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**Reward preferences of millennials in the consulting industry and their
influence on attraction retention, motivation and engagement.**

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Abstract

Context

With organisations' competitive advantage residing fully on the distinctive knowledge experience of their most talented and skilled employees and the need for robust talent pipe lines. Given that millennials have a majority representation in the workforce today, it is important to identify, manage and provide what they are looking for in terms of an employer – employee relationship to better attract, motivate engage and retain them.

Research purpose

To provide a deeper understanding of how to attract, retain, manage and engage the millennial generation in the management consulting industry within South Africa, based on reward preferences.

Research design approach and methodology

The research followed a quantitative research method through the self-administration of a questionnaire by 65 millennials within numerous management consulting firms based in South Africa. Data comparisons were conducted on independent variables and dependant variables. Variance of this data was conducted using SPSS.

Main findings

The results from this study show that millennial-aged South Africans place most importance on the fixed pay, opportunity to earn incentives related to individual performance, work-life integration and flexible working arrangements as well as fair and transparent performance management processes. These reward components are extrapolated and described according to rank when considering an employer, remaining at an existing employer and being motivated and engaged (scenarios). In addition there are other important factors that the study found specific to each of the scenarios.

Key words

Reward preferences; management consulting; millennials; total rewards model; retention; motivation; attraction; engagement

Declaration

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

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1. Chapter 1: Introduction to the research problem

1.1 Background to the research

“We’ve now entered a new era of talent scarcity, a time when buyers of talent must focus on attracting and retaining the vital talent they need to execute their strategic plans and get work done.” – Kimbal Norup, senior vice president at Talent Wave (Norup, 2016)

As the global population continues to age, local organizations grow beyond borders and multinationals expand their footprint, the pressures on labour markets intensifies. In today’s highly competitive business environment, the war for talent is rife and difficult to overlook as it gives rise to employee turnover (Chambers, Foulon, Hanfield-Jones, Hankin, & Michaels, 1998).

According to the 18th annual global PwC CEO Survey (2015), talent continues to be one of the top of the list concerns for executives. From an organisations financials to its operations and beyond, the core of every organisation is reliant on their greatest asset: its people. It has been found that human resources claim significant accountability of organisation’s success or failure (Haslinda, 2009).

Employee turnover, resulting in a skills drain is considered one of the biggest challenges to organisation’s sustainability and success (PwC , 2015). Wocke & Haymann (2012), indicate that South Africa’s turnover challenge is intensified by numerous factors, such as the skills scarcity, increased emigration of knowledge workers, a slow growth economy and impacts of labour regulations. In many developing countries such as South Africa, groups of older employees are transitioning into retirement, pressuring employers to attract and retain young talent. To successfully address these human resource objectives a full understanding of the younger employees is required. Today’s younger employees referred to as Millennials, Generation Y, Net Gen, Nexus Gen and GenMe (born between 1980 and 2000) (Cogin, 2012; Tissen, Lekkanne Deprez, Burgers, & van Montfort, 2010; Twenge, Cambell, Hoffman, & Lance, 2010; Papavasileiou & Lyons, 2015) are different from previous generations, and will enter the workforce in numbers larger than soon-to-retire Baby Boomer generation and Generation X. A study of generations in the workplace conducted by PwC indicate that Millennials will form

over 50% of the global workforce by 2020 (PwC, 2008). It is therefore in organisations best interest to understand how to retain these young individuals.

In an ever changing environment the retention of young skilled employees can be a source of advantage for organisations (Cobalt , 2004). In order to retain talented employees, a superior employee value proposition is key to drive organisations sustainable growth (Black, 2013). A global workforce welcomes this new generation that encourages fresh ideas and new expectations, with its own challenges. Changes in demographics and technological advances are radically transforming what, how, where and why people work. Over and above the advances and changes in the nature of a workforce it is inlaid with a multifaceted web of genders, nationalities, needs, norms, beliefs, desires to name a few aspects which makes operating corporate environments so complex.

In today's world, organisations are beginning to look at their employees as valued human capital instead of resources that are measured against money generating tasks and outputs they create, as in prior years of management studies. This is as a result of the advances in technology that has changed the nature of the world's economy, transitioning from a product based to that of a knowledgeable workforce and the income generating assets are not based in operation efficiencies however new ways of thinking, the intangible asset of the power of the mind (Bleecher & Woodward , 2009).

Dewhurst, Hancock, & Ellsworth (2013) affirmed the notion of an organisations competitive advantage resides within the unique knowledge and experience of the most talented and skilled employees. This sentiment is confirmed with the global view of organisations having to build robust talent pipelines that are reliant on a small number of skilled and experienced professionals, found in a study of talent management best practice based on executives views and opinions (Stahl, et al., 2012). This issue is magnified as globalisation increases the competition for skilled talent, talent is mobile and the globe is transformed into a boundryless job market for skilled resources.

Even though skills shortages are evident globally it is prevalent in a South African context, and it has been reported that high turnover is made worse by the decreasing education standards and skilled employees looking to leave the country for better opportunities (Wöcke & Haymann, 2012). As previously mentioned the cost of

replacing these skilled individuals are far higher than just the recruitment of a new individuals. Organisations are focusing on activities of recruiting and developing young professionals as a means of attracting and retaining the best talent. By understanding and controlling key determinants that influence talented individuals' decision to join or remain with an organisation, rather than losing key talent to competitors is important for organisations bottom line costs. This making employers more dependent on employees rather than vis-versa (Bleecher & Woodward , 2009).

There have been many studies over the past few decades aimed at identifying factors that cause employees to leave their organisations, employee turnover, and much less identified about the factors that compel employees to remain with their organisations (Hausknecht, Rodda, & Howard, 2009). Retaining good staff in the Management Consulting Services industry is a consistent cause for concern for organisations leaders. Management Consulting firms are well-known for have a higher than normal churn rate of their employees due to factors such high pressure, long hours and employee poaching by competitors and clients to provide high skills services for an organisations or on behalf of an organisation, to name a few. According to Bussin and van Rooy (2014), employees have different sets of values and motivations. It is therefore noteworthy to acknowledge that there is no one size fits all approach, each employee has their own mix of preferences which employers are to manage.

According to Johns and Gratton (2013), in a Harvard review article on the different waves of work it clearly indicates that technology had driven the “virtualisation” of work. First it was the dawn of emails in the 1980's which allowed electronic connectivity which was the foundation of the freelance model, which allowed connectivity with multiple vendors without having to physically be in an office space, providing benefits to both the organisation and freelancer, where organisations could uses skilled individuals when and as required. The second wave was that of virtual work where employees worked remotely but remained productive and were found to be more engaged. Thirdly, the time spent away from the office had resulted in a need for more collaboration, which gave rise to a global virtualised work environment encouraging a shared environment to encourage a sense of community. This then leads to the next stage of the workplace progression, where collaboration is cornerstone to functioning and transparency and flexibility are key drivers of modern day workplaces. Millennials, refered to as the digital generation were exposed to

technology from childhood to present, their ways of working is therefore shaped around technology in order to adapt to the rapidly changing environment (Martin, 2005). Organisations are to adapt their cultures, processes, technology and their employee relationships in order to accommodate the needs of the evolving workforce to attract and retain the talent required to be sustainable.

1.2. Research motivation

Srinivasan (2014) indicated the need for further studies in the management consulting industry, in the past there has been very little academic attention due to a variety of reasons. These being, the industry is highly fragmented with a varying consulting firms and service offerings; size of consulting firms varying from large multinationals to small boutique consulting firms; the lack of industry regulations and associations and professional bodies. Besides the differences in size and scale, there variety of positioning and differentiation vary on the nature of the firm's competitive advantage. The absence of extensive studies on the consulting industry can also be attributed to the nature of services they offer—services that are hard to study, measure, and quantify.

Today, management consulting firms need to understand this cohort of young professionals. Even though there has been much research conducted on this generation in comparison to their predecessors in relation to their desires of work-values, which directly relate to HR issues such and employee expectations and management of performance, attracting, motivating, engaging and retaining these types of employees, through means of psychological contracts between these millennials and their organisations.

Previous studies globally indicate that this workforce of Millennials are found to have traits of ambition, job-hopping, opportunity and compensation seeking, authority questioning, tech savvy, socially connected and collaborative, masters of work-life balance to name a few (Papavasileiou & Lyons, 2015). Companies need to manage the mix of these drivers to attract, motivate, engage and retain these employees.

Many of these employees look to fulfill their needs and don't look for full-time, instead they are looking for the flexibility and exposure to interesting work that comes with being a freelancer, consultant, or independent worker. The era of staying with one company, doing the same tasks day-in and day-out, for the duration of a career are

over. Today's millennials are mobile, and only as loyal as the next interesting and well-paying project.

Given the changing expectations of this generation and assessing the challenges facing the management consulting firms, it is not enough for just attracting top talent, but ensuring that top talent is kept and maximum results are achieved from employees as they are motivated to perform at their best. Latest trends in research indicate that an attractive employee value proposition (EVP) has a positive impact on employee's enthusiasm towards their work and they are more likely to remain with their employer (Van der Merwe, 2012). EVP's generally are made up of factors that make up the perceived offering of and organisation. Figure 1 below depicts the known intrinsic and extrinsic factors which make up the EVP of a company.

Figure 1 - Employee value proposition framework

Rewards	Opportunity	Organisation	People	Work
Compensation	Development opportunity	Customer prestige	Camaraderie	Business travel
Health benefits	Career growth opportunity	Empowerment	Collegial work environment	Innovative work
Retirement benefits	Growth rate	Environmental responsibility	Co – worker quality	Job-interest alignment
Leave benefits	Meritocracy	Ethics-Integrity	Manager quality	Level of impact
Membership	Stability	Formality of work environment	People Management	Location
Association		"Great employer" recognition	Senior leadership reputation	Recognition
		Inclusion/diversity		Work-Life Balance
		Industry desirability		
		Market position		
		Organisation size		
		Product/Service quality		
		Respect		
		Risk taking		
		Social responsibility		
		Technology level		
		Well known product base		

Source: Clarke, 2015

Van der Merwe (2012) states that most total rewards models fall within majority of the EVP model. Medcof & Rumpel (2007), state that total reward is a concept which encompasses everything that employees place value on, as a part of their relationship with their employer. Toerien (2013) further explains that total rewards

models include monetary compensation, ancillary benefits, work environment factors, performance and recognition programmes, development and career opportunities. As seen in the Figure 1 the EVP framework is based on many of these rewards offered. It can therefore be deduced that the an employer's total rewards will impact their ability to attract, retain, motivate and engage their employees. Since employees all have varying expectations and preferences, certain of these components have stronger weightings and these can be labeled, *reward preferences*.

The changing expectations of these young employees based on past research, particularly in the management consulting industry, and the rapidly changing workplace, presents us with a challenge of understanding their reward preferences. In doing so it would allow management consulting firms to remain ahead of competitors, provide added value to clients, through attracting, and retaining the talent.

1.3. Research scope

The scope of this research is targeted at the millennial generation in the South African workplace. The likelihood of studying this cohort of millennials within the South African workforce was not possible with the timelines assigned; therefore the study only focused on the employees of South Africa's management consulting industry. The workforce of numerous organisations provided a balanced view to understand the preferences of the total reward to better manage these young employees in the workplace.

1.4. Research problem

Since 2015 the millennial generation would represent over 50% of the global workforce, as the baby boomers exit. Organisations are responsible for managing and motivating their employees. The differing values of organisations and these millennials as well as other generational differences in the workplace makes it challenging for organisations to achieve their goals.

Organisations that rely on mainly intangible assets generated from their skilled and knowledgeable employees face not only high costs of turnover globally, but also face the challenge of a decreasing pool of educated and experienced talent. This coupled

with the Volatile Uncertain Complex Ambiguous (VUCA) environment organisations operate in changes the nature of the psychological contract between employees and employer expectations.

The talent management strategy encompassing attraction, motivation, engagement and retention of these young workers is essential for Management consulting firms, this gives rise to better understanding their reward preferences in this environment. Though there are studies done globally on this generation, there is a lack of understanding of these individuals reward preferences in the South African context, particularly related to the management consulting industry. In addition a better understanding of reward preferences related to the attraction, motivation, engagement and retention of these millennials.

The aim of the research is therefore to address the challenges facing management consulting firms in creating structured reward programs and knowledge of preferences to ensure they have access to the top talent required to remain sustainable in the industry. This study will provide further information on the factors that influence the attraction retention, motivation and engagement of talented millennial workers in the Management consulting industry.

1.5 Summary of introduction

Organisations are battling to keep up to the changing demands of their employees in the competition of new types of value generating assets: their human talent which delivers their competitive service offering to clients. Lack of attracting, motivating engaging and retaining the top talent will further lead to organizational failure. This is directly associated with the cost of losing talent to turnover and negatively impacting firm performance. Given that millennials have a majority representation of the workforce, it is important to understand, manage and provide what they are looking for in terms of an employer – employee relationship in order to attract, motivate engage and retain this cohort.

Management consulting services firms are seen to be at the forefront of leading practice in management and strategy. By understanding and measuring the drivers of employee retention within the management consulting services industry in South Africa firms, could assist in attracting, managing and retaining key talent within these organisations. This thought is shared by Bussin (2009) where organisations are

driven by the measures of their employee's drivers, it is further stated that if an organisation measures and rewards the right behaviours, the desired organisational goals will be achieved.

The next chapter reviews literature previously found in relation to companies and their young skilled workforce and their relationship and evolving needs in a local and global context. The literature also reviews the key concepts in understanding the rewards in relation to the employers and employees expectations and preferences. The literature will also provide a foundation on the nature of reward preferences and their role in attracting, engaging, retaining and motivating employees, as well as the suitable reward strategies required for this generational workforce.

2. Chapter Two: Literature Review

2.1. Introduction

The emphasis of this study is to obtain an in depth understanding of the preferred rewards of the younger generation in the workplace today. This younger generation is also known as, generation Y, millennials, GenMe to name a few, these individuals currently represent majority of the workforce globally, in relation to any other generation in the workplace. Understanding their reward preferences will allow for employers to attract and retain these talented individuals to better compete in the market place and become sustainable and successful. As previously indicated in the previous chapter both academic research and businesses indicate a need to understand this generation's reward preferences in relation to attracting, retaining engaging and motivating these employees.

This chapter explores the changes in the workplace over time and what is required of the current demands of the world in which we work, where previously there has been a clear focus on organisations ability to generate value, which has now shifted to knowledge generation through intangible assets, specifically human capital input. This in turn creates a new dynamic between employee and employer, in terms of expectations from both parties, which is known as the impact on the psychological contract between employees and their employers. The literature also explores the associated challenges that this has as well as the impact of turnover in similar organisations.

Further to that the review aims to define and develop an understanding of the concept and characteristics of the millennial generation, who have been deemed as the new critical workforce in organisations globally. This cohort of individuals have displayed varying and distinct preferences regarding the type of relationship and values they require of their employers. The terms of the psychological contract is reviewed in relation to the employee needs and desires based on rewards in the workplace. A suitable model for conducting this analysis of reward preferences is explained, and used as a basis on developing new insight into this topic and comparing other previous studies conducted.

In addition the review also provides the context and concept of total rewards, it identifies it in relation to an employee value proposition (EVP) and explores the

different factors that make up total rewards. It further reviews the differences in preference of a variety of reward structures and the reason of their differences.

The review then looks at the needs of companies to not only attract talent, but to keep them motivated, engaged and retain them. The literature explores previous studies and findings and differing views on the different reward strategies, how they are created and structured in determining the effectiveness of the attraction and retention of these young talented individuals, which are able to be readily employable in the marketplace. This chapter ends off in motivation for this study in this area, taking into account the globally competitive environment and the competition for retaining, motivating and engaging and attracting talent.

2.2. World of work views

The workplace is evolving faster than ever before, which means employees and employers need to evolve through the use of new technologies and behaviors enter organisations. The behaviours that are entering the workplace and the technologies are being fueled by the consumer web and the availability of information, which also impose a threat to organisations and their ability to adapt. This has further given rise to the *war for talent* which is a phrase coined by McKinsey & Company in a report published in 1998. The issue of talent retention has been a contentious issue even today, where it can be seen in the 17th annual CEO survey, 63% of CEOs recognized the supply of talent availability of skills is of serious concern, with the increase of hiring more people in the forthcoming months these CEOs recognize the intensity of competing for talent globally (PwC, 2014).

In the early 1990s, the impact that technology has had on the manner in work is performed and the evolving culture in the workplace would not have been simply foreseeable. But, as Peter Drucker, the eminent management theorist, once put it, “The only thing we know about the future is that it will be different.” As such economies are evolving from product based to more of a value generation products and services as a result of adaptation to the information age era (Bleecher & Woodward , 2009).

Bleecher & Woodward (2009) found that in more developed countries, the changing workplace is impacted by numerous factors, such as the declining birthrate, highly education levels, ability for mobility, which creates the challenge of competition of

skilled resources in a shrinking pool of talent, in relation to the growing demand of these resources. In developing countries such as South Africa and globally face a common challenge of servicing the demand of shortages of skilled and executive level employees (Sutherland, 2011). The skills shortage is only an example of one of the most burning issues, over and above, the country as a whole also has a high unemployment rate and is faced with many developing economy challenges.

Both the academic and business worlds seem to confirm the reality of CEOs fears in the raging war for talent, CEOs affirm their worry for finding and retain talent that will allow them to compete globally, whilst academics have found through studies, information in support of this notion to support CEOs worries. Toerien (2013) stated that studies have found that there is an increasing global competition for these human assets according to global talent management information. Meyer & Kirsten (2012) state that there is a loss of skilled professional in South Africa and developing countries due to graduates and skilled professionals leaving developing countries and emigrating to more developed countries, hence businesses struggle to find skilled youth to train and grow in order to remain sustainable and globally competitive.

Both employees and executives understand the symbiotic relationship between their organisations external customers and internal customers, where without one, they wouldn't have the other. Therefore the cliché of “happy employee. happy customer, lucrative business” has truth to it. As the workplace shifts to accommodate these changes, organisations realise that there is a need not only to change with the global trends but also find ways in which to adapt to the demands of employees and accommodate or consider employee preferences.

Employee preferences have become more important over the past few years, mainly due to the following four reasons. Firstly the global economy is emerging from the worst recession in the past few decades, increasing the intensity competition for talent as mentioned previously, the decrease in population growth in developed countries, increased specialist skills and the retirement of the Baby Boomer generation. Secondly the diversity within the labour force and their preferences in pay. Thirdly the the diversified society gives rise to a diversified workforce, where changes are as a result of immigration and corporate globalisation (Scott, et al., 2015). Lastly the biggest disruptor of all technology, which has given rise to the third wave in the

evolution of work models, where traditional workplaces as of the past and virtual working and networking is required for flexibility and information sharing era (Johns & Lynda, 2013).

The way organisations are required to attract, retain, engage and motivate individuals in the working environment has significantly changed in comparison to that of forty years ago and even in the past decade. As mentioned previously the changing needs of individuals are the result of the changed world we live in and the changing nature of work itself. To succeed in this new world of work, organisations should change their ways of working to remain competitive.

2.2. Professional services firms

According to Zack (1999), Professional services firms (PSFs), also referred to as knowledge-intensive or knowledge based firms are part of a services led industry, examples of these types of services are IT firms, law firms, management consulting firms, accounting firms, insurance brokerage firms, engineering firms or advertising agencies. Jensen, Poulsen, & Kraus (2010), state that PSFs are the most important types of firms as they represent a rapidly growing industry, where knowledge is the core of their business which has gained attention in today's knowledge society. Zack (1999), in support of this goes even further in stating that knowledge is the only source of competitive advantage. Thus emphasising the importance of companies and the competitions for skilled and talented individuals.

Professional services firms today emphasise knowledge as both a product and a resource, therefore their main resource are their human resources. In order to manage these resources appropriately it is important to understand both implicit and explicit expectations of both the employee and employer, which is commonly referred to as a psychological contract (Toerien, 2013). These expectations are not necessarily related to compensation but factors that employees hold important to them that may or may not be equated in monetary terms (Thompson, 2015).

The South African management consulting industry is diverse similarly to that of global trends, this industry consists of a wide variety of organisations, including strategy firms (Bain and Strategy&), consulting arms of technology firms (such as Accenture and IBM), and the big-four accounting firms (such as PwC, Deloitte, EY

and KPMG), and a host of specialised consulting firms (such as Business IQ, Vsolution, Eighty20 and Marathon).

Srinivasan (2014) states that the management consulting industry's challenges can be broadly categorised in three overarching categories:

1. Competition and differentiation: due to the decreasing returns in the face of an economic downturn from 2002 and exploitation of prior accumulated knowledge. These decreasing returns are mainly due to the increase in competition in the market as well as clients developing in-house capabilities to resolve issues. An increase in competition in the market providing the same or similar services, leads to consulting firms finding the need to provide a service that is unique, that allows them to be differentiated for the competitors and clients in the market, in response to an increasingly fragmented industry (Srinivasan, 2014).
2. Organizational design of the management consulting firm: Most Consulting firms are based on a partnership model, which is seen to be under threat due to the increasing globalization. Globalisation gives rise to: growth through acquisitions with the risk of consulting firms compromising reputational capital; the varied governance forms across borders, legal requirements and norms that need to be known and set up; the partnership model that allows the ability to share information and transfer skills from partners to associates; the restriction of knowledge sharing and new knowledge creation as a result of a high ratio of associates to partners in a firm, this in turn limits the career growth of associates; lack of integration of global spread of professional services firms and learning from multiple contexts (Srinivasan, 2014).
3. Knowledge management: the professional services industry as mentioned before is described as a highly knowledge intense industry, hence management consulting firms have the challenge of appropriately managing the flow of knowledge and services, especially tacit knowledge within the organisation (Srinivasan, 2014).

However the services sector still suffers high attrition rates. It is common practice that retention research often relies on measures of intention to quit through employee surveys, or actual voluntary turnover, through the use of exit interviews (not always a fair and honest reflection) based on real statistics, and then through association and constructs report theoretical linkages to retention. Professional workers are

seen to be important in relation to retention, based on their characteristics of expertise, autonomy and the belief in the importance of the service, there is a possibility of double allegiances to both the occupation and the organisation.

Since the nature of the workplace has evolved, with new challenges in the industry, management consulting firms are dependant on skilled or knowledge workers to provide value to clients and use their intellectual abilities to generate value to their employers to ensure a competitive advantage is maintained, in an industry where skills are the core for organisational success in a dynamic and highly competitive market place. There are costs and impacts to the industry when value generating employees choose to leave the organisation, since employees are the new and primary value generating assets in the modern and disruptive economy (Bleecher & Woodward , 2009).

2.3. Turnover impacts and costs

Labour turnover over the years has been proven to have wide cost ramifications due to globalised competition for skilled workers. Labour turnover bears significant costs and impacts the bottom line performance of organisations (Davidson, Timo, & Wang, 2010). Organisations incur the direct costs of replacing skilled employees including the costs associated with recruitment activities, advertising, training and induction, growth and skills development. Companies also incurred the costs often forgotten, the indirect costs, associated with employee turnover, the loss of skills, inefficiency and replacement costs, return on investment of lost staff, organizational behaviour impacts, such as work routinisation, role conflict, poor job satisfaction, low morale, poor commitment, corrosive supervision/leadership and a lack of career development that impact on employee productivity, effectiveness, quality and mentioned by O'Connell and Kung (2007) and compromise client services and value delivery, client and staff poaching. Wöcke and Heymann (2012), further state that business processes are jeopardised and customer service is affected if the employee leaving is responsible for activities related to their roles. According to Hinkin and Tracey (2008) first-hand findings have indicated that staff turnover results in a loss of productivity, this loss can account for over two-thirds of the total turnover cost.

The direct financial turnover cost of these skilled employees in South Africa is unknown, and may have varying costs due to experience seniority amongst other factors. However estimates of approximately 16% for an hourly, unsalaried

employee, to 213% of the salary for a highly trained position which, seems to be a hefty burden on organisations (Kantor, 2016). Organisations in this industry is reported to have an annual turnover rate of 20% - 25% (Price, 2014). High turnover and high cost of turnover can be deemed a financial and organizational burden in a knowledge based economy when chargeable hours and delivering solutions are the measure of profitability and value respectively.

