentioned above, the Utrecht Work Engagement Scale resulted in the most commonly used instrument and was selected for this study. The UWES has been validated in several countries, including China, Japan, South Africa, and the Netherlands (Boikanyo, 2012).

Strategies that impact motivation and engagement

Conventional incentive strategies

Common examples of performance-enhancing incentives include awards, additional paid leave, promotions, praise, and recognition (Cerasoli et al., 2014). Through incentivising employees, they strive to perform better to achieve greater rewards in addition to their regular salary (Ganta, 2014).

Reward systems

A reward system comprises more than just a basic salary alone, and it can be regarded as intrinsic, extrinsic, monetary, and non-monetary (Victor & Hoole, 2017). It will encourage continuous improvement of performance that could lead to enhanced organisational and individual growth and will also aid to improve the overall morale (Noor et al., 2020). In the world of business, employees want to be rewarded appropriately for their performance and loyalty to their respective companies to fulfill their desires (Khan et al., 2020). A reward system mainly consists of procedures and strategies to recognise employees for their involvement, skills, and potential (Noor et al., 2020).

Incentives have been identified as a critical factor when it comes to an employee's working efficiency and motivation. From a strategic point of view, an incentive or reward scheme must be developed to ensure that organisational sustainability could be achieved and to maintain a competitive advantage (Rakhmanova & Kryukov, 2019). This could be reached by encouraging employees to be more aware of their performance and that of the organisation and to strive for better



performance subsequently.

Monetary vs non-monetary incentives

- Monetary incentives could be considered as extrinsic rewards and include any financial gain such as salary, bonus, and allowances (Khan et al., 2020).
- Non-monetary incentives can be considered as intrinsic motivation and include factors such as leave, flexible working hours, and an excellent working environment. Non-monetary incentives do not provide any direct financial gain to employees and mainly include the feeling of being praised or acknowledged for doing a job well done (Noor et al., 2020).

According to a survey of 235 managers (Mamdani & Minhaj, 2016), the most used incentivise methods to motivate employees to include the following, in ranking order from most popular to the least: employee acknowledgment–gift vouchers–special events–cash rewards–merchandise incentives–email/print communications–training programs–work/life benefits–variable salary–group travel–individual travel–sweepstakes. Some other conventional monetary incentive strategies are-

- None–the disappointment from no further benefits would most likely result in high employee turnover rates and poor performance (Chepkemoi, 2018; and Yousaf et al., 2014).
- Profit-related pay (company performance-profit sharing)–receive a percentage of their annual cost to the company based on the company performance over the year. A study by Ogbonnaya et al. (2017) found that profit-related pay incentives did not have any positive effects on employee performance, but rather impacted employee commitment in a negative manner.
- Performance-related pay (individual performance)–plays a crucial role in

employee motivation and can be linked directly to the efforts of employees in the workplace (Ikäheimo et al., 2018).

Various alternative methods are found in the literature used to improve employee motivation and engagement. These methods are:

Loyalty programs

Loyalty programs are widely used in the retail, travel, and consumer industry and involve factors such as reward cards, tiered service levels, and support contracts (Bruneau et al., 2018, Chang & Wong, 2018).

Gamification

Gamification, conceptually, entails the transformation of working activities into gaming experiences (Stoyanova & Iliev, 2017). This will subsequently motivate employees to be more engaged in their workplace activities (Hamari & Koivisto, 2015; Klevers et al., 2015; Ruhi, 2015, Morschheuser et al., 2017). Literature suggests that by playing games, people tend to get competitive, more engaged, and willing to take extra steps in the activity being exercised to win (Ergle, 2015). Ruhi (2015), indicated through their research into Gamification, that organisations could have advantages by driving Gamification strategies. Rivers (2016), found that Gamification had a significant impact on social engagement, overall engagement, and effective engagement.

Other methods of employee incentives (rewards)

There are many other unique ways to incentivise employees. Companies could provide employees with gifts, based on their performance (Du, 2020). Examples of these could include company-branded coffee mugs, music subscriptions to gift cards. Additional incentives could also have pets on workdays or holiday packages (Gard, 2019). Higher-performing employees will benefit from more generous incentives such as unlimited paid-off days, while less performing employees will benefit from

recognition (Salcido, 2020).

Incentive strategies in the context

There is a growing demand in the modern organisational working environment for alternative strategies to motivate and engage employees that do not necessarily include cash rewards or gift cards (Conmy & Melvin, 2019). The current workforce consists of a combination of different age groups that could require other incentive methods or combinations thereof to be more motivated and engaged in the working environment. Employee age diversity can be considered an essential component regarding diversity management and thus regarded as important for this study (Gordon, 2018). Organisations have a workforce that comprises of three different generation groups namely the young Millennials (born after 1982), the older Generation X (born between 1961 and 1981), and the retiring Baby Boomers (born between 1943 and 1960) (Calk & Patrick, 2017). The younger Millennial generation can already be considered as the largest generation joining the workforce. For this study, Generation Z was not considered relevant. Organisations will have a competitive advantage by leveraging their employee's skills and knowledge by providing them with a motivating work environment (Canedo et al., 2017).

RESEARCH METHODOLOGY

A quantitative, cross-sectional survey research approach was followed, using a single case and its employees, using a set of structured sections (Choy, 2014). A survey was utilised at a single point in time to obtain the data from the employees. This method of study conforms to the definition of descriptive cross-sectional research design (Aggarwal & Ranganathan, 2019). The study's data was predominantly collected using a dichotomous scale in the form of "yes" and "no" and a 7-point Likert rating scale questionnaire ranging from 1 (Very Strongly Disagree) to 7 (Very Strongly Agree). The case organisation is an engineering company that has approximately 219

employees in Sub-Saharan Africa, including Zambia and Mozambique. The sample ranged from professional to semi-skilled employees. The study population includes the employees of all the business units in the case organisation. A convenience sample type will be used to collect data and as such, include participants that are the most accessible (McCombes, 2020).

Measuring instrument

In this empirical investigation, a measuring instrument consisting of four sections is used to determine the feasibility of a corporate reward scheme with game-like activities.

Population demographics were obtained in the first section (A) that will include the participant's age group, education, years of employment, and department within the company.

