



# Establishing the Intangible, Non-Financial Value of Awards Programs

(Part 2 of a Two-Part Series)

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## Structure:

This paper is presented in two parts. In part one, *Award Program Value & Evidence*, we discuss the role of recognition in incentive, reward and recognition initiatives and the broad benefits of cash and non-cash rewards. We concluded Part 1 with a discussion around the measurement and reporting of the hard, tangible financial benefits of IRR programs.

In Part Two, *Establishing the Intangible, Non-Financial Value of Awards Programs*, we review the *intangible* (i.e., non-financial) benefits of IRR programs in detail, and explore how these benefits can be measured and reported for a more complete understanding of the benefits of IRR programs. We provide program designers with tools to more fully estimate and communicate the value of their non-cash reward and recognition programs. We describe and explain why, in addition to the hard dollar measurement of returns, the intangible *value* of the program should also be estimated and reported.

## Glossary of Terms

Various terms are used, in some cases interchangeably, throughout this paper. The following are brief descriptions of those terms.

**Cash Reward:** Any financial reward, including cash (including wires, checks, etc.) and cash equivalents, including stocks, etc.

**Non-Cash Reward:** Any reward that is not cash or cash equivalent (e.g., travel, merchandise, etc.)

**Intangible:** (from Merriam-Webster)

a : an asset (such as goodwill) that is not corporeal

b : an abstract quality or attribute

**Tangible Non-Cash Reward:** Any reward of monetary value that is not cash or cash equivalent.

**Tangible Rewards:** This term, used mainly in academia as a substitute for “non-cash reward or tangible non-cash reward.” It refers to rewards that have tangible value, but are neither cash nor cash-equivalents.

**Intangible Reward:** Any reward of no financial or tangible value. For example, verbal or written recognition.

**Incentive:** An incentive is anything offered beforehand to elicit or motivate a person to act, exhibit a behavior, etc. (i.e., if/then) Incentives combine with one or more reward types. For example, a tangible travel reward or cash bonus, or and intangible reward, including the expectation of appreciation. Incentives are often used to drive short-term outcomes, such as sales quotas.

**Recognition:** All recognition is also a reward and all rewards are forms of recognition. Recognition can be provided in the form of tangible or cash rewards and/or in the form of an intangible reward, such as public acknowledgement and appreciation for something done well. Recognition may be offered after a behavior or achievement (i.e., now/that). Recognition is often used to drive longer-term cultural change.

## Redefining Rewards in the 21st Century

Understanding what is meant by rewards in today’s context has become critical. Work today is much less routine and physical than it was during the Industrial Age when many of today’s workplace incentive and reward systems were devised (Ariely, 2016). As of 2016, the services industry comprised over 75% of the current US economy, with education, healthcare, and social services as the country’s top employers (Coalition of Services Industries, 2016).

The service-providing sectors are projected to add nearly 9.3 million jobs and reach just over 129.9 million jobs by 2024. This increase represents almost 95 percent of all the jobs added from 2014 to 2024 (Bureau of Labor Statistics, 2016).

In most contemporary organizations, work now involves problem-solving, analysis, leveraging insights, exercising creativity, and deep collaboration with colleagues and other stakeholders. The more interesting, creative and purposeful the work is, the more the work itself can be the reward (Pink, 2006; Deci, Koestner, & Ryan, 2001). Consequently, many traditional compensation and rewards systems have struggled to keep pace, in part, because they were designed for a bygone era (IRF, 2017(b); Welbourne, 2015). As a starting point, leaders must acknowledge that cash rewards, including compensation and bonuses, are now just “table stakes.”

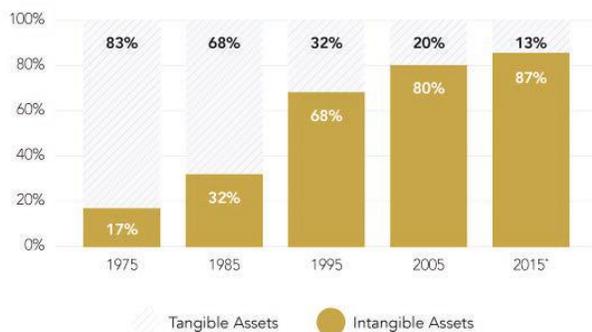
Wise and experienced leaders know that intangibles (see definition in glossary) including workforce wellness, stability, trust, and good citizenship lead to the formation of resilient and accountable cultures. They are aware that even though culture – including the web of connections firms build – can’t be precisely measured, it is their prime differentiator and key competitive advantage because it is impossible to imitate (Anand, 2016).

*“Our clients are all different but in general, leadership is mindful of the culture in the business, nobody wants to work for a number crunching, employee-bashing company – people burn out. Business leaders that want to turn their business into great companies focus on the human metrics. You need a great product and service but if you also pay attention to the intangibles – the culture – you gain a sustainable business model where people want to work.” – David Sand, CEO, Uwin Iwin*

Today’s corporate giants, including Apple, Amazon and Alphabet, are valued for their intangible assets, including ideas, brand, relationships, human capital, and managerial expertise, more than for their hard assets, such as buildings, equipment, financial reserves, and land (Said, HassabElnaby, & Wier, 2003; Galloway, S., 2017). Indeed, more than 80 percent of the market value of publicly-traded firms is today attributed to intangible value (see Figure 1.)

### COMPONENTS of S&P 500 MARKET VALUE

Figure 1: “Intangible” Market Value



SOURCE: OCEAN TOMO, LLC

Intangibles have become the ingredients that allow some organizations to grow sustainably while others struggle merely to survive (Reilly & Schweih's (2016); Sutton & Rao, 2014; Van Dyke, & Ryan, 2012; Wynter-Palmer, 2013; Anand, 2016). In other words, they are important, which is why savvy leaders find ways to measure them. Doing so gives them a means to gauge their competitive position more accurately by balancing experience and instinct with data and evidence (Mintzberg, 2017). And, because intangibles predict future financial performance, those who measure them gain time to act before the market reacts (Kaplan & Norton, 2004; Banker, Potter, & Srinivasan, 2000; Rucci, Kirn, & Quinn, 1998; Kaplan & Norton, 1996; Rees & Sutcliffe, 1994).

Many of the cultural conditions that drive intangible value stem from incentives, rewards and recognition. The increasing use of the term “total rewards” reflects a growing awareness that compensation, benefits, incentives and rewards extend far beyond traditional definitions. Reward and recognition (IRR) professionals, whether involved in designing programs or providing travel, experiential rewards or reward merchandise, must expand their definition of what they do and of what constitutes a reward. The more IRR professionals look at situations broadly, objectively and agnostically (in terms of keeping an open mind about the solutions), the better they will serve their clients, whether internal or external (Adams, 2017; Galloway, 2017). High performing organizations understand that it is a company’s broad mix of tangible and intangible rewards that create the conditions that set them apart from the competition (Bhattacharyya, 2011; Deloitte, 2014; Reilly & Schweih's, 2016; Bryant, & Allen, 2013; Giancola, 2011; 2014; Greene, 2014).

## Rewards Make the Culture

As above, an organization’s mix of tangible and intangible rewards defines to a large degree its culture (Baeten, & Verwaeren, 2012; Reilly & Schweih's, 2016; Madhani, 2014). Tangible and intangible non-cash rewards often make the difference in attracting, motivating and retaining talent (Van Dyke & Ryan, 2012). In a new era of creativity and innovation, they become increasingly critical drivers of desired behaviors, including teamwork, collaboration, idea & information-sharing and lifelong learning (Price & Toyne, 2017).

As described in *Award Program Value & Evidence*, well-selected tangible, non-cash rewards drive commitment and the emotional bonds that employees develop with the company and its brand. Illustrating this point, recent IRF trend reports indicate significant increases in the use of carefully selected tangible, non-cash “experiential rewards” in incentive programs, including luxury travel, spa experiences and coveted tickets to premiere events (IRF, 2017(d)).

*Intangible*, non-cash rewards also drive commitment and bonds. These type of rewards appeal to intrinsic motivators and can include informal written or verbal recognition and appreciation, choice of work assignments, flexible work options, autonomy/empowerment, skill training & developmental opportunities, optimal work environments, and inviting employees into job design, each of which can positively impact performance and creativity (Reilly & Schweih's, 2016; Hackman & Oldham, 1976; Deci & Ryan, 1985, Morrell, 2011; Tims, Bakker, & Derks, 2013; Garrett, Spreitzer & Bacevine, 2015; Srivastava, 2008; Amabile et al., 1996).

These intangible rewards might be termed “alternative currencies” (e.g., career opportunities, time-off or time-saving awards, good management, free time at work, etc.). They constitute a type of reward that organizations are increasingly promoting and talent is seeking (Brown, & Reilly, 2013; Baeten, & Verwaeren, 2012; de Waal, 2012). They have become particularly relevant because today’s economy is driven by relationships featuring the currencies of trust, commitment,

goodwill and inclusion (Wei-Yuan, Shang-Pin & Chwei-Jen, 2013; Van Dyke & Ryan, 2012). Emotional relationships drive connection, and what Professor Scott Jeffrey calls “extra-contractual effort” (Jeffrey, 2017). Others have referred to this as “discretionary effort,” or “commitment.” “Whatever you choose to call it, it constitutes the crucial ingredient for organizational success in the 21st century (see Appendix B for a broader exploration of the “new workplace”).

## The Intangible, Non-financial Value of IRR Programs

Given the seismic changes in the workplace of the past three decades, a modern, well-designed incentive program must aspire to more than a “do this and get that” set of transactions. IRR programs should aim at building what Dan Ariely refers to as a social relationship between the employee and their company (Ariely, 2016). Building relationships and social connections leads to better citizenship behavior, creating a reciprocal desire to return the organization’s generosity with greater effort, loyalty, information-sharing and advocacy (i.e., speaking well of the firm to others). An emotional connection goes much further than the rational quid pro quo that characterizes a service for money relationship.

*“Developing a workplace that is centered on meaning is not easy. It is certainly more complex than the current efficiency-based model of breaking tasks into components, departments, job specialties, and sub-organizations.” – Dan Ariely, Payoff, 2016*

In line with this, Jeffrey argues that R&R designers should move away from the notion that rewards are only about driving short term performance, sales or financial gains. Instead, they should aim at influencing employees’ assessment of what it’s like to work in the firm. Jeffrey says: *“I think done right, non-cash rewards are a great fit for the big movement toward the softer benefits of working in an organization. They are more feeling driven than performance driven. As the research demonstrates, the more an employee feels valued, the more they demonstrate citizenship behaviors”* (Jeffrey, 2017).

“These days, should an employee work strictly to their job description, they would get very little done” says Jeffrey. The world of work has changed markedly over the past several decades, both from physical to cognitive work and from defined roles in organizations to more fluid work that relies more than ever on discretionary effort. The research shows that engagement reveals itself in the extras that are not part of the job description. As Jeffrey points out, the reason that labor unions often choose to work-to-rule rather than to go on strike is because the former grinds the company to a halt as effectively as the latter, and their members still get paid.

The intangible, non-financial benefits of non-cash rewards result in employees who are more willing to contribute outside their defined roles, to stay with the firm, and to share their enthusiasm by referring friends and colleagues. It makes them want to exert the extra-contractual, discretionary effort that makes all the difference to the culture and what frequently accounts for the difference between struggling organizations and successful ones.

*“The brand that you develop over time with a good incentive program results in a culture and that acts as a magnet, making it much easier to recruit top talent, talent that is more likely to share knowledge, ideas and competitive intelligence that they gather in their day to day lives.” – Bob Dawson, Principal Partner, The Business Group*

## The challenge of measuring the intangible (i.e., non-financial) value of IRR programs

Professor Dan Ariely cautions that leaders too often make the mistake of focusing on what is easily measured and quantified, paying too little attention to the intangibles. When they do look at intangibles, such as learning, engagement, collaboration, etc.) they often make the mistake of treating them as though they were “countable.” According to Ariely, “*Managers need to take into account (and measure) not only the direct effect of different incentives but also their delayed and enduring outcomes*” (Ariely, 2016).

