Exploring Reward Alternatives to Money

Non-monetary rewards and employee engagement in the online travel market

By Eirini Argyrouli and Theodora Saade

Master's in Management 2022

Abstract

Title: Exploring Reward Alternatives to Money - Non-monetary rewards and employee engagement in the online travel market

Subject: MGTN59, Degree project - Management Challenges

Authors: Eirini Argyrouli and Theodora Saade

Advisor: Rikard Larsson

Keywords: Non-monetary rewards, Engagement, Travel Industry, Career Model, Career Motives, Career Awareness, Online travel Market, Employee Engagement

Purpose: The purpose of this study is to describe and explain employees' preferences for non-monetary rewards. Based on employees' career concepts and motives and other aspects of their personal life, the study looks into the individual needs for non-monetary rewards as a lever that increases engagement at work.

Theoretical perspectives: The theoretical chapter firstly presents theories about engagement and non-monetary rewards. Subsequently, the career model is described and the chapter ends with a background on the travel industry.

Methodology: A qualitative approach has been used. Semi-structured interviews with open-ended questions and questionnaire-like questions were performed with employees in the online travel market.

Empirical foundation: The empirical data consists of the answers and results we got from the interviews.

Conclusion: We have found a wide variety of different types of non-monetary rewards and individual preferences for them. One found pattern is that different career orientations and aspects of personal lives impact employees' preferences for non-monetary rewards. The understanding of what kind of non-monetary rewards a person needs is closely related to how aware they are of their career orientation and the motives they truly have. For example, while Expert specialists tended to prefer rewards to refine their skills and get recognition, broader generalists preferred more improved work environment rewards.

We also identified other aspects of life that impact the preferences for non-monetary rewards, such as employees with families value their flexibility at work and the ones who happen to be expatriates, also value flexible work conditions. When employees receive suitable non-monetary rewards that complement their lives, they become more motivated and engaged at work.

Acknowledgments

We would like to thank our thesis supervisor Rikard Larsson, for his assistance, guidance, and valuable comments that benefited us in the completion of our research. We would also like to express our deepest gratitude for our program director, Ola Mattisson, and we thankfully acknowledge the support that we received from him. Last but not least, we would like to thank each other for being able to keep a transparent, supportive and friendly work environment throughout the research process.

Table of Contents

List of Tables

List of Diagrams

List of Models

1. Introduction

1.1 Background

Companies try to find ways to keep their employees engaged at work. For this reason, apart from their remuneration, employees often receive other incentives, monetary and non-monetary. Monetary rewards are in the form of bonuses, shares, etc, while non-monetary rewards, for example, recognition, job security, etc, are not included in the employee's paycheck.

For years, the number one way of keeping employees engaged was considered to be money. For this reason, research and company practices focused extensively on monetary rewards. According to a meta-analysis on incentives written in 2003, there were 52 studies of monetary rewards, 12 studies of tangible non-monetary rewards, and no studies of intangible non-monetary rewards done up until that year (Condly et al, 2003). This means that there have been very few systematic studies on this field. In a book about employee drive, published in 2011, Daniel Pink argues that non-monetary rewards can make a difference in the levels of employee performance, satisfaction, and motivation (Pink, 2011).

This study mainly focuses on the importance of non-monetary rewards for employee engagement. Non-monetary rewards and non-material benefits are highly appreciated by employees. Mathios (1989) argues that non-monetary incentives are considered to be extremely important, especially by highly-educated people. Non-monetary incentives are extra powerful motivators because this type of reward has an intrinsic motivational impact on the employees (Waqas & Saleem, 2014). A research done in 2015 by Incentive Research Foundation and Intellective Group showed that 65% of participants prefer the non-monetary rewards if all other experiential elements are optimal.