- The following sections (B-D) are used to determine the current motivation and engagement levels within the case organisation and also to determine the preferred incentive methods.
- The first instrument (Section B) measured motivational work levels (Tremblay et al., 2009). Since the WEIMS was already validated in various countries (for South Africa see Pekelharing (2018), including different cultures and used within the organisational setting, the scale rendered appropriate for this study. The motivation level of the sample respondents can be calculated by a single score that will indicate the level of self-determination (Tremblay et al., 2009). This formula to calculate the score is:

$$W\text{-SDI} = (+3 \times \text{IM}) + (+2 \times \text{INTEG}) + (1 \times \text{IDEN}) + (-1 \times \text{INTRO}) + (-2 \times \text{EXT}) + (-3 \times \text{AMO})$$

- A score with a negative value indicates that the sample or individual is non-self-determined, and a positive score indicates more self-determined. The



scale is divided into six sub-levels of motivation, namely, Intrinsic Motivation, Integrated Regulations, Identified Regulations, Introjected Regulations, External Regulations, and Amotivation (Tremblay et al., 2009). The scale consists out of 18 questions is scored from 1 to 7 from very strongly disagree to very strongly agree.

- The second instrument (Section C) used is the Utrecht Work Engagement Scale (UWES), which measured the work engagement levels of the participants (Seppälä et al., 2009). This scale is divided into three dimensions, namely, Dedication, Vigour, and Absorption. A total of 17 questions is used to measure the three dimensions.
- The third instrument (Section D) measured the preferred incentive methods and likelihood to participate in alternative methods to justify the feasibility of a corporate reward scheme with game-like activities.

The Statistic Consultation Service (SCS) of North-West University analysed the quantitative data collected as such with IBM SPSS 26. The results were interpreted in detail to conclude the study (Heale & Twycross, 2015). Descriptive and inferential statistics were used to determine the effect and correlation between the constructs of the questionnaire.

RESEARCH RESULTS

A total of 78 questionnaires (181 employees, excluding other countries) were received, representing a response rate of 43.09%. The low response rate was due to the COVID-19 pandemic, where the majority of employees were required to work from home and some not having access to emails, especially the technical and warehousing employees. According to a study conducted by Young et al., (2020), regarding typical response rates with emailed questionnaires, reported a rate of 36%. Thus, the response rate of 43.09%, can be regarded as valid under the current circumstances. Due to the small sample size, no factor analyses were performed to

assess construct validity.

Section A: Demographical information

Age of respondents—there was almost an equal split of respondents between the ages of 18 to 38 (n = 38) and 39 to 59 (n = 37), the remainder were of the age of 60 to 77 (n = 3). Millennials accounted for 49%, Generation X 47%, and the smaller group, the Baby Boomers, 4% of the participants. Figure 3 below depicts the age groups-

Duration of employment—an equal number indicated that their duration of employment is 0-3 years (n = 13) and 4-6 years (n = 13). The figure 4 depicts the years of employment of the respondents.

Qualification of respondents— Figure 5 depicts the education of the respondents.

Respective case-organisational departments of respondents—The majority of the customer-facing respondents indicated that they are within the Sales division (n = 21) and customer services department (n = 14) of the company. Figure 6 visually depicts the data.

Data quality

To evaluate the reliability of the data regarding the employee motivation and engagement questionnaires, the Cronbach's alpha index was subsequently applied to the respective constructs, and the results are tabulated below.

From the table above, it is evident that all the reported Cronbach Alpha values were above the guideline value of 0,7, except for Amotivation in the WEIMS. However, values between 0.6 and 0.7 still indicate acceptable levels of reliability (Ursachi et al., 2015).

Descriptive statistics

Employee motivation

The results of the WEIMS are presented in Table 2.

The following figure illustrates the results obtained from the WEIMS.

Respondent Age



FIGURE 3: RESPONDENTS BY AGE (GENERATION) (SOURCE: OWN COMPILATION)

Duration of employment (years)



FIGURE 4: RESPONDENTS DURATION OF EMPLOYMENT (SOURCE: OWN COMPILATION)

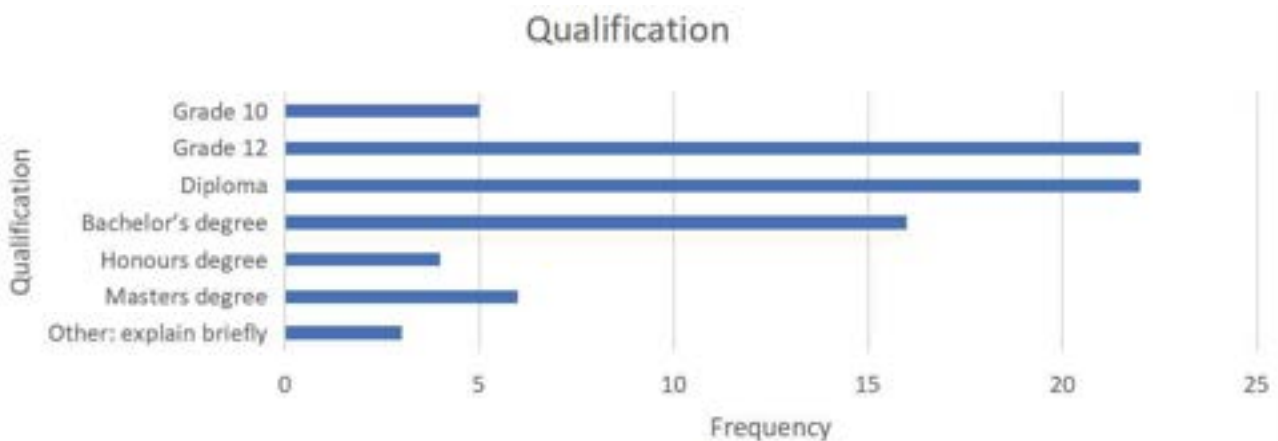


FIGURE 5: QUALIFICATIONS OF RESPONDENTS (SOURCE: OWN COMPILATION)

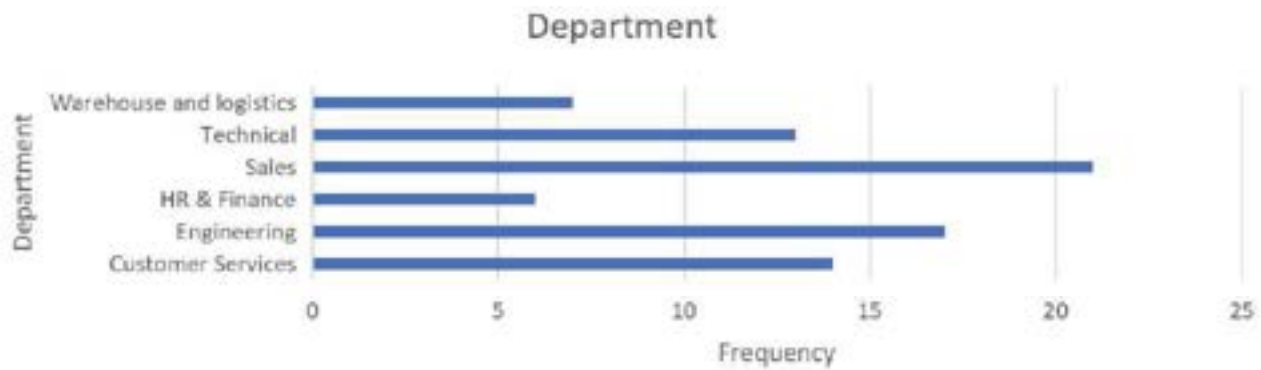


FIGURE 6: RESPECTIVE EMPLOYEE DEPARTMENTS
(SOURCE: OWN COMPILATION)