Toerien (2013) reported that turnover not only impacts an organisations financials but is negatively correlated to profit, customer satisfaction, productivity and many others. This sentiment is shared and proven by Handcock, Allen, Bosco, McDaniel, & Pierce (2013), through a meta analysis of employee turnover, findings prove that the correlation is seen to be stronger in knowledge based firms when compared to other industries, thus proving the importance of retention of employees in organisations , for example, the management consulting industry.

Thus turnover means the loss of knowledge and productivity, higher recruitment and training costs, to mention a few, in addition due leadership gaps that will be created by exiting Baby Boomers for retirement and other reasons. There are simply not enough Baby boomers in the workplace to fill the leadership gaps thus having a larger impact on the sustainability of organisations that are dependant on skilled youth to lead and manage organisations with minimal experience (Brack, 2012).

2.4. Millennial Generation

A generation is defined as a cohort of individuals possessing similar characteristics, due to being born in the same historical and sociocultural period (Mannheim, 1952). The birth years defining the millennial generation have not been cast in stone, and therefore is on unanimously recognised definition, but relate roughly to the beginning of the 1980s through the end of the 1990s. The importance of what makes this generation and the members associated to this generation unique when compared to that of previous generations is key (Levenson, 2010).

This review found the Millennials dislike boredom (arguably, like most generations). Entertainment and opportunities are important requirements to keep this group engaged. This makes it important to have a workplace culture that is both challenging and fun. This means more than just a ping-pong table in the office. Because Millennials are often motivated making the world a better place, volunteering through

the workplace may be an effective option. Millennials are more likely to be interested in a company that cares about global, social and environmental causes.

When reviewed against previous generations research completed by Luscombe, Lewis and Biggs (2013) and Terjesen, Vinnicombe and Freeman (2007) reveals that millennials have unique attitudes, motivations and expectations. Findings indicate that they have wide-ranging expectations for the opportunity of training and development, long term career progression, variety in work, opportunity to collaborate, technologically advanced and dynamic, forward looking workplaces. In addition it was established that millennials are interested in charitable and socially responsible initiatives and organisations that meet these views, they are however are concerned with personal issues (Senior & Cubbidge, 2010). Similar findings were reported by ILM (2011), where this generation seeks out challenging opportunities that are fairly measured and had positive correlations to their career aspirations. This generation also seeks out informal, continuous and honest advice in the form of informal feedback on their performance and other prospects in the organisation (McCracken, Currie, & Harrison, 2015).

The key motivators for this generation is the fulfillment of work, enjoyment of their work, and flexibility in time and place of work is fundamental to doing the work (McCracken, Currie, & Harrison, 2015). It was further noted that in relation to this these millennials are less interested in salaries and more emphasis is placed on time to travel, better work-life balance and flexible working (Asthana, 2008). Furthermore the ILM (2011) showed that money is still the key motivator, job loyalty was not a priority, where progression to other roles or other organisations after a few years was important.

Based on numerous studies reviewed in the comparative analysis of Greece's millennials on work values across 10 global clusters it was found that there were few consistent trends across cultures, however there were some similarities across certain clusters, however the most important finding of this study was the work values related to status and prestige were amongst the lowest scoring across most countries (Papavasileiou & Lyons, 2015).

Over time generational differences have emerged, and as new generations enter the workforce organisations are required to leverage their abilities to adapt to their needs

in order to attract, retain, motivate and engage these individuals to ensure they remain competitive.

As boomers exit the workplace organisations and their managers are required to change and align their values and needs to that of Generation Xs and the millennials. Resulting in organisations having to relook at there compensation structures and retention strategies to accommodate the different work ethics and needs (Milgram, 2008). Recruitment and development activities in organisations are becoming increasingly more important, to attract and retain the best young knoweldge workers (McCracken, Currie, & Harrison, 2015).

2.5. Total rewards

More and more, our workplace is being shaped by outside forces such as economics, the labour market, cultural norms and regulatory changes, to name a few that are responsible for changing organisations' total rewards strategy, and organisations are required to adapt to these forces to attract, motivate, retain and engage employees. During the past several years the concept of total rewards has become a topical subject in management studies. Previously the term compensation and benefits was used as a mutual term when referring to rewards, however due to the intensity and competition in the market place pay increases and added remunerations where not suitable for organisations, thus organisations had to find replacements that were less costly forms of rewards that would allow them to attract, retain motivate and engage employees (Heneman, 2007).

In order for organisations to meet the above-mentioned expectations of the millennial generation, academics have used the theory of total rewards, has been mentioned to encompass all that employees' believe to be of value as part of their work environment (Medcof & Rumpel, 2007; van Rooy, 2010).

In simple terms these rewards are a part of a larger system commonly referred to as an employee value proposition (EVP), EVPs are often defined as a collective of all the tangible and intangible rewards/benefits that are of value which employees benefit from in exchange for their involvement in their organisations (Jha & Jha, 2015). Similarly Minchington (2005) defines an EVP as the exchange of skills, capabilities and experiences an employee provides to the organization, for associations and offerings. Rewards are part of the EVP, which in marketing and

branding standards, refers to the internal brand equity that an organisation possess in its employees (Van der Merwe, 2012).

According to the Corporate Leadership Council Advisory Board, remuneration is a key factor when employees are evaluating to stay at an organisation, it is estimated that it holds a 25% weighting when the decision is to be made (Bussin, 2012). Therefore recommended frameworks regarding rewards are used by organisations as a basis to develop a customised rewards model suitable for their organisational needs (Bussin, 2012). One such example is that of the WorldatWork total rewards model. The WorldatWork is a non-profit Total Rewards Association for professionals and organizations that focuses on compensation, benefits, work-life effectiveness and total rewards (WorldatWork, 2016). The model depicted in Figure 2 was developed and updated by the WorldatWork in 2015, the total rewards include six elements (compensation, work-life effectiveness, workplace flexibility, benefits, recognition and talent development).

The WorldatWork (2015) total rewards model defines the different categories of rewards as follows:

- Compensation, which is any remuneration provided by an employer to its employees for services rendered (i.e., time, effort, skill). This includes both fixed and variable pay related to performance of each individual.
- Benefits, are the ancillary benefits that an employer uses to supplement the cash compensation employees receive. These can be in the form of healthcare, income protection, savings and retirement programs; these generally provide security for employees and their families.
- Work-Life Effectiveness, is a specific set of organizational practices, policies, structures and programs, plus a philosophy that enables employees to succeed both at work and home.
- Recognition, refers to the formal or informal programs that are put in place by organisations that acknowledges employees actions, efforts, behaviour or performance that aligns and supports business strategy by reinforcing desired behaviours.
- Performance management, comprises establishing expectations, skill demonstration, assessment, feedback and continuous improvement that is

aligned to organizational, team and individual efforts toward the achievement of goals and organisational success.

- Talent development, refers to the opportunity and tools and organisation offers employees to improve their skills and competencies in both their short- and long-term career aspirations.

Figure 2 - WorldatWork total rewards model



Source: WorldatWork, 2015.

There are key underlying themes to each of the varying total reward models (to name a few WorldatWork's total reward model; Armstrong and Thompson's total rewards model; Armstrong and Brown's total reward model; Bussin's four main reward elements), that are being used today, however they all encompass the same underlying elements, however the different reward elements within the model are often described and categorised in different ways based on logical explanations (Bussin & Toerien, 2015; Van Blerck, 2012; Moore & Bussin, 2012; Neinaber, Bussin & Henn, 2011, Schlenchter, Hung, & Bussin, 2014, Snelgar, Renard, & Venter, 2013). These logical are not based on the employee preferences for all the components of the categories. This can be seen in the study conducted by Moore and Bussin (2012) where components do not show internal consistency in relation to the aggregated category scores, and in another study conducted by Snelgar et al. (2013) it was proven that categories displayed internal consistency. Therefore this

proves that there is no definitive model for defining the categorisation of rewards as well as the classification of components.

Bussin (2011), states that employers are provided the opportunity to consider employee preferences in line with individual needs through the total rewards framework. In addition a rewards framework is seen as an enabler to organisations to customise the ideal blend of rewards and package them for different workforce groupings (WorldatWork & Towers Watson, 2012).

Research conducted by Bussin & Toerien (2015) reported that the total reward approach was used in determining the reward preferences of knowledge workers in the IT industry due to the significantly different reward preferences, than in other occupational categories, individuals in both the IT and management consultant are both deemed to be knowledge workers, and the fact that the WorldatWork model is most widely used (Hlaithoa, 2010). Therefore this understanding of total rewards forms the main focus of this study.

2.6. Reward Preferences

In order for organisations to develop strategies to recruit, grow and keep top talent it is critical for them to understanding how to reward them based on expectations and their needs.

It is important to note over time individuals' reward preferences tend to change (Gross & Friedman, 2004). Employee reward preferences can be influenced by variables such as generational differences, demographic variables as well as culture.

2.6.1. Demographic influences on reward preferences

Prior research has shown that demographic characteristics have an impact on individuals' reward preferences. Neinaber, Bussin, & Henn (2011), found that depending on the number of children, race, job level, age, qualifications, marital status years in service and gender of an individual, their reward preferences differ (Meyer & Kirsten, 2012). Other studies also noted the determinants of reward preferences as age, gender, marital status and race (Moore & Bussin, 2012; Neinaber, Bussin, & Henn, 2011; Snelgar, Renard, & Venter, 2013).

It was found in a study conducted by Lawson and Chernyshenko (2008) that full time employees with dependants, preferred rewards that were family supportive, such as medical and life insurance, it was also found that employees in lower graded jobs looked for education and developmental training to further career advancement. Neinaber, Bussin and Henn (2011) indicated remuneration and benefits were highly preferred by individuals in lower job grades when compared to that of more senior management positions.

With a drive towards women in the workplace in South Africa, gender plays a role in the reward preferences of individuals. In a local study conducted on the relationship between personality and reward preferences it was found that women show more interest in remuneration benefits and a conducive working environment (Neinaber, Bussin, & Henn, 2011). On the otherhand men have been found to value career growth, promotions and increased responsibility without manager interference (Konrad, Ritchie, Lieb, & Corrigan, 2000). Both men and women place great importance on high salaries and good working conditions (Chow & Ngo, 2002).

When looking at age, as employees get older their needs change, thus their value things such as flexible working arrangements, skills development rather than cash incentives (Hedge, Borman, & Lammlein, 2006). However Gardner (2008) found in contradictory that older employees value pay and benefits more than that of their younger generation. Similarly Lawton and Chernyshenko (2008) found that young employees with simple job valued training and development, the direct opposite of that found in Hedge et al. (2006).

Race is a contentious issue in South Africa given the history of apartheid, even though race can be defined as a demographic category little has been found in this area. A study conducted by Martin and Tuch (1993) in USA, found that black workers were more likely to value extrinsic job rewards when compared to their white counterparts who valued intrinsic job rewards. Their study was not able to deduce the reasons of these differences, however did find that these related directly to Maslow's hierarchy of needs.

2.6.2. Generational influences on reward preferences

Moore and Bussin (2012), found that generational differences and reward preferences do not correlate, however based on individuals' life stage there may

have been correlations in reward preferences. Another study conducted in the United States also found that generational cohorts did not have distinctive reward preferences in comparison to the other generations (Bunton & Brewer, 2012). However according to Bussin (2011) rewards are viewed differently by each generation these are as follows:

- Veterans look for flexible schedules, part-time hours and recognition of expertise and experience.
- Baby boomers look for recognition of hard work, healthcare, retirement benefits and autonomy
- Generation X's value flexible working arrangements, work life balance and tangible rewards
- Generation Y's (millennials) look for learning and development opportunities, immediate performance feedback, working in teams and having positive role models. Recent studies have found that they also prefer work-life integration, freedom and flexibility in their jobs.

In South Africa it has been found that generational differences do not impact the reward preferences (Neinaber, Bussin, & Henn, 2011; Moore & Bussin, 2012). Smola & Sutton (2002) argue that failure to address generational differences in reward preferences can result in conflict, lower levels of employee productivity and miscommunication, therefore organisations should use generational preferences as basis to structure their reward systems. Although there is an awareness of generational variances organisations maybe underrating the importance of addressing their differing needs, proven in the study conducted by WorldsatWork (2008) it has been proven that over half of organisaytions today do not consider generational differences when structuring rewards.

2.6.3. Culture and personality influences on reward preferences

Although both personality and culture are not investigated in this study, it is important to note that they do play a role on individuals' reward preferences. Studies conducted globally indicated that there is a strong correlation between culture and reward preferences, thus understanding how reward preferences differ across cultures is key to managing multinational reward systems in these organisations (Chiang & Birtch, 2007). In terms of personality Neinaber et al. (2011) found that personality type might be a significant determinant of reward preferences.

2.7. Rewards in Relation to Attraction, Retention, Motivation and Engagement of Employees

Investigations on reward preferences tend to fall into four main scenarios, the first three (attraction, retention and motivation) commonly used in previous research in South Africa the fourth element (motivation) added for the purpose of this study. The scenarios are attraction towards a new employer, decision to stay with a current employer, the emotion of motivation in one's current role (Toerien, 2013), and the level of employee engagement in a role.

Neinaber et al. (2011), discovered that base pay also referred to as fixed compensation, is the biggest factor in attraction of employees. In agreement to this is Phillips and Gully (2012), who affirm that competitive wages and benefit offerings are the most successful way to attract new talent. It is also suggested that workplace flexibility, in the forms of flexitime, job sharing, telecommuting assist in the achievement of worklife balance. A study conducted by Bussin and van Rooyen (2014), showed that the millennial generation rated career development and opportunities as the number one factor when considering an alternate employer. The authors of this study further stated that there are distinct generational reward preferences and the findings of the study can be used to attract and retain employees, such as offering the millennial cohort career development and opportunities, compensation and benefits, performance and recognition.

According to Hendricks (2006), employee retention involves a blend of tasks that, when they are used together, result in employees choosing to remain with their current employer. Further to that Hendricks (2006), states that focused recruitment methods should be used for are attracted to the organisation and skilled employee currently in the organisation chose to stay. In order for this to work organisations are required to have alignment between policies and structures that support employee retention such as having an attractive total rewards approach.

Sutherland (2011) states that remuneration is a large portion of rewards, and has been found to be the main driver of employee retention and employee commitment in the South African context. Similarly Grobler, Warnich, Carrell, Elbert and Hatfield (2011), indicated that a common cause of turnover is the inadequacy of compensation to employees. On the other hand Phillips and Gully (2012), stated that

offering benefits can result in positive impact on retention, if employees recognize and value the benefits offered. Higher (than acceptable) staff turnover, of talented individuals will occur if work and life elements are not looked at and managed, through a combination of training and development, promotions, management interest in individuals personal agendas (Jago, 2015).

It was found that the two factors in performance management and career management for South African employees where the second most important factors in determining employee retention (Snelgar, Renard, & Venter, 2013). By the same token Nienaber et al. (2011), found that career management and performance was the most important factor in retention and motivation of employees.

Nienaber et al. (2013), citing Bergmann and Scarpello (2001), testify that in order to sustain employee's motivation, monetary rewards alone is not feasible option, however compensation in addition to other rewards are preferred in the attraction motivation and retention of employees. In another study by Snelgar et al. (2013), stated that in order to motivate employees focus should be placed on the highest voted factors of performance management and career management. In another study by Bhengu & Bussin (2012), quality of work environment and developmental opportunities were found to be rated the most and second most important in employee motivation. Grobler et al. (2011), stated that by rewarding employees on performance and offering incentives increases an employee's' motivation to perform.

On the other hand Bhengu and Bussin (2012), found that there were differences between the factors influencing attraction retention and motivation however the common factor across all three was monthly salary, which was the third choice overall by employees for all three scenarios.

Toerien 2013), stated that findings on how reward preferences differ between the three (retain, motivate, and attract) scenarios are not always the same in different studies, due to the differences in the measurement tools used and the categorization of the factors of reward, the targeted population and the industry involved (Toerien, 2013). Nienaber et al. (2012), explained that factors influencing reward preferences for retention and motivation are alike, however reward preferences for attraction are different.

Armstrong, Brown, and Reilly (2010), indicate that rewards and recognition have proven to lead to employee engagement which is directly associated with organizational citizenry and commitment.

One of the emerging new concepts in organisational behaviour is that of employee engagement in the field of academic research (Schlechter, Faught, & Bussin, 2014). One of the emerging definitions of employee engagement is “the extent to which an individual is attentive and absorbed in the performance of his/her roles” (Saks 2006, p. 600).

Furthermore, Catlette and Hadden (2001) cited in Agyemang and Ofei (2013) considered employee engagement as the positive, affective psychological behaviour that inspires employees to willingly projects and prepare themselves emotionally, cognitively, and physically in order to execute work tasks. Low levels of employee engagement have been found to have a negative effect on employee commitment and retention, based on the notion of disengagement losses employee enthusiasm and commitment to their organisations (Ortiz, Lau, & Qin, 2013). In Hewitt’s research Baumruk (2006) stated that the key drivers of engagement include total rewards as and important influencer.

Hulkko-Nyman, Sarti, Hakonen, & Sweins (2014) found that non-monetary rewards, especially when work is appreciated, are related to aspects of work engagement, additionally dedication is referred to as employee benefits perceptions in the form of material rewards and perception around the stability of employment. Total rewards perceptions of the finish sample in the study only appreciated work significantly explains the three dimensions of work engagement whereas the Italian sample dedication is also explained by employee benefits and stability of employment perceptions (Hulkko-Nyman et al., 2014). Therefore companies competing with money as their number one way in which to attract, retain, motivate and engage employees are like to not be able to place the right employee in their preferred job and meet organisational demands and employee satisfaction with job roles and organisational settings. These studies have proven that competitive pay is merely a manner in which to attract these top talent but I order to keep this talent, organisations are to ensure a holistic total rewards approach is followed (Stahl, et al., 2012). Hulkko-Nyman, Sarti, Hakonen, & Sweins, (2014), stated that organisations should develop their non-monetary rewards to increase employee

work engagement, however it is also noted that the role of monetary rewards many differ in different country contexts.

Retaining competent, professional workers is crucial to organisations. Tymon, Stumpf and Smith (2011), stated that retention removes the recruiting, selection and on-boarding costs of replacement, supports a culture in which merit can be awarded and maintains continuity in areas of expertise. In addition Straw (1980), affirmed all of the above mentioned benefits and in addition stated that organisations retaining employees allows organisations to build a strong leadership base. This will not only benefit the employees but the organisations as well.

2.8. Reward Strategies

The number of organisations employing specifically designed retention strategies are on the rise. Organisations are finding it more and more critical to adopt strategies that will ensure attraction and retention of staff, in order to engage artisans and motivate them to deliver at the most productive level (Ngobeni & Bezuidenhout, 2011). Reward strategies have been renowned as an operational tool in emphasising wanted attitudes and behaviours of employees in organizations (Justis, Chang, & Werbel, 1991). Past literature has uncovered how to address retention issues over a broad range of industries Sigler (1999) suggests that incentives are used as a method of aligning the interests of employees to those of the firms, this could be through competitive wages and through the improvement of job satisfaction.

George (2015) analysed literature relating to the factors influencing professionals to remain in the UK. He successfully proved that management, environment, social support, development, autonomy, compensation, workload and work-life balance were reliable measures of retention. Findings also proved that management, environment, social support and development were better predictors than the other suggested organizational factors.

According to Doh, Stumpf, and Tymon (2011) in order to reduce turnover, managers should show personal interest in employee's lives, conduct regular performance and career discussions with employees, demonstrate a personal commitment and interest in each employee and give employees recognition on a timely basis, this could be done through the coaching and mentoring programmes offered by organisations. There numerous retention strategies in organisations globally,

however applying the right strategy to the right individual will allow organisations to retain key talent.

Justis, Chang & Werbel (1991), state that reward strategies should be created based on the sustainability and development of organisational growth, namely the positive organization growth and the development of an organization structure to support the organisational growth strategy. They further indicate that these reward strategies should allow employees to be creative, innovative, cooperative, and committed to developing relationships. This is mirrored by the study conducted by Bussin, Nicholls and Neinaber (2016), where findings suggested that where team based needs were prioritised above individualistic needs then a team based reward approaches were preferred by those individuals with the similar values. Both Bunton and Brewer (2012) and Moore and Bussin (2012), indicate that generational differences are not a feasible way in which to distinguish between reward preferences, better to do so would be that of life stage, marital status and other demographic variables could be more feasible.

It is also noted that organisations may not have the capacity to create and implement individualised approaches to reward packages, however grouping individuals based on preferences is a feasible way to structure rewards packages, to meet majority of employee needs (Neinaber & Bussin, 2011). In addition, organisations should look to alternative rewards that are not found to be as costly such as introduction of talent mapping, performance recognition, work-life integration factors to name a few, this looked at as easing the burden for the organisation while taking advantage of the benefits yielded from a retention perspective (Bussin et al., 2016). According Bussin and Toerien (2015) and Schlechter, Thompson and Bussin (2015), turnover levels have been noted to be significantly higher for knowledge workers when compared to other industry workers and that attracting and retaining knowledge workers remains to be a challenge to all organisations. This leads to the notion posed by Toerien (2013), of designing of rewards strategies requiring organisations to better understand their workforce and how best to attract, retain, motivate and reward their employees, in a segmented reward preference approach.

2.9. Summary of literature review

The literature reviewed the challenges in the world we currently work and what organisations face, the challenges that organisations face in the war for talented

resources, economical challenges post the financial crisis and the changing nature of knowledge workers, technological advances that shift the way in which we work, social and societal preferences and influences on business and individuals. These factors combined results in the changes towards today's modern day flexible, collaborative knowledge based work.

Based on the shortage of skilled workers in an increasingly populated country with education system challenges, a shortage of work ready professional exist. The study investigated the nature of these knowledge workers, which resulted in the changing expectations between employer and employee that has impacted the relationship between both employer and employee. It further explores the context of professional services firms, specifically management consulting firms in South Africa. These firms are heavily reliant on knowledge workers within this context, even though very few studies have been conducted within this industry.

Uncovered were the three overarching challenges faced by management consulting firms (1) competition and differentiation, in a low barrier to entry market and a standardisation of service offerings due to the availability of information in the current world, (2) Organisational structures that require adjustment to accommodate the changing environment and to reduce time and effort in on value adding activities, and (3) the ability to be able to manage knowledge within an intangible service lead industry. The industry is also faced with a higher than normal turnover rate and with the number of millennials entering and currently in the workplace, the skills transfer poses certain challenges as well.

In order to better understand these millennials, understanding what they value and look for in the workplace will assist organisations to better compete in this VUCA environment for top talent. Literature found that this generation have unique attitudes, motivations and expectations when compared to their prior generations and also important to note is that these preferences may differ based on different industries, countries, societies and individuals perceptions based on the studies reviewed. The literature reviewed the concept of total rewards through the WorldatWork Total Rewards Model (WorldatWork, 2015), in order to best understand the values and expectations of these young knowledge workers. The model categories the 5 different categories of rewards: compensation, benefits, work-life performance and recognition and development and career opportunities.

Through the use of the aforementioned model the review discussed the different factors that influence employee reward preference differences, there are many studies that found differences in reward preferences based on individuals' demographic variables, psychographic variables and environmental variables. The literature reviewed had indicated varying findings, in some instances contradictory findings on reward preferences, also the differing scenarios of being attracted to an employer (attraction), choosing to stay (retention), motivation and engagement. These findings also provided various views on across studies.

Finally the review looked at the different reward strategies designed as a solution to attract, retain, motivate and engage the workforce through segmented reward strategy targeting techniques. Even though studies agreed that segmentation of a workforce and reward strategy customization per segment are suitable ways to structure rewards, it is often difficult to determine the variables that will appropriately segment the workforce as well as the varying rewards important to each workforce.

Based on the review and current challenges, the next section of this study defines the research questions that this study aims to answer. This will allow for a practical understanding of reward preferences and the impact on attraction, retention, motivation and engagement for both employee and organizational benefits. This could lead to a suitable segmentation method for this millennial cohort. Therefore research in the Management Consulting Services sector, will provide insight in how best to segment and reward a diverse range of employees to reduce turnover. By determining the factors impacting the employees intent to stay, and further research a model can be created for the Management Consulting Services organisations to better manage individual's expectations, provide a competitive offering, drive key behaviours and provide flexible/customized employee value propositions to better retain the skills and attributes the organisations requires to succeed.