Illustrating this, in its 2015 Program Design Study, the Incentive Federation found that incentive program measurement still focuses on hard financial impact and measures. Only about half of the firms responding to their survey (all U.S. based) measure the intangible impact of non-cash employee incentive programs on employee satisfaction. Furthermore, only 28 and 14 percent do so in sales and channel incentive programs respectively. Interestingly, almost one quarter of respondents measure learning impact (including improved product knowledge) in channel incentive programs.

More recent research from the Incentive Research Foundation (IRF) corroborates the Federation’s findings. The IRF’s 2016 non-cash incentives study focused on the U.K. found that while more than a third of British firms surveyed *hoped* that their IRR programs would improve morale and innovation, very few measured these outcomes. Similarly, while about one-quarter also hoped their programs would improve wellness and positively impact the culture, they didn’t measure those impacts either. Indeed, the only intangible measure recorded at a significant level was learning. Seven percent measured increased product knowledge as an outcome of their incentive programs (Incentive Research Foundation, 2016).

The IRF’s 2017 *Top Performer Benchmarking Survey* suggests that successful firms take intangibles more seriously and are more likely to report that they expect intangible benefits from their incentive programs. For example, most top performing firms in the IRF study expect their incentive programs to address such intangibles as product awareness (78%) and employee engagement (69%). Encouragingly, half of them also look for positive impact on the overall culture (IRF, 2017(c)). However, the report offers no evidence that even top performing firms routinely measure the intangible impact and value of their programs.

### New Research

With the aim of shedding more light on the question of who measures what in their incentive programs, we devised and ran our own survey for this paper in Fall, 2017. We targeted managers specializing in reward management and leading or advising a variety of cash and non-cash tangible and intangible reward programs. We received 137 complete responses to specific questions about which types of programs they operate, and whether and how they measure the outcomes. Per Figure 2 on the next page, the largest component of our respondents offer all three reward types: cash, tangible non-cash (e.g., merchandise, travel), and intangible non-cash (e.g. time off, verbal recognition, etc.).

*Figure 2: Incentives Utilized*

*Survey question: Do you (or any of your clients) offer incentives or reward programs beyond base compensation and benefits? Please check all that apply.)*

<i>Incentive Type</i>	<i>Percent of Companies Responding Yes</i>
<b>Cash, tangible non-cash and intangible non-cash</b>	35.8%
<b>Cash only</b>	25.5%
<b>Tangible non-cash-Only</b>	13.1%
<b>Tangible non-cash and intangible non-cash</b>	10.2%
<b>Cash and tangible non-cash</b>	10.2%
<b>Cash and intangible non-cash</b>	3.6%
<b>Intangible non-cash Only</b>	1.5%

## Key findings

Our respondents either agree or strongly agree that their rewards programs, in general, drive benefits across each of the intangible value categories we surveyed. This is consistent with the IRF and Incentive Foundation research cited above.

- Across incentive structures, approximately 1/3 of all managers reported that they strongly believe that their IRR initiatives have increased intangible benefits, including employee teamwork, learning, innovation, engagement in training, organization-al culture, and engagement in organizational values.
- Across incentive structures, companies appear to more often measure the impact of their incentive structures on employee performance (cash = 44.5%; non cash = 44.5%), retention (cash = 21.9%; non cash = 29.2%) and satisfaction (cash = 20.4%; non cash = 29.2%) than employee absenteeism (cash = 13.9%; non cash = 16.8%) and presenteeism (cash = 13.9%; non cash = 19.0%).
- It appears that non-cash incentive programs are more often linked to employee retention (cash = 21.9%; non cash = 29.2%), satisfaction (cash = 20.4%; non cash = 29.2%), absenteeism (cash = 13.9%; non cash = 16.8%) and presenteeism than cash incentive programs (cash = 13.9%; non cash = 19.0%).
- It appears that non-cash incentive programs are more often linked to employee retention (cash = 14.3%; non cash = 38.2%), satisfaction (cash = 17.1%; non cash = 41.2%) and performance (cash = 51.4%; non cash = 73.5%) than cash only incentive structures.
- Within organizations that offered both cash and noncash incentive programs (49.64%) cash incentives programs were more likely linked to revenue (cash = 36.8%; non cash = 25.0%) and employee performance (cash = 63.2%; non cash = 52.9%).
- Within organizations that offered both cash and noncash incentive programs, non-cash incentives programs were more likely to be linked to employee presenteeism (cash = 20.6%; non cash = 26.5%) and employee satisfaction (cash = 32.4%; non cash = 38.2%)

Respondents were resoundingly positive regarding the intangible value of award programs.

Respondents were resoundingly positive regarding the intangible value of award programs. Across our measures of intangible value (training, teamwork, learning, morale, culture, organizational values and innovation) the mean score for award program effect on these areas on the 7-point Likert Scale used was over 5.5 with 1 meaning “strongly disagree and 7, “strongly agree.”

*“One benefit is that our employees are happier while they’re at work when they know they’re earning incentives. Also, employees push themselves harder to do better work.” – Survey Respondent*

*“Employees accomplish more because they not only enjoy their work but also have something to look forward to besides a paycheck. It makes them feel more desired as well.” – Survey Respondent*

*“Our branch has far less turnover than the other branches [as a result of using tangible rewards]. We also are more organized, and as a result, we have a greater number of customers that go out of their way to visit our branch.” – Survey Respondent*

Almost a full third (30.8%) of our respondents strongly believe they have increased engagement in organizational values through their IRR programs. 30.2 percent strongly believe their IRR initiatives have increased employee teamwork, 29.7 percent strongly believe they have increased innovation, 29.5 percent strongly believe they have increased learning, 28.5 percent strongly believe they have increased engagement in training and 24.5 percent strongly believe they have increased engagement in organizational culture. (See Appendix C for a more detailed overview of our survey results and analysis).

### Who Measures What?

Also consistent with the IRF and Incentive Foundation research, our respondents report a general lack of efforts to measure the intangible benefits of their programs. However, unlike the Incentive Federation’s 2015 Program Design Study cited in Part 1, which found that a large majority track the financial benefits of their reward programs (i.e., sales and/or revenue) less than one-quarter of our respondents reported doing so (though slightly more conduct these measures against their cash reward programs). Consistent with the IRF, Incentive Foundation and other survey research cited throughout this paper, only a small minority of firms appear to measure the intangible benefits of their programs (Figure 3).

*Figure 3: Measures of Reward Program Benefits*

<b>Measure of Impact</b>	<b>Percent of companies who measure impact of cash rewards</b>	<b>Percent of companies who measure impact of noncash rewards</b>
<b>Sales</b>	27.7%	21.9%
<b>Revenue</b>	24.8%	18.2%
<b>Employee Performance</b>	44.5%	44.5%
<b>Employee Retention</b>	21.9%	29.2%
<b>Employee Absenteeism</b>	13.9%	16.8%
<b>Employee Presenteeism</b>	13.9%	19.0%
<b>Employee Satisfaction</b>	20.4%	29.2%

As above, compared to companies offering cash-only incentive programs, companies offering noncash-only incentive programs were more likely to report tying their programs to employee retention and employee satisfaction. Within companies that offered both cash and noncash incentive programs, cash incentives programs were more likely to be linked to revenue and employee performance, while noncash incentives programs were more likely to be linked to employee “presenteeism” (being at work or on the job, but not fully functioning) and employee satisfaction. In addition, companies offering cash-only incentives programs were significantly less likely to report linking customer satisfaction to their financials (i.e., revenue and/or profitability) as compared to companies offering all three types of incentives (cash, tangible non-cash, and intangible). These findings suggest, not surprisingly, that organizations making more use of “softer” type rewards (i.e. tangible non-cash and intangible non-cash) are more attuned the softer benefits and values that these tools deliver.

## Insights

No significant differences were found in ratings of the impacts of incentive programs in companies with cash-only incentives programs compared to those with noncash-only incentives programs. Interestingly, within companies with both cash and noncash incentives programs, cash incentives programs were rated (though not measured) as having significantly greater benefits in terms of morale. Given the deep, long and consistent evidence that non-cash rewards drive higher engagement and morale (see Part 1 of this paper, *Award Program Value & Evidence*) respondents’ opinion in this study might be taken as evidence of the folly of relying solely on intuition and not measuring IRR program impact.

Whether cash or noncash, our respondents, like those in the other survey research cited throughout this paper (parts 1 and 2), believe that incentive programs drive significant intangible benefits, including improved morale, engagement and citizenship behavior. Our study, and those cited above demonstrate this value but also point to a widespread lack of effort to measure it.

*“I think rewards at my company have increased cross-functional engagement, increased focus among employees and our competitiveness. I believe the rewards and incentives offered create a more fun work environment.” – Survey Respondent*

Neglecting to measure the intangible benefits of IRR programs misses an important aspect of motivation. By focusing solely on a countable number of work units produced as opposed to the intangible *quality* of that work, the true value of IRR programs may be missed. Organizations shouldn’t be dissuaded because intangible value can’t be measured precisely. Consultants and leadership gurus often urge us to measure everything that’s important; they repeat the mantra: “you can’t manage what you don’t measure.” They’re right, even though – as any experienced manager knows – you can’t *precisely* measure *everything* that matters. Even so, that doesn’t mean those things matters less, nor that you shouldn’t measure what you can. (Mintzberg, 2017).

As an IRR professional, look to intangible, non-financial *value* as opposed to thinking singularly in terms of hard, financial returns. By integrating a program’s non-financial value, the resulting Value of Investment (VOI) model combines with the Return on Investment (ROI) model to complete the picture, providing the rigor needed to reduce management by “folklore” and anecdote (Price & Toye, 2017).

## How to Measure Intangible Value: Current Measures of the Intangible Value of IRR programs

Surveys suggest that the most common way to measure the intangible value of investments in non-cash reward programs is to measure changes in employee surveys (e.g., engagement and satisfaction surveys) before, during, and after an IRR program (Peltier, Schultz, & Block, 2005). Many of the experts interviewed for this paper agree.

As a catch-all measure of the effectiveness and impact of an incentive program, employee engagement provides a useful proxy, particularly because changes in employee engagement and satisfaction have been shown to reliably predict future financial performance. As IRR executive Eugene De Villers advises, “We can say that an increase in engagement today leads to an increase in sales and other financial and distribution factors with about a three-month lag, depending on the client.” De Villers’ observations with clients are well-documented in research, including in the now-famous employee-customer-profit chain effect first reported in the Harvard Business Review in 1998 (Rucci, Kirn, & Quinn, 1998) and observed in many studies since, including the Engaged Company Stock Index managed by Dr. Laurie Bassi (Enterprise Engagement Alliance, 2018). For more evidence of this link, please see *Award Program Value & Evidence*.

While measuring changes in engagement level before and after an IRR initiative provides a good means of assessing its intangible value, it is by no means the only metric at organizations’ disposal. Some measure employee participation in non-core business activities, for example. Participation in the discretionary extras – attendance at company after-hours events, for example – may provide a good indication of the health and culture of the organization (Dubinsky & Skinner, 2002; Ferris, Brown, Berry & Lian, 2008; Thibault-Landry et al., 2018; Zigarmi, Nimon, Houson, Witt, & Diehl, 2009; IRF, 2010).

Organizations should determine the most important measures first; whether participation in company extra-curricular events, volunteer activities, voluntary overtime, sharing information, teamwork and the like, and then devise a weighted score that can assess change following the launch or completion of an incentive program (Devillers, 2017). This is a process the Cleveland Clinics use very successfully to align its engagement and rewards initiatives with specific desired behavioral change (Welbourne, 2015).