TABLE 1: RELIABILITY OF MEASURING INSTRUMENTS
(SOURCE: OWN COMPILATION)

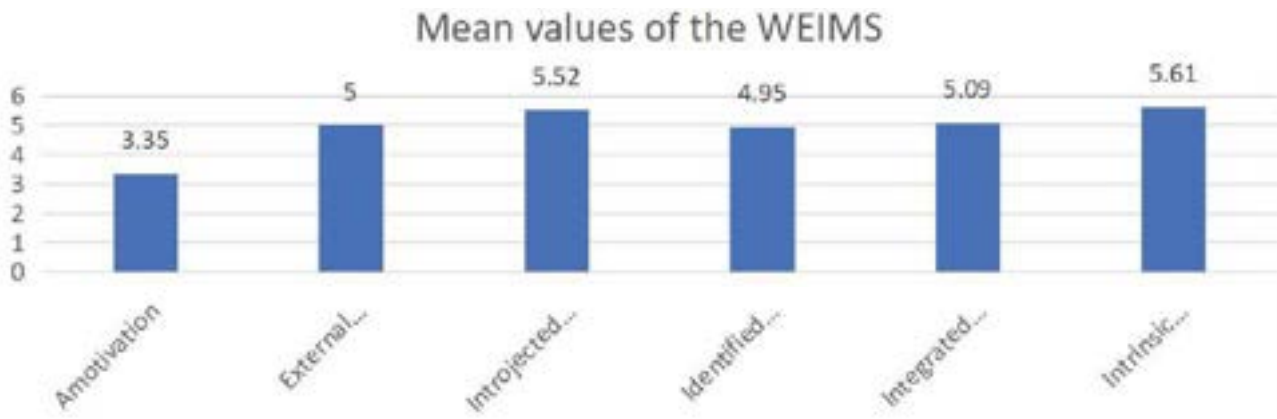
Constructs for WEIMS and UWES	Number of items	Cronbach's alpha
WEIMS: Work Extrinsic and Intrinsic Motivation Scale	18	0.88
Intrinsic Motivation	3	0.87
Integrated Regulation	3	0.77
Identified Regulation	3	0.78
Introjected Regulation	3	0.79
External Regulation	3	0.72
Amotivation	3	0.63
UWES: Utrecht Work Engagement Scale	17	0.94
Vigour	6	0.86
Dedication	5	0.86
Absorption	6	0.82

TABLE 2: MEAN VALUES OF THE WEIMS
(SOURCE: OWN COMPILATION)

Constructs	Mean	Standard Deviation
Intrinsic Motivation	5.61 (B4, B8, B15)	1.17
Integrated Regulation	5.09 (B5, B10, B18)	1.02
Identified Regulation	4.95 (B1, B7, B14)	1.08
Introjected Regulation	5.52 (B6, B11, B13)	1.09
External Regulation	5.00 (B2, B9, B16)	0.99
Amotivation	3.35 (B3, B12, B17)	0.94

From the data provided above, it is evident that the highest construct to why the respondents are presently involved in their work was Intrinsic Motivation with a mean value of 5.61. This suggests that the sample found their work activities inherently satisfying and interesting. The second highest construct was Introjected

Regulation with a mean value of 5.52. This means that the sample is also motivated through contingencies of self-worth, for example, self-esteem or guilt. External Regulation and Identified Regulation were slightly lower with respective mean values of 5 and 4.95. This suggests that the sample was also motivated purely just to obtain a



**FIGURE 7: MEAN VALUES OF THE WEIMS
(SOURCE: OWN COMPILATION)**

reward and because they found some value in their work activities. To some extent, the sample indicates moderate levels of Amotivation; which means that some lack any form of intrinsic and extrinsic motivation. The data indicated that the sample group was slightly more towards the right of the Self-Determination Continuum.

The level of overall self-determination can be captured by a single score known as the Self-Determination Index (W-SDI) (Tremblay et al., 2009). The results are tabulated below and indicated that the minimum level of self-determination was negative 13.33. This indicated that some employees are less self-determined (toward the left of the continuum). The maximum score was obtained at 17.33 which indicated that others are more intrinsically motivated; the mean value of 6.38 (SD = 5.79) indicated that the overall sample is more toward the right of the continuum of self-determination.

From the table below, the highest mean was reported for question B15 (mean = 5.68, SD = 1.35) indicating that respondents on average strongly agreed that they are presently involved in their current work for the satisfaction they experience when they

are successful at doing difficult tasks. The lowest was reported for question B3 (mean = 2.60, SD = 1.10) indicating respondents on average disagreed that they do not seem to be able to manage the important tasks related to their jobs.

Employee engagement

The results of the UWES are presented in Table 7 and the recorded mean and standard deviation in Table 5. The three constructs regarding this scale were Vigour, Dedication, and Absorption to subsequently score each dimension

Although the data resulted in very similar results, it is clear that the highest construct regarding employee engagement is dedication. Dedication refers to intense feelings of inspiration, being challenged, and meaningfulness towards their work activities (Matthysen & Harris, 2018). The lowest construct was found to be vigor, where the respondents agreed that they have energy and stamina in the workplace.