3. Chapter Three: Research Questions

3.1. Introduction

It is important for organisations to understand the impact of the ever changing work environment in relation to their employees, in order to remain competitive and employees' employer of choice, in a global workplace, especially in the Management Consulting Services industry, which in general is highly adaptive to change in demands. This research aims to assess the challenges within the generation and sector in structuring rewards to ensure retention of key talent and realise return on investment for these generation Y employees. In addition to understand the reward preferences influencing the attraction, retention, motivation and engagement of the millennial generation.

Themes suggested by literature, based on the analysis of previous studies indicated the gaps which led to the specific questions that will be answered in order to achieve the aim of this research study. The gaps can be summarised as follows:

1. Limited research has been conducted in the management consulting industry in the Human Resource Management field and even less research in this industry is based on understanding of reward preferences.
2. Reward preferences have been found to vary based on different contexts and cross industries or in other instances industry specific, excluding the management consulting industry. It is found that industry may have an influence on the types of rewards preferred by the youth in the South African context.
3. Leading research has focused on engagement as a scenario in isolation however previous studies conducted in South Africa have failed to acknowledge the notion of engaging employees as a variable on its own and often saw it as part of motivation of employees. The updated WorldatWork model has been updated to accommodate the change.
4. Most studies measuring the variables that influence reward preferences across the scenarios (attraction, retention, motivation and engagement) have been found to do so at a categorical level. Additional certain studies have mentioned that results may be questionable due to the fact that measures of

reward preferences are inconsistent since components of reward categories differ.

5. South African studies in this area of rewards and preferences are scarce, and scenarios are not well understood in this context.

The research objective in knowledge in Management Consulting Firms and specific reward preferences for the new millennial generation, their influence of certain demographics in relation to reward and differences in reward preferences when attracting, motivating, engaging and retaining these individuals within the Management consulting industry.

Based on the literature reviewed and issues identified in research in a South African context to address the aim of this study, the need for further investigation is required in the management consulting industry. This steer the research to the questions that follow.

3.2. Research questions

Based on the gaps in knowledge identified based on the literature reviewed, the questions are derived from industry specific reward preferences of young (millennial generation) knowledge workers in the management consulting industry. This leads to the need of exploration of demographic variables that influence the rewards preferred and the rationale behind segmenting the cohort based on the differing demographical variables. The segmentation methods can then be used to develop a model of targeted rewards and circumstantial differences in reward preferences when attracting, retaining, motivating and engaging millennials in the South African management consulting industry.

Research Question 1:

What are the reward preferences of Millennials working in Management consulting firms in South Africa, and do their reward preferences show significant differences as they relate to attraction, retention, motivation and engagement respectively?

Research Question 2:

Which of the demographics play a significant role in determining the different reward preferences for the millennial generation working in management consulting firms in South Africa?

The significance of this study is to inform the Management Consulting Services firms of the factors that influence employees to remain within the organisation, and deter employees to leave.

Research Question 3:

Do the different reward components of the different reward categories show internal consistency, and can findings be aggregated for Millennials' in the management consulting industry in South Africa.?

3.3. Summary of research questions

This study will focus on answering three research questions, as outlined in this section. The next chapter covers the methodology used in order to gather data and answer the research questions that have been put forward.

4. Chapter Four: Research Methodology

4.1. Introduction of the study

The previous section explored the research questions, examined in this research study. This section outlines the proposed research methodology followed in this study. An explanation of the appropriateness of the descriptive and quantitative research approach used to answer the proposed research questions, the methodology followed and reasoning in the manner in which the participants were identified.

Prior research, extensively covered the factors which made up the different reward preferences that would be applicable for the purposed study using the Total Rewards Model (WorldatWork, 2015) framework with which to evaluate the local South African context. This study aimed to accurately examine the reward preferences of millennials in the management consulting services area in relation to attraction, motivation engagement and retention of these the young workers.

4.2. Research Design

This study used a quantitative research approach. Primary data gathering was adopted for the purposed of the research, a questionnaire based on Nienaber et al's. (2011) reward preferences questionnaire (RPQ) and adapted version of this questionnaire be Toerien and Bussin (2015), the questionnaire consisted of four sections, (See Appendix 1- Questionnaire) in order to reach a large portion of the participants in the management consulting industry.

Saunders and Lewis (2012) state that a survey is structured method of collecting information from a large population, this proposed data gathering method is therefore suitable for the research problem; however in order for findings to be accurate and generalisable to the population a minimum response rate is recommended.

A questionnaire used in a study conducted by Bussin and Toerien (2015) was customised to meet the needs of this study, including the updated Total Rewards Model (WorldatWork, 2015). The Questionnaire was structured as follows:

Section 1: Demographic data namely, age, gender, race, tenure, level of education position within the organisation, experience in management consulting industry.

Section 2: Measured the reward preferences based on the six categories identified in the WorldatWork Total Rewards Model (WorldatWork, 2015) that had been further segmented into different reward components, drawing on previous research done by Hlalethoa (2010), Moore & Bussin (2012), Neinarber et al. (2009) and Bussin & Toerien (2015) and on the theory reviewed in Chapter Two's literature review. The aspects of each of the categories are listed in the table below:

Table 1 - Total rewards components

Category	Aspects
Compensation	Fixed pay
	Variable pay (commissions etc.)
	Incentives (bonuses)
	Share options
Benefits	Medical
	Association and memberships
	Leave
	Retirement
Work-Life Effectiveness	Organisational structure and processes
	Tools for the job (systems, technology)
	Access to latest technology
	Work-Life integration and flexible working arrangements
	Office environment (facilities and support)
	Leadership
	Organisational climate and stability
Recognition	Acknowledgement for achieving organisational goals
Performance Management	Correctly measured and rewarded performance
Talent Management	Opportunities for self-directed learning and development
	Having a career path and planning
	Employer-selected training programmes

The study was faced with findings from previous research conducted, where components of these reward categories were numerous, there using the logical reasoning of the literature to measure the factors of attraction, retention, motivation and engagement on a categorical level would be preferred. According to Moore and

Bussin (2012) and Bussin and Toerien (2015) the past studies were perplexed with issues on internal consistency of components and categories, and the focus of the study under investigation primary research question, similarly to Toerien (2013) a balance of component numbers were used and categorised with the feasibility of measuring respondents preference for each component in relation to the four differing scenarios.

A set of questions were used to measure respondent's preferences for the 20 aspects based on a 5 point Likert scale ranging from unimportant to very important. To avoid response bias, questions from the different categories were ordered in a non-sequential manner.

Section 3: Four ranked order scale questions for the verification of responses and the assessment of rewards strategy of the employer and the impact on attracting, motivating, engaging and retaining these employees.

Section 4: Open ended question to understand what other Rewards are important to millennials that have not been considered in the questionnaire.

4.3. Population

According to Suanders and Lewis (2012) a population can be defined as the complete set of group members that the study will focus on. The focus of this study is mainly on currently employed individuals of management consulting firms who were classified as part of the millennial generation.

According to Swart (2010), a consultant is defined as having expertise in one or more specific areas, and is expected to offer unprejudiced opinion and advice for a fee, and the management consulting industry is the practice of, improving organisational performance, through the in depth analysis of existing business problems and the development of strategies to improve organisational performance.

The millennials generation are the youth of today, born between 1980-2000, and is often defined as the 20- year cohort of young people whose "leading edge" members graduated high school in the 2000s (Jurkiewicz & Brown, 1998). The number of management consultants within this age group is unknown, due to a number of reasons, there are no governing bodies or associations within this industry that has readily available information, statistics have little information other than financial

information on some firms but not all, organisations in this industry range from large to small and it is difficult to even predict to list a few therefore the total number of individuals that fall into this population is unknown.

4.4 Research Sampling

Even though management consulting has been around for decades, there is however no formal record of all these companies to date in South Africa. Therefore there is a less likely chance of having a record of all millennials currently employed within this industry, for the purpose of this study non-probability sampling techniques were used. Saunders and Lewis (2012), indicated that there are numerous types of non-probability sampling techniques that are appropriate for selecting a sample when a complete list of the population is unknown. The sample members of this study will be selected using a combination of purposive and snowball sampling methods.

Saunders and Lewis (2012), stated that “purposive sampling is a type of non-probability sampling in which the researcher’s judgement is used to select the sample members based on a range of possible reasons and premises.” This researcher relied on personal relationships of the target population within the management consulting industry, thereafter participants were requested to include other members of their teams or known individuals to complete the questionnaire. Respondents were from seven (7) different consulting companies, a total of 86 responses were received for this study, as the various participants were requested to disseminate the questionnaire to others within the target the researcher was unable to determine the exact number of questionnaires distributed, this is the main reason for the difficulty experienced in determining the response rate, it could be estimated that the questionnaire extended to approximately 140 potential respondents based on the known distribution lists.

Accessibility was a major consideration, the researcher had relationships within a few of the management consulting firms, which provided a route to facilitate participation of the required population.

4.5 Data Collection

Data was collected through the distribution of an electronic version of the questionnaire to all respondents via a registered survey tool called Vovici, a link was

sent from the researchers email address directly to all known participants. In order to achieve the maximum required responses. Participants were asked to send the survey link to other individuals they know that qualify as part of the sample.

A significant challenge in the data collection phase was determining how many responses were required, in order for the sample to be large enough for inferences to be made to the entire population. Bartlett, Kotrik and Higgins (2001), state that a minimum ratio of observations to independent variables should be used to be able to perform multiple regressions (not included in the purpose of this study, but has been considered for future research). The demographic variables amounted to seven (7) as described in section 4.2, with 86 participants therefore maintaining the minimum required 1:10 ratio of independent variables to responses that could be used in regression analysis for future research.

Saunders and Lewis (2012), mention that the when questionnaires are used in research studies, response rates may vary a considerable amount, on average response rates of questionnaires from academic research was 52.7%. Based on the fact that the reach of the questionnaire was unknown, the response rate for this study will not be able to be calculated. A recommended alpha of 0.05 will be used for the purpose of this study. The administering of questionnaires remained open for two weeks in the month of September 2016.

4.6 Data Analysis

Salkind (2010), argued that measurement is fundamental to almost all forms of research. For the purpose of this study, the descriptive statistics gathered will be used to understand the importance of reward preferences on scoring of the different aspects within the categories.

As mentioned in the data collection section the initial section of the survey consisted of seven (7) demographic variables (independent variables), these variables were used to understand the different preferences. It was also discussed that a 10:1 ratio be used as a ratio of observations to the number of independent variables that could provide accurate information on a multiple regression analysis if required (Bartlett, Kotrlik, & Higgins, 2001).

Descriptive statistics (mean and median) were generated to provide an understanding of the reward preferences to respondents on a component level. By doing so, it identified the rewards and their respective categories were favoured by respondents, assisting employers in customising reward strategies. The ranking of these reward preferences are needed to be verified, to determine if differences in medians are statistically significant, once completed the results of the ranking of overall reward preferences are validated.

De Winter and Dodou (2010), explained that when using a 5 point Likert type ratings scale, non-parametric methods should be used to increase reliability (de Winter & Dodou, 2010). Non-parametric methods were used to analyse the data in this study, due to the fact that they data was classified as ordinal type data and was deemed likely to violate the normal distribution.

According to Weiers (2011), the Wilcoxon signed rank test should be used for paired samples where a correlation between medians of two dependant variables are required. For the purpose of this study the following will be conducted, on the differences between reward components' median ratings a pair-wise Wilcoxon sign ranked test is used for all pairs of reward preferences, this proves whether or not medians were statistically significantly different. This validated and indicated the importance of the different reward preferences based on descriptive statistics.

To answer the questions raised in this study the data was required to be questioned in comparison for variances based on demographic variables. When conducting analysis of variance (ANOVA), a single dependant variable was used (rewards component to the respondent – independent variable on dependant variable). In ANOVA, there are different effects of variables on the dependant variable (Weiers, 2011). For the different scenarios presented the indication of preference of rewards when employers are looking to attract, motivate, engage and retain the young workforce.

General descriptive statistics and histograms were generated for responses based on the independent variables of interest. It was determined that the distribution violated the assumption of normality, and the dependant variable data gathered was of ordinal and rank order in nature.

The research propositions raised in this study were primarily concerned with evaluating one factor at a time to determine its effects on the variance of millennial reward preferences. ANOVA was conducted on one factor at a time. A statistical package was used to perform grouped sets of Kruskal-Wallis tests, using each of the demographics in turn as independent variables, and the level of importance assigned to reward preferences of respondents as dependant variables, to confirm differences between reward preferences of different demographic groups. This analysis is sound and tested by prior research such as Toerien and Bussin (2013).

In each of the four scenarios presented, the top ten preferred components were ranked by respondents, this data was coded into ranked scores. Where a component was ranked first a score of 10 was allocated ending in a component being ranked 10th with a score of 1, those components that were unranked were given a score of 0. Descriptive statistics were run on these four scenarios to determine the popularity of the reward components, and allow for comparison between the components and differences between the scenarios.

In order to identify where statistically significant reward preferences might exist across the four scenarios and across all rewards components, an ANOVA was required, where each scenario being the dependant sample, as rated by respondents. Weiers (2011), stated that the Friedman test is the non-parametric test equivalent for testing variance of ordinal data. In the case of variances in the Friedman ANOVA, the reward component was tested with Kruskal-Wallis test across the four scenarios, to determine if variance was statistically significant.

Lastly section 4 of the questionnaire gathered descriptive data that in the form of open ended questions, these questions were interpreted and key themes were extrapolated and listed for the purpose of the study, to gain insight on other reward offered by the management consulting industry that have not been accounted for in the WorldsatWork Total Rewards Model.

4.7 Research methodology limitations

It is noted that the proposed research methodology has some key limitations linked to the scope of the study. Firstly the sampling method used was not able to guarantee adequate representation of all demographics intended to be measured and compared.

Secondly due to the fact that the sample of participants are mainly from a single firm, may not have a fair representation of reward preferences applicable to all Millennial across all management consulting firms in South Africa.

Thirdly based on the structure of the questions in the questionnaire, the research introduced inherent response bias by providing the rank order options for reward preferences, which could result in different responses depending on the way the question is asked (Giancola, 2012).

Lastly, this research does not explore the and causal relationship in differing reward preferences, and only reviewed participants reward preferences in relation to attraction, retention, motivation and engagement. Therefore not having rationalising reward preferences across different contexts and demographics were not evaluated.

4.8. Conclusion

This research methodology outlined above describe the methods and rationalisation to the analysis conducted for the purpose of this research study, to answer the questions proposed in Chapter Three. The next chapter exhibits the results of the data gathered.

5. Chapter Five: Research Results

5.1. Introduction

In Chapter Four, a full description of the research design and method followed was provided, this was also provided in relation to the research questions outlined in Chapter Three. This chapter exhibits the findings from the data and the analysis described in the research methodology. The layout of the chapter is as follows:

- 5.2. Description of the sample
- 5.3. Results of reward preferences ratings
- 5.4. Rank-order results in attraction, retention, motivation and engagement scenarios
- 5.5. Results of reward category, internal consistency testing
- 5.6. Findings from explorative questions on reward preferences omitted.

5.2. Description of the Sample

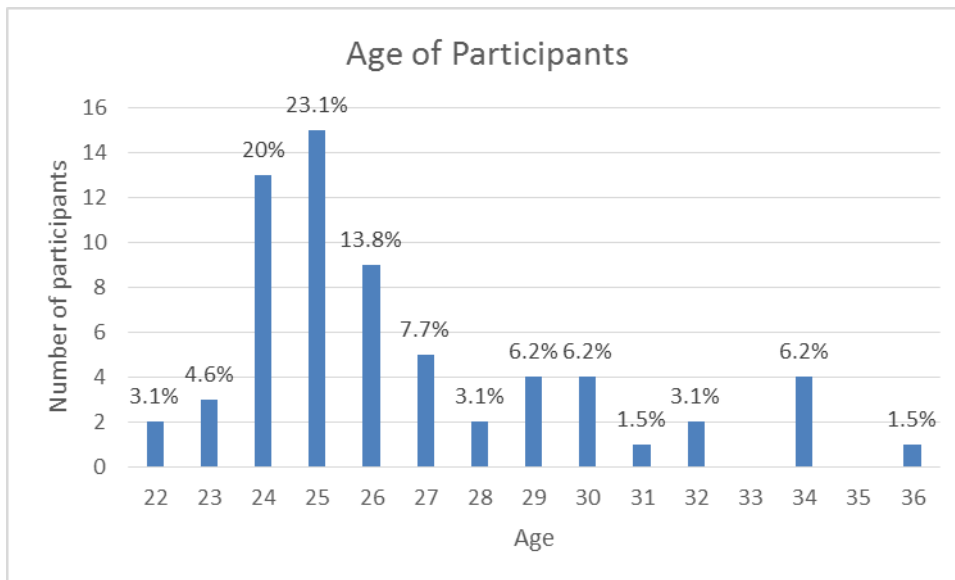
The survey was estimated to have been distributed to an estimated 150 potential respondents, with 86 returned questionnaires. Of which 21 were incomplete or unusable, providing 65 usable responses. This signified an estimated response rate of approximately 43.3%.

The Demographic information provided for the sample is as follows based on the responses.

- Age (in Years and Months)
- Gender (Male of Female)
- Race (Black African, White, Coloured, Indian and Asian)
- Tenure (Years and Months)
- Highest level of education (high school, Diploma, Bachelors degree, Honours degree, Masters degree, Doctoral degree, other)
- Role in organisation (Associate, Senior Associate, junior Manager, Middle Manager, Senior Manager, Director/ Partner)
- Length of service in Management consulting (Year and Months)

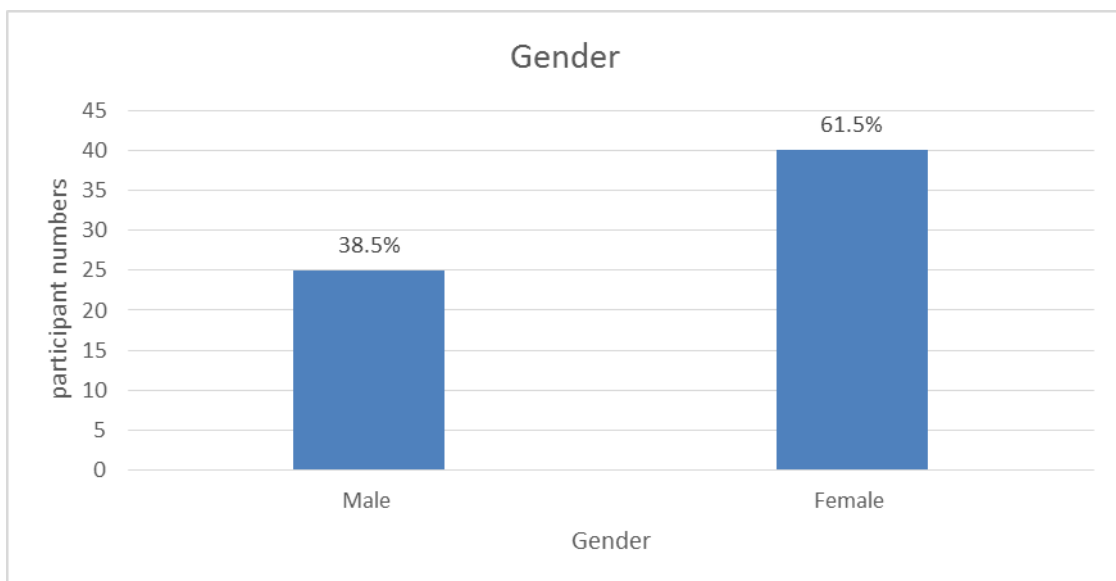
The age of respondents were between 18 and 36 years old, given that the study is aimed at millennials the appropriate age group is that of individuals born between 1980 and 2000. Figure 3 below indicates the age frequency distribution of respondents. It can be seen that majority of respondents were between the ages of 24-27 years old. A total of 10 participants were reported to have been 30 and older.

Figure 3 - Frequency distribution of age



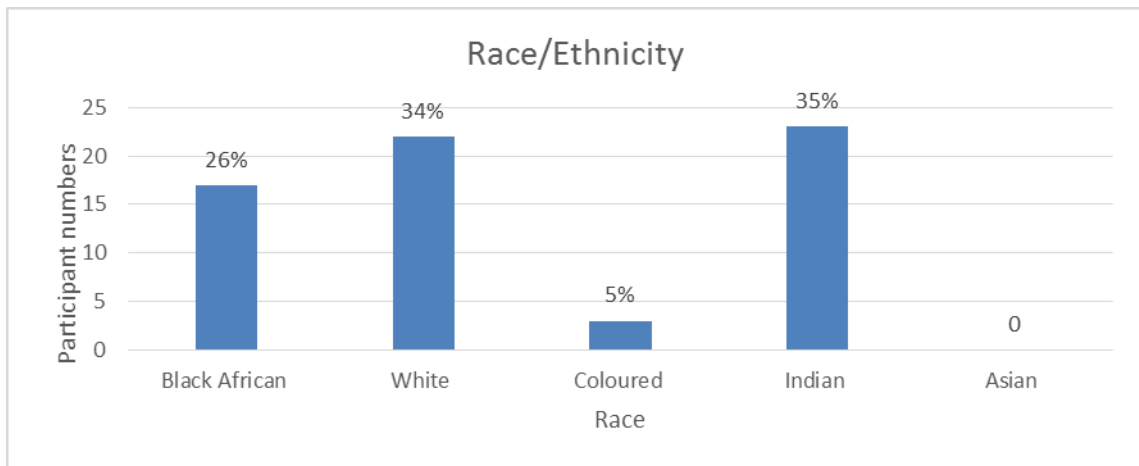
About bulk of the respondents (61.5%) were female whilst 38.5% were male. Figure 4 illustrates the frequency distribution of respondents' gender.

Figure 4 - Frequency distribution of gender



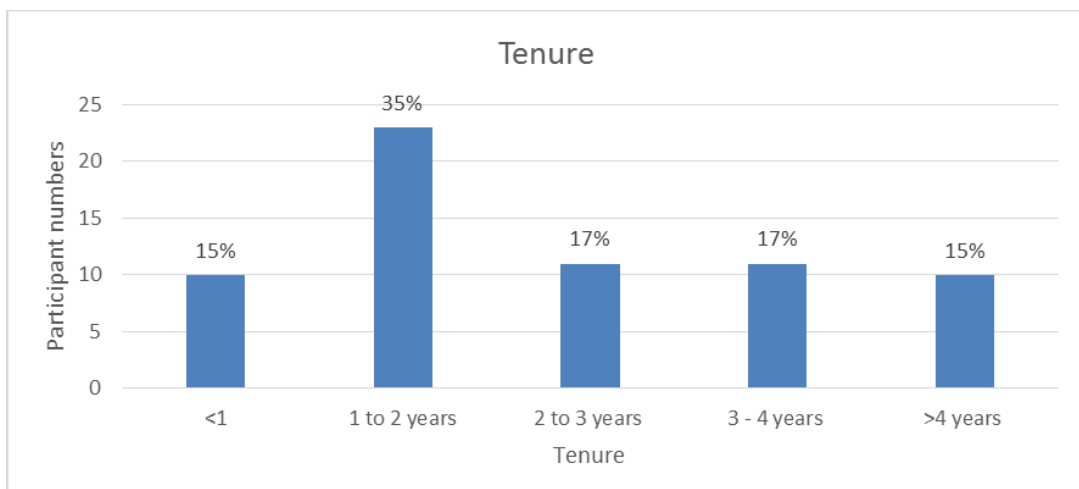
The ethnic background (or race) of respondents varied across White (34%), Black (26%), Indian (35%) and Coloured (5%), with no Asian respondents. Figure 5 indicates the frequency distribution of respondents' ethnicity.

Figure 5 - Frequency distribution of ethnicity



Tenure of participants vary from less than a year to 8 years indicating some participants would have started out at a management consulting firm straight out of university and remained there for seven (7) years, bringing them to their higher end of the millennial generation. Figure 6 illustrates the frequency distribution of respondents' tenure, which was distributed as follows: 15% of the sample of employees have been with their current employer for less than a year, majority reported (35%) that they have been with their current organisation between one to two years and 17% of participants have been with their employer for two to three years, as well as three to four years, 15% of respondents have reported to be with their current employer for over four years.

