

Influence of intrinsic rewards on intrinsic motivation, work engagement and intention to quit



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Questions to answer

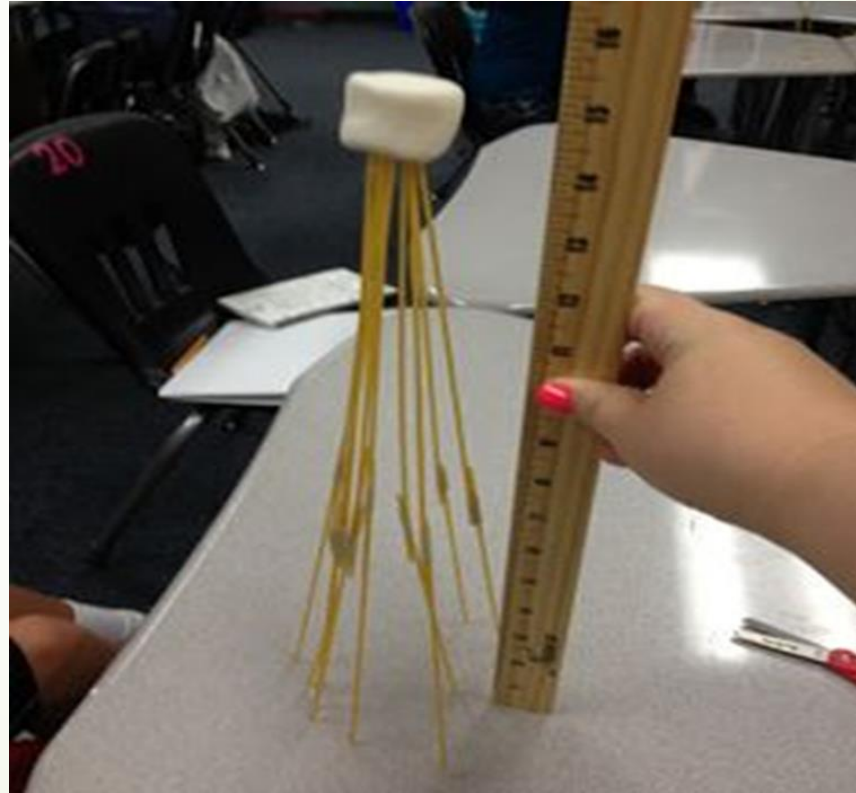
If only 30% people are engaged, so...

- Why do people work?
- Is money the primary focus?
- Is the Adam Smith mode of production correct?

The puzzle of solving puzzles



The marshmallow problem





Labour markets/Rewards categories

Monetary/Economic (extrinsic)

Rewards are tangible:
external to the work,
controlled by others

Monotonic relationship
between performance
and rewards

Social (intrinsic)

Rewards are
intangible: sense
of self, not con-
trolled by others

Performance is
independent of
level of rewards



Adam Smith vs Karl Marx

- **Smith** = efficiency is fundamentally important
- **Marx** = alienation of labour, meaning is even more important

Industrial revolution

Smith > Marx

Knowledge economy

Smith < Marx



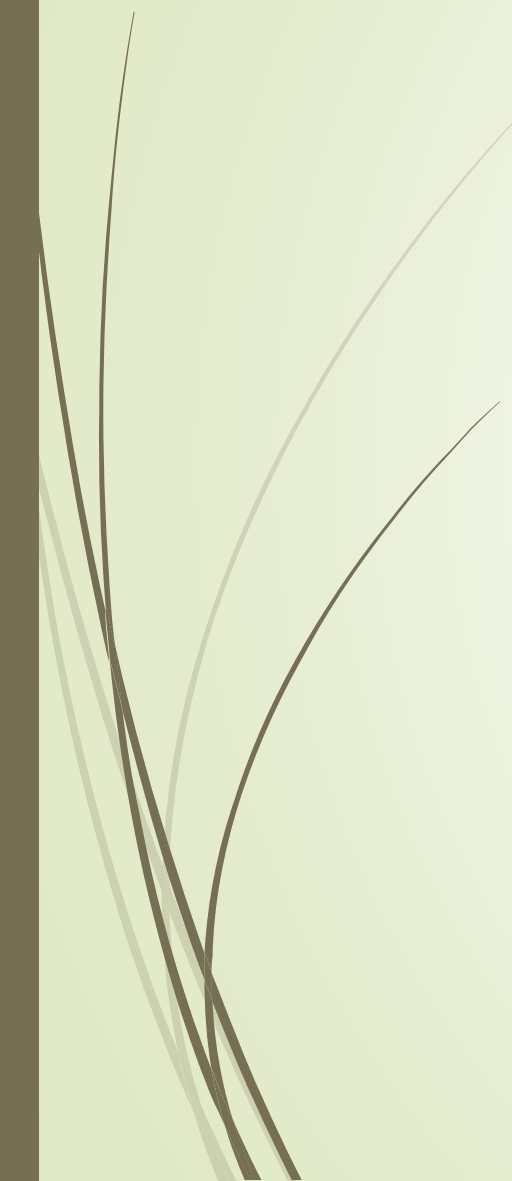
Research question

Do intrinsic rewards.....