From the following table, the highest mean was reported for question C3 (mean = 5.82, SD = 1.09) indicating that respondents on average strongly agreed that time flies when they are working. The lowest was

**TABLE 3: SAMPLE GROUP MOTIVATION INDEX
(SOURCE: OWN COMPILATION)**

	N	Minimum	Maximum	Mean	Standard Deviation
Motivation Index	73	-13.33	17.33	6.38	5.79



**TABLE 4: RESULTS OF THE WEIMS
(SOURCE: OWN COMPILATION)**

I am presently involved in my work...		Very Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Very Strongly Agree	Total	Mean	Standard Deviation
B1	...Because this is the type of job I chose to do to attain a certain lifestyle	2	5	10	8	27	16	5	73	4.66	1.46
B2	...For the income it provides me	1	3	6	7	34	15	7	73	4.96	1.27
B3	...I ask myself this question, I do not seem to be able to manage the important tasks related to this work	9	28	25	7	3	0	1	73	2.60	1.10
B4	...Because I derive much pleasure from learning new things	3	0	2	3	22	26	17	73	5.56	1.34
B5	...Because it has become a fundamental part of who I am	2	2	4	4	30	24	7	73	5.16	1.29
B6	...Because I want to succeed at this job, if not I would be very ashamed of myself	1	3	4	4	18	29	14	73	5.44	1.36
B7	...Because I chose this type of work to attain my career goals	1	1	5	9	30	22	5	73	5.08	1.15
B8	...For the satisfaction, I experience from taking on interesting challenges	2	1	2	1	22	32	13	73	5.58	1.24

B9	...Because it allows me to earn money	1	2	4	6	33	17	10	73	5.18	1.24
B10	...Because it is part of how I have chosen to live my life	0	0	9	11	31	15	7	73	5.00	1.12
B11	...Because I want to be very good at this work, otherwise I would be very disappointed	0	1	6	3	25	18	20	73	5.55	1.25
B12	...I do not know why we are provided with unrealistic working conditions	3	13	20	19	15	2	1	73	3.55	1.27
B13	...Because I want to be a "winner" in life	2	0	1	7	22	22	19	73	5.59	1.27
B14	...Because it is the type of job I have chosen to attain certain important objectives	2	1	4	8	28	24	6	73	5.12	1.25
B15	...For the satisfaction, I experience when I am successful at doing difficult tasks	3	0	2	2	18	28	20	73	5.68	1.35
B16	...Because this type of work provides me with security	0	5	5	9	33	17	4	73	4.88	1.21
B17	...I do not know, too much is expected of us	4	8	14	18	24	4	1	73	3.90	1.35
B18	...Because this job is a part of my life	1	3	3	10	26	22	8	73	5.12	1.28



**TABLE 5: MEAN VALUES OF THE UWES
(SOURCE: OWN COMPILATION)**

Dimensions	Mean	Standard Deviation
Vigour	5.06 (C1, C4, C8, C12, C15, C17)	0.95
Dedication	5.36 (C2, C5, C7, C10, C13)	0.95
Absorption	5.23 (C3, C6, C9, C11, C14, C16)	0.90

reported for question C1 (mean = 4.57, SD = 1.17) indicating respondents on average agreed that they are bursting with energy at work. The following table summarises the results of the UWES.

Incentive strategy

The next section will determine whether the respondents will be willing to participate in a corporate points-based reward scheme with game-like activities as well as their preferred incentive methods.

- Point-based reward scheme

97.77% indicated they are familiar with reward schemes like FNB eBucks and Discovery Vitality with 69% of the respondents indicated they are members of

such reward schemes. These respondents (n=49), on average (mean = 4.57, SD = 1.46) indicated they sometimes try to meet their performance goals. The following table contains the descriptive data from the questionnaire.

On average, the respondents indicated (mean=5,04) that they would, however, be willing to participate in a corporate points-based reward scheme within the organisation. Table 8 indicates a list of possible incentive preferences provided to the respondents to determine how a point-based reward scheme could be structured within the company. From the data, the most preferred method would be in the form of paid leave (mean = 5.82, SD = 1.16), secondly, flexible working hours (mean =

**TABLE 6: RESULTS OF THE UWES
(SOURCE: OWN COMPILATION)**

		Very Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Very Strongly Agree	Total	Mean	Standard Deviation
C1	At my work, I feel bursting with energy	1	5	5	15	34	11	1	72	4.57	1.17
C2	I find the work that I do full of meaning and purpose	1	2	4	4	29	29	7	72	5.24	1.20
C3	Time flies when I am working	1	0	1	4	17	29	20	72	5.82	1.09
C4	At my job, I feel strong and vigorous (full of energy)	1	2	7	7	33	15	7	72	4.97	1.26
C5	I am enthusiastic about my job	1	0	5	5	22	28	11	72	5.43	1.18

C6	When I am working, I forget everything else around me	1	1	12	12	18	22	6	72	4.88	1.35
C7	My job inspires me	1	1	7	6	28	21	8	72	5.14	1.25
C8	When I get up in the morning, I feel like going to work	3	3	7	14	28	13	4	72	4.61	1.38
C9	I feel happy when I am working intensely	1	1	2	5	34	25	4	72	5.24	1.03
C10	I am proud of the work that I do	1	0	2	2	21	29	17	72	5.74	1.09
C11	I am immersed in my work	1	0	2	2	25	25	17	72	5.68	1.10
C12	I can continue working for very long periods at a time	1	3	7	6	18	21	16	72	5.28	1.48
C13	To me, my job is challenging	1	1	4	7	25	26	8	72	5.28	1.19
C14	I get carried away when I am working	1	0	9	11	20	24	7	72	5.07	1.27
C15	At my job, I am very resilient, mentally	1	0	2	6	31	26	6	72	5.33	1.01
C16	It is difficult to detach myself from my job	1	4	15	5	24	16	7	72	4.71	1.48
C17	At my work, I always persevere, even when things do not go well	1	0	2	0	28	29	12	72	5.63	1.01

**TABLE 7: RESPONDENTS WHO ACTIVELY TRY TO REACH THEIR GOALS
(SOURCE: OWN COMPILATION)**

	Never	Rarely	Rarely	Sometimes	Often	Very Often	Always	Total	Mean	Standard Deviation
Do you actively try to reach your goals?	2	1	7	15	10	9	5	49	4.57	1.46

5.70, SD = 1.56), but the least preferred method was meal vouchers (mean = 4.14, SD = 1.88) and secondly, cell phone perks (mean = 4.79, SD = 1.58).

To visualise the results from Table 7, Figure 8 shows the most preferred incentive

methods.