The non-monetary rewards that we focus on in this thesis are the following: recognition, job security, skill development, status, work environment, and other benefits. Different types of non-monetary incentives drive employee engagement. No matter their level, employees seek opportunities to develop intellectually and personally, to find a balance between their personal lives and work, and to spark their creativity. They expect more than only money in

return for the time and energy invested at work (Peluso et al., 2017). Non-monetary incentives such as gift cards and discounts are often used by companies to incentivize top-performing employees. Lavigna and Basso (2020) have mentioned that believing that organizations value them, makes employees more engaged and pushes them to find personal meaning in their job. Another example by Buckingham and Coffman (1999) shows that communicating appreciation to employees is one of the main factors that increase employee engagement.

Nevertheless, not all people have the same needs for non-monetary rewards. More specifically, according to their career orientation, each individual needs different rewards to feel engaged (Larsson et al., 2003). At the same time giving employees non-monetary rewards that are not in line with their needs and interests does not make them more engaged (Von Glinow, Driver, Brousseau, & Prince, 1983). However, apart from career orientation, other aspects influence the individual's preferences for non-monetary rewards. They are mainly related to the personal life of employees, for example, their age, responsibilities, commitments, origin, etc. For example, Marineiro and Sullivan (2005) spoke about how women and people who have family commitments need more flexibility at work.

Models that combine career orientations with the non-monetary rewards preferred by employees have been developed. One of these models is the Career Model which was used in this paper for the analysis of the collected data (Driver, 1979). According to this model, there are 4 types of careers and they influence the preferences for non-monetary rewards: Expert, Linear, Spiral, and Transitory. Larsson et al. (2003) explain that there are differences in the way employees perceive their working life based on their conception of careers and personal career goals. These goals influence the preferences of employees on rewards (Larsson, Brousseau, Kling & Sweet, 2007).

This research thesis is a case study of the Travel Industry and more specifically the online travel market. This particular industry and market were affected massively, due to the travel limitations related to the covid-19 pandemic. According to the 2021 United Nations Conference on Trade and Development, international traveling declined by 84 percent between March and December 2020 compared with the previous year. This resulted in a decrease in the annual income of these companies (Vanzetti & Ralf, 2021).

The insecurity that came from this economic disaster makes it hard for companies in the online market industry to be very generous when it comes to rewards in the form of cash and bonuses. Under these circumstances, companies must invest resources in non-monetary rewards to sustain employees' job engagement.

1.2 Aim and Objectives

The aim of this study focuses on the relation between non-monetary rewards and engagement. Specifically, we focused on the online travel market and investigated what non-monetary rewards the employees of this industry need, based on their career orientation and motives. Additionally, we identified other factors that impact their non-monetary rewards preferences related to individuals' life status. We also compared the data collected from interviews to concepts of the career model. Through this research, we hope to identify the non-monetary that individuals in the online travel market prefer.

1.3 Research Purpose and Question

The recent crisis in the online travel market has limited financial resources. To keep employees engaged and retain them, companies in this market need to emphasize and develop their programs of non-monetary rewards.

The purpose of this research is to help companies and managers in the online travel market find a way to make the non-monetary rewards that are already given as well as the ones that are preferred by employees, more accurate, targeted and effective to drive better performance.

For this study, we formulated the following research questions:

- *What non-monetary rewards do employees from the travel industry prefer, according to their career orientation, to be more engaged in their work?*
- *What other aspects of life, apart from career orientation, influence the preferences for non-monetary rewards?*

1.4 Delimitations

As Theofanidis & Fountouki (2019) explain, delimitations are the boundaries that researchers set to make the aim of the study achievable. To answer our research questions and live up to the purpose of our study, we delimited our research by some active choices.

The travel industry is a very broad field that includes different markets such as hospitality, airlines, entertainment, etc. In this study, our focus was on the online travel market and we did not target other markets due to time constraints and the broadness of the industry.

Additionally, we also demarcate away any nuanced treatment of monetary rewards to focus our limited time for studying nuances on the under-researched non-monetary rewards.