- Increase intrinsic motivation?
- Increase work engagement?
- Decrease intention to quit?



Definitions

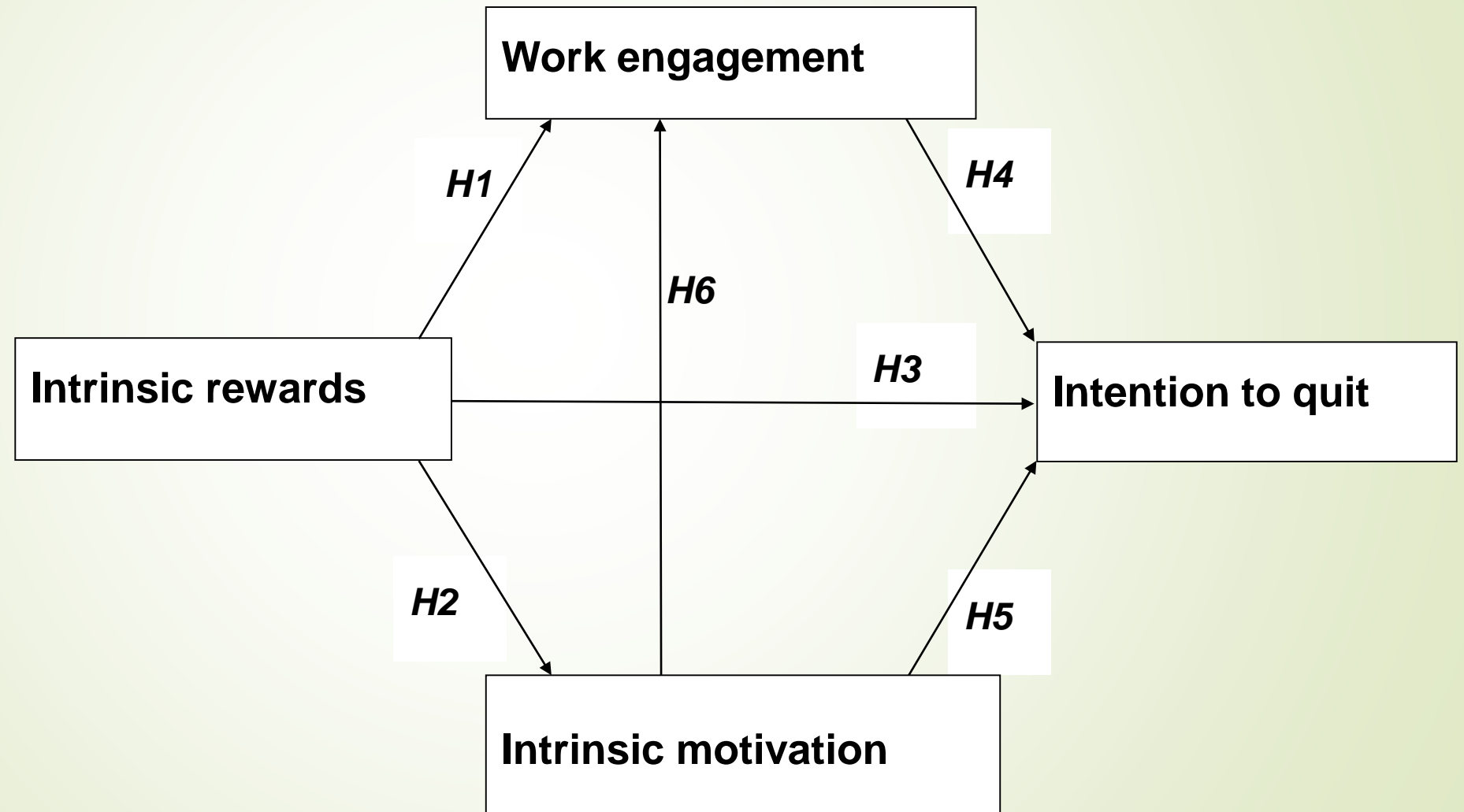
- Intrinsic rewards = psychological benefits gained from meaningful work
 - Intrinsic motivation = internal desire to perform tasks for internal satisfaction
- 