- Gamification

To determine whether the respondents would be willing to participate in such a strategy, their competitiveness factor was firstly determined. They subsequently



**TABLE 8: PREFERRED INCENTIVE METHODS
(SOURCE: OWN COMPILATION)**

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Very Strongly Agree	Total	Mean	Standard Deviation
Health benefits	1	1	1	8	21	21	18	71	5.56	1.24
Paid leave	1	0	1	5	19	21	24	71	5.82	1.16
External training funds	1	3	2	11	23	17	14	71	5.24	1.37
Commission based bonus	4	4	5	11	14	13	20	71	5.06	1.79
Staff discount	3	6	5	14	17	9	17	71	4.85	1.74
Cell phone perks	3	6	1	16	23	11	11	71	4.79	1.58
Flexible working hours	3	2	2	3	13	21	27	71	5.70	1.56
Car allowance	1	2	2	13	13	19	21	71	5.48	1.42
Fuel perks	2	3	5	13	15	13	20	71	5.18	1.62
Meal vouchers	11	3	7	21	13	5	11	71	4.14	1.88

agreed (mean = 5.51, SD = 1.28) that they are competitive in person and that they agreed (mean = 4.77, SD = 1.39) to participate in such activities in the workplace. To conclude the findings from the descriptive statistics, the following can be summarised.

Summary of descriptive statistics

From the results, the sample indicated relatively high levels of intrinsic motivation. However, some still indicated feelings of Amotivation. The sample group indicated an average W-SDI score of 6.38, which suggests that they are more towards being self-determined in the working environment. The results also indicated that the sample group was on average, actively engaged in the working environment with the most significant factor being dedication. The majority of the respondents indicated that they are familiar with reward schemes, while only 69% of the sample members of such programs and sometimes try to reach their goals. On average, the respondents indicated that they would be willing to be part of a corporate reward scheme and also partake in game-like activities in the workplace. The employees would prefer to

spend their points earned by reaching their organisational goals, they would prefer to spend them on paid leave, and flexible hours, they were the least interested in meal vouchers.

Inferential statistics

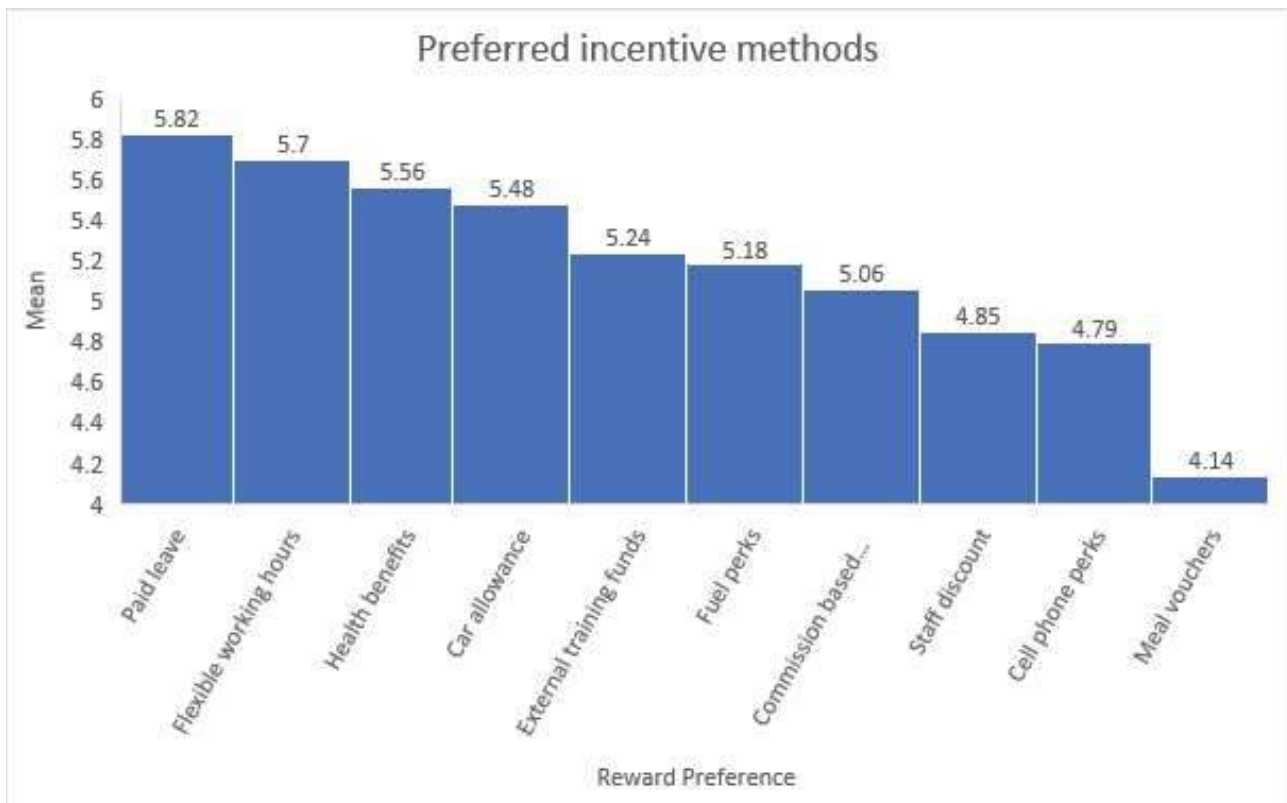
Inferential statistics were used to determine whether there are correlations and significant effects between employee motivation and engagement, and how the employees wish to be rewarded. This information could then be used to propose a points-based reward strategy with game-like activities.

Differences between means

Cohen's recommended cut-off points regarding interpretations of differences between means and effect size are: Small effect = 0.2 (no practical significant relationship) / Medium effect = 0.5 (medium practical significant relationship) and, / Large effect = 0.8 (large practical significant relationship) (Khalilzadeh & Tasci, 2017):.

Effect size between motivation and employee age

As discussed, employers must understand the dynamics and needs of the employees



**FIGURE 8: PREFERRED INCENTIVE METHODS
(SOURCE: OWN COMPILATION)**

within the workforce in terms of their age groups (generations). The table below indicates the effect regarding the Self-determination factors and employee age groups. The most significant reported effect size indicated that a difference leans towards being practically visible ($d = 0.35$) between the means of the Millennials and the older generations with regards to the amount of Amotivation experienced. The Millennials leaned towards disagreeing (mean = 3.18, SD = 0.86) regarding Amotivation while the older generations leaned towards being indecisive (mean = 3.53, SD = 1.00). The significance between the remained of self-determination factors, and the generation groups indicated practically small differences.

Effect size between engagement and employee age

Similarly, the effect between employee generations and the three engagement constructs can be determined to establish whether there are any significant differences. The next table indicates the most significant

difference reported is the level of Vigour at 0.33, where Millennials indicated lower (mean = 4.88, SD = 1.11) levels of energy and resilience towards their work activities in comparison with the older generations (mean = 5.25, SD = 0.73). The levels of dedication and absorption indicated small significant differences.