1.5 Outline of the Thesis

An outline of the thesis is provided to inform the reader about what to expect in each of the chapters. The thesis is divided into six chapters, the first chapter being the introduction. It familiarises the reader with the background, the aim and the objectives of the thesis, the purpose, and the research questions, as well as the delimitations of our study that served as boundaries to define the scope of the theory. The second chapter includes theories and models around non-monetary rewards, employee engagement, the career model, and an introduction to the industry that we focused on. Afterward, the methodology is described explaining the research approach, the research design, the unit of the analysis, the data collection method, and the data analysis method. We also addressed the validity, reliability, and generalizability of the study as well as the ethical considerations. In the fourth chapter, which includes the empirical data, we presented the findings from the interviews. First, we outlined the personal details of the participants, then we showed the results around the non-monetary rewards, specific to each company, to the travel industry, and by preference. In the third section, we presented the findings around the concept of engagement, and finally, we defined the career concepts, patterns, and motives of the interviewees. In the fifth chapter, which is the analysis of empirical data and discussion, we first presented the concepts and the non-monetary rewards related to them, then we spoke about the motives and the non-monetary rewards, and

we summarized the findings in the career self-awareness section. The last part of the fifth chapter is about the influence of personal life on non-monetary rewards preference. Lastly, in the conclusion, we presented a summary of the research and the findings and ended our study with suggestions for future research.

2. Theoretical Framework

Since the study is about the relation between non-monetary rewards and employee engagement in the travel industry, it was important to start with a theoretical framework for us to gain necessary information regarding those concepts and to frame our research field. As explained by Sekaran and Bougie (2016), by reviewing the literature, researchers gain a better understanding of relevant knowledge about the problem they are attempting to solve. The authors add that a literature review is meant to assist the researcher in building on the work of others and in making informed decisions (Sekaran & Bougie, 2016).

In the following sections, we elaborate on the conceptual framework that starts with a brief introduction to the concepts of non-monetary rewards and employee engagement. We also introduce the interconnection of the two concepts. We explain the importance of engagement for organizations and employees. Then we present the different incentives that drive engagement and focus on the types of non-monetary rewards. The chapter continues with an introduction to the career model by Michael Driver (Larsson, et al., 2003) and we finally present the travel industry and why it was the focus of our research.

Sekaran and Bougie (2016) indicate that the first step to conducting a literature review is to identify published and unpublished material that can be found on the topic of interest and to gain access to them. The collection of the data for the literature review was mainly done through Lund University's search engine, LUBsearch, Google Scholar, and other databases.

2.1 Definitions of the concepts: Non-monetary Rewards and Employee Engagement

This section outlines a brief introduction to the concepts of non-monetary rewards and employee engagement.

2.1.1 Non-monetary Rewards

As defined by Waqas and Saleem (2014), a non-monetary incentive is any reward other than money, such as employee recognition, the flexibility of work schedules, self-development, and training. Incorporating non-monetary rewards into pay schemes can help employees keep their enthusiasm in their jobs and cooperate more effectively. Non-monetary rewards are also less expensive for businesses than monetary incentives (Markova & Ford, 2011). To show their employees that they value them and appreciate them, companies have been investing in both monetary and non-monetary rewards. Such rewards are usually measured by their return on the investment put by the company (Peluso, Innocenti & Pilati, 2017). Non-financial compensation is an important incentive for employees, specifically when a company is limited financially (Boselie, 2010). Furthermore, non-monetary rewards can be separated into two categories, intangible rewards such as appreciation and tangible rewards such as gifts and discounts (Condly et al., 2003). It is important to specify that the non-monetary tangible rewards usually have a monetary value but not in the form of stocks or a pay raise. However, in most cases, intangible rewards have low or no monetary value for the company. In our study, non-monetary rewards are associated with any type of reward that does not contain cash compensation for employees.

2.1.2 Employee Engagement

There are a lot of different definitions for 'employee engagement.' Therefore, defining and establishing a consensus on the concept is primordial for us to properly form our research. The concept of engagement has been researched heavily and widely used throughout literature. According to Kahn (1990), engagement is seen as a way for people to express themselves physically, cognitively, and emotionally. Macey and Schneider (2008) define employee engagement to be closely related to involvement, commitment, passion, enthusiasm, focused effort, and energy. They add that engagement is used as a definition to contradict disengagement. As an example, they speak about studies that define engaged employees as loyal people who are less likely to leave the company (Macey & Schneider, 2008). On the other hand, Harter et al. (2002) suggest that there is evidence that certain employee attitudes known as "engagement" are linked to organizational outcomes such as turnover and productivity. Lavigna and Basso (2020) state that employee engagement is considered the polar opposite of employee burnout. They also add that engaged employees