*“Satisfaction and engagement before and after a program is how we measure intrinsic value. It is important to recognize that in sales channels, not every company wants or needs to be best in class in these metrics; but they still need to know how they are performing against their own expectations.”*

– Chris Galloway, Founder, Animate Growth Partners

*“You have to benchmark first. What are your retention rates and engagement levels? What are the consistencies in your entry and exit interviews? Are you giving people opportunity in your company to grow? What is your internal fill rate?”*

– Maggie Wenthe, Manager, ITA Group

*“We take a baseline measure of engagement, retention, absenteeism, sales and a range of other metrics at the start of any program and we compare the numbers during and after to assess im-pact, including the ROI and VOI of the program. We compare management perceptions versus staff perceptions. We track results quarterly and then year to year for each client.”*

– Bob Dawson, Principal Consultant, The Business Group

When a rewards program is working well, teamwork, collaboration and learning should improve, depending on the selected behaviors. Organizations can use rewards to encourage citizenship behaviors described above, and can leverage reward and recognition software to better measure the level of change in behaviors such as teamwork, collaboration, learning, etc. Today's leading internal networking, recognition and learning platforms allow automated benchmarking of measures of improvements or declines in various citizenship behaviors (Sand, 2017). Combined with free analytics tools such as R and Python, or with the analytics tools in late releases of Microsoft Excel, advanced statistical techniques, including multiple regression analysis, can help organizations isolate the impact of their initiatives (Jeffrey, 2017). Increases in connectivity (e.g., through organizational network analysis), knowledge-sharing (by tracking activity in corporate social networks or intranets) idea-sharing (by tracking hard-copy or online suggestions), peer recognition (through online recognition software), and amount of e-learning accessed and completed are just a few examples.

*"Track activity on a central platform to measure whether incentive, reward and recognition efforts improve communication and satisfaction within your organization. You'll see that IRR programs drive collaboration and knowledge sharing between groups and dispersed team members."* –Jane Larson, Research Manager – Marketing Strategy, ITA Group

Talent acquisition may also be impacted by rewards programs. For example, costs may decline when a comprehensive incentive program is working well (Wenthe, 2017). Talent is drawn to the firm because people who enjoy working in it advocate for it by spreading the word and referring their friends and family. Changes in employee referral trends (especially where an incentive program targets referrals for rewards) becomes another measure of the intangible value of IRR programs – as are impacts on cost, time and quality of hire. Of course, placing an accurate hard dollar value on some of these measures is not practical, which again, stresses the need to assess *value* rather than hard, financial returns.

*"Measure return on value based on participation in the incentive or recognition program itself. To do so, measure activity on your centralized platform. Look at the data to see what people engaged in, how much recognition they gave out, how many points did they earn, did they spend or store them? If they're storing points this could suggest their desire to save more points to redeem for a larger award. That in itself could suggest a positive retention outcome."* –Jane Larson, ITA Group

There are numerous additional techniques to estimate the intangible value of IRR programs. For example, the ROI Methodology™ described in Part 1 includes an assessment of the intangible value as the final step in calculating ROI before reporting (see Figure 2, Part 1, *Award Program Value & Evidence*). Organizations that follow this process classify any returns that they cannot express in financial terms in the intangibles category. They report that value (e.g., increases in engagement) and an estimation of its impact, as a distinct and important component of ROI (Phillips, Phillips, & Schell, 2015). The table in Appendix A captures some of the new and increasingly important types of intangible non-cash and intangible rewards offered by employers, their operationalization and application in the workplace, and suggested means to assess their value.

## Limitations and Transparency

As previously mentioned, measurement won't reveal everything; much will still have to be taken on faith. Countless variables and components impact the outcomes of any significant workforce program whether it be a learning, engagement, or change management initiative. This makes it almost impossible to prove a causal link between a non-cash reward and financial output or even

between a reward program and increases in employee engagement. For example, correlations may be strong but unless randomly controlled experiments are used – i.e., with control groups – critics can always point to other factors that might have caused increases in engagement, productivity, citizenship behaviors or other outcomes. The ROI Methodology™ and tools like it provide a robust means of attribution and estimation aimed at addressing these shortcomings.

Inadequate sample sizes and improper distribution/representation of those responding to surveys can also weaken the data, as can researcher bias. The more subjectivity in the evaluation, the harder it is to ascribe cause. For IRR consultants, client transparency and their willingness to share data can permit or limit measurement.

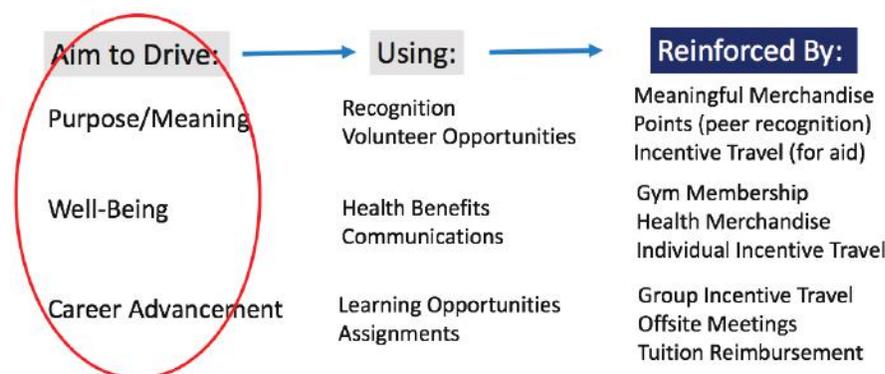
### Summary & Key Insights: The New Role of Non-Cash Rewards

Employees, channel partners and even suppliers and contractors (the broader workforce) assess the total rewards of work when they decide with whom they will work, including the intangible rewards that make work a place where people thrive and fulfill their human needs. Almost everyone knows there are companies that operate this way, and they know those firms tend to make their employees among the happiest, most fulfilled, most productive and by consequence, best-compensated employees. It’s no wonder that the lion’s share of talented people want to work for the handful of companies and organizations that have built modern brands around how they engage their workforce.

Recognition professionals using non-cash rewards are perfectly positioned to extend and reinforce the 21st century rewards of work. In doing so, they shouldn’t focus on the rewards solely, but also on the root motivators – purpose and meaning, autonomy, inclusion, learning, status, well-being and career advancement, for example. Anyone involved in designing reward programs today might be more accurately referred to as a “motivation and performance professional,” whose primary strategy does not only include “do this get that” incentives, but has expanded to include appreciation, whose primary tactic is recognition, and whose primary tool is rewards (Galloway, C. 2017, Bock, 2015).

As Figure 4 below illustrates, IRR professionals should use different types of intangible non-cash rewards (e.g., recognition, health benefits and learning opportunities) to reinforce the root, intrinsic motivators. Specific tangible, non-cash rewards (e.g., merchandise, gift cards, travel) should be used to support and reinforce them.

Figure 4: Key Motivators and the Rewards That Reinforce Them



Note, there are many more motivators, the above is just an example

As argued throughout this paper, IRR professionals should increase their focus on the motivational drivers (circled in red) and use rewards as tools in a reinforcing role rather than a lead role. In today's economy and workforce, non-cash rewards offer a vital but supporting contribution to engagement. By remaining in the background, and by replacing the carrot and stick approach to motivation, non-cash rewards build social relationships, extending and building on deep, emotional motivators.

For example, incentive travel, peer-to-peer points programs and well-selected merchandise rewards can reinforce recognition of good work and/or behaviors. Using a peer-to-peer points program to enhance what is first and foremost a recognition program (which satisfies the root motivator of purpose and meaning) is an excellent and proven example of using tangible rewards to fuel broader motivational goals.

For organizations wanting to motivate through purpose and meaning, good communications of the firm's mission might be enhanced with a reward program that reflects that mission. For example, a company whose mission involves educating people, might introduce an employee volunteer program in which its tools and materials are used to help underprivileged people who otherwise could not afford the tuition. A travel rewards that puts a person into a community where they can join in aid projects is another good examples. IBM's most successful high-performer reward program – called IBM Corporate Services Corps<sup>1</sup> – does exactly that and also gives participants appropriate merchandise gifts that they can offer to members of the community in need; another example of the reinforcing and aligned nature of rewards at their best.

Likewise, especially among younger workers, career advancement opportunities are a critical motivational driver for many workers. Learning opportunities are essential in supporting career advancement. Group incentive travel with high performers and company leaders, offsite meetings and tuition reimbursement are three specific non-cash rewards that deliver or support learning opportunities and reinforce career advancement, while boosting retention and engagement.

Three central messages emerge from this paper:

1. If incentives are used as the sole motivator and dangled continuously like a carrot to coerce behavior or action, their effect is diminished. Over time the impact of the reward is lost. Without proper design and a balance with broader motivators, the incentive might be gamed and its intent twisted such that unintended consequences occur making the outcomes worse than if you had not launched the incentive at all.
2. However, when rewards are designed to reinforce recognition, they play a vital role in supporting the universal human motivators of purpose, autonomy, connection and learning.
3. The benefits of non-cash rewards programs include significant intangible value. These benefits may be difficult to measure precisely, but in today's economy especially, they may rival in importance the financial returns of programs. You should estimate the impact and value of these benefits through measurement and, alongside the financial benefits of reward programs, report them.

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1 See: <https://www.ibm.com/ibm/responsibility/corporateservicecorps/>

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## Appendix A: Suggested Techniques to Measure Intangible Value

Category	Intangible Reward Type	Tangible Reward	
Aim to Drive:	Using:	Reinforced by:	
Purpose/Meaning	Recognition & Appreciation	Merchandise, points, gift cards, etc. as the tangible symbol of appreciation to reinforce recognition and make it more memorable.	
	Volunteer Opportunities	Merchandise (relevant branded clothing, gifts for volunteers to distribute). Incentive Travel (for volunteer activities)	
	Choice of Assignments	Incentive Travel for work, meetings Conference participation.	
Autonomy	Flexible work	Equipment/furnishings for remote work and home offices	
	Gaining Latitude & Accepting Accountability	N/A	
	Involvement in Job Design	NA	
Connection/Belonging/Inclusion	Feeling listened to and respected	Merchandise, points, gift cards, etc. as the tangible symbol of acknowledgement to reinforce feelings of inclusion and respect.	