For Cohen's standard regarding correlation coefficients, in all three constructs, a medium significance is practically visible with Vigour ($r = 0.393$), Dedication ($r = 0.355$) and Absorption ($r = 0.337$). This indicates that employees who are more self-determined (motivated) tend to be more engaged.

Relationship between the types of motivation and those who are part of a reward scheme

For this research, it was important to examine whether there is a correlation between the types of motivation and how actively employees try to meet their goals. From the table below, it was noted that there is a negative correlation ($r = -0.183$) with



**TABLE 9: EFFECT SIZE BETWEEN MOTIVATION AND EMPLOYEE AGE
(SOURCE: OWN COMPILATION)**

WEIMS	Age Group	N	Mean	Std. Deviation	Sig. (2-tailed)	Effect size
Intrinsic Motivation	18-38	37	5.631	1.259	0.864	0.04
	39-77	36	5.583	1.085		
Integrated Regulation	18-38	37	5.126	1.120	0.798	0.05
	39-77	36	5.065	0.911		
Identified Regulation	18-38	37	5.099	1.206	0.246	0.24
	39-77	36	4.806	0.920		
Introjected Regulation	18-38	37	5.432	1.251	0.465	0.15
	39-77	36	5.620	0.909		
External Regulation	18-38	37	5.108	0.994	0.372	0.21
	39-77	36	4.898	1.001		
Amotivation	18-38	37	3.180	0.859	0.117	0.35
	39-77	36	3.528	1.006		

a small to medium significance between Amotivation and how actively they try to reach their goals. This is expected because Amotivation is described by a lack of any intrinsic and extrinsic motivation. The most significant positive correlation (0.198) indicated was External Regulation with a small to medium significance. This was also expected because this type of motivation relates to activities done purely just to obtain a reward. The other motivation types resulted in no practical significance. This indicates that the employees who are part of reward systems only try to achieve their goals to obtain additional extrinsic rewards.

Relationship between the types of

motivation and those willing to be part of a corporate reward scheme

To determine whether a corporate reward scheme will be feasible within the case organisation, it was required to determine the correlation between the types of motivation and the willingness to partake in a corporate reward scheme. The table below indicates that there is a positive correlation between intrinsic motivation ($r = 0.223$) and integrated regulation ($r = 0.250$) with a significance that leans toward being practically visible to a medium extent. These two motivation types are classified as being more self-determined than the other types, which indicated a relatively small practical significance. It can thus be concluded that a

TABLE 10: EFFECT SIZE BETWEEN ENGAGEMENT AND EMPLOYEE AGE

UWES	Age Group	N	Mean	Std. Deviation	Sig. (2-tailed)	Effect size
Vigour	18-38	36	4.884	1.107	0.108	0.33
	39-77	36	5.245	0.731		
Dedication	18-38	36	5.222	1.144	0.210	0.25
	39-77	36	5.506	0.702		
Absorption	18-38	36	5.120	1.064	0.297	0.21
	39-77	36	5.342	0.690		

*Spearman's rho correlation
(Source: Own compilation)

TABLE 11: CORRELATION BETWEEN ENGAGEMENT AND THE MOTIVATION INDEX

	Engagement constructs		Motivation Index
Spearman's rho	Vigour	Correlation Coefficient	.393**
		Sig. (2-tailed)	0.001
		N	72
	Dedication	Correlation Coefficient	.355**
		Sig. (2-tailed)	0.002
		N	72
	Absorption	Correlation Coefficient	.337**
		Sig. (2-tailed)	0.004
		N	72

** Correlation is significant at the 0.01 level (2-tailed)
 (Source: Own compilation)

TABLE 12: CORRELATION BETWEEN MOTIVATION AND THOSE WHO ARE PART OF A REWARD SCHEME

		Intrinsic Motivation	Integrated Regulation	Identified Regulation	Introjected Regulation	External Regulation	Amotivation
Spearman's rho	Correlation Coefficient	0.073	-0.081	0.026	-0.013	0.198	-0.183
	Sig. (2-tailed)	0.617	0.580	0.858	0.928	0.172	0.207
	N	49	49	49	49	49	49

corporate reward scheme will attract more self-determined employees.

Relationship between the types of motivation and those willing to be part of a Gamification strategy

Research results obtained confirmed the statements made in the literature with a positive correlation between both intrinsic and extrinsic motivation types

and Gamification strategies. The more self-determined employees indicated a medium practical significant relationship with Gamification (intrinsic, $r = 0.304$ and integrated regulation, $r = 0.314$). Amotivation resulted in a negative correlation ($r = -0.120$) with Gamification that indicated that the less motivated employees would not partake in such a strategy.

TABLE 13: CORRELATION BETWEEN MOTIVATION AND THOSE WILLING TO BE PART OF A CORPORATE REWARD SCHEME

		Intrinsic Motivation	Integrated Regulation	Identified Regulation	Introjected Regulation	External Regulation	Amotivation
Spearman's rho	Correlation Coefficient	0.223	0.250	0.192	0.176	0.158	0.082
	Sig. (2-tailed)	0.062	0.035	0.108	0.142	0.188	0.497
	N	71	71	71	71	71	71



TABLE 14: CORRELATION BETWEEN MOTIVATION AND THOSE WILLING TO PARTAKE IN GAMIFICATION

(SOURCE: OWN COMPILATION)

		Intrinsic Motivation	Integrated Regulation	Identified Regulation	Introjected Regulation	External Regulation	Amotivation
Spearman's rho	Correlation Coefficient	0.304	0.314	0.271	0.200	0.289	-0.120
	Sig. (2-tailed)	0.010	0.008	0.022	0.095	0.015	0.320
	N	71	71	71	71	71	71

Structure of the incentive strategy

To ensure that the correct constructs are included in the points-based reward scheme, the effect between the preferred reward methods and the different generations was calculated. The most significant reported effect size indicated a difference that leans towards being practically visible ($d = 0.37$) between the means of the Millennial group and the older generations with regards to staff discount being a preferred incentive method. The Millennial group on average leaned toward being indecisive (mean = 4.47, SD = 2.05) that it is a preferred incentive method and the older generation group agreed (mean = 5.23, SD = 1.26). The second most significant effect size indicated that the Millennial group leaned towards agreeing (mean = 5.36, SD = 1.33) that health benefits would be preferred, while the older generations leaned towards strongly agreeing (mean = 5.77, SD = 1.11). The remainder of the preferences indicated small differences between the two groups.