Theoretical statement

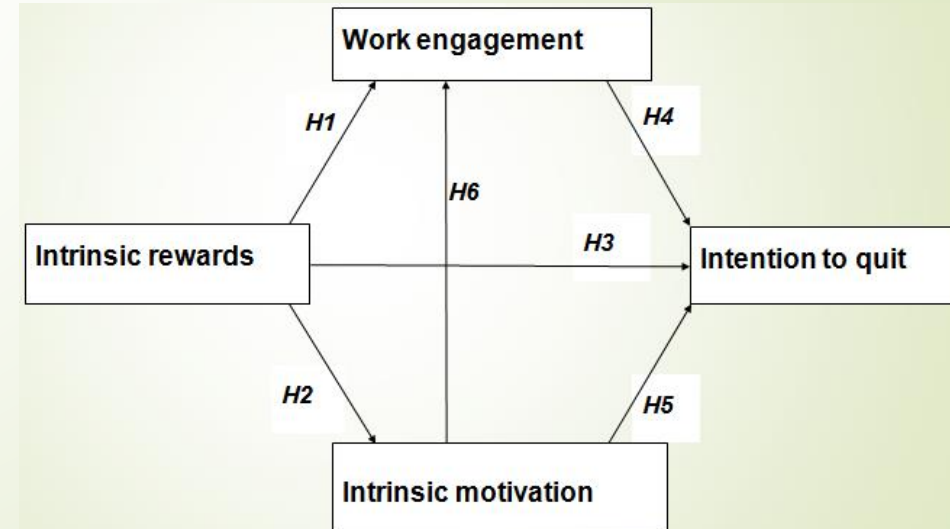
- ***Non profit organisations*** cannot rely on extrinsic rewards
- Therefore focus on intrinsic rewards to
 - Intrinsically motivate
 - Engage
 - Retain employees

Proposed theoretical model



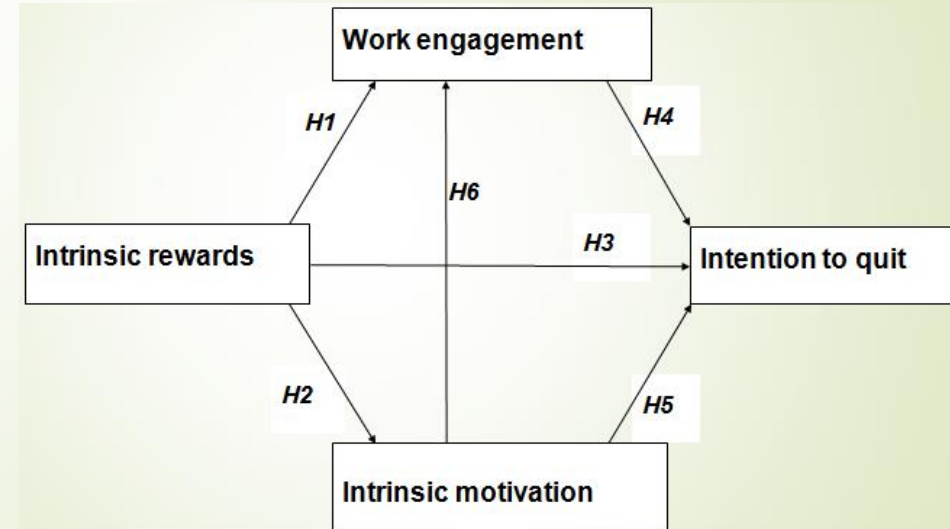
Hypotheses

- H1: Intrinsic rewards have a positive effect on work engagement
- H2: Intrinsic rewards have a positive effect on intrinsic motivation
- H3: Intrinsic rewards reduce intention to quit



Hypotheses

- H4: Work engagement reduces intention to quit
- H5: Intrinsic motivation reduces intention to quit
- H6: Intrinsic motivation has a positive effect on work engagement