look for meaning in the work they do, they trust that the company they work at values them, and they are proud of their work (Lavigna & Basso, 2020). Lavigna (2013) has indicated traits of engaged employees. For example, being productive, staying with the company even if they can earn more in another one, going the extra mile for customers, etc. In addition, work engagement is about the way employees perceive their work. They usually find it to be stimulating and they tend to devote a lot of effort to it (Bakker, Demerouti & Xanthopoulou, 2012).

2.2 Interconnection of the concepts

According to Sonawane (2008), using non-monetary rewards has been traced to the post-Human Relations School of management thought. Also, the findings of one of the Hawthorne experiments led by Elton Mayo in 1927, proved that there are factors other than monetary and physiological variables that impact employee satisfaction and productivity (Bruce, 2013). These discoveries revolutionized the field of management research but the concept of employee engagement started enticing the attention of many companies in the 1990s. Kahn (1990) mapped the general conditions of the experiences that influence degrees of personal work engagement. Although he does not use the term "employee engagement", his work influenced other researchers on the concept. Buckingham and Coffman introduced the concept by stating: "The right people in the right roles with the right managers drive employee engagement" (Buckingham & Coffman,1999, p. 248).

Incentives of every type are seen as tools to drive engagement. Multiple rewards are included in organizations' compensation systems to encourage employees to perform better (Markova & Ford, 2011). Knowing that the rewards exist and can be given to them, employees often get spurred to accomplish execution objectives set by the top management (Bose and Maheshwary, 2019). Trusting that their share of efforts and devotion at work will be rewarded in a significant way, employees tend to invest their energy, time, and personal resources as a way of showing engagement to the company (Macey & Schneider, 2008). Schuler and Jackson (1996) confirmed that a noticeable relationship between rewards, motivation, and task completion has been identified in both the private and public sectors.

Researchers have written about the relationship between non-monetary rewards and their drive for engagement. For example, Macey and Schneider (2008) have explained that engagement generates from the working conditions and the leadership under which employees work. Buckingham and Coffman (1999) mention the importance of communicating appreciation and recognition to employees. Bindl and Parker (2010) highlight that the involvement of employees in the goals of the organization creates a sense of belongingness and influences engagement. Moreover, Jeffrey (2007) studied how non-monetary rewards are capable of impacting psychological needs and proved that they have a long-term effect on motivation. We distinguish between motivation and engagement as those two concepts are extremely related but not similar. Employee engagement is the base for employees to perform better, while motivation serves as the energy and drive required to work better (Martin, 2009).

2.3 The importance of Engagement

2.3.1 On the organizational level

Wartzman and Corsby (2018) believe that the key factor for the success of any organization is its employees. Therefore, the engagement of these people becomes a crucial element to bring good results to a company. Indeed, Lavigna and Baso (2020) confirm that performance and outcomes are improved in organizations when there is more engagement.

According to Welch (2011), throughout the world, leaders and managers are concerned about employee engagement and they believe that it is an essential component that drives organizational effectiveness, innovation, and competitiveness. A research done on 693 large publicly traded companies proved that the best-managed businesses were companies that also had the most engaged and well-developed employees (Wartzman & Corsby 2018). Furthermore, the performance of engaged employees results in satisfied clients, customers as well as stakeholders (Lavigna & Baso, 2020). Research has also revealed that having engaged employees positively affects the company internally by promoting stronger relationships across the organization (Lavigna & Baso, 2020).

Apart from better performance, engagement at work also means that employees portray a good image of the company to the external world. Research has revealed that engaged

employees recommend their organization as a good place to work. They become brand ambassadors. Gallup panel results show that employees who are engaged are 23 times more likely to recommend their organization as a great place to work (Wetherell, Agrawal, Robison &Pendell, 2020).