Summary of inferential statistics

The inferential statistics indicated that the older generations (ages from 39-77) are more Amotivated than the Millennials. However, the older generations were more vigorously engaged (levels of energy) in the workplace. To establish whether motivated employees are more engaged in their working environment, the correlation between these two factors was calculated. The result indicated that there is a significance between high levels of motivation with regards to the dimensions

of engagement that are practically visible. In all three constructs of engagement, a medium significance is practically significant with Vigour ($r = 0.393$), Dedication ($r = 0.355$), and Absorption ($r = 0.337$) with regards to the W-SDI score of motivation. This indicates that employees who are more self-determined (motivated) tend to be more engaged in the workplace.

It is important to examine whether there is a relationship between the types of motivation and how actively employees try to meet their goals. The results indicated that there is a negative correlation ($r = -0.183$) with a small to medium significance between Amotivation and how actively they try to reach their goals. This was expected because Amotivation is described by a lack of any intrinsic and extrinsic motivation. The most significant positive correlation (0.198) indicated was External Regulation with a small to medium significance. This was also expected because this type of motivation relates to activities done purely just to obtain a reward.

The research results indicated the most desired reward preference of all the employees was flexible working hours, health benefits, and paid leave. The most significant difference between the Millennials and the older generations indicated that the Millennials were indecisive regarding staff discounts. In comparison, the older generations agreed that this would be a preferred method. The second most significant difference indicated that

**TABLE 15: AGE EFFECT ON REWARDS PREFERENCE
(SOURCE: OWN COMPILATION)**

Preferred rewards	Age Group	N	Mean	Std. Deviation	Sig. (2-tailed)	Effect size
Health benefits	18-38	36	5.36	1.33	0.164	0.31
	39-77	35	5.77	1.11		
Paid leave	18-38	36	5.69	1.37	0.370	0.18
	39-77	35	5.94	0.91		
External training funds	18-38	36	5.36	1.57	0.449	0.16
	39-77	35	5.11	1.13		
Commission based bonus	18-38	36	5.22	1.85	0.431	0.18
	39-77	35	4.89	1.73		
Staff discount	18-38	36	4.47	2.05	0.065	0.37
	39-77	35	5.23	1.26		
Cell phone perks	18-38	36	4.64	1.91	0.418	0.16
	39-77	35	4.94	1.14		
Flexible working hours	18-38	36	5.67	1.82	0.838	0.04
	39-77	35	5.74	1.27		
Car allowance	18-38	36	5.44	1.56	0.837	0.04
	39-77	35	5.51	1.29		
Fuel perks	18-38	36	4.97	1.76	0.266	0.24
	39-77	35	5.40	1.44		
Meal vouchers	18-38	36	3.83	2.22	0.163	0.28
	39-77	35	4.46	1.42		

health benefits were more significant to the older generations than the Millennial group. The remainder of the preferences indicated no significant differences between the two generations.

The correlation between the types of motivation and the willingness to partake in a corporate reward scheme shows that there is a positive correlation between those who would partake and intrinsic motivation and integrated regulation with a significance that leans toward being practically visible. These two motivation types are classified as being more self-determined than other types of motivation. It can thus be concluded that a corporate reward scheme will attract more self-determined employees. The proposed points-based reward scheme should subsequently include, but not limited to the following in preferred order according to employee generation:

Paid leave–flexible working hours–additional health benefits–car allowance–external training–fuel perk–commission-based bonus–staff discount–mobile phone perks–meal vouchers. Gamification should also form part of the incentive strategy to attract more self-determined employees. This was confirmed with a medium practical significant relationship between Gamification (intrinsic, $r = 0.304$ and integrated regulation, $r = 0.314$) and the most self-determined motivational dimensions.

CONCLUSION

Main findings from the study

The following conclusions could be made regarding the constructs of the measuring instrument and the conceptual framework of the study.



Demographics

There was almost an equal split of respondents between the ages of 18 to 38 (n = 38) and 39 to 59 (n = 37), the remainder were of the age of 60 to 77 (n = 3). The Millennial group (18–38) resulted in the largest age group within the company.

Employee motivation

The WEIMS obtained the following results regarding the constructs of employee motivation: The highest construct to why the respondents are presently involved in their work resulted in intrinsic motivation and the second-highest, Introjected Regulation. This meant that the sample was also motivated through contingencies of self-worth, for example, self-esteem. Integrated Regulation resulted in the third-highest construct, which indicated that the sample engaged and identified with activities to the extent to their self-identity, with the levels of External Regulation and Identified Regulation slightly lower which suggested that the sample was also motivated purely just to obtain a reward and because they found some value in their work activities. There were also levels of Amotivation that suggested that some employees lack any form of intrinsic and extrinsic motivation. Overall, the sample resulted in a Self-Determination Index score of 6.38 that indicated that they were slightly more towards the right of the Self-Determination continuum.

Employee engagement

The results from the UWES, resulted in similar results regarding the employee engagement constructs. The highest construct of employee engagement was found to be dedication, which indicated strong feelings of inspiration, being challenged, and meaningfulness towards work activities. The lowest construct was found to be vigour, where the respondents agreed that they have energy and stamina in the workplace.

Employee incentives

To determine whether a points-based

reward scheme with game-like activities would be feasible, the data indicated that 97.77% of the respondents are familiar with reward schemes like FNB eBucks and 69% are currently members of such reward schemes. These respondents indicated they sometimes try to meet their goals to obtain reward points. Regarding a corporate reward scheme, on average, they indicated that they would be willing to participate in such a scheme within the organisation.

To propose the structure for a corporate points-based reward scheme with game-like activities, a list of possible rewards was provided to the respondents to determine the most preferred methods. The results indicated that overall, the sample would prefer paid leave and flexible working hours the most and meal vouchers the least. The respondents also indicated that on average, they agreed that they are competitive persons and that they would be willing to participate in corporate game-like activities to obtain additional rewards (see the empirical results).

Findings regarding the research framework

From the draft conceptual framework, the literature review and the empirical investigation confirmed that there is a correlation between employee motivation, engagement, and employee performance. The statistical analysis indicated that the average employee is moderately self-determined (mean = 6.38) according to the Self-Determination Index. There was also a practically visible, positive correlation with a medium significance between the three engagement constructs and employee motivation (Vigour = 0.393, Dedication = 0.355, and Absorption = 0.337). Thus, according to the literature, when employees are more motivated and engaged in their working environment, their performance would also increase. To achieve higher levels of motivation and engagement, a corporate points-based reward scheme with game-like activities could be implemented where employees would obtain points on

an annual basis based on their performance and spend them as they wish.