	Intangible Measures	Examples in Research
	Measured Through:	Evidenced by:
	<p>Changes in: (before, during and after program)</p> <ul style="list-style-type: none"> <li>• Productivity &amp; performance</li> <li>• Earnestness: arrive on time, don't leave early, etc.</li> <li>• Citizenship (e.g., share information and ideas, participate in company events outside work, etc. teamwork, collaboration, honesty, etc.)</li> <li>• Employee, Customer &amp; Stakeholder Engagement</li> <li>• Employee / Customer &amp; Stakeholder Satisfaction</li> <li>• Increased idea-sharing</li> <li>• Increased use of eLearning resources (including salespeople and channel partners visiting site for product information and knowledge)</li> <li>• Greater innovation as measured by new product/service development.</li> <li>• Participation in/increase in peer-to-peer recognition.</li> <li>• eNPS (employee Net Promoter Score. % of employees who would recommend firm to friends, family as a place to work)</li> <li>• Employer Brand sentiment (a measure of external interest/respect for brand as measured by social media sentiment analysis, ratings on sites such as Glassdoor, Indeed, etc.)</li> <li>• Apply rate to open positions</li> <li>• Internal job fill rate</li> <li>• Activity in employee referral programs</li> <li>• Appearances on "best places to work" lists</li> <li>• Depth of connectivity as measured through Social/Organizational Network Analysis</li> <li>• Participation in incentive/reward program/contest</li> <li>• Satisfaction with incentive program (survey, interviews)</li> </ul>	<p>Harvard Business Review article by Shawn Achor, Feb 19, 2016:</p> <ul style="list-style-type: none"> <li>• JetBlue gained 3% improvement in retention and 2% in engagement for every 10% increase in people feeling recognized.</li> <li>• Symantec's peer recognition initiative (with tangible rewards) netted a 14% gain in employee engagement.</li> </ul> <p>Dan Ariely, Payoff, 2016 TED Books</p> <ul style="list-style-type: none"> <li>• Dan Ariely has conducted numerous experiments in which subjects create something small and then either receive recognition/appreciation for their work with payment or payment without recognition. Subjects in the first group significantly outperform the latter</li> <li>• Ariely's field experiments in which workers are divided into groups receiving cash, gifts or recognition reveal high, sustained performance for gifts and recognition versus low, then declining performance for cash recipients.</li> </ul> <p>Harvard Business Review article by Rachel Chong and Melissa Fleming, Nov 5, 2014:</p> <ul style="list-style-type: none"> <li>• Eighty percent of participants in IBM's Corporate Services Corp program – a reward program for high performers in which recipients go abroad to volunteer in developing world villages, say the experience significantly increases the likelihood they will stay with IBM – "forever"</li> </ul> <p>IRF 2017 Trends Study</p> <ul style="list-style-type: none"> <li>• "Employees and attendees today want the option to share their success, wealth, and gifts with their families and those in need—whether it is gifting award points to one's favorite charity, allowing a spouse or child to choose the reward, selecting a merchandise item where a portion of the profits go to solve social issues, or engaging in a corporate social responsibility (CSR) event during an incentive travel program."</li> </ul>
		<p>Motivation Through the Design of Work: Test of a Theory – Richard Hackman and Greg Oldham (1976)</p> <p>Hackman and Oldham said work design is essential to motivation and productivity. Their 5 dimension "Jobs Characteristics Model (JCD)" is still considered the primary model for job design: task significance, task identity, skill variety, autonomy, and job feedback. When these dimensions are present, employees perceive their work as more valuable and meaningful, and their jobs gain "motivating potential"</p>
		<p>Changing Work, Changing Health: Can Real Work-Time Flexibility Promote Health Behaviors and Well-Being? Moen, Kelly, Tranby, &amp; Huang, 2011</p> <p>Researchers have demonstrated that flexible work contributes to healthy behaviors, including getting enough sleep and exercise, as well as helping employees avoid the stress associated with the demands of balancing work and life, and in particular, the detrimental consequences of bringing work "home" (i.e., "work-home spillover")</p>
		<p>Harvard Business Review article by Diane Hoskins, Jan 16, 2014:</p> <p>The power of choice and autonomy drives not only employee happiness, but also motivation and performance. Hoskins found that knowledge workers whose companies give them latitude and choice in work, are more likely to be satisfied with their jobs, perform better, and view their company as more innovative than competitors that don't offer the same.</p>
		<p>SHRM 2017 Survey on Job Satisfaction</p> <p>The opportunity to use their skills and abilities was among the top 5 contributors to job satisfaction</p> <p>Also See Moen, Kelly, Tranby, &amp; Huang, 2011 above</p>
		<p>Harvard Business Review article by Rosabeth Moss Kanter. Nov, 2006</p> <p>Moss Kanter, professor and former editor of Harvard Business Review, tells a story that shows the value of using recognition and rewards to create an environment of information and idea-sharing. She says an executive joined the top team at a fabric maker that was looking for major innovations. At a meeting, he said he was interested in any ideas that factory workers had. Afterward, someone with a heavy accent approached him tentatively with an idea for ending a long-standing problem that had yarn breaking during production, creating a competitive disadvantage. The idea worked. Asked how long he had had the idea, the worker replied: "Thirty-two years."</p>

## Appendix A: Suggested Techniques to Measure Intangible Value

Category	Intangible Reward Type	Tangible Reward	
Aim to Drive:	Using:	Reinforced by:	
Connection/Belonging/Inclusion (continued)	Human Office Design	Personal space, room to make an office or cubicle one's own – connection to the workplace	
	Feeling Progress & Achievement	Frequent rewards and recognition for achieving small goals or making progress against larger ones.	
Mastery/ Competence-Building / Learning	Training	Provision of training Conference travel Tuition Assistance	
	Stretch Assignments	NA	
	Coaching/Mentoring	Provision of external coaches	
Work/Life Harmony	Time-Off	Time off rewards	
	Travel	Incentive travel Group incentive travel Offsite meetings Conferences	
	Flexible work	Equipment/furnishings for remote work and home offices	

	Intangible Measures	Examples in Research
	Measured Through:	Evidenced by:
		<p>Dan Ariely, Payoff, 2016 TED Books            “Ultimately, by setting the atmosphere this way [impersonal, tiny cubes and hoteling] companies communicate to employees that they are valued only for their direct productivity and that they are easily replaceable.” At Zappos, for example, employees are encouraged to personalize their work space.</p> <p>Why People Thrive in Coworking Spaces. Spreitzer, Bacevine, Garrett (2015)            There is growing evidence that engineering the physical work environment by itself can facilitate desired behavior and promote well-being. For example, in co-working spaces where diverse groups work in a shared, communal setting, employees see their work as more meaningful, collaborate more, and feel more connected to a community. Corporate office layouts can promote a sense of community, support, and knowledge-sharing by engineering work environments around open, shared spaces rather than closed offices</p> <p>Work Rules! That Will Transform How You Live and Lead. Laszlo Bock (2015)            Google has carefully considered how the physical work environment can boost collaboration, performance, and creativity. Office layouts like Google’s encourage serendipitous encounters or “casual collisions” between employees who otherwise might never meet.</p>
		<p>Dan Ariely, Payoff, 2016 TED Books            “We are strongly motivated by identity, the need for recognition, a sense of accomplishment, and a feeling of creation.” Ariely calls the need for creation the “Ikea Effect,” which demonstrates that people put a premium on the value of work they’ve spent time creating. Ariely speaks to the importance of employees having a feeling of progress and accomplishment.</p>
		<p>Article in Training Industry by Colleen Longstreet and Michelle Winkley. (Dec, 2011)            According to the National Research Business Institute, 23 percent of employees leave for lack of development opportunities and training.</p> <p>Harvard Business Review video by Harvard Professors David Garvin and Amy Edmondson (Dec 2008).            Describes research into effect of learning on innovation and engagement in organizations.</p> <p>Harvard Business Review article by Susan Fowler (Nov 2014)            Describes Edward Deci and Richard Ryan’s Self-Determination Theory and its emphasis on competence-building (mastery).</p>
		<p>As Above            The Effects of Tangible Rewards Versus Cash in Consecutive Sales Tournaments by (Kelly, Presslee, &amp; Webb, (2017). A Field Experiment            a forthcoming article in the journal Accounting Review reveals results from field research in which subjects rewarded by non-cash rewards accessed available training at twice the rate of those in the cash group</p>
		<p>Gregg Thompson’s 2017 book: The Master Coach            Describes the incredible power to improve people’s work and lives through effective coaching.</p> <p>Harvard Business Review article by Joseph Weintraub and James Hunt (May 2015)            Describes the need for manager-coaches who help their employees learn and develop.</p>
		<p>Journal articles “Buying Time Promotes Happiness” (2017) and Valuing Time Over Money Is Associated with Greater Happiness” (2016) by Elizabeth Dunn and Ashley Whillans            The articles use field and laboratory research finding to demonstrate the improved outcomes from time-off based rewards versus cash and other reward types.</p>
		<p>Jeffrey, 2003; George &amp; Brief, 1992; Isen &amp; Levin, 1972.            The positive associations and memories associated with some non-cash rewards, such as travel, might increase commitment and engagement with the firm, and encourage good corporate citizenship.</p> <p>Harvard Business Review article by • Thomas Steenburgh and Michael Ahearne (2012)            Describes the consistent better performance of travel rewards versus cash rewards</p>
		<p>See Moen, Kelly, Tranby, &amp; Huang above</p>

## Appendix A: Suggested Techniques to Measure Intangible Value

Category	Intangible Reward Type	Tangible Reward	
Aim to Drive:	Using:	Reinforced by:	
Career Advancement	Promotions	NA	
	Lateral Assignments	Offsite meeting travel Incentive Group Travel	
Wellness & Well-Being	Wellness Benefits	Health benefits Gym membership Fitness merchandise Incentive Travel Time off rewards	
	Well-Being Benefits	Health benefits Gym membership Fitness merchandise Incentive Travel Time off rewards	
	Travel, experiential rewards	Incentive Travel	
Overall (Culture)			

	Intangible Measures	Examples in Research
	Measured Through:	Evidenced by:
		<p>Gallup's Amy Adkins and Brandon Rigoni describe their research into what's most important for Millennial employees (June, 2016)</p> <p>"Millennials fundamentally think about jobs as opportunities to learn and grow. Their strong desire for development is, perhaps, the greatest differentiator between them and all other generations in the workplace."</p>
		<p>IRF 2017 Trends report:</p> <p>"Tapping emotional engagement through a strategic choice of rewards and incentives is a powerful way for businesses to motivate their stakeholders. One of the primary ways to tap emotion is through experiences – like travel, etc."</p>
		<p>Dan Ariely, Payoff, 2016 TED Books</p> <p>"The physical, mental, and emotional state of your people determines their ability to win the race. Be in tune with their mood so you can appreciate and support them to be successful. You need to free people to enjoy their lives outside the office while fully committing to their work.</p> <p>-Pharmaceutical company Allergan is deeply committed to the health and financial and personal well-being of its employees. The company offers an incredible array of benefits that people can choose from to ensure that they are taking care of their health and well-being, including expansive volunteer benefits. The design of these benefits is clearly aligned with the ways things are done in the organization: They are easy to use and have a direct impact on the staff.</p> <p>-UBS has created a program for its investment bankers called "take two" to improve work-life balance. Bankers, known for a workaholic culture of all-nighters and high stress, are allowed to take at least two hours of personal time a week. Similarly, JPMorgan Chase recently began encouraging its investment bankers to take weekends off "unless they're working on a major deal!"</p>
		<p>See Above.</p>
		<p>As above</p>
		<p>Corporate Culture and Performance (1992) by Harvard Business School Professors John Kotter and James Heskett citing extensive research showing companies that specifically state where they are going, and why, do remarkably better than those that do not. In a four-year study of 10 firms in each of 20 industries, they found that firms with a strong corporate culture and vision grew revenue more than 4 times faster; their stock price grew 12 times faster; and their profit performance was 750 percent higher than those without a strong culture.</p>

## Appendix B: Employee Value Proposition and Attracting Talent

The importance of offering a broad range of work and life-related incentives is further evidenced in the emphasis many leading employers place today on their Employee Value Proposition (EVP) and employer brand.

To this point, a 2017 LinkedIn survey of more than 4,000 talent acquisition leaders indicates that employer branding has become the new, number one priority for HR investment (LinkedIn, 2017). A study conducted by a leading employer marketing firm, further corroborates this finding, showing that more than 60 percent of firms have developed and used an EVP (Universum, 2016). Historical trends, particularly in the past few decades, also reveal that low unemployment rates and scarcity of top talent lead organizations to invest more time, thought, and resources in attracting, retaining, and engaging talent (including contractors and channel partners) (Cappelli & Keller, 2017).

The new current trend to social media in IRR is evidenced in the IRF's 2017 Trends Report and accompanying pulse survey, in which almost two-thirds of respondents claimed to already use social media to promote their incentive programs (IRF, 2017). As such, while the use of social media in IRR continues to grow, its relation with employer brand and EVP becomes clear.

*“With the rise in social media as a communications tool, this has proven to be a big benefit to companies who truly do what they say. Employees tend to “brag” about their job when you create an atmosphere they want to work in, this delivers free advertising and branding for the company.”* – Bob Dawson, Principal Partner, The Business Group

Accordingly, as talent shortages and retention challenges likely worsen, EVP, employer brand and reputation will play a pivotal role in determining companies' future. We've heard the warnings before; the average Baby Boomer will reach age 63 in 2018 (Colby & Ortman, 2014). More specifically, 63 is currently the age at which labor force participation drops below 50 percent (see Figure 2 below). Thus, we are witnessing the beginning of the end of an entire generation in the workforce.