2.3.2 On the level of employees

Engagement adds value for the company, but engaged employees are also positively affected by it. The definition of employee engagement is linked to a positive, active, work-related psychological state (Nimon, Shuck, & Zigarmi, 2016). It has been proven that engaged employees are more productive and active at work. (Lavigna & Basso, 2020). Moreover, studies revealed that engagement makes employees more optimistic and self-efficacious. They feel more joy and enthusiasm for what they do and want to become better at what they do. By having such a positive outlook on things, engaged employees create positive feedback, in terms of appreciation, recognition, and success (Bakker, Demerouti & Xanthopoulou, 2012).

2.4 Other incentives that generate engagement

In this research, we focused on the non-monetary incentives that drive engagement, but other incentives also generate engagement. It is believed that monetary rewards are one of the most stated factors to generate employee engagement. When employees are asked why they work, money is often the most cited reason (Jurgensen, 1978). It is crucial to differentiate between salary, which is a right of every employee, and monetary rewards. The latter are either in the form of stocks and shares given to employees or in the form of cash such as a bonus on their salary.

Sonawane (2008), mentioned a study on the use of rewards to encourage better performance. The study showed that monetary rewards impact performance more than non-monetary rewards. The effect of the two types of incentives on the work tasks resulted in a 22% gain in performance. The performance gains for monetary rewards were measured at 27% while the gains from non-monetary rewards at 13%.

With monetary rewards, employees get to purchase goods that are more personalized and needed. On the other hand, non-monetary rewards are not always suitable for employees'

preferences, since it is often hard for companies to pick adequate non-monetary rewards (Jeffrey, 2009). Nevertheless, employees usually avoid talking about salary raises and cash bonuses, non-monetary rewards are often more visible to others, and they tend to promote discussions about an employee's strong performance (Jeffrey & Shaffer, 2007).

2.5 Types of Non-Monetary Rewards

Before we proceed further it is crucial to list and explain the main types of non-monetary rewards. There are many categorizations and divisions, but we based our list on Larsson, R., Brousseau, K.R., Kling, K., and Sweet, P.L., (2007), because it was more compatible with the model that we used for our analysis. Here are the main categories of non-monetary rewards:

Recognition: Recognition and appreciation are one of the most important rewards. Employees spend a big part of their day at work and they need to feel that their achievements and contributions are appreciated (Waqas & Saleem, 2014). Recognition can be expressed in different ways; from a simple 'thank you' email from the manager to an 'employee of the month' title, an appreciation ceremony, or delegation of tasks. There are many ways a company can recognize the efforts of an employee (Jyothi, 2016; Redman & Matthews, 1998). According to research, companies that offered positive reinforcement noticed a 15% increase in productivity (Luthans & Stajkovic 2012).

Job Security: A non-monetary reward that is crucial for some people is job security. According to research, it sparks higher employee engagement and better performance (Nickson, 2007). On the other hand, keeping employees in a temporary or insecure place results in disengagement and dissatisfaction (Jyothi, 2016; Allan et al., 2000).

Skill Refinement/ skill development: This reward has the form of training, seminars, workshops, etc. For many employees developing skills, getting experience, and becoming better at what they do is an engagement lever. According to research skill refinement and development increase employee satisfaction and results in more effective work, innovation, and higher engagement (Peluso, Innocenti & Pilati, 2017). It can give the employees a feeling of growth, and a change from the routine of work. It is especially good for employees who enjoy new challenges (Jyothi, 2016).

Status: Status is related to changes in the job title, promotions to higher positions, and leadership development. Giving employees job titles that are relevant to their aspirations can make them have more faith in the fairness of reward systems, feel more responsibility and be more engaged (Debela & Hagos, 2011). It is crucial for organizations to offer job titles that are relevant to the importance of the position, to keep employees motivated (Jyothi, 2016).