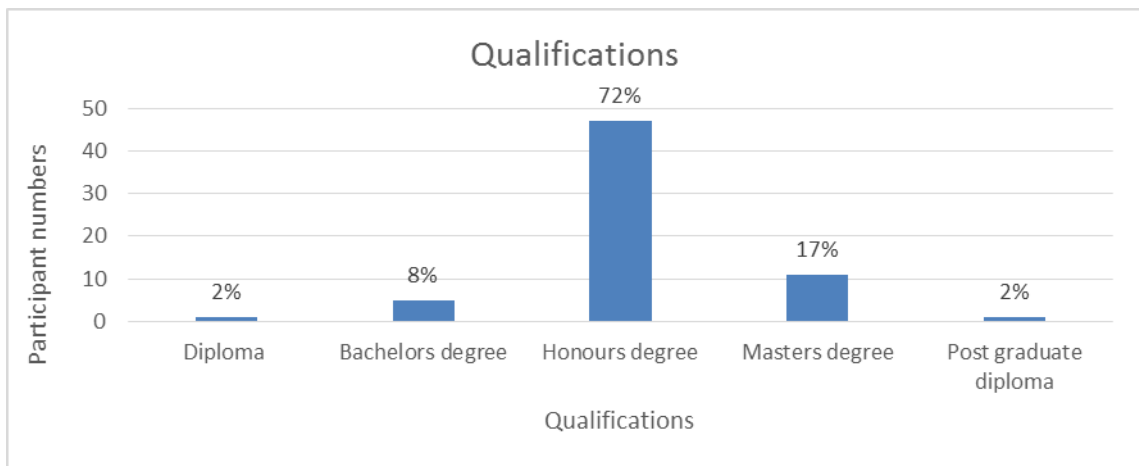
Figure 6 - Frequency distribution of tenure



Respondents were requested to complete their qualification levels based on the following options: No tertiary education, diploma, bachelor's degree, honours degree, master's degree, and doctoral degree and if other they were requested to report what the qualification was.

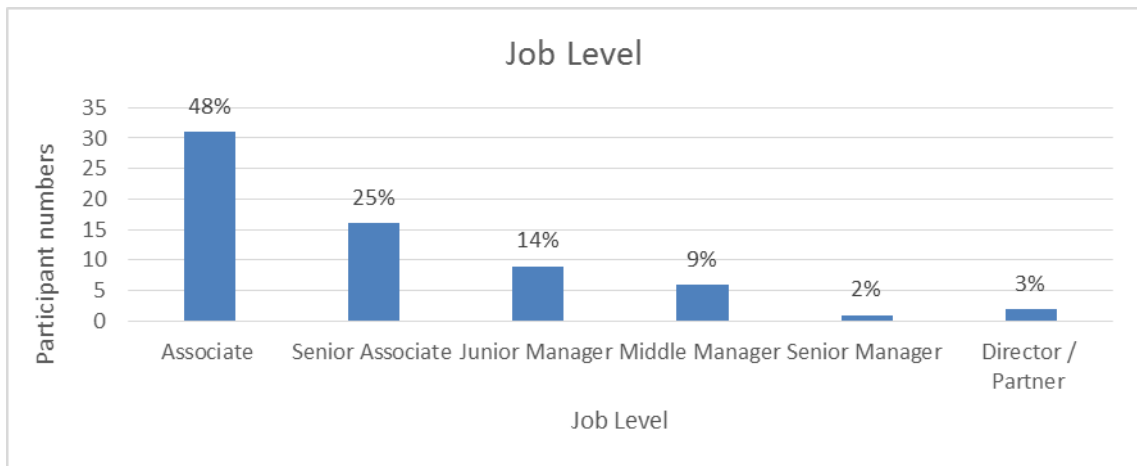
Figure 7 shows the frequency distribution of respondents' highest level of education. There were no respondents with no post-secondary school education, or a doctoral degree. There was one respondent with a post graduate diploma and one student with a diploma, the majority of the respondents were reported to have an honours degree (72%) as their highest level of education, with eight percent (8%) obtaining a bachelor's degree and seventeen percent (17%) with a master's degree.

Figure 7 - Frequency distribution of qualifications



The job roles were identified in accordance to industry norms and grouped by the main job titles represented by the respondents, and are as follows: associate, senior associate, junior manager, middle manager, senior manager and director / partner. Figure 8 illustrates the distribution of respondents' job level, and number of respondents in each of the roles.

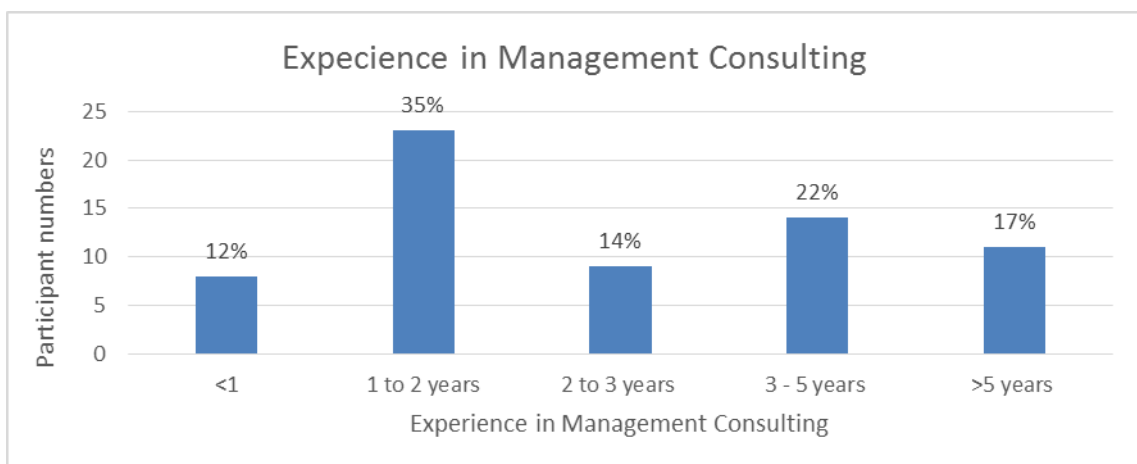
Figure 8 -Frequency distribution of job level



The highest level of job roles was associates and senior associates accounting for over half (73%) of the respondents. With it being tapered off at more senior levels.

The research also found that experience in the consulting industry for these participants is interesting to review. These participants indicate 12% have been employed in this industry for less than a year, with 35% being employed between one and two years 14% between two and three years 22% between three to five years and 17% for longer than five years.

Figure 9 -Frequency distribution of management consulting experience



When compared to the tenure of the respondents in their current organisations, it can be seen that many of these respondents move from one consultancy to the next once experience is gained. Whereas the younger newer in-experienced employees tend to remain in their first 2 years of employment.

5.3. Reward preference ratings

5.3.1. Breakdown of reward preferences

Each participants was requested to rate the twenty (20) different rewards based on their personal preference on a five point Likert scale. The measure of these rewards were conducted based on mean and median scores and grouped according to the six (6) different components of the Total Rewards Model (WorlatWork, 2015). The table below indicates the statements posed and the categorisation and naming conventions used for basic reward preferences.

Table 2 - Categorisation of basic reward preferences

Statement in Questionnaire	Reward component	Category
Having access to the best Medical aid benefits is:	Medical	Benefits
My guaranteed or fixed salary is:	Fixed pay	Compensation
Being given shares or share options in my company is:	Shares	Compensation
Payment in commission (or variable pay) is:	Variable pay	Compensation
Incentives like annual bonuses linked to my performance is:	Incentives	Compensation
The provision of retirement benefit such as provident or pension fund is:	Retirement benefit	Benefits
Work-life balance and having flexible working arrangements are:	Work life integration & flexible working arrangements	Work-Life effectiveness
The tools and systems I use to perform my job are:	Tools for the job	Work-Life effectiveness
Being sent on training determined by my employer is:	Training from employer	Talent management
The office environment (facilities, support, decor, etc.) is:	Office environment	Work-Life effectiveness
Having opportunities for learning and development which is based on my personal aspirations and career development goals is:	Self-directed learning and development	Talent management
The quality of leadership of the company I work for is:	Leadership	Work-Life effectiveness
Feeling that my performance is being correctly measured for my job role, and that it is aligned with the organisation's goals is:	Correctly measured performance	Performance management
Receiving acknowledgement or recognition for achieving the company's goals is:	Acknowledgement and recognition	Recognition
Having a clear career plan set out for me, and management's interest in actively planning my career development is:	Clear career path	Talent management
The climate and stability in the company - such as rate of change in the organisation I experience are:	Organisational climate and stability	Work-Life effectiveness
Having access to the latest technology in the workplace is:	Access to the latest technology	Work-Life effectiveness
The way our company and management are structured and the process I use to perform my job are:	Organisational structure and processes	Work-Life effectiveness
The amount of leave and time off I am given is:	Leave benefits	Benefits
The associations and memberships the company offers:	Associations & memberships	Benefits

A summary of the measures relating to the reward components can be seen in Table 3 below.

Table 3 - Overall reward preferences sorted by median and mean

Category	Mean	Median
Fixed pay	4.831	5
Work life integration & flexible working arrangements	4.769	5
Leadership	4.723	5
Incentives	4.662	5
Correctly measured performance	4.662	5
Self-directed learning and development	4.615	5
Acknowledgement and recognition	4.554	5
Retirement benefit	4.523	5
Clear career path	4.323	4
Tools for the job	4.308	5
Leave benefits	4.292	4
Medical	4.262	4
Training from employer	4.123	4
Access to the latest technology	4.108	4
Organisational climate and stability	4.077	4
Organisational structure and processes	3.985	4
Office environment	3.954	4
Associations & memberships	3.569	3
Shares	3.154	3
Variable pay	2.646	3

The data in Table 3 depicts that favoured rewards measured very similarly for all respondents. Depending on whether rating data on individual Likert scale items are considered ordinal or interval data types, both measures of central tendency (mean and median, shown above) show the same reward preferences.

The first ten (10) items in the table barring a clear career path was found to relate directly to the rating of very important. Further the next eight (8) items including clear career paths seem to correspond to the rating of important. The remaining three (3) items showed a median corresponding to that of a moderately important rating. No components indicated that they were considered of little importance or of no importance by the sample in totality.

Due to the fact that the information required analysis to determine the difference in ranking of different reward categories, a Wilcoxon Sign ranked test was performed based on the matched pairs of each category, which showed some significant differences as seen in Appendix 2 – Results from Wilcoxon Matched Pairs Test: Non-Parametric Analysis. Respondents were asked to consider these items in relation to

one another when ranking the importance of these rewards. The results show that there are significant differences which support that the rankings are ordered correctly. For example Fixed pay (Item 1) was shown to be statistically more important than retirement benefit (Item 8), therefore reconfirming the rankings based on accuracy.

5.3.2. Demographics and reward preferences

The influence of the demographics on overall reward preference ratings was measured using the Kruskal-Wallis ANOVA allowing a comparison of more than one independent variable, in this case the demographic aspects gathered from respondents. The results of these tests per demographic variable in the form of p-values, are depicted in Table 5.3. The highlights values indicate the differences were significant.

The results for all the test run have been summarized in Table 5.3. Where there were significant differences for the different groupings, the differences have been highlighted in the table. These scores indicate that there are significant differences for example the different groupings of job grade for their preferences towards having a career path and plan as well as the aspect of rewards related to employer selected training programs.

Table 4 - Summary of reward preferences according to demographic variables

Reward Category	Reward item	Age	Gender	Race	Tenure	Qualification	Job grade	Experience in Management Consulting
Compensation	Fixed pay	0.300	0.876	0.143	0.830	0.845	0.806	0.610
	Variable pay (commissions etc.)	0.950	0.927	0.037	0.465	0.417	0.196	0.343
	Incentives (bonuses)	0.750	0.523	0.162	0.510	0.295	0.786	0.516
	Share options	0.108	0.983	0.020	0.612	0.279	0.061	0.442
Benefits	Medical	0.341	0.035	0.356	0.891	0.307	0.611	0.693
	Association and memberships	0.172	0.559	0.304	0.686	0.654	0.334	0.496
	Leave	0.023	0.433	0.253	0.270	0.323	0.081	0.029
	Retirement	0.277	0.226	0.554	0.637	0.131	0.235	0.835
Work-Life Effectiveness	Organisational structure and processes	0.129	0.320	0.187	0.544	0.196	0.304	0.188
	Tools for the job (systems, technology)	0.676	0.824	0.483	0.727	0.606	0.711	0.272
	Access to latest technology	0.124	0.725	0.895	0.195	0.630	0.410	0.044
	Work-Life integration and flexible working arrangements	0.299	0.650	0.414	0.477	0.402	0.422	0.258
	Office environment (facilities and support)	0.146	0.062	0.299	0.465	0.325	0.096	0.085
	Leadership	0.839	0.387	0.798	0.796	0.336	0.745	0.349
	Organisational climate and stability	0.231	0.920	0.402	0.833	0.328	0.284	0.149
Recognition	Acknowledgement for achieving organisational goals	0.480	0.522	0.996	0.046	0.739	0.448	0.024
Performance Management	Correctly measured and rewarded performance	0.121	0.274	0.644	0.739	0.878	0.225	0.479
Talent Management	Opportunities for self-directed learning and development	0.064	0.547	0.208	0.093	0.161	0.215	0.028
	Having a career path and planning	0.003	0.712	0.152	0.389	0.282	0.025	0.024
	Employer-selected training programmes	0.271	0.902	0.336	0.361	0.921	0.032	0.386

Table 4 indicates there are differences of reward preferences and indicated some differences between groupings and these rewards. This table does not indicate what the differences are and therefore further enquiry and analysis is required. In order to investigate the nature of the differences the mean ranks of each of the variables found to have significant differences will be explored.

For the three different age segments identified within the millennial generation it has been identified that there is a significant difference between participants between the ages of 22-24 year, 25-29 years and 30 – 36 years and having a clear career path and plan.

Table 5 -Summary of different reward preferences based on age

Mean rank of different components			
	24 and younger	25 - 29 years	30 and older
Having a career path and planning	44.03	30.57	23.54

When looking at the mean ranks of the differing age groups it is clear that younger respondents assigned a higher mean rank to having a career path and plan.

The demographic variable gender showed a significant difference for medical benefits. A summary of findings for this component can be found in Table 6.

Table 6 - Summary of different reward preferences based on gender

Mean rank of different components		
	Male	Female
Medical benefits	27.24	36.60

A comparison of mean ranks indicate that female respondents on average ranked medical benefits higher than that of their male counterparts.

The results showed significant differences for the demographic of race and two reward components, namely variable pay and share options. Table 7 illustrates the differences between these race groups and variables.

Table 7 - Summary of different reward preferences based on race

	Mean rank of different components			
	Black	White	Coloured	Indian
Variable pay	35.68	28.11	59.67	32.22
Share options	43.03	28.36	46.83	28.22

A comparison of mean ranks assigned by the respondents indicated differing levels of preference of these two components, with White respondents showing the lowest preference for variable pay, followed by Indians and then Black and Coloured ranking these variables higher. When looking at share options Coloured respondents scored the highest followed by Black and with Whites and Indians scoring the lowest, however scores for preferences were not very different between Whites and Indians on these two components according to the mean scores.

The results show that the demographic variable tenure and the acknowledgement of achieving organisational goals is seen to have significant differences. The mean rank scores for this variable and the reward preference can be seen in Table 8 below.

Table 8 - Summary of different reward preferences based on tenure

	Mean rank of different components				
	< 1 year	1- 2 years	2-3 years	3-4 years	>4 years
Acknowledgement of achieving organisational goals	31.90	38.76	37.05	21.73	28.80

The duration of respondents employment with their current employer does not show any clear trend however does indicate that individuals who have been in employ for one to two years scored the highest closely followed by those working for two to three years. Participants working for their current employer for three to four years have the lowest mean rank score.

It was found that education level of participants in the study had not indicated and significant differences of reward preferences when comparing their highest level of education.

The table below shows the differences in mean rank scores of reward preferences based on the participant's job level demography.

Table 9 -Summary of different reward preferences based on job level

	Mean rank of different components					
	Associate	Senior Associate	Junior Manager	Middle Manager	Senior Manager	Partner/Director
Having a career path and planning	39.08	31.31	17.39	28.50	49.50	27.75
Employer-selected training programmes	38.61	32.31	31.78	16.75	27.50	8.50

The job level of respondents was found to have significant influence on their preference for component variables of having a career path and plan as well as employer selected training programmes. The results from the Kurskal-Wallis mean rank scores for the different levels within management consulting found that senior management found it most preferable to have a clear career path and plan, followed by the most junior of associates, then Senior associates and there after Partners and then Junior management. With regards to the significant differences noted by the test for job level and employer selected training programmes it can be seen that the order of highest mean scores are as follows: Associate, Senior associate, Junior manager, Senior Manager, Middle manager and lastly Partner/director.

Length of service in the management consulting industry was found to have significant influence of respondent's preference for leave benefits, access to technology, clear career path and plan, acknowledgement of achieving organisational goals and Self-directed learning and development.

Table 10 -Summary of different reward preferences based on experience in management consulting

	Mean rank of different components				
	<1 year	1-2 years	2-3 years	3-5 years	>5 years
Having a career path and planning	31.75	39.24	37.28	31.96	18.68
Leave benefits	28.44	40.35	35.17	32.00	20.45
Acknowledgement of achieving organisational goals	28.50	40.11	38.61	24.61	27.50
Access to the latest technology	25.13	37.72	43.39	24.21	31.55
Self-directed training programmes	25.75	39.96	37.11	29.93	24.27

Respondents working in the management consulting industry between one to two years, showed a significant preferences when compared to the other groups for having a career path and plan, having good leave benefits, acknowledgement of achieving organisational goals as well as self- directed training activities. Participants working in the industry for two to three years seem to have scored access to the

latest technology as most important. The component of having a clear career path and plan, when compared to other respondents, of whom partners and directors having scores the least for this aspect. The component of Leave benefits was found least favourable by partners and directors. Respondents in the management consulting agency with experience of 3-5 years scored access to technology as the lowest ranked mean, and also scored acknowledgement of achieving organisational goals as the least preferred.

5.4. Reward preferences in attraction, retention, motivation and engagement

Partial rank order questions were used to measure respondent's preferences for different types of rewards in each of the four scenarios (attraction, retention, motivation and engagement), out of the 20 reward components participants were requested to select their top ten preferences for each of the scenarios. Rank preference scores were calculated on the ranking allocated by each respondent as follows: first reward selected got a score of 10 points, 2nd a score of 9 points 3rd a score of 8 points... up until rewards that we ranked 10 got a score of 1, for the components not selected a score of 0 was allocated.

5.4.1. Reward preferences breakdown for attraction, retention, motivation and engagement.

Respondents showed the same top three preferences for all four scenarios (attraction, retention, motivation and engagement), these components are fixed pay, Incentives work-life integration and working arrangements. Note that these components vary in rank f top 3 positions across the different scenarios, for example fixed pay is seen as the strongest variable in attracting individuals whereas Incentives are considered the variable to motivate individuals. The components of quality leadership and correctly rewarded performance showed important across the scenarios ranking in top seven categories chosen.

It is also important to note that for the four different scenarios shares and variable pay have been scored the lowest out of all the reward categories. Table 11 below depicts a summary of mean and median (mean rank – as explained used for ordinal non-parametric data) scores of all components in the attraction scenario.

Table 11 -Summary of ranked reward preference scores for attraction

Attraction		
Variable	Mean	Median
Fixed pay	8.615	10
Incentives	6.169	7
Work life integration & flexible working arrangements	5.138	6
Correctly measured performance	3.200	3
Leave benefits	3.538	3
Leadership	3.062	2
Self-directed learning and development	2.785	2
Clear career path	3.292	2
Medical	3.308	2
Organisational climate and stability	2.308	1
Acknowledgement and recognition	1.431	0
Retirement benefit	1.738	0
Tools for the job	1.554	0
Training from employer	1.308	0
Access to the latest technology	1.092	0
Organisational structure and processes	1.769	0
Office environment	1.446	0
Associations & memberships	0.800	0
Shares	1.677	0
Variable pay	0.769	0

The shaded components in the table above are those reward components preferred by participants of the study, those below the line are of less importance to the participants when considering a new employer.

Participants reported that when considering the scenario related to retention, similar reward components to that if attraction were considered important, however in a different sequential order. In the retention scenario when compared to the attraction scenario shows that individuals ranked career pathing more valuable for remaining to stay with and employer than when determining to move to a new employer.

The summary of mean and median ranked scores for the scenario related to retention can be seen in Table 5.10. The shaded components in the table are those reward components preferred by participants of the study, those below the line are of less importance to the participants when considering to remain with the current employer.

Table 12 - Summary of ranked reward preference scores for retention

Retention		
Variable	Mean	Median
Fixed pay	7.646	10
Incentives	5.600	7
Work life integration & flexible working arrangements	5.185	5
Correctly measured performance	4.354	4
Clear career path	4.123	4
Leave benefits	3.600	4
Leadership	3.338	2
Medical	3.385	2
Self-directed learning and development	2.646	1
Acknowledgement and recognition	2.046	0
Retirement benefit	1.554	0
Tools for the job	1.569	0
Training from employer	1.400	0
Access to the latest technology	1.600	0
Organisational climate and stability	2.046	0
Organisational structure and processes	1.262	0
Office environment	1.308	0
Associations & memberships	0.308	0
Shares	0.985	0
Variable pay	1.046	0

In the scenario determining reward component influence on motivation, showed similar preferences for the components of work-life integration, fixed pay and incentives and bonuses, in addition respondents indicated a preferences for categories of performance management, recognition as well as work-life effectiveness. Components of quality of leadership, and fair and transparent performance management categories were feature prominently when compared to work life effectiveness and fixed pay. Also noted is that office environment, tools for the job and organisational climate and stability have been ranked more important than in the attraction and retention scenario.

Table 13 shows the summary of ranked reward preference scores of the respondents for the scenario related to motivation.

Table 13 -Summary of ranked reward preference scores for motivation

Motivation		
Variable	Mean	Median
Incentives	5.492	7
Fixed pay	5.154	5
Work life integration & flexible working arrangements	5.277	5
Leadership	4.369	5
Correctly measured performance	4.477	5
Acknowledgement and recognition	3.569	3
Clear career path	3.785	3
Self-directed learning and development	2.754	2
Office environment	2.892	2
Tools for the job	2.862	1
Organisational climate and stability	2.369	1
Retirement benefit	0.477	0
Leave benefits	2.631	0
Medical	1.369	0
Training from employer	0.985	0
Access to the latest technology	2.231	0
Organisational structure and processes	2.400	0
Associations & memberships	0.831	0
Shares	0.662	0
Variable pay	0.415	0

The last scenario evaluated was that of employee engagement, data supports that the participants reward preferences based on ranking is similar to that of the other three scenarios and place emphasis on fixed pay, followed by work-life integration, incentives and leadership components. It is important to note that organisational climate and stability has been indicated to be more important for employee engagement. Also noteworthy is self-directed learning across all scenarios have been ranked as one of the top 10 components.

A summary of mean and median rank scores for reward components in the engagement scenario, with the most important components shaded and the less important components indicated below the line in the table.