Recessions are unpredictable, but as of early 2018 the economy is expanding and unemployment rates are near historic lows, while stock markets are soaring (Palapiano, Schwartz, & Yourish, 2017; The Guardian, 2018). With skilled talent already scarce, organizations can expect that their perceived attractiveness – whether they describe it in an EVP and employer brand or as benefits, incentives and rewards – will grow increasingly important in the years to come.

As incentives expert Maggie Wenthe advises, “the talent market is shifting, talented employees of all ages expect competitive pay and benefits, but are also seeking the intangible rewards of work. They expect flexible hours, work life harmony, purposeful work, developmental and volunteer opportunities, an inclusive workplace, and other cultural components of work” (Wenthe, 2017). Industry expert Chris Galloway advises his clients to reward their employees with opportunities to grow, learn and advance, to attend professional conferences and to enjoy a sustainable work-life balance (Galloway, 2017).

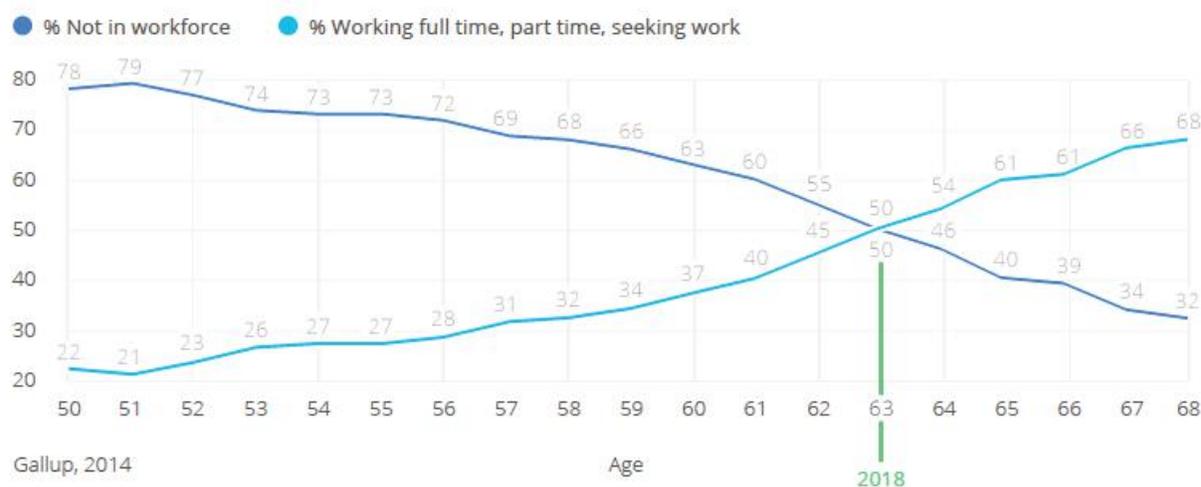
Organizations that do not offer these intangible rewards may be faced with two equally unappealing choices: Forego top talent hires, or pay significantly above market. Choosing the former means settling for performers who are less likely to improve in a culture that eschews intangible rewards. Choosing the latter is costly, and it tends to attract extrinsically-motivated candidates. These employees may exacerbate the negatives of the organizational culture, and/or leave as soon as they are offered more pay. Though equally talented, they typically underperform

compared to intrinsically-motivated employees (Glassman, Glassman, Champagne, & Zugelder, 2010; Madhani, 2014; Morrell, 2011; Thibault-Landry et al., 2017)

As Wenthe points out, even contractors, channel partners and resellers are looking for intangible benefits and rewards. “They want more training to develop into better sales representatives or to move up to management. Many technology resellers have their choice of multiple suppliers, so what’s the extra thing you’re doing to keep them as channel partners? The points and loyalty programs are still very important, extrinsically, but the drive to learn and develop is becoming more and more important to resellers and channel partners as well as employees” (Wenthe, 2017).

Figure 1: A View to the Future

## Baby Boomer Employment: 2018



## Total Rewards

In 2000, at the height of the last period of full employment, the American Compensation Association changed its name to World at Work. And, in keeping pace with the growing convergence of compensation, benefits, perks and incentives, it introduced its Total Rewards Model (World at Work, n.d.). Core components of the model include compensation, benefits, recognition, work-life effectiveness, workplace flexibility, and talent development.

At 4.3 percent as of late 2017, the US economy has returned to full employment in the aftermath of the Great Recession. Accordingly, most U.S. employers now follow World at Work’s lead by defining and promoting their EVP and brands consistent with the elements of work that talent describe as most important to them (LinkedIn, 2017; Universum, 2016).

Each year, large firms, including Randstad, Manpower and others, conduct national and global studies to understand what candidates and employees most want from employers. The list below, from Randstad’s 2016 global survey, generally reflects what is found on most lists.

1. Competitive Pay & Benefits
2. Job Security & Financial Stability
3. Good Work Environment

4. Work-Life Balance
5. Career Prospects
6. Training & Development
7. Solid Management
8. Commitment to Community

Looking at the data more closely, Randstad found that higher educated employees are less concerned about job security and more about career opportunities and interesting work. Broken down by age and gender, it appears that younger employees prioritize training, interesting work, career advancement, and the use of the latest technologies, whereas women look mainly at the work environment, including its location, and flexible work.

Critical to motivation is the fact that everyone is unique. Whether in developing an employer brand and EVP, or in designing recognition programs, organizations must look at the broad scope of rewards employees seek, determine what employees want on an individual basis, and then deliver highly targeted messages and rewards that appeal to top talent (Brown, 2014; Green, 2015; Rischer, 2015).

### **Meaning, Purpose, and Connection at Work**

What doesn't appear explicitly on the lists is also important. Employees thrive when there is meaning and purpose to their work (Fowler, 2014; Lavigne, Forest, Fernet, Crevier-Braud, 2014; Lavigne, Forest, Crevier-Braud, 2012; Spehar, Forest, Stenseng, 2016). In addition to purpose, employees seek autonomy (i.e., empowerment), mastery (i.e., development and competence) and connection (i.e., inclusion) as reflected in points 3 and 6 on Randstad's list above. Not only volunteer opportunities and community commitment, but day-to-day work that is infused with meaning and a shared purpose beyond making money (Ulrich & Ulrich, 2010).

At work, as in life, resilience, perseverance, and determination increase when we believe we are working toward or contributing to a larger purpose (Morin & Forest, 2007; Yeager, 2014). Purpose converts mildly engaged people into highly committed activists who pursue organizational objectives with urgency (Forest, Mageau, Sarrazin, Morin, 2011; Gillet et al., 2015; Thibault-Landry et al, 2018). For example, a recent study conducted by Thibault-Landry and her colleagues (2018) showed that in a sample of more than 900 American workers, meaning at work, along with job autonomy and task variety, was one of the most important predictors of employees' engagement.

In his 2016 book *Payoff*, Dan Ariely states: "We care deeply about meaning, we care about it more as we become aware of our own mortality – and if we have to go to hell and back in a search for meaning and connection, we will, and we will get deep satisfaction along the way." Yet, as powerful as purpose and meaning are, Ariely puts one drive above it, he says: "Arguably, the most powerful motivator in the world is our connection to others." Indeed, most modern theory and research into human motivation stands on the shoulders of Self-Determination Theory, which proposes that autonomy, competence (learning) and relatedness (connection to others) form the foundations of motivation at work (Deci & Ryan, 1985).

Much research in this field has shown that both at work and outside of work, employees who feel more competent, autonomous, and connected to their peers thrive to a greater extent in their environment, including their workplace, as indicated by greater commitment, engagement, performance and well-being (e.g., Brien, Forest, Mageau, Boudrias, Desrumeaux, Brunet, & Morin,

2012; Gillet, Fouquereau, Forest, Brault, & Colombat, 2012; Ntoumanis, 2005; Trépanier, Forest, Fernet, & Austin, 2015; Thibault-Landry, Kindlein, Trépanier, Forest, Zigarmi, Houson, & Brodbeck, 2016; Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008; Vansteenkiste, Neyrinck, Niemiec, Soenens, De Witte, & Van den Broeck, 2007).

## Appendix C: Detailed Survey Results

### IRF Analyses

1. Ns (page 2)
2. Descriptive stats, collapsed across groups (page 2-4)
3. Descriptive stats, by group:
  - a. CASH ONLY
  - b. TANGIBLE ONLY
  - c. INTANGIBLE ONLY
  - d. CASH + TANGIBLE
  - e. CASH + INTANGIBLE
  - f. INTANGIBLE + TANGIBLE
  - g. INTANGIBLE + TANGIBLE + CASH
4. T-Test CASH ONLY VS NONCASH ONLY
5. T-test CASH VS NONCASH within companies with both
6. Chi Square demographic differences between incentive types
7. ANOVAs looking at differences in metrics tied to finances by incentives types

### IMPACT:

An independent samples t-test showed no significant differences on ratings of the impact of incentives programs between companies with Cash only incentives programs and those with Noncash only incentives programs. Within companies that have both Cash and Noncash incentive programs, a paired samples t-test showed that Cash incentives programs were rated as having significantly more benefits in terms of Morale than Noncash incentives programs ( $M_{\text{cash}}=7.15$ ,  $M_{\text{noncash}}=6.79$ ,  $p = 0.01$ ).

### METRICS TIED TO REWARD PROGRAMS:

An independent samples t-test showed that companies offering Noncash only companies were more likely to report tying their programs to Retention ( $p = 0.02$ ), and Satisfaction ( $p = 0.03$ ). Results were in the same direction, but were marginal for Performance ( $p = .06$ ). Within companies that have both Cash and Noncash incentives programs, a paired samples t-test showed that Cash incentives programs are more likely to be tied to Revenue ( $p = 0.02$ ) and Performance ( $p = 0.02$ ), while Noncash incentives programs are more likely to be tied to Presenteeism ( $p = 0.045$ ), and Satisfaction ( $p = 0.045$ ), and this was marginal for Absenteeism ( $p = 0.08$ ).

### DEMOGRAPHICS:

Chi-square tests show no significant differences on any demographic variables by incentive type.

## METRICS TIED TO FINANCIALS:

Univariate ANOVAs showed that companies using Cash only incentive programs were significantly less likely to report linking Customer Satisfaction to their financials (i.e., revenue and/or profitability) as compared to companies who offer Cash, Tangible and Intangible incentive programs ( $p = .001$ ).