Work environment: Many things define the work environment in a company. Having good working practices that fit the type of the organization and the needs of the employees is one of the basic aspects of work conditions: job rotation, cross-functional teams, company culture, creative latitude independence, flexibility, work-life balance, trust, etc. can form an environment where people feel engaged and happy to work (Larsson, Brousseau, Kling, & Sweet, 2007; Peluso, Innocenti & Pilati, 2017)

Other benefits: There are many other kinds of rewards, tangible and intangible that can result in higher employee engagement. To list a few of them: Company events (dinners, parties, etc), token gifts (such as mugs, bags, notebooks), extra leave days, perks that employees can enjoy outside work (discounts, memberships, etc), and health insurance plans. (Jyothi, 2016; Dzuranin & Stuart, 2012).

2.6 Career Model

The career Model was introduced by Michael Driver in 1979. The idea behind the model is that each individual has different needs and desires regarding their career. These different career orientations are related to the way each employee sees the culture, leadership, and strategic direction of their company (Larsson et al., 2003).

After the introduction of the Career Model, Driver continued developing it in later publications (1980, 1982) where he explained, even more, the self-concepts of individual careers. Along with a team of renowned researchers, he applied it to different concepts like organizational culture (Driver & Coombs, 1983), demographics (Driver, 1985; Brousseau, 1990), and HR management with Von Glinow, Brousseau, and Prince in 1983, etc. In recent years the model keeps being relevant and studied by researchers (Larsson et al., 2001), (Larsson et al., 2003), (Larsson & Kling, forthcoming).

The career model looks into two conceptual factors that define the career preferences of employees: The first is how often they tend to change careers and the second is the conceptual "direction" of career movement or change (Larsson, R., Brousseau, K.R., Kling, K. & Sweet, P.L., 2007). Out of these two factors derive four diverse career concepts: Expert, Linear, Spiral, and Transitory.

The characteristics of each category according to theory are the following (Larsson, Brousseau, Kling & Sweet, 2007), (Larsson & Kling, forthcoming):

1. Expert: Individuals who are described as experts are those who stick and commit to one career choice their whole lives. They master skills and expertise and knowledge in one specific area. They do not look for promotions and higher positions, but they want to be good in what they do.

2. Linear: Linears are people who dream of climbing the hierarchy ladder in their company. For these people, the main focus is changing job titles and status. They do not look for changing their field of knowledge or occupation.

3. Spiral: Individuals who make spiral career choices prefer to change careers every few years, using previous experience as the stepping stone for the acquisition of new skills. It is a lateral movement into new related occupational areas.

4. Transitory: This category includes people who want to change companies, fields, and jobs frequently. They want to have variety and change, they desire new experiences and knowledge and are not scared by the challenges that come along with these changes.

According to the theory, career choices can be described by these four categories. Moreover, an individual can have preferences that place them between two of these categories. For example, someone might have features that place them between Linear and Expert.

Research has shown that according to the career choice of each individual, they need different non-monetary rewards to feel more engaged in their work. The more suitable the reward to the individual the more the engagement increases (Larsson & Kling, forthcoming). However, it is possible for the individuals to not have a clear idea about what their ideal career orientation is based on their traits and needs. For this reason, the career model differentiates

between career concepts and career motives (Larsson & Kling, 2017). Career concepts are related to what individuals think they need while career motives are related to what they find engaging. According to Larsson and Kling (2017), the more concepts and motives correspond, the more engaged employees are, and the more aware of their needs. Looking into the choices of an individual we understand the levels of their career self-awareness. Larsson, Brousseau, Kling, and Sweet (2007) did extended research which directed them to match the 4 categories with respective incentives. It is presented below:

Career Concept	Expert	Linear	Spiral	Transitory
Duration on the field	Life	Variable	5-10 years	2-4 years
Direction of movement	In-depth	Upward	Lateral related	Unrelated
Engaging Career Motives	Security Expertise	Power Achievement	Creativity Personal Growth	Variety Independence
Rewards	Recognition Job security Skill refinement Own budget	Promotion Managerial bonuses Leadership Development	Job rotation Cross-functional projects Creative latitude Personal development	Cash bonuses, job rotation, special assignments, independence

Table 1: Presentation of the career concepts

Surveys and case studies have proven that the more personalized the rewards are, the more engaged the employees are in their work and company (Larsson & Kling, forthcoming).