Table 14 -Summary of ranked reward preference scores for engagement

Engagement		
Variable	Mean	Median
Fixed pay	5.585	7
Work life integration & flexible working arrangements	5.462	6
Incentives	5.231	6
Leadership	3.985	4
Correctly measured performance	4.015	4
Self-directed learning and development	3.292	3
Acknowledgement and recognition	3.108	3
Clear career path	2.908	2
Organisational climate and stability	2.831	2
Leave benefits	2.831	1
Office environment	2.138	1
Retirement benefit	1.262	0
Tools for the job	2.492	0
Medical	2.231	0
Training from employer	1.092	0
Access to the latest technology	1.708	0
Organisational structure and processes	1.877	0
Associations & memberships	0.662	0
Shares	1.108	0
Variable pay	1.185	0

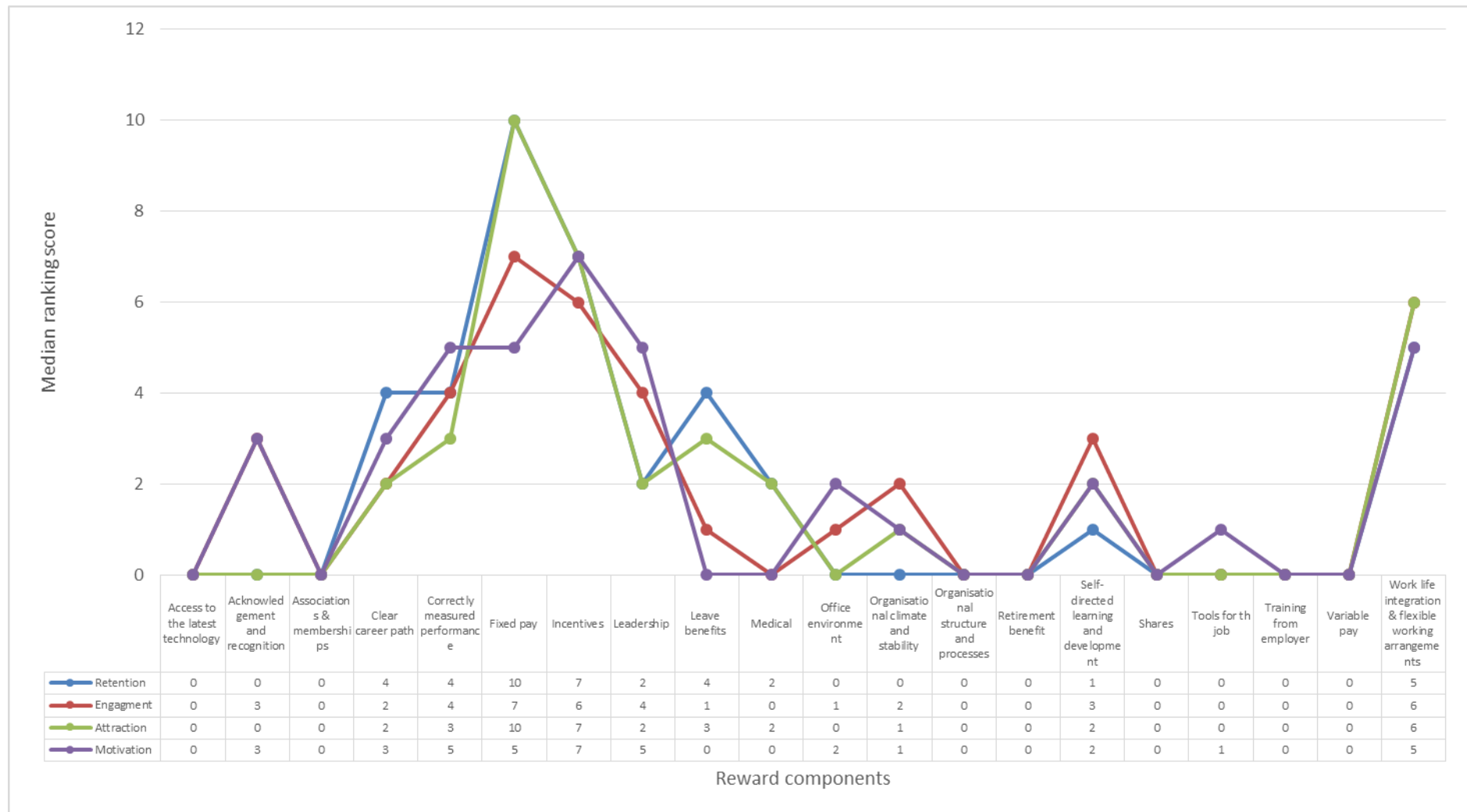
5.4.2. Differences between the four scenarios

Respondents' rankings depicted many significant differences and similarities across the different reward components in the four scenarios (attract, retain, motivate and engage. To better depict the noteworthy differences the graphical representation on the next page shows the median ranked scores for all the reward components across all four scenarios.

The graph can be read according to the median (mean ranked) scores on the y-axis and the twenty (20) different reward components on the x-axis. The table below the graph numerically represents the summary of median scores for ease of reference when there is the same score for the reward component for differing scenarios.

For example the graph shows that acknowledgement and recognition had a mean ranking of three from both motivation and engagement, however had a less than significant ranking for attraction and retention.

Figure 10 - Preferences for the four different scenarios



The comparison in Figure 10 showed that access to the latest technology, associations and memberships, organisational structure and processes, retirement benefit, shares, training from employer and variable pay all received low ranking with similar median rank scores across all four scenarios.

The mean rank score for acknowledgement and recognition shows equal median rank scores for engagement and motivation, but shown to be less important for attraction and retention.

The clear career paths component was found to have the lowest median rank score for engagement and attraction, with a slightly higher score for motivation and the highest score for retention.

The correctly measured performance measurement component was ranked from lowest to highest as follows, attraction, engagement and retention with the same median score and then motivation.

The component of fixed pay was ranked the highest for retention, engagement and attraction but only ranked second highest overall score for motivation.

The incentives component of total rewards were scored relatively high, when compared to the other components for motivation, retention and attraction and a little less for engagement.

The leadership component was high scoring for motivating employees, little lower median was given for engaging and lower for retention and attraction.

Leave benefits were deemed important for the retaining scenario, less for attracting and even less for engagement and motivation respectively.

Medical benefits scored equally for retention and attraction and were seen as less important for engagement and motivation.

The office environment component was seen to be important for motivation and engagement and less so for retention and attraction.

When looking at the organisational climate and stability component respondents indicated that it is relatively more important for engagement and a little less for motivation and attraction (same scores) and is even less important for retention.

Self-directed learning component was deemed to be ranked higher for motivation in comparison to retention and attraction, but even higher for engagement.

The component related to adequacy of tools for the job was noted to be more important to motivation when compared to the rest if the scores for the other three scenarios.

Lastly when looking at the work life integration variable engagement and attraction scored them higher than that of retention and motivation.

The table below summarises the results from the Friedman non-parametric test that were run to determine the ANOVA of the differences between each reward component and that of the scores in each of the four scenarios. The rows highlighted in the table below indicate the significant in these categories of reward preferences.

Table 15 - Summary of Friedman ANOVA results

Reward component	Category	Friedman ANOVA p-value
Medical	Benefits	0.000
Retirement benefit	Benefits	0.003
Leave benefits	Benefits	0.388
Associations & memberships	Benefits	0.397
Fixed pay	Compensation	0.000
Shares	Compensation	0.009
Variable pay	Compensation	0.419
Incentives	Compensation	0.855
Correctly measured performance	Performance management	0.007
Acknowledgement and recognition	Recognition	0.000
Training from employer	Talent management	0.682
Self-directed learning and development	Talent management	0.625
Clear career path	Talent management	0.073
Work life integration & flexible working arrangements	Work-Life effectiveness	0.672
Tools for the job	Work-Life effectiveness	0.000
Office environment	Work-Life effectiveness	0.000
Leadership	Work-Life effectiveness	0.018
Organisational climate and stability	Work-Life effectiveness	0.439
Access to the latest technology	Work-Life effectiveness	0.011
Organisational structure and processes	Work-Life effectiveness	0.066

5.5. Results of reward category, internal consistency testing

In order to test for internal consistency of the different reward categories, Cronbach's alpha test was run to determine whether the category components are related. The

data used for this was that of the Likert scale data obtained from respondents. Table 16 below illustrates the findings from the tests run.

Table 16 - Summary for findings for internal consistency testing on reward component ratings

Category	Aspects	Cronbach's alpha
Compensation	Fixed pay	0.32
	Variable pay (commissions etc.)	
	Incentives (bonuses)	
	Share options	
Benefits	Medical	0.574
	Association and memberships	
	Leave	
	Retirement	
Work-Life Effectiveness	Organisational structure and processes	0.763
	Tools for the job (systems, technology)	
	Access to latest technology	
	Work-Life integration and flexible working arrangements	
	Office environment (facilities and support)	
	Leadership	
	Organisational climate and stability	
Recognition	Acknowledgement for achieving organisational goals	0.703
Performance Management	Correctly measured and rewarded performance	
Talent Management	Opportunities for self-directed learning and development	0.493
	Having a career path and planning	
	Employer-selected training programmes	

The results of the tests run indicate that there is internal inconsistency for the reward categories mentioned above, there is a lack of evidence that these components can be summated and analysed together. Therefore this would not be feasible for the purpose of this study.

5.6. Findings from explorative questions on reward preferences

Participants identified additional leave benefits are a must in south Africa, for religious leave, additional leave days, leave structures to reward long service, qualification based remuneration structures, transformation interventions, CSR initiatives, secondment opportunities, life support services and opportunities to further studies.

Respondents identify additional reward preferences that they thought was important for the four difference scenarios, these are tabulated below, the information received was categorised into key themes not previously mentioned in the study.

Table 17 - Summary for open ended questions for additional rewards of attraction, motivation, engagement and retention

Retention	Attraction	Motivation	Engagement
<ul style="list-style-type: none"> Personnel development in the form of further study options. International assignment opportunities Global collaboration opportunities 	<ul style="list-style-type: none"> Long term incentives and retention program related rewards Signing bonuses, assisting in moving cities etc. Opportunities to travel and secondment opportunities. Global reach of organisation for learning and networking purposes On the job experience and learning 	<ul style="list-style-type: none"> Non-discrimination in the workplace Funding for further education Project variety Global secondment 	<ul style="list-style-type: none"> Small rewards and recognition initiatives Community work Comrade within the organisation Support for further studies

5.7. Summary for results

The results found through the analysis of this study on overall preferences of individual reward components based on the median rank of rewards, showed that there were overall three classifications (namely Very important, Important and Moderately important over the twenty reward components. Further analysis found that overall rank of individual components deemed accurate.

The analysis on demographics and indicated the statistical significance and existence of some variance in respondents median ratings of certain reward components based on the information obtaining from the Likert scale question.

When looking at the results of the four different scenarios ranked order data, it was found that there are statistically differences in rank scores for most of the reward components across the four scenarios.

The analysis of internal consistency of the reward components within their reward category was examined and the results indicate that the aggregated scores for most components were not suitable for a Likert scale rating or rank order scores in the attraction, motivation, retention and engagement scenarios.

The next chapter will review these findings in relation to the information provided in chapter two and look to answer the questions put forward in chapter three.

6. Chapter Six: Discussion of research Results

6.1. Introduction

The section reviews discusses the results found from the analysis conducted in Chapter Five, as it relates to the literature reviewed in Chapter Two. It also looks at the research questions and the relevant findings from Chapter Three and Chapter Five respectively.

6.2. Sample Demographics

The sample contained 65 respondents between the ages of 22 to 36, for the purpose of the study the groups were segmented into three groups under 24 and under, between 25 and 29 and over 30. Majority of the respondents fell into the 25 – 29 year age group, however no less than 12 in any of them. Therefore it may be concluded that there was a fairly even spread across the millennial cohort, indicating fair representation.

The sample was made up of many more women than men, this could be due to the fact that more women have entered the workforce and that of changing roles of a women in the workplace. This could also be due to the fact that organisations in South Africa are looking to improve gender equality in the workplace.

When looking at the race of respondents majority of respondents classified themselves as Indian (35%), while the others classified themselves as White (34%), Black (17%). There were three coloured respondents and no Asian respondents in the study.

The tenure of respondents in the study, indicated that 35% had been with their current organisation for 1-2 years whilst the rest were evenly distributed over the remaining tenure categories < 1 year (15%), 2 to 3 years (17%), 3 to 4 years (17%) and more than 4 years (15%). This indicated a fair representation across employee commitment of older and newer employees.

When looking at the respondents highest level of education majority of respondents obtained an honours degree (72%), which indicates that the level of education is positively skewed, this confirms that the sample represents skilled professionals

required in a knowledge based economy (Zack, 1999), and generate a competitive advantage for their professional services firm (Jensen, Poulfelt, & Kraus, 2010).

The survey accommodated all levels of work generally used in Management consulting firms locally and globally, over 50% of respondents had declared themselves to be in the associate and senior associate category, with less and less in the higher levels, this is due to the fact that with experience comes seniority, since the respondents had to be part of the generation entering the workforce it is fair to make the assumption that they enter the workforce from the most junior positions. The data does however indicate that the older generation of millennials do hold senior positions within these management consulting firms.

The last demographic investigated was years of experience in the management consulting industry, respondents were given the option to state their length of time in the industry and the researcher grouped them according to the spread of data in unequal intervals namely less than a year (12%), 1 to 2 years (35%), 2 to 3 years (14%), 3 – 5 years (22%) and more than 5 years (17%).

6.3. Discussion and findings - Research Question 1

Research Question 1

What are the reward preferences of Millennials working in Management consulting firms in South Africa, and do their reward preferences show significant differences as they relate to attraction, retention, motivation and engagement respectively?

6.3.1. Millennial reward preferences

The results of reward preferences for this generational cohort as seen in Table 3 indicates a number of important characteristics. As seen in this table there are three main identification categories that respondents have identified, which are very important, important and moderately important. Table 18 displays each of the twenty different reward components assessed based on a ranking of most preferred to least preferred (based on median scores) as indicated by the information gathered from statements and responses on a Likert Scale from Section 2 of the questionnaire. It also shows the Average ranking based on the Likert scale measures.

Table 18 - Importance of reward components

Category	Rank	Level of Importance
Fixed pay	1	Very important
Work life integration & flexible working arrangements	2	Very important
Leadership	3	Very important
Incentives	4	Very important
Correctly measured performance	5	Very important
Self-directed learning and development	6	Very important
Acknowledgement and recognition	7	Very important
Retirement benefit	8	Very important
Clear career path	9	Important
Tools for the job	10	Very important
Leave benefits	11	Important
Medical	12	Important
Training from employer	13	Important
Access to the latest technology	14	Important
Organisational climate and stability	15	Important
Organisational structure and processes	16	Important
Office environment	17	Important
Associations & memberships	18	Moderately Important
Shares	19	Moderately Important
Variable pay	20	Moderately Important

Fixed pay also known as basic pay is seen to be of most importance to this generation. This confirms prior studies stating that monetary compensation is highly preferred (Bunton & Brewer, 2012; Bussin & Toerien, 2015; Neinaber et al., 2011; Moore & Bussin, 2012; ILM, 2011). Interestingly to note is that This study indicates that Variable pay ranked least important for this specific cohort, which is in contradiction to findings from Bussin and van Rooy (2014), where Generation Y was note to be more inclined to variable pay rather than fixed pay.

Findings in the study indicate that work-life integration and flexible working arrangements and quality leadership as being ranked as reletively of high imporance next after fixed pay. This is mirrored in the study conducted by McCracken, Currie, & Harrison (2015) where this generation places importance on flexibility in time and place of work. This is futher reitterated in relation to knowledge workers in the IT industry and their preference towards work-life balance (Neinaber et al., 2011; Toerien, 2013).

Retirement benefits is considered very important as well as other benefits such as leave benefits and medical benefits as important but not as important as reteirment benefits and associations and memebership is ranked only as moderately important. According to Medcof & Rumpel (2007), in order to compete for the best talent it is

important for organisations to look at all components of a total rewards package. Thus supporting the relative rankings of the benefits when considering the overall ranking of these reward components.

This study highlights the importance of a fair performance management process as very important. Previous studies indicate that this generation in addition seeks out informal, continuous and honest feedback regarding their performance (McCracken, et al. 2015).

Amongst this generational cohort it has been found that training and development as well as technology is deemed important to personal development and conducting work effectively (Luscombe et al., 2013; Terjesen et al., 2007). This study indicates that training associated to that which is important to personal interests and tools for the job as very important, employer related training and access to the latest technology as important.

Reward components related to having clear career paths can be deduced as very important to this group of individuals as seen in Table 6.1. This confirms the study done by ILM (2011) that this generation seeks out challenging opportunities that are fairly measured and had positive correlations to their career aspirations. Another study found that high value is placed on career development and personal growth opportunities (Nienaber et al., 2009).

This study also indicates the factors concerning the organisational aspects that contribute to the work-life effectiveness reward category, the components of organisational climate and stability, organisational structure and processes and office environment have been rated and ranked as important, this is aligned to that of findings by Medcof and Rumpel (2007).

Within the Management consulting industry's millennial generation shares were ranked as only moderately important, however should also be viewed in the light of the set up of these types of firms, which are predominantly partnerships where shares are not an existing option, unless looked at at a partnership and directorship level.

6.3.2. Reward preferences in relation to attraction, retention, motivation and engagement.

When examining the results of reward preferences in relation to attraction, retention, motivation and engagement it can be seen that ten (10) across the different scenarios are deemed as significant differences. These ten namely, medical benefits, retirement benefits, Fixed pay, Share, fair performance management, acknowledgement and recognition, tools for the job, quality leadership, office environment, access to the latest technology the differences are reported Table 5.13. in Chapter 5. This is in agreement to academic literature around reward preferences (Bhengu & Bussin, 2012; Bussin & Toerien, 2015; Neinaber et al., 2011; Schlechter et al., 2014; Snelgar et al., 2013).

This study showed some similar preferences across the different scenarios on certain components however a generalisation can not be made that the scenarios mostly have similarities or clear differences, unlike those put forward by Neinaber et al. (2009), attraction differed to retention and motivation, which exhibited similar traits, Bussin and Toerien (2015) who found differing results where retention and attraction displayed similar preferences and motivation differed somewhat, and Snelgar et al. (2013) who agrees with motivation differing widely with attraction and retention.

This study identified fixed pay to be the most important factor in attraction and retention, however opportunity to earn incentives was seen to be the most important in motivation of employees, This is in agreement with findings from Snelgar et al. (2013), Bussin and Toerien (2015), Neinaber et al. (2011) and Phillips and Gully (2012). This study further discovers that fixed pay is also seen as the most important reward category when looking at engagement. Similarly Stahl et al. (2012), noted that in order to attract top talent competitive pay is essential.

Phillips and Gully (2012), indicated that benefits are seen as the most important reward component in attracting employees, whereas in this study benefits such as leave and medical are ranked much lower in fifth and seventh ranking of importance from the different reward components, and even less important to respondents was the retirement and memberships and associations benefits when looking to attract skilled talent.

Bussin and van Rooy (2014), found that career related rewards were identified to be the most important reward component, however in this study it was found to be of less important to participants but still important none the less when looking at attraction towards an employer.

Findings in this study agree with statements made by Sutherland (2011), who stated that remuneration is the key driver for retention. This is also in agreement to that of Grobler et al. (2011) where compensation was found to be the main reason for employees leaving their current job.

Hendricks (2006) indicated the need for policies and structures to better retain employees, however these findings are in contrast to the findings in this study where participants rank organisational structures and processes as one of the lowest ranking reward components. When looking at other components to the work-life effectiveness reward category, participants rated work-life integration and flexible work arrangements as the third (3rd) most important reward category, which is seen as relatively important, this is in agreement with Jago (2015) who states that work life balance is a critical factor considered by employees, and when neglected leads to turnover.

When reviewing the relationships found in the past Phillips and Gully (2012) found that benefits have a positive effect on employee retention. This can be seen that leave benefits are more important than medical benefits and medical benefits are more important than retirement benefits when ranked by participants of this study.

Fair and transparent performance management and career path and planning are seen to be second most important factors after compensation (fixed and incentive pay) and worklife integration. This is confirmed by Snelgar et al. (2013) and Neinaber et al. (2011) who state that performance management and career management are key factors when retaining skilled talent.

When looking at motivation in relation to findings of this research study it is clear that contradictory to Scapello (2001) who indicated money is not the only important factor influencing motivation, this study indicates that incentives and money are the most important things, similarly to Grobler et al. (2011) who found that incentives increases employee motivation.

Snelgar et al. (2013), found that performance management and career management are the top two drivers of motivation for employees. Where as in this study they are ranked as the fifth (5th) and seventh (7th) components of reward when driving motivation.

When looking at reward preferences in relation to employee engagement Armstrong et al. (2010), indicate that rewards and recognition lead to increased employee engagement. Hulkko-Nyman et al. (2014), also indicates that appreciation leads to increased employee engagement. This study shows that Acknowledgement and recognition is a factor that is a driver of employee engagement when compared to that of attraction, retention and motivation. Hulkko-Nyman et al. (2014), further indicate in their Italian study that employee benefits and stability of employment are the top two factors in relation to employee engagement, this study however does not agree that benefits are the most important in engagement, nor stability of employment, whilst in comparison to attraction, motivation and retention stability is ranked higher in the engagement scenario than in the other scenarios.

Similar to the model proposed by Toerien (2013), with minimum talent qualifiers, of fixed pay, opportunities to earn incentives and bonus and option of work-life integration and flexible working arrangements as the core to attract, retain and motivate IT knowledge workers in SA, this study found that these are the top three reward components when looking to attract, retain, motivate and engage employees. These reward components apply in the order mentioned above for retention, attraction and engagement, however more value is placed on incentives when looking to motivate these individuals. Figure 11 is the proposed rewards model that can be used for South African management consulting firms to attract, retain, motivate and engage the young generation in the workplace. A common element that can be added to the minimum talent qualifiers is that of fair and transparent performance management, as they appear on one of the top five lists for reward components of each of the scenarios.

The model is to be used in conjunction with other components that have been found important in the total reward model and the greater employee value proposition offered by organisations.

Figure 11 - Proposed management consulting reward model for millennials



6.4. Discussion and findings - Research Question 2

Research Question 2:

Which of the demographics play a significant role in determining the different reward preferences for the millennial generation working in management consulting firms?

There have been numerous studies conducted on reward preferences based on demographic variables, this study also found a few differences in reward preferences based on different demographic variables. These interpretations should not only be based on this data but considered in context of the sample and value they add within their context.

Given that age was a qualifier for participants to this study it can be seen that a clear career path was important to this group even more so when looking deeper into the results it can be seen that the older the employee gets the less value they will place on this reward component. Snelgar et al. (2013) report that a possible segmentation method that is suitable should rather be that of employee's life stage rather than their age. However these two factors may correlate. It suggests that younger employees in their early part of their career are keen to understand the direction in which their career is taking them. Hedge et al. (2006), found that the older an employee grows they seem to value different things such as flexible working arrangements, skills

development rather than cash incentives. This study however fails to draw any conclusions on this, probably due to the fact that the age range here is very narrow.

This study indicated that gender plays a significant role in determining preference of medical benefits, it shows that females rank medical benefits higher than that of their male counterparts. Other studies of knowledge workers in the IT industry in South Africa found that women have a preference to correctly measured performance (Toerien, 2013).

When looking at race as a demographic variable in determining reward preferences, this study indicates differences related to variable pay and share options are prominent. For both these reward components, the ranking of lowest preference to highest is as follows, Whites ranked them lowest out of the rest followed by Indians, then Blacks and lastly Coloureds with the highest rankings. Moore and Bussin (2012), stated that even though their study indicated race could be a segmentation variable to determine rewards, the differences found were not deemed useful or practical (Toerien, 2013). Toerien (2013) found that fixed pay was most preferred by Indian respondents, and had the lowest preference of office environment compared to the other races, in the study little preference for employer provided and determined training for white respondents, Black respondents placing the most importance out of the races for office environment.

Findings in this study indicated that acknowledgement of achievement of organisational goals and tenure are seen to be more highly ranked for those employees that have been with the organisation for less than three years. Based on the findings of Toerien (2013), there was a small differentiable preference for employees who were with organisations for a longer period and flexible working arrangements and work life balance, he goes further in mentioning that this is due to building a reputation and having the flexibility, the study also found that training provided and determined by the employer are less favourable for longer-tenured employees.

This study did not indicate any reward preferences based on types of qualifications held by participants, which is probably due to all employees within the management consulting industry being qualified. However Toerien (2013), found that employees with higher education levels, show not as much preference for optimal tools and systems and organisational structure and processes within an organisation.

Neinaber et al. (2009), mentioned that employees with higher education levels were more employable and thus able to chase the benefits they deem valuable.

When referring to job roles, there is no relevant comparison of this study to that of previous studies conducted in this particular industry in either the local or international context. This study shows some differences in rewards preferred by employees with specific job levels, these are that having a clear career path is important to senior management, associates and less so to senior associates, partners and junior and middle management levels. It also indicted that job levels could be a higher preference towards employee selected training programmes at junior levels and becoming less preferred the more senior one gets, barring the middle management level who have ranked this category less than that of senior management but still more than partners or director levels.

The last demographic explored was that of experience in the management consulting industry, as mentioned previously due to the lack of research in this industry and in a local context this paragraph explores the findings from this study only, as no prior literature was found. Results from this present study show that employees between one and three years in the field have a higher preference for leave benefits, acknowledgement of organisational goals, self-directed learning and access to the latest technology. It was also found that respondents in this study between 1 and 5 years showed a preference to clear career path and planning when compares to the other groupings.