### Ns:

Incentives Types					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cash Only	35	25.5	25.5	25.5
	Tangible Only	18	13.1	13.1	38.7
	Intangible Only	2	1.5	1.5	40.1
	C+T	14	10.2	10.2	50.4
	C+I	5	3.6	3.6	54.0
	I+T	14	10.2	10.2	64.2
	I+C+T	49	35.8	35.8	100.0
	Total	137	100.0	100.0	

## Descriptive stats, collapsed across groups:

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
Overall_Cash_Training In my experience, our cash reward program(s) has/have: - Increased engagement with training programs	75	2.00	8.00	6.4533	1.57079	
Overall_Cash_Teamwork In my experience, our cash reward program(s) has/have: - Increased teamwork	77	3.00	8.00	6.8701	1.10442	
Overall_Cash_Learning In my experience, our cash reward program(s) has/have: - Increased organizational learning	78	3.00	8.00	6.6154	1.29164	
Overall_Cash_Morale In your experience, to what extent have you seen significant non-financial benefits from your cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from Str	48	4.00	8.00	7.1458	1.05164	
Overall_Cash_Culture In my experience, our cash reward program(s) has/have: - Improved organizational culture	78	3.00	8.00	6.6667	1.16960	
Overall_Cash_OrganizationalValues In my experience, our cash reward program(s) has/have: - Resulted in greater engagement with organizational core values	78	2.00	8.00	6.6795	1.40031	
Overall_Cash_Innovation In my experience, our cash reward program(s) has/have: - Increased innovation	76	3.00	8.00	6.7763	1.17302	
Overall_Cash_Other In your experience, to what extent have you seen significant non-financial benefits from your cash reward and recognition program(s)?	30	3.00	8.00	6.9667	1.40156	
Overall_NC_Training In your experience, to what extent have you seen significant non-financial benefits from your non-cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from	76	3.00	8.00	6.4737	1.19414	
Overall_NC_Teamwork In your experience, to what extent have you seen significant non-financial benefits from your non-cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from	78	3.00	8.00	6.7692	1.08020	

Overall_NC_Learning In your experience, to what extent have you seen significant non-financial benefits from your non-cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from	78	3.00	8.00	6.6410	1.19495
Overall_NC_Morale In your experience, to what extent have you seen significant non-financial benefits from your non-cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from	79	4.00	8.00	6.9620	.95331
Overall_NC_Culture In your experience, to what extent have you seen significant non-financial benefits from your non-cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from	79	3.00	8.00	6.6456	1.16617
Overall_NC_OrganizationalValues In your experience, to what extent have you seen significant non-financial benefits from your non-cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from	78	4.00	8.00	6.6538	1.21492
Overall_NC_Innovation In your experience, to what extent have you seen significant non-financial benefits from your non-cash reward and recognition program(s)? Please rate your agreement with the extent to which your cash reward program has resulted in benefits on a scale from	79	3.00	8.00	6.6835	1.21470

## Descriptive statistics, by group: CASH ONLY

Descriptive Statistics <sup>a</sup>					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall_Cash_Metrics	1	1.00	1.00	1.0000	.
Overall_Cash_Sales	14	1.00	1.00	1.0000	.00000
Overall_Cash_Revenue	9	1.00	1.00	1.0000	.00000
Overall_Cash_Performance	18	1.00	1.00	1.0000	.00000
Overall_Cash_Retention	5	1.00	1.00	1.0000	.00000
Overall_Cash_Absenteeism	2	1.00	1.00	1.0000	.00000
Overall_Cash_Presenteeism	5	1.00	1.00	1.0000	.00000
Overall_Cash_Satisfaction	6	1.00	1.00	1.0000	.00000
Overall_Cash_Training	29	2.00	8.00	6.1724	1.83359
Overall_Cash_Teamwork	29	3.00	8.00	6.8966	1.26335
Overall_Cash_Learning	30	3.00	8.00	6.5667	1.35655
Overall_Cash_Morale	0				
Overall_Cash_Culture	30	3.00	8.00	6.5333	1.35782
Overall_Cash_OrganizationalValues	30	2.00	8.00	6.7333	1.55216
Overall_Cash_Innovation	28	3.00	8.00	6.5714	1.39917
Overall_Cash_Other	30	3.00	8.00	6.9667	1.40156
Overall_PerformanceProfit	22	1.00	1.00	1.0000	.00000
Overall_RetentionProfit	13	1.00	1.00	1.0000	.00000
Overall_AbsenteeismProfit	4	1.00	1.00	1.0000	.00000
Overall_SatisfactionProfit	13	1.00	1.00	1.0000	.00000
Overall_CustomerSatisfaction_Profit	8	1.00	1.00	1.0000	.00000
Overall_PresenteeismProfit	3	1.00	1.00	1.0000	.00000
Overall_Department	31	1.00	6.00	3.8065	1.47013
Overall_Industry	31	1.00	7.00	3.2581	1.63233
Overall_Role	31	1.00	4.00	1.8710	.88476

Overall_WorkExperience	31	1.00	5.00	3.4194	1.31083
Overall_NumberEmployees	30	1.00	8.00	5.6333	2.07586
Valid N (listwise)	0				

a. IncentivesTypes = CashOnly

## TANGIBLE ONLY

Descriptive Statistics <sup>a</sup>					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall_NC_Metrics	0				
Overall_NC_Sales	5	1.00	1.00	1.0000	.00000
Overall_NC_Revenue	4	1.00	1.00	1.0000	.00000
Overall_NC_Performance	12	1.00	1.00	1.0000	.00000
Overall_NC_Retention	5	1.00	1.00	1.0000	.00000
Overall_NC_Absenteeism	1	1.00	1.00	1.0000	.
Overall_NC_Presenteeism	3	1.00	1.00	1.0000	.00000
Overall_NC_Satisfaction	4	1.00	1.00	1.0000	.00000
Overall_NC_Training	14	5.00	8.00	6.7857	.89258
Overall_NC_Teamwork	15	6.00	8.00	6.7333	.79881
Overall_NC_Learning	15	5.00	8.00	6.6667	1.11270
Overall_NC_Morale	16	5.00	8.00	7.1250	.95743
Overall_NC_Culture	15	3.00	8.00	6.4667	1.30201
Overall_NC_OrganizationalValues	15	4.00	8.00	6.4667	1.24595
Overall_NC_Innovation	15	4.00	8.00	6.5333	1.12546
Overall_PerformanceProfit	15	1.00	1.00	1.0000	.00000
Overall_RetentionProfit	4	1.00	1.00	1.0000	.00000
Overall_AbsenteeismProfit	3	1.00	1.00	1.0000	.00000
Overall_SatisfactionProfit	5	1.00	1.00	1.0000	.00000
Overall_CustomerSatisfaction_Profit	5	1.00	1.00	1.0000	.00000
Overall_PresenteeismProfit	0				
Overall_Department	16	2.00	7.00	4.6250	1.70783
Overall_Industry	16	2.00	7.00	4.5625	2.22017
Overall_Role	16	1.00	4.00	1.8750	.80623
Overall_WorkExperience	16	1.00	5.00	3.3750	1.36015
Overall_NumberEmployees	16	1.00	8.00	5.2500	2.01660
Valid N (listwise)	0				

a. IncentivesTypes = TangibleOnly

## INTANGIBLE ONLY

Descriptive Statistics <sup>a</sup>					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall_NC_Metrics	0				
Overall_NC_Sales	0				
Overall_NC_Revenue	0				
Overall_NC_Performance	2	1.00	1.00	1.0000	.00000
Overall_NC_Retention	1	1.00	1.00	1.0000	.
Overall_NC_Absenteeism	1	1.00	1.00	1.0000	.
Overall_NC_Presenteeism	1	1.00	1.00	1.0000	.
Overall_NC_Satisfaction	2	1.00	1.00	1.0000	.00000

Overall_NC_Training	2	6.00	7.00	6.5000	.70711
Overall_NC_Teamwork	2	8.00	8.00	8.0000	.00000
Overall_NC_Learning	2	6.00	7.00	6.5000	.70711
Overall_NC_Morale	2	7.00	8.00	7.5000	.70711
Overall_NC_Culture	2	8.00	8.00	8.0000	.00000
Overall_NC_OrganizationalValues	2	7.00	8.00	7.5000	.70711
Overall_NC_Innovation	2	7.00	8.00	7.5000	.70711
Overall_PerformanceProfit	1	1.00	1.00	1.0000	.
Overall_RetentionProfit	0				
Overall_AbsenteeismProfit	1	1.00	1.00	1.0000	.
Overall_SatisfactionProfit	1	1.00	1.00	1.0000	.
Overall_CustomerSatisfaction_Profit	2	1.00	1.00	1.0000	.00000
Overall_PresenteeismProfit	0				
Overall_Department	2	4.00	6.00	5.0000	1.41421
Overall_Industry	2	2.00	7.00	4.5000	3.53553
Overall_Role	2	1.00	3.00	2.0000	1.41421
Overall_WorkExperience	2	3.00	5.00	4.0000	1.41421
Overall_NumberEmployees	2	1.00	4.00	2.5000	2.12132
Valid N (listwise)	0				

a. IncentivesTypes = IntangibleOnly

## CASH+TANGIBLE

Descriptive Statistics <sup>a</sup>					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall_Cash_Metrics	0				
Overall_Cash_Sales	5	1.00	1.00	1.0000	.00000
Overall_Cash_Revenue	3	1.00	1.00	1.0000	.00000
Overall_Cash_Performance	9	1.00	1.00	1.0000	.00000
Overall_Cash_Retention	4	1.00	1.00	1.0000	.00000
Overall_Cash_Absenteeism	2	1.00	1.00	1.0000	.00000
Overall_Cash_Presenteeism	1	1.00	1.00	1.0000	.
Overall_Cash_Satisfaction	1	1.00	1.00	1.0000	.
Overall_Cash_Training	12	3.00	8.00	6.4167	1.56428
Overall_Cash_Teamwork	12	6.00	8.00	7.2500	.75378
Overall_Cash_Learning	12	5.00	8.00	6.7500	1.13818
Overall_Cash_Morale	12	6.00	8.00	7.5000	.79772
Overall_Cash_Culture	12	6.00	8.00	7.0000	.73855
Overall_Cash_OrganizationalValues	12	5.00	8.00	7.1667	1.02986
Overall_Cash_Innovation	12	5.00	8.00	7.0833	.90034
Overall_Cash_Other	0				
Overall_NC_Metrics	0				
Overall_NC_Sales	4	1.00	1.00	1.0000	.00000
Overall_NC_Revenue	3	1.00	1.00	1.0000	.00000
Overall_NC_Performance	6	1.00	1.00	1.0000	.00000
Overall_NC_Retention	6	1.00	1.00	1.0000	.00000
Overall_NC_Absenteeism	2	1.00	1.00	1.0000	.00000
Overall_NC_Presenteeism	1	1.00	1.00	1.0000	.
Overall_NC_Satisfaction	2	1.00	1.00	1.0000	.00000

Overall_NC_Training	12	6.00	8.00	7.0833	.79296
Overall_NC_Teamwork	12	4.00	8.00	6.7500	1.28806
Overall_NC_Learning	12	4.00	8.00	6.8333	1.11464
Overall_NC_Morale	12	5.00	8.00	7.0833	.99620
Overall_NC_Culture	12	5.00	8.00	6.5000	.90453
Overall_NC_OrganizationalValues	12	5.00	8.00	7.0833	1.16450
Overall_NC_Innovation	12	5.00	8.00	7.1667	.93744
Overall_PerformanceProfit	7	1.00	1.00	1.0000	.00000
Overall_RetentionProfit	3	1.00	1.00	1.0000	.00000
Overall_AbsenteeismProfit	1	1.00	1.00	1.0000	.
Overall_SatisfactionProfit	5	1.00	1.00	1.0000	.00000
Overall_CustomerSatisfaction_Profit	4	1.00	1.00	1.0000	.00000
Overall_PresenteeismProfit	1	1.00	1.00	1.0000	.
Overall_Department	14	3.00	7.00	4.2857	1.43734
Overall_Industry	14	2.00	7.00	4.2143	2.11873
Overall_Role	14	1.00	3.00	1.8571	.66299
Overall_WorkExperience	14	1.00	5.00	2.9286	1.14114
Overall_NumberEmployees	14	4.00	8.00	5.8571	1.65748
Valid N (listwise)	0				

a. IncentivesTypes = C+T

## CASH+INTANGIBLE

Descriptive Statistics <sup>a</sup>					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall_Cash_Metrics	0				
Overall_Cash_Sales	2	1.00	1.00	1.0000	.00000
Overall_Cash_Revenue	1	1.00	1.00	1.0000	.
Overall_Cash_Performance	3	1.00	1.00	1.0000	.00000
Overall_Cash_Retention	1	1.00	1.00	1.0000	.
Overall_Cash_Absenteeism	0				
Overall_Cash_Presenteeism	0				
Overall_Cash_Satisfaction	2	1.00	1.00	1.0000	.00000
Overall_Cash_Training	2	5.00	8.00	6.5000	2.12132
Overall_Cash_Teamwork	3	6.00	8.00	6.6667	1.15470
Overall_Cash_Learning	3	6.00	8.00	6.6667	1.15470
Overall_Cash_Morale	3	6.00	8.00	7.3333	1.15470
Overall_Cash_Culture	3	6.00	8.00	6.6667	1.15470
Overall_Cash_OrganizationalValues	3	2.00	8.00	5.6667	3.21455
Overall_Cash_Innovation	3	5.00	7.00	6.0000	1.00000
Overall_Cash_Other	0				
Overall_NC_Metrics	0				
Overall_NC_Sales	1	1.00	1.00	1.0000	.
Overall_NC_Revenue	0				
Overall_NC_Performance	1	1.00	1.00	1.0000	.
Overall_NC_Retention	1	1.00	1.00	1.0000	.
Overall_NC_Absenteeism	0				
Overall_NC_Presenteeism	0				
Overall_NC_Satisfaction	2	1.00	1.00	1.0000	.00000