The career model facilitates the aim of this paper and the research question which looked into the types of the non-monetary rewards and employee engagement with a focus on the travel industry. It will be used in the analysis section as a tool that can help explain the data collected.

2.7 Other factors that influence non-monetary reward preferences

Apart from career orientations, other aspects of life have an impact on employees' preference for non-monetary rewards. Jyothi (2016) mentions this by bringing up Maslow's theory from 1943 which shows that people are motivated to satisfy their needs. In Maslow's theory, the needs are classified into five categories that are in an ascending hierarchy: Physiological needs, security needs, social needs, esteem, and self-actualization needs. Having different needs means that we tend to prefer different things to satisfy our needs. Other than the needs, people differ in characters, genders, personal experiences, life status, and other important factors that have an impact on people's choices. Another example of personal factors that impact what people prefer and want to have more often at work is related to family commitments. Mainiero and Sullivan (2005) talk about how family-friendly firms should be providing their employees with flexible schedules and a norm of flexible work as rewards. They also add that for companies to become more family-friendly and to cope with women's needs, they should: 'Redesign work so it can be made flexible. Provide "tech for flex" (technology for flexibility) so that workers can work remotely from their offices at all hours of the day.' (Marino & Sullivan, 2005, p.117).

2.8 Travel Industry

As explained in the introduction, for this thesis, data from the online travel market was collected. In this section, we will explain how the industry is defined and why we picked it and from which companies we collected data.

The travel industry includes fields like the online travel market, business and leisure travel, transportation, food and drink services, accommodation, and much more. Under these broader umbrellas, there are fourteen sub-categories : (Nickson, 2007): Hotels, Restaurants, Pubs, Bars and night-clubs, Contract foodservice providers, Membership clubs, Events, Gambling, Travel services, Tourist services, Visitor attractions, Youth hostels, Holiday parks, Self-catering accommodation, Hospitality services

The travel industry is influenced by digitalization and globalization, and the very recent effects of the Covid-19 pandemic. The progress of technology has made it easier for people to travel, discover new destinations, and arrange trips quickly and efficiently, online (Statista,

2022).   More details about the focus of our research will be given in the Methodology chapter.

2.9 Analytical model

In the following model, we presented a summary of the main topics related to our research. Rewards are divided into two categories; monetary rewards and non-monetary rewards. Both types of rewards drive engagement. In our study, we focused on the non-monetary rewards, which we divided into six big categories. We also showed how career concepts and career motives have an impact on the preference for non-monetary rewards.
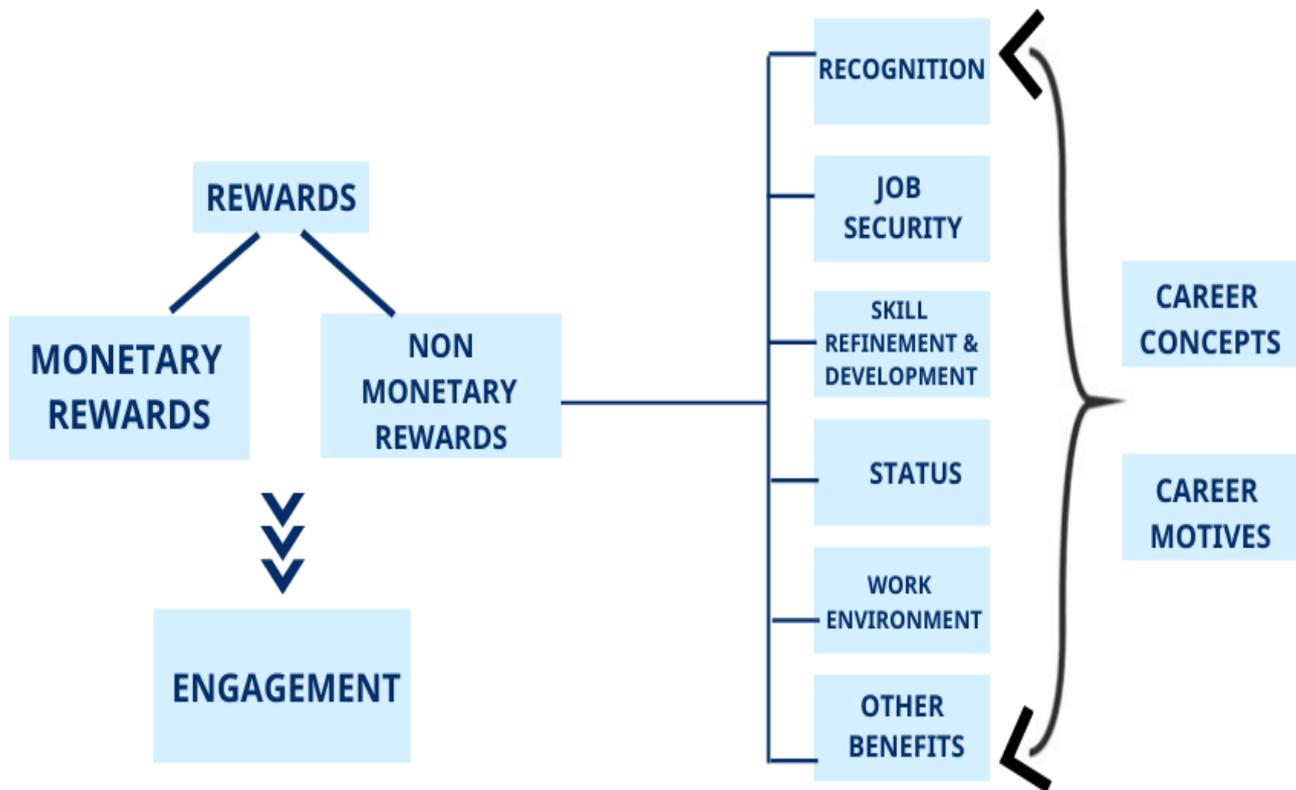
Model 2: The Analytical Model of this study