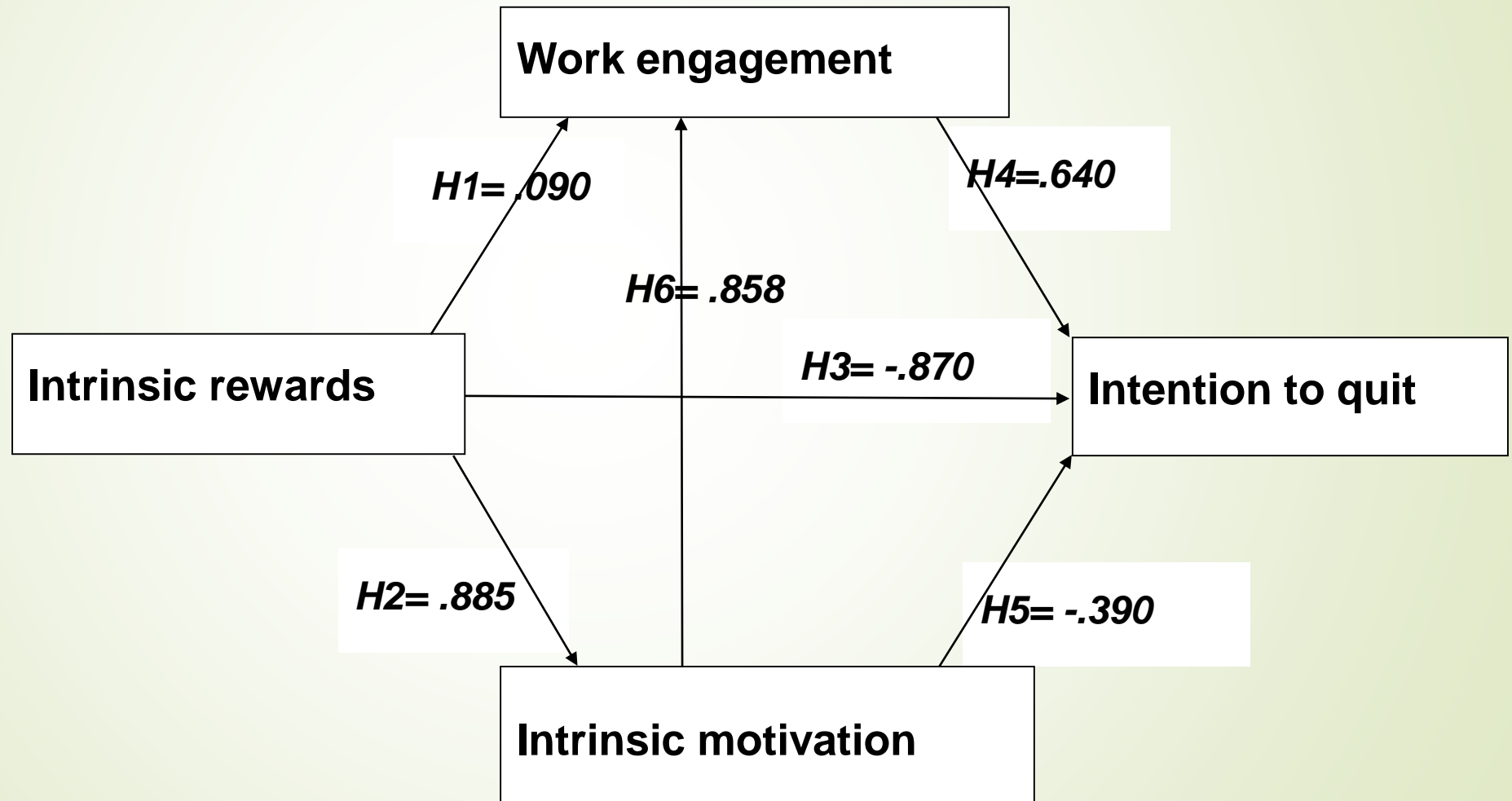
Sample

Non-profit organisations in

➤ South Africa	192
➤ Australia	150
➤ United States of America	144
➤ Belgium	101

Total sample size = 587

Results: Theoretical model





Results

- H1: Intrinsic rewards = increase work engagement 😊
- H2: Intrinsic rewards = increase intrinsic motivation 😊
- H3: Intrinsic rewards = decrease intention to quit 😊



Results

- H5: Intrinsic motivation = decrease intention to quit 😊
- H6: Intrinsic motivation = increase work engagement 😊
- H4: Work engagement = increase intention to quit 😞

Demographics



- SA respondents = higher intrinsic reward satisfaction, intrinsic motivation, work engagement
- Older groups = higher intrinsic reward satisfaction, work engagement
- Higher job level = higher intrinsic reward satisfaction, intrinsic motivation, work engagement



Quote

- 'I am not a cog and so it is not the set of imposed tasks, but rather what I am actually doing...that is what is seen to count...and I see that I am alleviating someone's pain, then that is the ultimate payoff for me...all I need to keep me going back, and all I need to take away...I feel engrossed and really value it. That is not work.'



Implications

➤ Job redesign for greater intrinsic reward

Meaningful

Flexible

Challenging

Varied

Enjoyable

Autonomy

Purpose



Example of intrinsic change

Hospital Janitor: duties

- Shampoo carpet
- Clean upholstery
- Wax floors
- Operate cleaning equipment
- Clean grounds
- Unplug commodes, urinals, drains
- Mop



Problem?

- No human interaction
- Meaningless, boring
- ***The performance appraisal allows only these duties as goals***
- ***Performance based on:
Structure, processes, systems, metrics***



Solution



Job redesign for greater intrinsic reward

Co-operation

Understand what your people do

Reinforce integrators: power

Remove layers to remove distance

Remove rules: discretionary power

Empower all to use judgment

Expose to consequences of actions

Increase reciprocity

Reward co-operation: assistance



Result

- Improves patient care
- Enables hospitals to run well

And.....

- Adds meaning to otherwise dull work
- Adds challenge and variety
- Leads to intrinsic reward, intrinsic motivation, engagement