Overall_NC_Training	2	5.00	8.00	6.5000	2.12132
Overall_NC_Teamwork	2	6.00	8.00	7.0000	1.41421
Overall_NC_Learning	3	6.00	8.00	6.6667	1.15470
Overall_NC_Morale	3	7.00	8.00	7.3333	.57735
Overall_NC_Culture	3	7.00	8.00	7.3333	.57735
Overall_NC_OrganizationalValues	2	7.00	8.00	7.5000	.70711
Overall_NC_Innovation	3	5.00	7.00	6.3333	1.15470
Overall_PerformanceProfit	2	1.00	1.00	1.0000	.00000
Overall_RetentionProfit	0				
Overall_AbsenteeismProfit	1	1.00	1.00	1.0000	.
Overall_SatisfactionProfit	1	1.00	1.00	1.0000	.
Overall_CustomerSatisfaction_Profit	1	1.00	1.00	1.0000	.
Overall_PresenteeismProfit	0				
Overall_Department	3	3.00	5.00	4.3333	1.15470
Overall_Industry	3	3.00	7.00	4.6667	2.08167
Overall_Role	3	2.00	4.00	2.6667	1.15470
Overall_WorkExperience	3	3.00	5.00	3.6667	1.15470
Overall_NumberEmployees	3	7.00	8.00	7.6667	.57735
Valid N (listwise)	0				

a. IncentivesTypes = C+I

## INTANGIBLE+TANGIBLE

Descriptive Statistics <sup>a</sup>					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall_NC_Metrics	0				
Overall_NC_Sales	6	1.00	1.00	1.0000	.00000
Overall_NC_Revenue	4	1.00	1.00	1.0000	.00000
Overall_NC_Performance	11	1.00	1.00	1.0000	.00000
Overall_NC_Retention	7	1.00	1.00	1.0000	.00000
Overall_NC_Absenteeism	1	1.00	1.00	1.0000	.
Overall_NC_Presenteeism	4	1.00	1.00	1.0000	.00000
Overall_NC_Satisfaction	8	1.00	1.00	1.0000	.00000
Overall_NC_Training	13	4.00	8.00	6.1538	1.28103
Overall_NC_Teamwork	14	3.00	8.00	6.5000	1.34450
Overall_NC_Learning	13	3.00	8.00	6.5385	1.39137
Overall_NC_Morale	13	6.00	8.00	7.3077	.75107
Overall_NC_Culture	14	3.00	8.00	6.5000	1.22474
Overall_NC_OrganizationalValues	14	4.00	8.00	6.4286	1.45255
Overall_NC_Innovation	14	3.00	8.00	6.1429	1.70326
Overall_PerformanceProfit	8	1.00	1.00	1.0000	.00000
Overall_RetentionProfit	5	1.00	1.00	1.0000	.00000
Overall_AbsenteeismProfit	1	1.00	1.00	1.0000	.
Overall_SatisfactionProfit	6	1.00	1.00	1.0000	.00000
Overall_CustomerSatisfaction_Profit	5	1.00	1.00	1.0000	.00000
Overall_PresenteeismProfit	4	1.00	1.00	1.0000	.00000
Overall_Department	14	3.00	7.00	4.6429	1.44686
Overall_Industry	14	2.00	7.00	5.2143	2.08211
Overall_Role	14	1.00	3.00	2.0714	.73005

Overall_WorkExperience	14	1.00	5.00	3.3571	1.21574
Overall_NumberEmployees	14	2.00	8.00	6.2857	2.19890
Valid N (listwise)	0				

a. IncentivesTypes = I+T

## INTANGIBLE+CASH+TANGIBLE

Descriptive Statistics <sup>a</sup>					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall_Cash_Metrics	0				
Overall_Cash_Sales	17	1.00	1.00	1.0000	.00000
Overall_Cash_Revenue	21	1.00	1.00	1.0000	.00000
Overall_Cash_Performance	31	1.00	1.00	1.0000	.00000
Overall_Cash_Retention	20	1.00	1.00	1.0000	.00000
Overall_Cash_Absenteeism	15	1.00	1.00	1.0000	.00000
Overall_Cash_Presenteeism	13	1.00	1.00	1.0000	.00000
Overall_Cash_Satisfaction	19	1.00	1.00	1.0000	.00000
Overall_Cash_Training	32	3.00	8.00	6.7188	1.30098
Overall_Cash_Teamwork	33	4.00	8.00	6.7273	1.06867
Overall_Cash_Learning	33	3.00	8.00	6.6061	1.34488
Overall_Cash_Morale	33	4.00	8.00	7.0000	1.11803
Overall_Cash_Culture	33	4.00	8.00	6.6667	1.13652
Overall_Cash_OrganizationalValues	33	4.00	8.00	6.5455	1.14812
Overall_Cash_Innovation	33	4.00	8.00	6.9091	1.04174
Overall_Cash_Other	0				
Overall_NC_Metrics	0				
Overall_NC_Sales	14	1.00	1.00	1.0000	.00000
Overall_NC_Revenue	14	1.00	1.00	1.0000	.00000
Overall_NC_Performance	29	1.00	1.00	1.0000	.00000
Overall_NC_Retention	20	1.00	1.00	1.0000	.00000
Overall_NC_Absenteeism	18	1.00	1.00	1.0000	.00000
Overall_NC_Presenteeism	17	1.00	1.00	1.0000	.00000
Overall_NC_Satisfaction	22	1.00	1.00	1.0000	.00000
Overall_NC_Training	33	3.00	8.00	6.2424	1.32359
Overall_NC_Teamwork	33	4.00	8.00	6.8182	1.01411
Overall_NC_Learning	33	4.00	8.00	6.6061	1.27327
Overall_NC_Morale	33	4.00	8.00	6.6364	.99430
Overall_NC_Culture	33	4.00	8.00	6.6970	1.21153
Overall_NC_OrganizationalValues	33	4.00	8.00	6.5758	1.14647
Overall_NC_Innovation	33	4.00	8.00	6.7879	1.08275
Overall_PerformanceProfit	30	1.00	1.00	1.0000	.00000
Overall_RetentionProfit	22	1.00	1.00	1.0000	.00000
Overall_AbsenteeismProfit	17	1.00	1.00	1.0000	.00000
Overall_SatisfactionProfit	28	1.00	1.00	1.0000	.00000
Overall_CustomerSatisfaction_Profit	32	1.00	1.00	1.0000	.00000
Overall_PresenteeismProfit	11	1.00	1.00	1.0000	.00000
Overall_Department	40	2.00	7.00	4.4000	1.39229
Overall_Industry	40	1.00	7.00	4.6500	1.90209
Overall_Role	40	1.00	4.00	2.0000	.78446

Overall_WorkExperience	40	1.00	5.00	3.3500	1.16685
Overall_NumberEmployees	40	3.00	8.00	6.3500	1.54505
Valid N (listwise)	0				

a. IncentivesTypes = I+C+T

Group Statistics					
	Cash_Noncash_ONLY	N	Mean	Std. Deviation	Std. Error Mean
Merge_Cash_Noncash_Training	Cash Only	29	6.1724	1.83359	.34049
	Noncash Only	29	6.4828	1.08958	.20233
Merge_Cash_Noncash_Teamwork	Cash Only	29	6.8966	1.26335	.23460
	Noncash Only	31	6.7097	1.10132	.19780
Merge_Cash_Noncash_Learning	Cash Only	30	6.5667	1.35655	.24767
	Noncash Only	30	6.6000	1.19193	.21762
Merge_Cash_Noncash_Morale	Cash Only	0a	.	.	.
	Noncash Only	31	7.2258	.84497	.15176
Merge_Cash_Noncash_Culture	Cash Only	30	6.5333	1.35782	.24790
	Noncash Only	31	6.5806	1.25895	.22611
Merge_Cash_Noncash_OrganizationalValues	Cash Only	30	6.7333	1.55216	.28338
	Noncash Only	31	6.5161	1.31329	.23587
Merge_Cash_Noncash_Innovation	Cash Only	28	6.5714	1.39917	.26442
	Noncash Only	31	6.4194	1.40888	.25304
Merge_Cash_Noncash_Metrics	Cash Only	35	.0286	.16903	.02857
	Noncash Only	34	.0000	.00000	.00000
Merge_Cash_Noncash_Sales	Cash Only	35	.4000	.49705	.08402
	Noncash Only	34	.3235	.47486	.08144
Merge_Cash_Noncash_Revenue	Cash Only	35	.2571	.44344	.07495
	Noncash Only	34	.2353	.43056	.07384
Merge_Cash_Noncash_Performance	Cash Only	35	.5143	.50709	.08571
	Noncash Only	34	.7353	.44781	.07680
Merge_Cash_Noncash_Retention	Cash Only	35	.1429	.35504	.06001
	Noncash Only	34	.3824	.49327	.08460
Merge_Cash_Noncash_Absenteeism	Cash Only	35	.0571	.23550	.03981
	Noncash Only	34	.0882	.28790	.04937
Merge_Cash_Noncash_Presenteeism	Cash Only	35	.1429	.35504	.06001
	Noncash Only	34	.2353	.43056	.07384
Merge_Cash_Noncash_Satisfaction	Cash Only	35	.1714	.38239	.06463
	Noncash Only	34	.4118	.49955	.08567

a. t cannot be computed because at least one of the groups is empty.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Merge_Cash_Noncash_Training	Equal variances assumed	7.403	.009	-.784	56	.437	-.31034	.39607	-1.10377	.48308
	Equal variances not assumed			-.784	45.582	.437	-.31034	.39607	-1.10779	.48710
Merge_Cash_Noncash_Teamwork	Equal variances assumed	.076	.783	.612	58	.543	.18687	.30544	-.42454	.79828
	Equal variances not assumed			.609	55.692	.545	.18687	.30686	-.42791	.80166
Merge_Cash_Noncash_Learning	Equal variances assumed	.865	.356	-.101	58	.920	-.03333	.32969	-.69329	.62662
	Equal variances not assumed			-.101	57.056	.920	-.03333	.32969	-.69352	.62685
Merge_Cash_Noncash_Culture	Equal variances assumed	.399	.530	-.141	59	.888	-.04731	.33511	-.71787	.62325
	Equal variances not assumed			-.141	58.311	.888	-.04731	.33553	-.71888	.62426
Merge_Cash_Noncash_OrganizationalValues	Equal variances assumed	.041	.841	.591	59	.557	.21720	.36769	-.51854	.95295
	Equal variances not assumed			.589	56.764	.558	.21720	.36870	-.52118	.95559
Merge_Cash_Noncash_Innovation	Equal variances assumed	.024	.877	.415	57	.679	.15207	.36612	-.58107	.88521
	Equal variances not assumed			.416	56.472	.679	.15207	.36599	-.58095	.88510
Merge_Cash_Noncash_Metrics	Equal variances assumed	4.123	.046	.985	67	.328	.02857	.02899	-.02930	.08645
	Equal variances not assumed			1.000	34.000	.324	.02857	.02857	-.02949	.08664
Merge_Cash_Noncash_Sales	Equal variances assumed	1.636	.205	.653	67	.516	.07647	.11709	-.15724	.31018
	Equal variances not assumed			.654	66.982	.516	.07647	.11701	-.15708	.31002
Merge_Cash_Noncash_Revenue	Equal variances assumed	.173	.679	.208	67	.836	.02185	.10526	-.18826	.23195
	Equal variances not assumed			.208	67.000	.836	.02185	.10522	-.18817	.23186
Merge_Cash_Noncash_Performance	Equal variances assumed	9.549	.003	-1.917	67	.060	-.22101	.11530	-.45114	.00912
	Equal variances not assumed			-1.920	66.407	.059	-.22101	.11509	-.45076	.00874
Merge_Cash_Noncash_Retention	Equal variances assumed	22.714	.000	-2.320	67	.023	-.23950	.10324	-.44556	-.03343
	Equal variances not assumed			-2.309	59.858	.024	-.23950	.10372	-.44698	-.03202
Merge_Cash_Noncash_Absenteeism	Equal variances assumed	.979	.326	-.492	67	.625	-.03109	.06324	-.15732	.09513
	Equal variances not assumed			-.490	63.715	.626	-.03109	.06342	-.15781	.09562
Merge_Cash_Noncash_Presenteeism	Equal variances assumed	3.915	.052	-.974	67	.333	-.09244	.09489	-.28183	.09696
	Equal variances not assumed			-.971	63.923	.335	-.09244	.09515	-.28253	.09766
Merge_Cash_Noncash_Satisfaction	Equal variances assumed	19.299	.000	-2.248	67	.028	-.24034	.10691	-.45373	-.02695
	Equal variances not assumed			-2.239	61.819	.029	-.24034	.10732	-.45488	-.02579