6.5. Discussion and findings - Research Question 3

Research Question 3:

Do the different reward components of the different reward categories show internal consistency, and can findings be aggregated for Millennials' in the management consulting industry in South Africa?

Findings from this study indicate that the reward components which are grouped together in the reward categories do not display complete internal consistency. Past studies faced similar challenges (Moore & Bussin, 2012; Toerien, 2013), however a study conducted by Snelgar et al. (2013) found tht there was internal consistancy between the various components measured and their agregate categories assigned

from literature reviews. Another study reviewed, namely Nienaber et al. (2009), omitted the use of theoretical constructs and measured ten categories of reward in general.

Even though studies review the internal consistency of constructs has not been deemed as valid when they are used as independent variables that aim to identify reward preferences.

The results from this study could have turned out a lack of intra-category covariance due to two reasons, the inappropriateness of component categorisation and that of inefficient number of items used to establish internal consistency. Since the use of theoretical constructs regarding to reward categorisation is not sound, researchers should use these constructs with caution.

This chapter discussed findings based on prior research conducted in relation to the findings from the analysis conducted in Chapter 5. The next chapter, highlights the summary of findings of this research study, management implications and use of these findings, the recommendations for future research in this field and finally discusses the limitations of this study.

7. Chapter Seven: Conclusion and recommendations

7.1. Findings

It is clear that in today's knowledge driven economy, organisations which rely on skilled workers to maintain and develop their competitive advantage need to attract, retain, motivate and engage top talent. Management consulting faces many challenges within the South African context and is fully reliant on skills and knowledge of employees to deliver value to their clients, and sustain a competitive advantage. Since millennials make up the majority of the workforce, understanding their needs will allow organisations to attract, retain, motivate and engage these young individuals.

Management and Leaders in the South African Management Consulting firms would be advised to structure reward packages that would attract individuals in the scramble for skilled workers. Constructing a total rewards package that is suitable to meet the needs of this young talented workforce in a demanding industry requires thought and understanding of their reward preferences.

This study has examined the differentiated reward preferences of millennials that allow organisations to compete for the best, for organisations to be considered as favourable four basic requirements in terms of rewards need to be present. This ties into the concept of employee and employer expectations (psychological contracts). The expectations of the young workforce in the management consulting industry are fair or market related basic pay, the opportunity to earn incentives that are reflective of performance, work life balance and flexible working arrangements and fair and transparent performance management processes and procedures.

When looking to attract new talented millennials into the organisation, over and above to those factors mentioned above it is critical to offer an employee value proposition that encompasses adequate leave benefits, as this generation looks to explore and travel, and having quality leadership in the organisation is critical, with the emergence of social media and access to information people are able to align their interest to that of leaders globally.

When looking to attract new millennials the following was mentioned even though it was not numerically assessed, millennials look for long term incentives and retention

program related rewards, sign on bonuses, assisting in moving cost for relocation purposes, opportunities to travel for work as well as long term secondment opportunities, global organisational footprint for the opportunity to learning and network as well as challenging working environments to gain on the job experience.

Once talent is acquired, the challenge is to retain these talented and investment rich employees in a global war for talent. In order to do so, millennials have identified over and above the minimum talent qualifiers that having a clear career path set out and the interest that management have in actively planning individuals career development is important as well as increasing leave benefits and medical benefits similar to those offered when attracting these individuals be provided. Millennials also look for self-directed learning opportunities that align to their personal values and growth needs. Retaining these individuals organisations are to structure and position themselves as possessing a superior value proposition than to the next organisation.

Millennials also identified that other rewards or components of either a total reward model or elements of an employee value proposition in order to retain employees that should be considered are personnel development in the form of further study options external to the firm in the forms of bursaries, international assignment opportunities, facilities, forums, networks and technology to allow for global collaboration opportunities as well as health and wellness programmes.

When looking at motivating employees there are many rewards that can achieve this the main ones to ensure optimal performance are incentives (whether it be monetary or non-monetary) are viewed as the most critical reward component followed by basic pay, then by quality leadership and then by a performance management process that accurately measures performance according to organisational goals and also acknowledgement and recognition for achieving organisational goals is seen to be important. Millennials also look to continuously challenge themselves learn and experience new things as well as to upgrade their personal value and knowledge thus self-directed learning is also important to keeping this cohort motivated to achieve their career aspirations.

Other important factors mentioned are practices within organisations that practice non-discrimination in the workplace, provision of funding for furthering self-driven educational interests, project variety and opportunities to travel and work abroad.

Over and above those critical few components required by millennials in the management consulting industry to stay motivated it is important for organisations to ensure their leadership is of a very high quality and these millennials are provided the opportunity to further development themselves through continuous self-directed learning opportunities.

In addition this study found that the millennial generation look for rewards and recognition initiatives, community work and social responsibility initiatives, a sense of comradery within the organisation as well as support provided by organisations to pursue further studies.

An overview of critical reward components for millennials evaluated in this study can be depicted in Figure 12 below. The proposed model can be used by organisations to appropriately structure reward packages in the management consulting industry that allow them to attract, retain, motivate and engage their employees in order to develop and remain competitive in the South African VUCA environment.

Figure 12 -Preferred management consulting reward model for millennial employees



7.2. Implications for management

Management consulting firms in South Africa should review and either create a total rewards concept and offering or customise their total rewards package offerings to accommodate all aspects of rewards that have been identified by the millennials in order to entice and keep the best and most talented individuals. In conjunction to their EVP offering the information obtained from this study can assist in creating effective reward strategies.

The reward components identified in his study and presented in the model can be used to compare organisations current reward structures and allow for the opportunity where possible to enhance reward structures to accommodate the needs of the driving workforce. Other organisations can use this information in looking to understand whether they can apply this model or source information and create their own rewards model. The findings from this study provides the basis on the different reward components and the importance of these components for other organisations to better understand employee preferences.

Leaders in South Africa today are faced with many challenges, to mention a few, the lack of experienced youth, declining levels of education in addition to a lack of new junior resources to start in organisations as planned due to the state of the tertiary education system the tightening belt on the war for talent is still booming, and these leaders are in competition to attract and retain as well as motivate their workforce to not fall into a trap of not keeping up to industry standards and being ahead of the market.

This study also upholds that notion that a holistic total rewards approach is required, one that fulfils the needs of organisations youthful employees, despite the notions and perceptions of the youth of today solely looking to gain knowledge and experience, this workforce segment places the most importance on financial compensation for their skills. Other managerial uses of this study look into the manner in which performance management in this industry is carried out as these employees have rated a fair and transparent process is highly important to them. HR professional can look into these processes, measures and employee feelings towards this component to better understand and customise the process to meet their needs.

This current study has contributed to the limited international and local literature in the management consulting industry and total rewards for millennials in a South African context. Overall the results from this study can be used as a benchmark from management consulting firms to develop strategies for attracting, retaining, motivating and engaging their millennial employees which are knowledge rich, retaining these employees will allow for better internal leadership and maintain competitiveness in a knowledge driven, resource dependent industry.

7.3. Limitations of the study

This study has several limitations that should be addressed in future research.

Due to time limitations and any other possible reasons for non-involvement, not all invitees of the selected management consulting firms chose to partake in the research thus the results may not be representative of the population. Management consulting firms are income generating based on employees' hours and in some instances deliverable based, on tight deadlines.

A five point Likert scale was used to quantify participants preferences on a scale of very important to unimportant, the middle value of moderately important is not a very clear indication of preference. This also encouraged a positive skew in respondents' responses as ratings were relatively high.

The study only includes some of the management consulting firms in South Africa with most respondents from one firm, thus limiting the applicability to all management consultancies in South Africa.

This study examined only the millennial cohort and omitted that of different reward preferences of the older generations, thus the data collected was limited and obtaining a more responses from many consulting firms for this generation would increase the reliability and validity and reliability of the findings.

The questionnaire was disseminated using judgement sampling and then snowball sampling, having had little control over the composition of the sample, and calculating a response rate was a challenge. Number of responses required to make a generalisable model to all management consulting firms was difficult due to the lack of sufficient information on these firms in the market. Another challenge when

disseminating a questionnaire is that of quality and understating of statements in this case the interpretation of the four scenarios.

7.4. Suggested future research

It would be beneficial for further research in this industry and others, to explore elements of an EVP, that are not included as a part of a rewards model, such as organisations corporate social responsibility involvement, opportunity to further studies, opportunity to travel and work abroad for this millennial group, as these components have been raised by this particular group.

It would be of value to study this millennial cohort in relation to other generational reward preferences within the management consulting industry. This will allow for a better understanding and a basis for which organisations could develop reward strategies that meet the needs of all employees and not just a single cohort.

When measuring the rating of reward preferences an appropriate scale should be used, and statements should be confirmed through iterative questioning where cross checking confirms individuals' ratings, resulting in more accurate reward preferences. Also explaining the meaning for the terms used in the questionnaires given to respondents would reduce the response bias that was introduced in this particular study.

It is suggested that similar research be conducted across industries to better understand reward preferences applicable to this generation and how they differ to other generations so that organisations can segment their workforce accordingly and create customised reward strategies that fulfil majority of their employees' preferences.

Given the importance of the reward components that drive attraction, retention, motivation and engagement, it is critical that more research be undertaken to identify more detailed strategies that can be developed to meet the needs in the right manner to positively impact organisational and employee success.

This study did not include a review and investigation on the impact of cultural values of participants and the level to which these are associated with reward preferences, this is valuable to understand as South Africa is a diverse country with many different influences on individuals.

7.5. Conclusion

At the outset of this research, the aim was to better the intelligence of the reward preferences and their influence on the attraction, retention, motivation and engagement of the millennial generation in the South African management consulting industry, due to the higher churn and challenges faced in the industry and country.

This study has achieve the objective stated above by illustrating the main reward components that millennials choose to be important when determining and evaluating to join, remain, and perform within these firms. This study achieved the objective through the use of a total rewards model.

It is crucial for management and leadership in this industry to use this information to remain competitive and attract retain motivate and engage their top talent.

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Appendix 1 – Questionnaire

Dear Participant,

The following research is being conducted for academic purposes, to better understand the types of rewards preferred by millennials in the management consulting industry. In order to do this, you are asked to complete a short survey which should take no longer than 20 minutes of your time.

The survey and all data gathered is confidential, and you will not be asked to disclose your name. Naturally, we would like to encourage you to please however, give the questions your due consideration and answer as accurately as possible, to ensure that the research results provide good insights, which may help Management consulting companies improve the way in which they structure rewards for their employees.

By completing the survey, you indicate that you voluntarily participate in this research. You may withdraw at any time without penalty. If you have any Questions or concerns, please contact me or my supervisor. Our contact details are as follows:

ResearchSupervisor Name: Kuben Thaver
Research SupervisorPhone Number: 082 785 6287
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ResearcherName: Harshini Rattan
ResearcherPhone Number: 071 857 3375
Researcheremail: Harshini.vallabh@pwc.com

Are you born between 1980 and 2000?

- ☐ Yes
☐ No

Do you work in the management consulting industry ?

- ☐ Yes
☐ No

Please state which organisation you work for below:



Section 1: Demographical Data

Please select the most appropriate answer that best describes yourself.

Age

Years _____ Months _____

Gender

- ☐ Male
☐ Female

Race

- ☐ Black African
☐ White
☐ Coloured
☐ Indian
☐ Asian

Tenure at Current Employer

Years _____ Months _____

Highest Level of Education

- ☐ High School
☐ Diploma
☐ Bachelor degree
☐ Honours degree
☐ Masters degree
☐ Doctoral degree
☐ Other (please specify) _____

What is your current level

- ☐ Associate
☐ Senior Associate
☐ Junior Manager
☐ Middle Manager
☐ Senior Manager
☐ Director / Partner

Experience in Management Consulting Industry

Years _____ Months _____

Section 2: Basic Reward Preferences

These questions are about the benefits, compensation and rewards that you receive from your employer. Please indicate how important each of these are to you in your relationship with an employer.

Please can you consider the items in comparison with each other. Therefore, even though you may think all of the items are important to you, indicate how important each item is relative to the others

	Unimportant	Of little Importance	Moderately Important	Important	Very Important
Having Access to the best Medical aid benefits is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My guaranteed or fixed salary is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being given shares or share options in my company is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Payment in commission (or variable pay) is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incentives like annual bonuses linked to my performance is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The provision of retirement benefit such as provident or pension fund is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work-life balance and having flexible working arrangements are:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The tools and systems I use to perform my job are:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being sent on training determined by my employer is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The office environment (facilities, support, decor, etc.) is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Having opportunities for learning and development which is based on my personal aspirations and career development goals is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of leadership of the company I work for is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling that my performance is being correctly measured for my job role, and that it is aligned with the organisation's goals is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receiving acknowledgement or recognition for achieving the company's goals is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Having a clear career plan set out for me, and management's interest in actively planning my career development is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The climate and stability in the company - such as rate of change in the organisation I experience are:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Having access to the latest technology in the workplace is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The way our company and management are structured and the process I use to perform my job are:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The amount of leave and time off I am given is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The associations and memberships the company offers:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3: Scenarios

In the following 4 Scenarios, please select the 10 benefits or rewards which are the most important to you in that particular scenario. Your choice can be selected by clicking and dragging the options from most to least important starting at the top with most and ending with the least.

The four scenarios are as follows:

- “Making me stay with my current employer”
- “When considering an offer from a new employer”
- “Feeling motivated to perform in my current position”
- “Making me care more about my job and organisation”

Scenario 1

To **make me stay with my current employer**, the following ten items are the most important to me. When absent or lacking they would be **most likely to make me consider looking for an alternative career opportunity**.

Available Choices:	Drag choices here to rank them:
Fixed Pay	Drag here
Variable Pay (commissions etc.)	
Incentives (bonuses)	
Share options	
Medical	
Associations and Memberships	
Leave	
Retirement	
Organisational structure and processes	
Tools for the Job (systems, technology etc.)	
Access to the latest technology	
Work-Life integration and flexible working arrangements	
Office environment (facilities and support)	
Leadership	
Organisational climate and stability	
Acknowledgement for achieving organisational goals	
Correctly measured and rewarded performance	
Opportunities for self-directed learning and development	
Having a career path and planning	
Employer selected training programmes	



Scenario 2

When I am **considering an offer from a new employer**, these ten items are the most important to me. These ten items have the most **influence on my decision to accept or reject** a new employment contract.

Available Choices:	Drag choices here to rank them:
Fixed Pay	Drag here
Variable Pay (commissions etc.)	
Incentives (bonuses)	
Share options	
Medical	
Associations and Memberships	
Leave	
Retirement	
Organisational structure and processes	
Tools for the Job (systems, technology etc.)	
Access to the latest technology	
Work-Life integration and flexible working arrangements	
Office environment (facilities and support)	
Leadership	
Organisational climate and stability	
Acknowledgement for achieving organisational goals	
Correctly measured and rewarded performance	
Opportunities for self-directed learning and development	
Having a career path and planning	
Employer selected training programmes	

Scenario 3

In my current position, I feel **motivated to perform at my peak** by the following ten factors. When these ten factors are absent or lacking, I am more likely to **do only what is required**.

Available Choices:	Drag choices here to rank them:
Fixed Pay	Drag here
Variable Pay (commissions etc.)	
Incentives (bonuses)	
Share options	
Medical	
Associations and Memberships	
Leave	
Retirement	
Organisational structure and processes	
Tools for the Job (systems, technology etc.)	
Access to the latest technology	
Work-Life integration and flexible working arrangements	
Office environment (facilities and support)	
Leadership	
Organisational climate and stability	
Acknowledgement for achieving organisational goals	
Correctly measured and rewarded performance	
Opportunities for self-directed learning and development	
Having a career path and planning	
Employer selected training programmes	



Scenario 4

To **make me care more about my work and organisation**, the following ten items are the most important to me. When absent or lacking they would most likely **make me look for alternative employment**.

Available Choices:	Drag choices here to rank them:
Fixed Pay	Drag here
Variable Pay (commissions etc.)	
Incentives (bonuses)	
Share options	
Medical	
Associations and Memberships	
Leave	
Retirement	
Organisational structure and processes	
Tools for the Job (systems, technology etc.)	
Access to the latest technology	
Work-Life integration and flexible working arrangements	
Office environment (facilities and support)	
Leadership	
Organisational climate and stability	
Acknowledgement for achieving organisational goals	
Correctly measured and rewarded performance	
Opportunities for self-directed learning and development	
Having a career path and planning	
Employer selected training programmes	

Section 4: Open ended questions

If there are any other rewards that you feel that have not been covered in this study please can you list them below and provide a brief explanation of why they are important to you.

If there are any other rewards that you feel that would **make you stay with your current employer** that has not been covered in this study, please can you list them below and provide a brief explanation of why they are important to you.

If there are any other rewards that you feel that would **make you consider an offer from a new employer** that has not been covered in this study, please can you list them below and provide a brief explanation of why they are important to you.

If there are any other rewards that you feel that would **motivate you to perform at your peak** that has not been covered in this study, please can you list them below and provide a brief explanation of why they are important to you.

If there are any other rewards that you feel that would **make you care more about your work and organisation** that has not been covered in this study, please can you list them below and provide a brief explanation of why they are important to you.

Thank you for taking the time to complete this questionnaire. If you would like to see the results of this study please insert you email address in the space below.
Email address

Appendix 2 - Results from Wilcoxon matched pairs test: non-parametric analysis

Medical		N	Mean Rank	Sum of Ranks
Paired variables				
Fixed_pay – Medical	Negative Ranks	4 ^a	12.00	48.00
	Positive Ranks	29 ^b	17.69	513.00
	Ties	32 ^c		
	Total	65		
Share_options - Medical	Negative Ranks	45 ^d	27.67	1245.00
	Positive Ranks	7 ^e	19.00	133.00
	Ties	13 ^f		
	Total	65		
Variable_pay - Medical	Negative Ranks	51 ^g	30.78	1570.00
	Positive Ranks	6 ^h	13.83	83.00
	Ties	8 ⁱ		
	Total	65		
Incentives – Medical	Negative Ranks	13 ^j	18.04	234.50
	Positive Ranks	29 ^k	23.05	668.50
	Ties	23 ^l		
	Total	65		
Retirement - Medical	Negative Ranks	6 ^m	14.58	87.50
	Positive Ranks	20 ⁿ	13.18	263.50
	Ties	39 ^o		
	Total	65		
Work_life_integration_and_flexible_working_arrangements – Medical	Negative Ranks	4 ^p	11.00	44.00
	Positive Ranks	26 ^q	16.19	421.00
	Ties	35 ^r		
	Total	65		
Tools_for_the_job - Medical	Negative Ranks	17 ^s	19.53	332.00
	Positive Ranks	20 ^t	18.55	371.00
	Ties	28 ^u		
	Total	65		
Employer_selected_training_programmes - Medical	Negative Ranks	26 ^v	23.15	602.00
	Positive Ranks	19 ^w	22.79	433.00
	Ties	20 ^x		
	Total	65		
Office_environment - Medical	Negative Ranks	27 ^y	21.98	593.50
	Positive Ranks	14 ^z	19.11	267.50
	Ties	24 ^{aa}		
	Total	65		
Selfdirected_Learning_and_development - Medical	Negative Ranks	10 ^{ab}	12.05	120.50
	Positive Ranks	22 ^{ac}	18.52	407.50



	Ties	33 ^{ad}		
	Total	65		
Leadership - Medical	Negative Ranks	8 ^{ae}	15.19	121.50
	Positive Ranks	28 ^{af}	19.45	544.50
	Ties	29 ^{ag}		
	Total	65		
Preformance_management - Medical	Negative Ranks	9 ^{ah}	19.00	171.00
	Positive Ranks	28 ^{ai}	19.00	532.00
	Ties	28 ^{aj}		
	Total	65		
Acknowledgement_acheiving_org_goals - Medical	Negative Ranks	14 ^{ak}	18.11	253.50
	Positive Ranks	26 ^{al}	21.79	566.50
	Ties	25 ^{am}		
	Total	65		
Clear_career_path - Medical	Negative Ranks	17 ^{an}	18.15	308.50
	Positive Ranks	19 ^{ao}	18.82	357.50
	Ties	29 ^{ap}		
	Total	65		
Org_climate - Medical	Negative Ranks	23 ^{aq}	20.02	460.50
	Positive Ranks	15 ^{ar}	18.70	280.50
	Ties	27 ^{as}		
	Total	65		
Access_to_technology - Medical	Negative Ranks	23 ^{at}	21.63	497.50
	Positive Ranks	17 ^{au}	18.97	322.50
	Ties	25 ^{av}		
	Total	65		
Leave – Medical	Negative Ranks	18 ^{aw}	19.00	342.00
	Positive Ranks	19 ^{ax}	19.00	361.00
	Ties	28 ^{ay}		
	Total	65		
Memeberships_and_associations - Medical	Negative Ranks	40 ^{az}	25.26	1010.50
	Positive Ranks	10 ^{ba}	26.45	264.50
	Ties	15 ^{bb}		
	Total	65		



	Z	Asymp. Sig. (2-tailed)
Fixed_pay - Medical	-4.341 ^b	0.000
Share_options - Medical	-5.159 ^c	0.000
Variable_pay - Medical	-5.975 ^c	0.000
Incentives - Medical	-2.873 ^b	0.004
Retirement - Medical	-2.348 ^b	0.019
Work_life_integration_and_flexible_working_arrangements - Medical	-4.052 ^b	0.000
Tools_for_the_job - Medical	-.306 ^b	0.759
Employer_selected_training_programmes - Medical	-1.014 ^c	0.311
Office_environment - Medical	-2.234 ^c	0.025
Selfdirected_Learning_and_development - Medical	-2.779 ^b	0.005
Leadership - Medical	-3.474 ^b	0.001
Preformance_management - Medical	-2.839 ^b	0.005
Acknowledgement_acheiving_org_goals - Medical	-2.247 ^b	0.025
Clear_career_path - Medical	-.402 ^b	0.687
Org_climate - Medical	-1.362 ^c	0.173
Access_to_technology - Medical	-1.226 ^c	0.220
Leave - Medical	-.153 ^b	0.879
Memeberships_and_associations - Medical	-3.698 ^c	0.000



Fixed Pay

		N	Mean Rank	Sum of Ranks
Paired variables				
Share_options - Fixed_pay	Negative Ranks	54 ^{bc}	29.20	1577.00
	Positive Ranks	2 ^{bd}	9.50	19.00
	Ties	9 ^{be}		
	Total	65		
Variable_pay - Fixed_pay	Negative Ranks	60 ^{bf}	31.41	1884.50
	Positive Ranks	1 ^{bg}	6.50	6.50
	Ties	4 ^{bh}		
	Total	65		
Incentives - Fixed_pay	Negative Ranks	17 ^{bi}	12.00	204.00
	Positive Ranks	6 ^{bj}	12.00	72.00
	Ties	42 ^{bk}		
	Total	65		
Retirement - Fixed_pay	Negative Ranks	15 ^{bl}	11.67	175.00
	Positive Ranks	5 ^{bm}	7.00	35.00
	Ties	45 ^{bn}		
	Total	65		
Work_life_integration_and_flexible_working_arrangements - Fixed_pay	Negative Ranks	10 ^{bo}	9.35	93.50
	Positive Ranks	7 ^{bp}	8.50	59.50
	Ties	48 ^{bq}		
	Total	65		
Tools_for_the_job - Fixed_pay	Negative Ranks	26 ^{br}	14.77	384.00
	Positive Ranks	2 ^{bs}	11.00	22.00
	Ties	37 ^{bt}		
	Total	65		
Employer_selected_training_programmes - Fixed_pay	Negative Ranks	38 ^{bu}	20.68	786.00
	Positive Ranks	2 ^{bv}	17.00	34.00
	Ties	25 ^{bw}		
	Total	65		
Office_environment - Fixed_pay	Negative Ranks	41 ^{bx}	22.37	917.00
	Positive Ranks	2 ^{by}	14.50	29.00
	Ties	22 ^{bz}		
	Total	65		
Selfdirected_Learning_and_development - Fixed_pay	Negative Ranks	17 ^{ca}	12.53	213.00
	Positive Ranks	6 ^{cb}	10.50	63.00
	Ties	42 ^{cc}		
	Total	65		
Leadership - Fixed_pay	Negative Ranks	11 ^{cd}	9.55	105.00