The objective of this study was to ascertain whether a points-based reward incentive scheme with game-like activities would be feasible within the case organisation to encourage employees to be more engaged in the workplace. This could be obtained using an incentive strategy and would subsequently lead to continuous performance improvements and enhanced organisational and individual growth (Hamari & Koivisto, 2015; Klevers et al., 2015; Ruhj, 2015). This has the potential to increase the overall engagement and motivational levels of the employees. The literature also indicated from various scenarios, that game-like activities have led to a successful increase in the motivational levels of users and increased their engagement in working activities (Morschheuser et al., 2017). Hence, a reward scheme could include both a points-based reward scheme and game-like activities through a Gamification strategy. The literature confirmed that both these strategies have a direct impact on the engagement and motivational levels of a multigenerational workforce.

The structure of the proposed incentive strategy is as follows-

- To determine the current motivational and engagement levels within the case company—The results indicated that the highest construct to why the respondents are presently involved in their work was the intrinsic motivation with a mean value of 5.61, which suggested that the employees found their work activities inherently satisfying. External Regulation and Identified Regulation were slightly lower with respective mean values of 5 and 4.95. This suggests that the sample was also motivated purely to obtain a reward and because they found some value in their work activities. The employees indicated some level of Amotivation, which suggests that there is a lack of any intrinsic and

extrinsic motivation. Overall, the sample indicated a self-determination index of 6.38, which indicates that the sample was more towards the right of the self-determination continuum.

- The results regarding the engagement constructs indicated that the sample experience the highest levels of dedication, which indicated that they are inspired and find meaning in their work activities. The second highest construct indicated that the sample agreed that they sometimes find it difficult to detach themselves from their work. The last construct of engagement resulted in very similar results to absorption. They indicated that they agree to some energy levels and stamina in the working environment. In conclusion, the amount of motivation and engagement of the employees within the company are moderately self-determined and did not indicate exceptionally high levels of engagement (only agreed on average to the engagement constructs).
- The relationship between employee engagement and motivation—the sample's self-determination index was compared to the three constructs of engagement. The results from Spearman's rho correlation indicated that there is a practically visible significance between high levels of motivation and the engagement constructs. This suggests that employees who are more self-determined (motivated) tend to be more engaged.
- The results regarding reward schemes and Gamification as incentive strategies indicated that organisations could have a strategic advantage with game-like activities. The results indicated that on average, the respondents agreed to participate in a corporate points-based reward scheme and game-like activities in the workplace. The results obtained indicated that there is a practically visible positive correlation between those who would be willing and the two most self-



determined levels of motivation, intrinsic and integrated regulation. Thus, it can be concluded that a corporate points-based reward scheme will be feasible and could lead to a more self-determined workforce.

- To investigate reward preferences according to employee age—The results indicated that the most desired reward preference regarding the entire sample was flexible working hours, health benefits, and paid leave. The most significant difference between the Millennials and the older generations indicated that the Millennials were indecisive regarding staff discounts. In comparison, the older generations agreed that this would be a preferred method. The second most significant difference indicated that health benefits were more meaningful to the older generations than the Millennial group. The remainder of the preferences revealed no significant differences between the two generations.
- To determine the relationship between employee motivation levels and participants who actively try and meet their goals with reward schemes like Vitality and eBucks—The results indicated that there is a negative correlation with a small, practically visible correlation between levels of Amotivation and those who actively try to reach their goals. This was expected because Amotivation refers to the absence of any intrinsic and extrinsic motivation. The most practically visible positive correlation was external regulation, which indicated that the respondents are trying to reach their goals just to obtain a reward for their efforts. This also confirms the feasibility of a points-based reward scheme due to this fact.
- To propose a feasible points-based reward scheme with Game-like activities.—The overall results from the study revealed that the respondents would prefer to spend their earned points

on the following methods in descending order: Paid leave-flexible working hours-additional health benefits-car allowance-external training-fuel perks-commission based bonus-staff discount-cellular phone perks and, meal vouchers. Game-like activities should also be incorporated into the points-based reward scheme to attract more self-determined employees. This was confirmed with a medium practical significant relationship between Gamification and the most self-determined motivational constructs.

Limitations of the study

The primary limitation of the study includes the relatively small sample size (181 target population) that resulted in a low response rate of 43.09%. For future research, it would be recommended to expand the scope of the study on a continental or global scale to ensure a larger sample size. As such, this is an exploratory research paper, and it is to be recommended a follow-up CFA study.

A secondary limitation of this study was the limited number of Baby Boomers identified in the company. Therefore, few comparisons could be made regarding the reward preferences of the three generations in the workforce.

Recommendations

Recommendations for the case-organisation

According to the literature review, there is a connection between employee motivation, engagement, and employee performance. When employees are more intrinsically motivated, they tend to be more engaged in their work activities. The primary reason for this study pertains to the current incentive/bonus scheme of the company where employees receive an annual monetary bonus in the form of the following structure: 50% based on group-level performance / 25% based on local business unit performance / 25% based on employee performance. The first two performance measures are interlinked; for example, if the global organisation does not reach its

annual performance targets, no bonus will be allocated to the respective business entities and vice versa. The only difference between a highly motivated and engaged employee and a disengaged one is a mere 25%. This can be demotivating to some employees who are driven.

Thus, by implementing a points-based reward scheme with game-like activities, the total employee incentive will solely rely on whether they reach their respective KPI's. This incentive strategy could result in a strategic advantage to the company due to a higher motivated and engaged workforce. The higher motivated and engaged employees will thus be able to earn points based on their annual performance and can subsequently choose how they wish to spend their points. Based on the results from the empirical study, the three most desired methods include paid leave, flexible working hours, and additional health benefits. The game-like activities could be incorporated into the new incentive strategy where each department within the company could have a dedicated dashboard where each respective employee could compete for the top spot. The winner could subsequently be rewarded with a price that could be determined by the company.

In essence, the proposed strategy would ensure that all the employees are more intrinsically motivated because they feel that they have a purpose to work towards and also, extrinsically, due to the reward they would be able to obtain for their performance.

Recommendations for future research

With the limitations of this study in mind, the results obtained indicated valuable suggestions to the company investigated on how to increase overall employee. The suggested strategy can be refined by targeting a larger population on a global scale. It should be noted that there may be a difference between other countries and cultures and that it could not represent the same population as targeted in this

study. Further data refinement and sub-investigations could subsequently be conducted to develop a global incentive strategy with regional differences based on cultural and generational differences. It is also recommended that because the paper is exploratory by nature, it is to be recommended that a follow-up CFA study be done.

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