## WITHIN SUBJECTS T-TEST CASH VS NONCASH FOR COMPANIES WITH BOTH

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Overall_Cash_Metrics	.0000a	68	.00000	.00000
	Overall_NC_Metrics	.0000a	68	.00000	.00000
Pair 2	Overall_Cash_Sales	.3529	68	.48144	.05838
	Overall_NC_Sales	.2794	68	.45205	.05482
Pair 3	Overall_Cash_Revenue	.3676	68	.48575	.05891
	Overall_NC_Revenue	.2500	68	.43623	.05290
Pair 4	Overall_Cash_Performance	.6324	68	.48575	.05891
	Overall_NC_Performance	.5294	68	.50285	.06098
Pair 5	Overall_Cash_Retention	.3676	68	.48575	.05891
	Overall_NC_Retention	.3971	68	.49293	.05978
Pair 6	Overall_Cash_Absenteeism	.2500	68	.43623	.05290
	Overall_NC_Absenteeism	.2941	68	.45903	.05567
Pair 7	Overall_Cash_Presenteeism	.2059	68	.40735	.04940
	Overall_NC_Presenteeism	.2647	68	.44446	.05390
Pair 8	Overall_Cash_Satisfaction	.3235	68	.47130	.05715
	Overall_NC_Satisfaction	.3824	68	.48958	.05937
Pair 9	Overall_Cash_Training	6.6304	46	1.37208	.20230
	Overall_NC_Training	6.4565	46	1.27726	.18832
Pair 10	Overall_Cash_Teamwork	6.8723	47	1.01332	.14781
	Overall_NC_Teamwork	6.8085	47	1.07619	.15698
Pair 11	Overall_Cash_Learning	6.6458	48	1.26305	.18231
	Overall_NC_Learning	6.6667	48	1.20872	.17446
Pair 12	Overall_Cash_Morale	7.1458	48	1.05164	.15179
	Overall_NC_Morale	6.7917	48	.98841	.14266
Pair 13	Overall_Cash_Culture	6.7500	48	1.04168	.15035
	Overall_NC_Culture	6.6875	48	1.11386	.16077
Pair 14	Overall_Cash_OrganizationalValues	6.7447	47	1.13191	.16511
	Overall_NC_OrganizationalValues	6.7447	47	1.15096	.16788
Pair 15	Overall_Cash_Innovation	6.8958	48	1.01561	.14659
	Overall_NC_Innovation	6.8542	48	1.05164	.15179

a. The correlation and t cannot be computed because the standard error of the difference is 0.

Paired Samples Correlations				N	Correlation	Sig.
Pair 2	Overall_Cash_Sales & Overall_NC_Sales		68	.637	.000	
Pair 3	Overall_Cash_Revenue & Overall_NC_Revenue		68	.616	.000	
Pair 4	Overall_Cash_Performance & Overall_NC_Performance		68	.748	.000	
Pair 5	Overall_Cash_Retention & Overall_NC_Retention		68	.753	.000	
Pair 6	Overall_Cash_Absenteeism & Overall_NC_Absenteeism		68	.894	.000	
Pair 7	Overall_Cash_Presenteeism & Overall_NC_Presenteeism		68	.849	.000	
Pair 8	Overall_Cash_Satisfaction & Overall_NC_Satisfaction		68	.879	.000	
Pair 9	Overall_Cash_Training & Overall_NC_Training		46	.644	.000	
Pair 10	Overall_Cash_Teamwork & Overall_NC_Teamwork		47	.515	.000	
Pair 11	Overall_Cash_Learning & Overall_NC_Learning		48	.506	.000	
Pair 12	Overall_Cash_Morale & Overall_NC_Morale		48	.583	.000	
Pair 13	Overall_Cash_Culture & Overall_NC_Culture		48	.610	.000	
Pair 14	Overall_Cash_OrganizationalValues & Overall_NC_OrganizationalValues		47	.666	.000	
Pair 15	Overall_Cash_Innovation & Overall_NC_Innovation		48	.683	.000	

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 2	Overall_Cash_Sales - Overall_NC_Sales	.07353	.39836	.04831	-.02289	.16995	1.522	67	.133
Pair 3	Overall_Cash_Revenue - Overall_NC_Revenue	.11765	.40627	.04927	.01931	.21599	2.388	67	.020
Pair 4	Overall_Cash_Performance - Overall_NC_Performance	.10294	.35153	.04263	.01785	.18803	2.415	67	.018
Pair 5	Overall_Cash_Retention - Overall_NC_Retention	-.02941	.34427	.04175	-.11274	.05392	-.704	67	.484

Pair 6	Overall_Cash_Absenteeism - Overall_NC_Absenteeism	-.04412	.20688	.02509	-.09419	.00596	-1.758	67	.083
Pair 7	Overall_Cash_Presenteeism - Overall_NC_Presenteeism	-.05882	.23704	.02875	-.11620	-.00145	-2.046	67	.045
Pair 8	Overall_Cash_Satisfaction - Overall_NC_Satisfaction	-.05882	.23704	.02875	-.11620	-.00145	-2.046	67	.045
Pair 9	Overall_Cash_Training - Overall_NC_Training	.17391	1.12159	.16537	-.15916	.50699	1.052	45	.299
Pair 10	Overall_Cash_Teamwork - Overall_NC_Teamwork	.06383	1.03008	.15025	-.23861	.36627	.425	46	.673
Pair 11	Overall_Cash_Learning - Overall_NC_Learning	-.02083	1.22890	.17738	-.37767	.33600	-.117	47	.907
Pair 12	Overall_Cash_Morale - Overall_NC_Morale	.35417	.93375	.13478	.08303	.62530	2.628	47	.012
Pair 13	Overall_Cash_Culture - Overall_NC_Culture	.06250	.95441	.13776	-.21463	.33963	.454	47	.652
Pair 14	Overall_Cash_OrganizationalValues - Overall_NC_OrganizationalValues	.00000	.93250	.13602	-.27379	.27379	.000	46	1.000
Pair 15	Overall_Cash_Innovation - Overall_NC_Innovation	.04167	.82406	.11894	-.19762	.28095	.350	47	.728

#### CHI SQUARE DEMOGRAPHIC DIFFERENCES BETWEEN INCENTIVE TYPES

No significant differences on any of the categorical demographic variables by incentive type.

#### ANOVAs LOOKING AT DIFFERENCES IN METRICS TIED TO FINANCES BY INCENTIVE TYPES

Between-Subjects Factors			
IncentivesTypes	Value	Label	N
1.00	CashOnly		35
2.00	TangibleOnly		18
3.00	IntangibleOnly		2
4.00	C+T		14
5.00	C+I		5
6.00	I+T		14
7.00	I+C+T		49

Tests of Between-Subjects Effects					
Dependent Variable: Overall_CustomerSatisfaction_Profit					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	5.529a	6	.921	4.316	.001
Intercept	9.514	1	9.514	44.561	.000
IncentivesTypes	5.529	6	.921	4.316	.001
Error	27.756	130	.214		
Total	57.000	137			
Corrected Total	33.285	136			

a. R Squared = .166 (Adjusted R Squared = .128)

## Post Hoc Tests

### IncentivesTypes

### Multiple Comparisons

Dependent Variable: Overall\_CustomerSatisfaction\_Profit

Tukey HSD

(I) IncentivesTypes	(J) IncentivesTypes	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
CashOnly	TangibleOnly	-.0492	.13402	1.000	-.4506	.3522
	IntangibleOnly	-.7714	.33594	.254	-1.7776	.2347
	C+T	-.0571	.14612	1.000	-.4948	.3805
	C+I	.0286	.22091	1.000	-.6331	.6902
I+T	-.1286	.14612	.975	-.5662	.3091	

	I+C+T	-.4245*	.10226	.001	-.7308	-.1182
TangibleOnly	CashOnly	.0492	.13402	1.000	-.3522	.4506
	IntangibleOnly	-.7222	.34441	.361	-1.7537	.3093
	C+T	-.0079	.16466	1.000	-.5011	.4852
	C+I	.0778	.23359	1.000	-.6218	.7774
	I+T	-.0794	.16466	.999	-.5725	.4138
	I+C+T	-.3753	.12735	.057	-.7567	.0061
IntangibleOnly	CashOnly	.7714	.33594	.254	-.2347	1.7776
	TangibleOnly	.7222	.34441	.361	-.3093	1.7537
	C+T	.7143	.34929	.392	-.3319	1.7604
	C+I	.8000	.38659	.377	-.3579	1.9579
	I+T	.6429	.34929	.523	-.4033	1.6890
	I+C+T	.3469	.33333	.943	-.6514	1.3453
C+T	CashOnly	.0571	.14612	1.000	-.3805	.4948
	TangibleOnly	.0079	.16466	1.000	-.4852	.5011
	IntangibleOnly	-.7143	.34929	.392	-1.7604	.3319
	C+I	.0857	.24073	1.000	-.6353	.8067
	I+T	-.0714	.17465	1.000	-.5945	.4516
	I+C+T	-.3673	.14003	.128	-.7867	.0520
C+I	CashOnly	-.0286	.22091	1.000	-.6902	.6331
	TangibleOnly	-.0778	.23359	1.000	-.7774	.6218
	IntangibleOnly	-.8000	.38659	.377	-1.9579	.3579
	C+T	-.0857	.24073	1.000	-.8067	.6353
	I+T	-.1571	.24073	.995	-.8781	.5639
	I+C+T	-.4531	.21693	.366	-1.1028	.1967
I+T	CashOnly	.1286	.14612	.975	-.3091	.5662
	TangibleOnly	.0794	.16466	.999	-.4138	.5725
	IntangibleOnly	-.6429	.34929	.523	-1.6890	.4033
	C+T	.0714	.17465	1.000	-.4516	.5945
	C+I	.1571	.24073	.995	-.5639	.8781
	I+C+T	-.2959	.14003	.351	-.7153	.1235
I+C+T	CashOnly	.4245*	.10226	.001	.1182	.7308
	TangibleOnly	.3753	.12735	.057	-.0061	.7567
	IntangibleOnly	-.3469	.33333	.943	-1.3453	.6514
	C+T	.3673	.14003	.128	-.0520	.7867
	C+I	.4531	.21693	.366	-.1967	1.1028
	I+T	.2959	.14003	.351	-.1235	.7153

Based on observed means.

The error term is Mean Square(Error) = .214.

\*. The mean difference is significant at the 0.05 level.