	Positive Ranks	6 ^{ce}	8.00	48.00
	Ties	48 ^{cf}		
	Total	65		
Preformance_management - Fixed_pay	Negative Ranks	14 ^{cg}	10.3 6	145.00
	Positive Ranks	5 ^{ch}	9.00	45.00
	Ties	46 ^{ci}		
	Total	65		
Acknowledgement_acheiving_org_goals - Fixed_pay	Negative Ranks	18 ^{cj}	11.8 3	213.00
	Positive Ranks	4 ^{ck}	10.0 0	40.00
	Ties	43 ^{cl}		
	Total	65		
Clear_career_path - Fixed_pay	Negative Ranks	26 ^{c m}	14.1 3	367.50
	Positive Ranks	1 ^{cn}	10.5 0	10.50
	Ties	38 ^{co}		
	Total	65		
Org_climate - Fixed_pay	Negative Ranks	38 ^{cp}	20.1 3	765.00
	Positive Ranks	1 ^{cq}	15.0 0	15.00
	Ties	26 ^{cr}		
	Total	65		
Access_to_technology - Fixed_pay	Negative Ranks	32 ^{cs}	18.7 0	598.50
	Positive Ranks	3 ^{ct}	10.5 0	31.50
	Ties	30 ^{cu}		
	Total	65		
Org_structure - Fixed_pay	Negative Ranks	37 ^{cv}	19.0 0	703.00
	Positive Ranks	0 ^{cw}	0.00	0.00
	Ties	28 ^{cx}		
	Total	65		
Leave - Fixed_pay	Negative Ranks	29 ^{cy}	15.0 0	435.00
	Positive Ranks	0 ^{cz}	0.00	0.00
	Ties	36 ^{da}		
	Total	65		2
Memeberships_and_associations - Fixed_pay	Negative Ranks	48 ^{db}	24.5 0	1176.00
	Positive Ranks	0 ^{dc}	0.00	0.00
	Ties	17 ^{dd}		
	Total	65		



	Z	Asymp. Sig. (2-tailed)
Share_options - Fixed_pay	-6.438 ^c	0.000
Variable_pay - Fixed_pay	-6.822 ^c	0.000
Incentives - Fixed_pay	-2.294 ^c	0.022
Retirement - Fixed_pay	-2.704 ^c	0.007
Work_life_integration_and_flexible_working_arrangements - Fixed_pay	-.894 ^c	0.371
Tools_for_the_job - Fixed_pay	-4.347 ^c	0.000
Employer_selected_training_programmes - Fixed_pay	-5.436 ^c	0.000
Office_environment - Fixed_pay	-5.569 ^c	0.000
Selfdirected_Learning_and_development - Fixed_pay	-2.480 ^c	0.013
Leadership - Fixed_pay	-1.470 ^c	0.142
Preformance_management - Fixed_pay	-2.202 ^c	0.028
Acknowledgement_acheiving_org_goals - Fixed_pay	-3.047 ^c	0.002
Clear_career_path - Fixed_pay	-4.517 ^c	0.000
Org_climate - Fixed_pay	-5.519 ^c	0.000
Access_to_technology - Fixed_pay	-4.775 ^c	0.000
Org_structure - Fixed_pay	-5.460 ^c	0.000
Leave - Fixed_pay	-5.057 ^c	0.000
Mememberships_and_associations - Fixed_pay	-6.146 ^c	0.000



Share Options

Paired variables		N	Mean Rank	Sum of Ranks
Variable_pay - Share_options	Negative Ranks	30 ^{de}	25.07	752.00
	Positive Ranks	15 ^{df}	18.87	283.00
	Ties	20 ^{dg}		
	Total	65		
Incentives - Share_options	Negative Ranks	2 ^{dh}	10.50	21.00
	Positive Ranks	51 ^{di}	27.65	1410.00
	Ties	12 ^{dj}		
	Total	65		
Retirement - Share_options	Negative Ranks	4 ^{dk}	10.50	42.00
	Positive Ranks	47 ^{dl}	27.32	1284.00
	Ties	14 ^{dm}		
	Total	65		
Work_life_integration_and_flexible_working_ar rangements - Share_options	Negative Ranks	3 ^{dn}	11.00	33.00
	Positive Ranks	54 ^{do}	30.00	1620.00
	Ties	8 ^{dp}		
	Total	65		
Tools_for_the_job - Share_options	Negative Ranks	4 ^{dq}	14.75	59.00
	Positive Ranks	42 ^{dr}	24.33	1022.00
	Ties	19 ^{ds}		
	Total	65		
Employer_selected_training_programmes - Share_options	Negative Ranks	7 ^{dt}	15.21	106.50
	Positive Ranks	42 ^{du}	26.63	1118.50
	Ties	16 ^{dv}		
	Total	65		
Office_environment - Share_options	Negative Ranks	11 ^{dw}	27.86	306.50
	Positive Ranks	42 ^{dx}	26.77	1124.50
	Ties	12 ^{dy}		
	Total	65		
Selfdirected_Learning_and_development - Share_options	Negative Ranks	3 ^{dz}	16.50	49.50
	Positive Ranks	51 ^{ea}	28.15	1435.50
	Ties	11 ^{eb}		
	Total	65		
Leadership - Share_options	Negative Ranks	1 ^{ec}	11.00	11.00
	Positive Ranks	51 ^{ed}	26.80	1367.00
	Ties	13 ^{ee}		
	Total	65		
Preformance_management - Share_options	Negative Ranks	2 ^{ef}	12.00	24.00
	Positive Ranks	52 ^{eg}	28.10	1461.00
	Ties	11 ^{eh}		
	Total	65		
Acknowledgement_acheiving_org_goals - Share_options	Negative Ranks	3 ^{ei}	17.83	53.50
	Positive Ranks	50 ^{ej}	27.55	1377.50



	Ties	12 ^{ek}		
	Total	65		
Clear_career_path - Share_options	Negative Ranks	5 ^{el}	14.30	71.50
	Positive Ranks	43 ^{em}	25.69	1104.50
	Ties	17 ^{en}		
	Total	65		
Org_climate - Share_options	Negative Ranks	8 ^{eo}	14.13	113.00
	Positive Ranks	39 ^{ep}	26.03	1015.00
	Ties	18 ^{eq}		
	Total	65		
Access_to_technology - Share_options	Negative Ranks	6 ^{er}	18.58	111.50
	Positive Ranks	39 ^{es}	23.68	923.50
	Ties	20 ^{et}		
	Total	65		
Org_structure - Share_options	Negative Ranks	3 ^{eu}	19.00	57.00
	Positive Ranks	34 ^{ev}	19.00	646.00
	Ties	28 ^{ew}		
	Total	65		
Leave - Share_options	Negative Ranks	8 ^{ex}	20.13	161.00
	Positive Ranks	47 ^{ey}	29.34	1379.00
	Ties	10 ^{ez}		
	Total	65		
Mememberships_and_associations - Share_options	Negative Ranks	11 ^{fa}	21.41	235.50
	Positive Ranks	30 ^{fb}	20.85	625.50
	Ties	24 ^{fc}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Variable_pay - Share_options	-2.733 ^c	0.006
Incentives - Share_options	-6.239 ^b	0.000
Retirement - Share_options	-5.906 ^b	0.000
Preformance_management - Share_options	-6.276 ^b	0.000
Acknowledgement_acheiving_org_goals - Share_options	-5.950 ^b	0.000
Clear_career_path - Share_options	-5.383 ^b	0.000
Org_climate - Share_options	-4.880 ^b	0.000
Access_to_technology - Share_options	-4.665 ^b	0.000
Org_structure - Share_options	-4.543 ^b	0.000
Leave - Share_options	-5.198 ^b	0.000
Mememberships_and_associations - Share_options	-2.635 ^b	0.008



Variable Pay

Paired variables		N	Mean Rank	Sum of Ranks
Incentives - Variable_pay	Negative Ranks	0 ^{fd}	0.00	0.00
	Positive Ranks	61 ^{fe}	31.00	1891.00
	Ties	4 ^{ff}		
	Total	65		
Retirement - Variable_pay	Negative Ranks	5 ^{fg}	11.00	55.00
	Positive Ranks	56 ^{fh}	32.79	1836.00
	Ties	4 ^{fi}		
	Total	65		
Work_life_integration_and_flexible_working_ar rangements - Variable_pay	Negative Ranks	0 ^{fi}	0.00	0.00
	Positive Ranks	57 ^{fk}	29.00	1653.00
	Ties	8 ^{fl}		
	Total	65		
Tools_for_the_job - Variable_pay	Negative Ranks	6 ^{fm}	11.67	70.00
	Positive Ranks	51 ^{fn}	31.04	1583.00
	Ties	8 ^{fo}		
	Total	65		
Employer_selected_training_programmes - Variable_pay	Negative Ranks	4 ^{fp}	16.00	64.00
	Positive Ranks	51 ^{fq}	28.94	1476.00
	Ties	10 ^{fr}		
	Total	65		
Office_environment - Variable_pay	Negative Ranks	4 ^{fs}	20.75	83.00
	Positive Ranks	44 ^{ft}	24.84	1093.00
	Ties	17 ^{fu}		
	Total	65		
Selfdirected_Learning_and_development - Variable_pay	Negative Ranks	1 ^{fv}	26.50	26.50
	Positive Ranks	57 ^{fw}	29.55	1684.50
	Ties	7 ^{fx}		
	Total	65		
Leadership - Variable_pay	Negative Ranks	0 ^{fy}	0.00	0.00
	Positive Ranks	55 ^{fz}	28.00	1540.00
	Ties	10 ^{ga}		
	Total	65		
Preformance_management - Variable_pay	Negative Ranks	0 ^{gb}	0.00	0.00
	Positive Ranks	57 ^{gc}	29.00	1653.00
	Ties	8 ^{gd}		
	Total	65		
Acknowledgement_acheiving_org_goals - Variable_pay	Negative Ranks	2 ^{ge}	8.00	16.00
	Positive Ranks	55 ^{gf}	29.76	1637.00
	Ties	8 ^{gg}		
	Total	65		
Clear_career_path - Variable_pay	Negative Ranks	3 ^{gh}	12.83	38.50
	Positive Ranks	49 ^{gi}	27.34	1339.50



	Ties	13 ^{gj}		
	Total	65		
Org_climate - Variable_pay	Negative Ranks	4 ^{gk}	10.00	40.00
	Positive Ranks	48 ^{gl}	27.88	1338.00
	Ties	13 ^{gm}		
	Total	65		
Access_to_technology - Variable_pay	Negative Ranks	8 ^{gn}	10.63	85.00
	Positive Ranks	44 ^{go}	29.39	1293.00
	Ties	13 ^{gp}		
	Total	65		
Org_structure - Variable_pay	Negative Ranks	7 ^{gq}	11.00	77.00
	Positive Ranks	45 ^{gr}	28.91	1301.00
	Ties	13 ^{gs}		
	Total	65		
Leave - Variable_pay	Negative Ranks	5 ^{gt}	17.10	85.50
	Positive Ranks	50 ^{gu}	29.09	1454.50
	Ties	10 ^{gv}		
	Total	65		
Mememberships_and_associations - Variable_pay	Negative Ranks	9 ^{gw}	17.00	153.00
	Positive Ranks	37 ^{gx}	25.08	928.00
	Ties	19 ^{gy}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Incentives - Variable_pay	-6.861 ^b	0.000
Retirement - Variable_pay	-6.460 ^b	0.000
Work_life_integration_and_flexible_working_arrangements - Variable_pay	-6.678 ^b	0.000
Tools_for_the_job - Variable_pay	-6.081 ^b	0.000
Employer_selected_training_programmes - Variable_pay	-5.996 ^b	0.000
Office_environment - Variable_pay	-5.245 ^b	0.000
Selfdirected_Learning_and_development - Variable_pay	-6.494 ^b	0.000
Org_structure - Variable_pay	-5.650 ^b	0.000
Leave - Variable_pay	-5.824 ^b	0.000
Mememberships_and_associations - Variable_pay	-4.303 ^b	0.000



Incentives

Paired variables		N	Mean Rank	Sum of Ranks
Retirement - Incentives	Negative Ranks	17 ^{gz}	19.85	337.50
	Positive Ranks	16 ^{ha}	13.97	223.50
	Ties	32 ^{hb}		
	Total	65		
Work_life_integration_and_flexible_working_arrangements - Incentives	Negative Ranks	9 ^{hc}	14.44	130.00
	Positive Ranks	17 ^{hd}	13.00	221.00
	Ties	39 ^{he}		
	Total	65		
Tools_for_the_job - Incentives	Negative Ranks	25 ^{hf}	19.82	495.50
	Positive Ranks	11 ^{hg}	15.50	170.50
	Ties	29 ^{hh}		
	Total	65		
Employer_selected_training_programmes - Incentives	Negative Ranks	27 ^{hi}	17.43	470.50
	Positive Ranks	5 ^{hj}	11.50	57.50
	Ties	33 ^{hk}		
	Total	65		
Office_environment - Incentives	Negative Ranks	35 ^{hl}	22.90	801.50
	Positive Ranks	7 ^{hm}	14.50	101.50
	Ties	23 ^{hn}		
	Total	65		
Selfdirected_Learning_and_development - Incentives	Negative Ranks	16 ^{ho}	16.91	270.50
	Positive Ranks	15 ^{hp}	15.03	225.50
	Ties	34 ^{hq}		
	Total	65		
Leadership - Incentives	Negative Ranks	11 ^{hr}	14.73	162.00
	Positive Ranks	16 ^{hs}	13.50	216.00
	Ties	38 ^{ht}		
	Total	65		
Performance_management - Incentives	Negative Ranks	7 ^{hu}	9.79	68.50
	Positive Ranks	9 ^{hv}	7.50	67.50
	Ties	49 ^{hw}		
	Total	65		
Acknowledgement_achieving_org_goals - Incentives	Negative Ranks	13 ^{hx}	12.19	158.50
	Positive Ranks	9 ^{hy}	10.50	94.50
	Ties	43 ^{hz}		
	Total	65		
Clear_career_path - Incentives	Negative Ranks	21 ^{ia}	14.86	312.00
	Positive Ranks	6 ^{ib}	11.00	66.00
	Ties	38 ^{ic}		
	Total	65		
Org_climate - Incentives	Negative Ranks	34 ^{id}	21.38	727.00
	Positive Ranks	6 ^{ie}	15.50	93.00



	Ties	25 ^{if}		
	Total	65		
Access_to_technology - Incentives	Negative Ranks	28 ^{ig}	20.21	566.00
	Positive Ranks	8 ^{ih}	12.50	100.00
	Ties	29 ⁱⁱ		
	Total	65		
Org_structure - Incentives	Negative Ranks	33 ^{ij}	19.85	655.00
	Positive Ranks	4 ^{ik}	12.00	48.00
	Ties	28 ^{il}		
	Total	65		
Leave - Incentives	Negative Ranks	24 ^{im}	16.00	384.00
	Positive Ranks	6 ⁱⁿ	13.50	81.00
	Ties	35 ^{io}		
	Total	65		
Mememberships_and_associations - Incentives	Negative Ranks	44 ^{ip}	24.00	1056.00
	Positive Ranks	2 ^{iq}	12.50	25.00
	Ties	19 ^{ir}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Retirement - Incentives	-1.077 ^c	0.282
Work_life_integration_and_flexible_working_arrangements - Incentives	-1.300 ^b	0.194
Tools_for_the_job - Incentives	-2.751 ^c	0.006
Employer_selected_training_programmes - Incentives	-4.028 ^c	0.000
Office_environment - Incentives	-4.552 ^c	0.000
Selfdirected_Learning_and_development - Incentives	-.480 ^c	0.631
Leadership - Incentives	-.730 ^b	0.465
Preformance_management - Incentives	-.028 ^c	0.978
Acknowledgement_acheiving_org_goals - Incentives	-1.144 ^c	0.253
Clear_career_path - Incentives	-3.137 ^c	0.002
Org_climate - Incentives	-4.505 ^c	0.000



Retirement

Paired variables		N	Mean Rank	Sum of Ranks
Work_life_integration_and_flexible_working_arrangements - Retirement	Negative Ranks	6 ^{is}	9.50	57.00
	Positive Ranks	16 ^{it}	12.25	196.00
	Ties	43 ^{iu}		
	Total	65		
Tools_for_the_job - Retirement	Negative Ranks	24 ^{iv}	17.25	414.00
	Positive Ranks	11 ^{iw}	19.64	216.00
	Ties	30 ^{ix}		
	Total	65		
Employer_selected_training_programmes - Retirement	Negative Ranks	29 ^{iy}	17.52	508.00
	Positive Ranks	6 ^{iz}	20.33	122.00
	Ties	30 ^{ja}		
	Total	65		
Office_environment - Retirement	Negative Ranks	30 ^{jb}	20.58	617.50
	Positive Ranks	8 ^{jc}	15.44	123.50
	Ties	27 ^{jd}		
	Total	65		
Selfdirected_Learning_and_development - Retirement	Negative Ranks	15 ^{je}	13.80	207.00
	Positive Ranks	15 ^{jf}	17.20	258.00
	Ties	35 ^{ig}		
	Total	65		
Leadership - Retirement	Negative Ranks	11 ^{jh}	12.77	140.50
	Positive Ranks	17 ^{ji}	15.62	265.50
	Ties	37 ^{jj}		
	Total	65		
Preformance_management - Retirement	Negative Ranks	13 ^{jk}	14.23	185.00
	Positive Ranks	17 ^{jl}	16.47	280.00
	Ties	35 ^{im}		
	Total	65		
Acknowledgement_acheiving_org_goals - Retirement	Negative Ranks	20 ⁱⁿ	15.15	303.00
	Positive Ranks	15 ^{jo}	21.80	327.00
	Ties	30 ^{jp}		
	Total	65		
Clear_career_path - Retirement	Negative Ranks	23 ^{jq}	15.61	359.00
	Positive Ranks	9 ^{jr}	18.78	169.00
	Ties	33 ^{js}		
	Total	65		
Org_climate - Retirement	Negative Ranks	29 ^{jt}	18.40	533.50
	Positive Ranks	7 ^{ju}	18.93	132.50
	Ties	29 ^{iv}		
	Total	65		
Access_to_technology - Retirement	Negative Ranks	27 ^{iw}	19.63	530.00
	Positive Ranks	10 ^{ix}	17.30	173.00



	Ties	28 ^{iy}		
	Total	65		
Org_structure - Retirement	Negative Ranks	30 ^{iz}	17.67	530.00
	Positive Ranks	5 ^{ka}	20.00	100.00
	Ties	30 ^{kb}		
	Total	65		
Leave - Retirement	Negative Ranks	23 ^{kc}	15.87	365.00
	Positive Ranks	9 ^{kd}	18.11	163.00
	Ties	33 ^{ke}		
	Total	65		
Memeberships_and_associations - Retirement	Negative Ranks	40 ^{kf}	22.10	884.00
	Positive Ranks	3 ^{kg}	20.67	62.00
	Ties	22 ^{kh}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Employer_selected_training_programmes - Retirement	-3.354 ^c	0.001
Office_environment - Retirement	-3.707 ^c	0.000
Selfdirected_Learning_and_development - Retirement	-.555 ^b	0.579
Leadership - Retirement	-1.490 ^b	0.136
Preformance_management - Retirement	-1.021 ^b	0.307
Acknowledgement_acheiving_org_goals - Retirement	-.207 ^b	0.836
Clear_career_path - Retirement	-1.888 ^c	0.059
Org_climate - Retirement	-3.306 ^c	0.001
Access_to_technology - Retirement	-2.764 ^c	0.006
Org_structure - Retirement	-3.627 ^c	0.000
Leave - Retirement	-1.994 ^c	0.046
Memeberships_and_associations - Retirement	-5.063 ^c	0.000



Work life integration & flexible working arrangements

Paired variables		N	Mean Rank	Sum of Ranks
Tools_for_the_job - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	27 ^{ki}	17.31	467.50
	Positive Ranks	6 ^{kj}	15.58	93.50
	Ties	32 ^{kk}		
	Total	65		
Employer_selected_training_programmes - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	33 ^{kl}	18.95	625.50
	Positive Ranks	3 ^{km}	13.50	40.50
	Ties	29 ^{kn}		
	Total	65		
Office_environment - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	38 ^{ko}	20.84	792.00
	Positive Ranks	2 ^{kp}	14.00	28.00
	Ties	25 ^{kq}		
	Total	65		
Selfdirected_Learning_and_development - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	17 ^{kr}	13.79	234.50
	Positive Ranks	9 ^{ks}	12.94	116.50
	Ties	39 ^{kt}		
	Total	65		
Leadership - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	10 ^{ku}	10.85	108.50
	Positive Ranks	9 ^{kv}	9.06	81.50
	Ties	46 ^{kw}		
	Total	65		
Preformance_management - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	15 ^{kx}	13.50	202.50
	Positive Ranks	10 ^{ky}	12.25	122.50
	Ties	40 ^{kz}		
	Total	65		
Acknowledgement_acheiving_org_goals - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	19 ^{la}	15.21	289.00
	Positive Ranks	9 ^{lb}	13.00	117.00
	Ties	37 ^{lc}		
	Total	65		
Clear_career_path - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	27 ^{ld}	17.50	472.50
	Positive Ranks	6 ^{le}	14.75	88.50
	Ties	32 ^{lf}		
	Total	65		
Org_climate - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	34 ^{lg}	18.38	625.00
	Positive Ranks	2 ^{lh}	20.50	41.00
	Ties	29 ^{li}		
	Total	65		
Access_to_technology - Work_life_integration_and_flexible_working_arrangements	Negative Ranks	30 ^{lj}	18.00	540.00
	Positive Ranks	4 ^{lk}	13.75	55.00
	Ties	31 ^{ll}		
	Total	65		
	Negative Ranks	38 ^{lm}	21.83	829.50
	Positive Ranks	4 ^{ln}	18.38	73.50



Org_structure - Work_life_integration_and_flexible_working_ arrangements	Ties	23 ^{lo}		
	Total	65		
Leave - Work_life_integration_and_flexible_working_ arrangements	Negative Ranks	25 ^{lp}	13.64	341.00
	Positive Ranks	1 ^{lq}	10.00	10.00
	Ties	39 ^{lr}		
	Total	65		
Mememberships_and_associations - Work_life_integration_and_flexible_working_ arrangements	Negative Ranks	46 ^{ls}	24.68	1135.50
	Positive Ranks	2 ^{lt}	20.25	40.50
	Ties	17 ^{lu}		
	Total	65		

	Z	Asymp. Sig. (2- tailed)
Tools_for_the_job - Work_life_integration_and_flexible_working_ arrangements	-3.532 ^c	0.000
Employer_selected_training_programmes - Work_life_integration_and_flexible_working_ arrangements	-4.825 ^c	0.000
Office_environment - Work_life_integration_and_flexible_working_ arrangements	-5.350 ^c	0.000
Selfdirected_Learning_and_development - Work_life_integration_and_flexible_working_ arrangements	-1.619 ^c	0.105
Leadership - Work_life_integration_and_flexible_working_ arrangements	-.578 ^c	0.564
Preformance_management - Work_life_integration_and_flexible_working_ arrangements	-1.161 ^c	0.246
Acknowledgement_acheiving_org_goals - Work_life_integration_and_flexible_working_ arrangements	-2.148 ^c	0.032
Clear_career_path - Work_life_integration_and_flexible_working_ arrangements	-3.591 ^c	0.000
Org_climate - Work_life_integration_and_flexible_working_ arrangements	-4.755 ^c	0.000
Access_to_technology - Work_life_integration_and_flexible_working_ arrangements	-4.254 ^c	0.000
Org_structure - Work_life_integration_and_flexible_working_ arrangements	-4.886 ^c	0.000
Leave - Work_life_integration_and_flexible_working_ arrangements	-4.422 ^c	0.000
Mememberships_and_associations - Work_life_integration_and_flexible_working_ arrangements	-5.728 ^c	0.000



Tools for the job

Paired variables		N	Mean Rank	Sum of Ranks
Employer_selected_training_programmes - Tools_for_the_job	Negative Ranks	21 ^{lv}	17.12	359.50
	Positive Ranks	12 ^{lw}	16.79	201.50
	Ties	32 ^{lx}		
	Total	65		
Office_environment - Tools_for_the_job	Negative Ranks	24 ^{ly}	18.46	443.00
	Positive Ranks	10 ^{lz}	15.20	152.00
	Ties	31 ^{ma}		
	Total	65		
Selfdirected_Learning_and_development - Tools_for_the_job	Negative Ranks	10 ^{mb}	16.70	167.00
	Positive Ranks	25 ^{mc}	18.52	463.00
	Ties	30 ^{md}		
	Total	65		
Leadership - Tools_for_the_job	Negative Ranks	3 ^{me}	12.00	36.00
	Positive Ranks	24 ^{mf}	14.25	342.00
	Ties	38 ^{mg}		
	Total	65		
Preformance_management - Tools_for_the_job	Negative Ranks	7 ^{mh}	12.50	87.50
	Positive Ranks	22 ^{mi}	15.80	347.50
	Ties	36 ^{mj}		
	Total	65		
Acknowledgement_acheiving_org_goals - Tools_for_the_job	Negative Ranks	10 ^{mk}	14.50	145.00
	Positive Ranks	21 ^{ml}	16.71	351.00
	Ties	34 ^{mm}		
	Total	65		
Clear_career_path - Tools_for_the_job	Negative Ranks	18 ^{mn}	16.94	305.00
	Positive Ranks	17 ^{mo}	19.12	325.00
	Ties	30 ^{mp}		
	Total	65		
Org_climate - Tools_for_the_job	Negative Ranks	23 ^{mq}	15.46	355.50
	Positive Ranks	8 ^{mr}	17.56	140.50
	Ties	34 ^{ms}		
	Total	65		
Access_to_technology - Tools_for_the_job	Negative Ranks	17 ^{mt}	16.44	279.50
	Positive Ranks	11 ^{mu}	11.50	126.50
	Ties	37 ^{mv}		
	Total	65		
Org_structure - Tools_for_the_job	Negative Ranks	24 ^{mw}	14.69	352.50
	Positive Ranks	6 ^{mx}	18.75	112.50
	Ties	35 ^{my}		
	Total	65		
Leave - Tools_for_the_job	Negative Ranks	22 ^{mz}	20.09	442.00
	Positive Ranks	18 ^{na}	21.00	378.00



Memberships_and_associations - Tools_for_the_job	Ties	25 ^{nb}		
	Total	65		
	Negative Ranks	36 ^{nc}	22.75	819.00
	Positive Ranks	6 nd	14.00	84.00
	Ties	23 ^{ne}		
	Total	65		

	Z	Asymp. Sig. (2- tailed)
Employer_selected_training_programmes - Tools_for_the_job	-1.514 ^c	0.130
Office_environment - Tools_for_the_job	-2.578 ^c	0.010
Selfdirected_Learning_and_development - Tools_for_the_job	-2.609 ^b	0.009
Leadership - Tools_for_the_job	-3.978 ^b	0.000
Performance_management - Tools_for_the_job	-3.022 ^b	0.003
Acknowledgement_achieving_org_goals - Tools_for_the_job	-2.159 ^b	0.031
Clear_career_path - Tools_for_the_job	-.176 ^b	0.860
Org_climate - Tools_for_the_job	-2.273 ^c	0.023
Access_to_technology - Tools_for_the_job	-1.853 ^c	0.064
Org_structure - Tools_for_the_job	-2.597 ^c	0.009
Leave - Tools_for_the_job	-.466 ^c	0.641
Memberships_and_associations - Tools_for_the_job	-4.764 ^c	0.000



Training from employer

Paired variables		N	Mean Rank	Sum of Ranks
Office_environment - Employer_selected_training_programmes	Negative Ranks	17 ^{nf}	16.91	287.50
	Positive Ranks	13 ^{ng}	13.65	177.50
	Ties	35 ^{nh}		
	Total	65		
Selfdirected_Learning_and_development - Employer_selected_training_programmes	Negative Ranks	5 ⁿⁱ	19.00	95.00
	Positive Ranks	31 ^{nj}	18.42	571.00
	Ties	29 ^{nk}		
	Total	65		
Leadership - Employer_selected_training_programmes	Negative Ranks	4 ^{nl}	17.38	69.50
	Positive Ranks	32 ^{nm}	18.64	596.50
	Ties	29 ⁿⁿ		
	Total	65		
Preformance_management - Employer_selected_training_programmes	Negative Ranks	6 ^{no}	18.50	111.00
	Positive Ranks	32 ^{np}	19.69	630.00
	Ties	27 ^{nq}		
	Total	65		
Acknowledgement_acheiving_org_goals - Employer_selected_training_programmes	Negative Ranks	6 ^{nr}	16.67	100.00
	Positive Ranks	26 ^{ns}	16.46	428.00
	Ties	33 ^{nt}		
	Total	65		
Clear_career_path - Employer_selected_training_programmes	Negative Ranks	13 ^{nu}	17.92	233.00
	Positive Ranks	22 ^{nv}	18.05	397.00
	Ties	30 ^{nw}		
	Total	65		
Org_climate - Employer_selected_training_programmes	Negative Ranks	17 ^{nx}	16.74	284.50
	Positive Ranks	15 ^{ny}	16.23	243.50
	Ties	33 ^{nz}		
	Total	65		
Access_to_technology - Employer_selected_training_programmes	Negative Ranks	17 ^{oa}	19.59	333.00
	Positive Ranks	18 ^{ob}	16.50	297.00
	Ties	30 ^{oc}		
	Total	65		
Org_structure - Employer_selected_training_programmes	Negative Ranks	20 ^{od}	21.00	420.00
	Positive Ranks	16 ^{oe}	15.38	246.00
	Ties	29 ^{of}		
	Total	65		
Leave - Employer_selected_training_programmes	Negative Ranks	10 ^{og}	13.95	139.50
	Positive Ranks	18 ^{oh}	14.81	266.50
	Ties	37 ^{oi}		
	Total	65		
Mememberships_and_associations - Employer_selected_training_programmes	Negative Ranks	30 ^{oj}	19.70	591.00
	Positive Ranks	6 ^{ok}	12.50	75.00



	Ties	29 ^{ol}		
	Total	65		

	Z	Asymp. Sig. (2- tailed)
Office_environment - Employer_selected_training_programmes	-1.189 ^c	0.234
Selfdirected_Learning_and_development - Employer_selected_training_programmes	-4.030 ^b	0.000
Leadership - Employer_selected_training_programmes	-4.328 ^b	0.000
Preformance_management - Employer_selected_training_programmes	-4.010 ^b	0.000
Acknowledgement_acheiving_org_goals - Employer_selected_training_programmes	-3.202 ^b	0.001
Clear_career_path - Employer_selected_training_programmes	-1.425 ^b	0.154
Org_climate - Employer_selected_training_programmes	-.407 ^c	0.684
Access_to_technology - Employer_selected_training_programmes	-.308 ^c	0.758
Org_structure - Employer_selected_training_programmes	-1.444 ^c	0.149
Leave - Employer_selected_training_programmes	-1.568 ^b	0.117
Mememberships_and_associations - Employer_selected_training_programmes	-4.225 ^c	0.000



Office environment

Paired variables		N	Mean Rank	Sum of Ranks
Selfdirected_Learning_and_development - Office_environment	Negative Ranks	2 ^{om}	13.00	26.00
	Positive Ranks	32 ^{on}	17.78	569.00
	Ties	31 ^{oo}		
	Total	65		
Leadership - Office_environment	Negative Ranks	3 ^{op}	13.00	39.00
	Positive Ranks	35 ^{oq}	20.06	702.00
	Ties	27 ^{or}		
	Total	65		
Preformance_management - Office_environment	Negative Ranks	4 ^{os}	13.00	52.00
	Positive Ranks	35 ^{ot}	20.80	728.00
	Ties	26 ^{ou}		
	Total	65		
Acknowledgement_acheiving_org_goals - Office_environment	Negative Ranks	6 ^{ov}	17.08	102.50
	Positive Ranks	33 ^{ow}	20.53	677.50
	Ties	26 ^{ox}		
	Total	65		
Clear_career_path - Office_environment	Negative Ranks	12 ^{oy}	14.50	174.00
	Positive Ranks	26 ^{oz}	21.81	567.00
	Ties	27 ^{pa}		
	Total	65		
Org_climate - Office_environment	Negative Ranks	14 ^{pb}	16.43	230.00
	Positive Ranks	19 ^{pc}	17.42	331.00
	Ties	32 ^{pd}		
	Total	65		
Access_to_technology - Office_environment	Negative Ranks	13 ^{pe}	18.54	241.00
	Positive Ranks	21 ^{pf}	16.86	354.00
	Ties	31 ^{pg}		
	Total	65		
Org_structure - Office_environment	Negative Ranks	19 ^{ph}	17.50	332.50
	Positive Ranks	18 ^{pi}	20.58	370.50
	Ties	28 ^{pj}		
	Total	65		
Leave - Office_environment	Negative Ranks	9 ^{pk}	14.17	127.50
	Positive Ranks	23 ^{pl}	17.41	400.50
	Ties	33 ^{pm}		
	Total	65		
Mememberships_and_associations - Office_environment	Negative Ranks	33 ^{pn}	20.71	683.50
	Positive Ranks	10 ^{po}	26.25	262.50
	Ties	22 ^{pp}		
	Total	65		



	Z	Asymp. Sig. (2- tailed)
Selfdirected_Learning_and_development - Office_environment	-4.883 ^b	0.000
Leadership - Office_environment	-4.992 ^b	0.000
Preformance_management - Office_environment	-4.897 ^b	0.000
Acknowledgement_acheiving_org_goals - Office_environment	-4.192 ^b	0.000
Clear_career_path - Office_environment	-3.005 ^b	0.003
Org_climate - Office_environment	-.954 ^b	0.340
Access_to_technology - Office_environment	-1.006 ^b	0.314
Org_structure - Office_environment	-.303 ^b	0.762
Leave - Office_environment	-2.694 ^b	0.007
Memeberships_and_associations - Office_environment	-2.640 ^c	0.008



Self-directed learning and development

Paired variables		N	Mean Rank	Sum of Ranks
Leadership - Selfdirected_Learning_and_development	Negative Ranks	8 ^{pq}	12.44	99.50
	Positive Ranks	15 ^{pr}	11.77	176.50
	Ties	42 ^{ps}		
	Total	65		
Preformance_management - Selfdirected_Learning_and_development	Negative Ranks	12 ^{pt}	13.17	158.00
	Positive Ranks	14 ^{pu}	13.79	193.00
	Ties	39 ^{pv}		
	Total	65		
Acknowledgement_acheiving_org_goals - Selfdirected_Learning_and_development	Negative Ranks	16 ^{pw}	16.38	262.00
	Positive Ranks	14 ^{px}	14.50	203.00
	Ties	35 ^{py}		
	Total	65		
Clear_career_path - Selfdirected_Learning_and_development	Negative Ranks	23 ^{pz}	15.26	351.00
	Positive Ranks	7 ^{qa}	16.29	114.00
	Ties	35 ^{qb}		
	Total	65		
Org_climate - Selfdirected_Learning_and_development	Negative Ranks	32 ^{qc}	20.16	645.00
	Positive Ranks	6 ^{qd}	16.00	96.00
	Ties	27 ^{qe}		
	Total	65		
Access_to_technology - Selfdirected_Learning_and_development	Negative Ranks	27 ^{qf}	18.11	489.00
	Positive Ranks	6 ^{qg}	12.00	72.00
	Ties	32 ^{qh}		
	Total	65		
Org_structure - Selfdirected_Learning_and_development	Negative Ranks	33 ^{qi}	19.20	633.50
	Positive Ranks	4 ^{qj}	17.38	69.50
	Ties	28 ^{qk}		
	Total	65		
Leave - Selfdirected_Learning_and_development	Negative Ranks	25 ^{ql}	17.62	440.50
	Positive Ranks	9 ^{qm}	17.17	154.50
	Ties	31 ^{qn}		
	Total	65		
Mememberships_and_associations - Selfdirected_Learning_and_development	Negative Ranks	44 ^{qo}	23.56	1036.50
	Positive Ranks	2 ^{qp}	22.25	44.50
	Ties	19 ^{qq}		
	Total	65		



	Z	Asymp. Sig. (2- tailed)
Leadership - Selfdirected_Learning_and_development	-1.292 ^b	0.196
Preformance_management - Selfdirected_Learning_and_development	-.475 ^b	0.635
Acknowledgement_acheiving_org_goals - Selfdirected_Learning_and_development	-.676 ^c	0.499
Clear_career_path - Selfdirected_Learning_and_development	-2.584 ^c	0.010
Org_climate - Selfdirected_Learning_and_development	-4.270 ^c	0.000
Access_to_technology - Selfdirected_Learning_and_development	-3.893 ^c	0.000
Org_structure - Selfdirected_Learning_and_development	-4.432 ^c	0.000
Leave - Selfdirected_Learning_and_development	-2.590 ^c	0.010
Memeberships_and_associations - Selfdirected_Learning_and_development	-5.545 ^c	0.000



Leadership

Paired variables		N	Mean Rank	Sum of Ranks
Preformance_management - Leadership	Negative Ranks	10 ^{qr}	10.30	103.00
	Positive Ranks	8 ^{qs}	8.50	68.00
	Ties	47 ^{qt}		
	Total	65		
Acknowledgement_acheiving_org_goals - Leadership	Negative Ranks	16 ^{qu}	10.66	170.50
	Positive Ranks	5 ^{qv}	12.10	60.50
	Ties	44 ^{qw}		
	Total	65		
Clear_career_path - Leadership	Negative Ranks	25 ^{qx}	14.98	374.50
	Positive Ranks	4 ^{qy}	15.13	60.50
	Ties	36 ^{qz}		
	Total	65		
Org_climate - Leadership	Negative Ranks	34 ^{ra}	17.50	595.00
	Positive Ranks	0 ^{rb}	0.00	0.00
	Ties	31 ^{rc}		
	Total	65		
Access_to_technology - Leadership	Negative Ranks	29 rd	17.40	504.50
	Positive Ranks	4 ^{re}	14.13	56.50
	Ties	32 ^{rf}		
	Total	65		
Org_structure - Leadership	Negative Ranks	34 ^{rg}	19.66	668.50
	Positive Ranks	3 ^{rh}	11.50	34.50
	Ties	28 ^{ri}		
	Total	65		
Leave - Leadership	Negative Ranks	28 ^{rj}	16.57	464.00
	Positive Ranks	5 ^{rk}	19.40	97.00
	Ties	32 ^{rl}		
	Total	65		
Memeberships_and_associations - Leadership	Negative Ranks	42 ^{rm}	22.32	937.50
	Positive Ranks	1 ^{rn}	8.50	8.50
	Ties	22 ^{ro}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Preformance_management - Leadership	-.832 ^c	0.405
Acknowledgement_acheiving_org_goals - Leadership	-2.101 ^c	0.036
Clear_career_path - Leadership	-3.592 ^c	0.000
Org_climate - Leadership	-5.391 ^c	0.000
Access_to_technology - Leadership	-4.124 ^c	0.000
Org_structure - Leadership	-4.935 ^c	0.000
Leave - Leadership	-3.468 ^c	0.001

Memberships_and_associations - Leadership	-5.717 ^c	0.000
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Correctly measured performance

Paired variables		N	Mean Rank	Sum of Ranks
Acknowledgement_acheiving_org_goals - Preformance_management	Negative Ranks	13 ^{tp}	10.77	140.00
	Positive Ranks	7 ^{rq}	10.00	70.00
	Ties	45 ^{rr}		
	Total	65		
Clear_career_path - Preformance_management	Negative Ranks	22 ^{rs}	14.57	320.50
	Positive Ranks	5 ^{rt}	11.50	57.50
	Ties	38 ^{ru}		
	Total	65		
Org_climate - Preformance_management	Negative Ranks	32 ^{rv}	18.38	588.00
	Positive Ranks	3 ^{rw}	14.00	42.00
	Ties	30 ^{rx}		
	Total	65		
Access_to_technology - Preformance_management	Negative Ranks	29 ^{ry}	18.69	542.00
	Positive Ranks	6 ^{rz}	14.67	88.00
	Ties	30 ^{sa}		
	Total	65		
Org_structure - Preformance_management	Negative Ranks	34 ^{sb}	20.21	687.00
	Positive Ranks	4 ^{sc}	13.50	54.00
	Ties	27 ^{sd}		
	Total	65		
Leave - Preformance_management	Negative Ranks	27 ^{se}	18.26	493.00
	Positive Ranks	8 ^{sf}	17.13	137.00
	Ties	30 ^{sg}		
	Total	65		
Memeberships_and_associations - Preformance_management	Negative Ranks	43 ^{sh}	24.79	1066.00
	Positive Ranks	4 ^{si}	15.50	62.00
	Ties	18 ^{sj}		
	Total	65		

	Z	Asymp. Sig. (2- tailed)
Acknowledgement_acheiving_org_goals - Preformance_management	-1.460 ^c	0.144
Clear_career_path - Preformance_management	-3.386 ^c	0.001
Org_climate - Preformance_management	-4.744 ^c	0.000
Access_to_technology - Preformance_management	-3.860 ^c	0.000
Org_structure - Preformance_management	-4.789 ^c	0.000
Leave - Preformance_management	-3.138 ^c	0.002
Memeberships_and_associations - Preformance_management	-5.416 ^c	0.000



Acknowledgement and recognition

Paired variables		N	Mean Rank	Sum of Ranks
Clear_career_path - Acknowledgement_acheiving_org_goals	Negative Ranks	18 ^{sk}	13.58	244.50
	Positive Ranks	7 ^{sl}	11.50	80.50
	Ties	40 sm		
	Total	65		
Org_climate - Acknowledgement_acheiving_org_goals	Negative Ranks	31 ^{sn}	20.18	625.50
	Positive Ranks	7 ^{so}	16.50	115.50
	Ties	27 ^{sp}		
	Total	65		
Access_to_technology - Acknowledgement_acheiving_org_goals	Negative Ranks	23 ^{sq}	15.04	346.00
	Positive Ranks	5 ^{sr}	12.00	60.00
	Ties	37 ^{ss}		
	Total	65		
Org_structure - Acknowledgement_acheiving_org_goals	Negative Ranks	31 st	21.32	661.00
	Positive Ranks	8 ^{su}	14.88	119.00
	Ties	26 ^{sv}		
	Total	65		
Leave - Acknowledgement_acheiving_org_goals	Negative Ranks	21 ^{sw}	14.17	297.50
	Positive Ranks	7 ^{sx}	15.50	108.50
	Ties	37 ^{sy}		
	Total	65		
Memeberships_and_associations - Acknowledgement_acheiving_org_goals	Negative Ranks	43 ^{sz}	24.99	1074.50
	Positive Ranks	5 ^{ta}	20.30	101.50
	Ties	17 ^{tb}		
	Total	65		

	Z	Asymp. Sig. (2- tailed)
Clear_career_path - Acknowledgement_acheiving_org_goals	-2.408 ^c	0.016
Org_climate - Acknowledgement_acheiving_org_goals	-3.997 ^c	0.000
Access_to_technology - Acknowledgement_acheiving_org_goals	-3.371 ^c	0.001
Org_structure - Acknowledgement_acheiving_org_goals	-3.915 ^c	0.000
Leave - Acknowledgement_acheiving_org_goals	-2.288 ^c	0.022
Memeberships_and_associations - Acknowledgement_acheiving_org_goals	-5.111 ^c	0.000



Clear career path

Paired variables		N	Mean Rank	Sum of Ranks
Org_climate - Clear_career_path	Negative Ranks	20 ^{tc}	15.65	313.00
	Positive Ranks	9 ^{td}	13.56	122.00
	Ties	36 ^{te}		
	Total	65		
Access_to_technology - Clear_career_path	Negative Ranks	22 ^{tf}	19.50	429.00
	Positive Ranks	14 ^{tg}	16.93	237.00
	Ties	29 th		
	Total	65		
Org_structure - Clear_career_path	Negative Ranks	21 ^{ti}	16.52	347.00
	Positive Ranks	8 ^{tj}	11.00	88.00
	Ties	36 ^{tk}		
	Total	65		
Leave - Clear_career_path	Negative Ranks	16 ^{tl}	14.31	229.00
	Positive Ranks	13 tm	15.85	206.00
	Ties	36 ^{tn}		
	Total	65		
Mememberships_and_associations - Clear_career_path	Negative Ranks	37 ^{to}	22.77	842.50
	Positive Ranks	6 ^{tp}	17.25	103.50
	Ties	22 ^{ta}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Org_climate - Clear_career_path	-2.201 ^c	0.028
Access_to_technology - Clear_career_path	-1.602 ^c	0.109
Org_structure - Clear_career_path	-2.941 ^c	0.003
Leave - Clear_career_path	-.267 ^c	0.789
Mememberships_and_associations - Clear_career_path	-4.614 ^c	0.000



Organisational climate and stability

Paired variables		N	Mean Rank	Sum of Ranks
Access_to_technology - Org_climate	Negative Ranks	15 ^{tr}	19.70	295.50
	Positive Ranks	19 ^{ts}	15.76	299.50
	Ties	31 ^{tt}		
	Total	65		
Org_structure - Org_climate	Negative Ranks	15 ^{tu}	17.33	260.00
	Positive Ranks	14 ^{tv}	12.50	175.00
	Ties	36 ^{tw}		
	Total	65		
Leave - Org_climate	Negative Ranks	12 ^{tx}	16.75	201.00
	Positive Ranks	22 ^{ty}	17.91	394.00
	Ties	31 ^{tz}		
	Total	65		
Mememberships_and_associations - Org_climate	Negative Ranks	31 ^{ua}	21.29	660.00
	Positive Ranks	8 ^{ub}	15.00	120.00
	Ties	26 ^{uc}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Access_to_technology - Org_climate	-.036 ^b	0.972
Org_structure - Org_climate	-.988 ^c	0.323
Leave - Org_climate	-1.760 ^b	0.078
Mememberships_and_associations - Org_climate	-3.978 ^c	0.000



Access to the latest technology

Paired variables		N	Mean Rank	Sum of Ranks
Org_structure - Access_to_technology	Negative Ranks	17 ^{ud}	16.91	287.50
	Positive Ranks	13 ^{ue}	13.65	177.50
	Ties	35 ^{uf}		
	Total	65		
Leave - Access_to_technology	Negative Ranks	18 ^{ug}	14.47	260.50
	Positive Ranks	19 ^{uh}	23.29	442.50
	Ties	28 ^{ui}		
	Total	65		
Mememberships_and_associations - Access_to_technology	Negative Ranks	30 ^{uj}	19.47	584.00
	Positive Ranks	7 ^{uk}	17.00	119.00
	Ties	28 ^{ul}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Org_structure - Access_to_technology	-1.208 ^c	0.227
Leave - Access_to_technology	-1.437 ^b	0.151
Mememberships_and_associations - Access_to_technology	-3.629 ^c	0.000

Organisational structures and processes

Paired variables		N	Mean Rank	Sum of Ranks
Leave - Org_structure	Negative Ranks	13 ^{um}	13.00	169.00
	Positive Ranks	22 ^{un}	20.95	461.00
	Ties	30 ^{uo}		
	Total	65		
Mememberships_and_associations - Org_structure	Negative Ranks	27 ^{up}	16.87	455.50
	Positive Ranks	5 ^{uq}	14.50	72.50
	Ties	33 ^{ur}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Leave - Org_structure	-2.508 ^b	0.012
Mememberships_and_associations - Org_structure	-3.907 ^c	0.000



Leave

Paired variables		N	Mean Rank	Sum of Ranks
Mememberships_and_associations - Leave	Negative Ranks	33 ^{us}	21.64	714.00
	Positive Ranks	6 ^{ut}	11.00	66.00
	Ties	26 ^{uu}		
	Total	65		

	Z	Asymp. Sig. (2-tailed)
Mememberships_and_associations - Leave	-4.649 ^c	0.000

Appendix 3 – Ethical Clearance Approval Confirmation

Dear Mrs Harshini Rattan

Protocol Number: Temp2016-01876

Title: Influence of Millennial's Reward Preferences on Attraction, Motivation Engagement and Retention in Management Consulting firms.

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

You are therefore allowed to continue collecting your data.

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

Kind Regards,

Adele Bekker