3. Methodology

This section is about the methodology with which the research was conducted, to understand the preferences of individuals regarding non-monetary rewards. The aim was to understand how different career orientations influence the individual need for non-monetary rewards.

More specifically this section presents:

- Research Approach and Design
- Sampling and Units of Analysis
- Data Collection Method and the actions taken to analyze, categorize and compare the findings
- The actions taken to guarantee the validity, reliability, and generalizability of our research

3.1 Research Approach

The research approach of this thesis is based on the deductive method. The deductive method starts from a general study of theory and narrows down to the specific matter at hand (Sekaran and Bougie, 2016; Bryman & Bell, 2015). Aityan (2022) explains that the deductive method is used when the general relations of things are known and we want to come to conclusions about specific things (Aituan, 2022). We started our research by reading broadly theories related to non-monetary rewards, engagement, and the career model, and then we focused on how all of these function in the online travel market.

To go deeper in specifying our topic we conducted qualitative research based on interviews with employees from the online travel market. In a qualitative method, researchers collect words instead of numbers, to collect the data needed for the analysis (Brunsveld, Page & Hair, 2019). This method explores the experiences of individuals in great detail to understand the individual's experiences and words (Willing, 2013). Considering our research question, a qualitative method was the one that could give us the best material for our analysis.

3.2 Research Design

To understand theories we began our research in various databases like LubSearch, Scopus, Google Scholar, and Statista. The main keywords we used to find articles were:

non-monetary rewards/incentives, employee engagement, travel industry, online travel market, and career model.

In this thesis, our research strategy is to conduct a case study on the travel industry to understand what non-monetary rewards employees in this industry need to feel more engaged. Case studies focus on collecting data about a specific case (object, event, or activity), to understand the real-life situation from different angles and viewpoints. (Sekaran & Bougie, 2016). To understand the industry in which we focused, we read existing papers, news articles, and articles published on the website of companies that work in this field. After reading the theory, we collected data through interviews that were based on structured and semi-structured questions. Our research is cross-sectional which means that we collect data only once, over 10 days, and with this data, we answer our research question (Sekaran & Bougie, 2016).

Following the theory and data collection, we started analyzing our findings with the help of the career model. We used the version of the model that is introduced by Decision Dynamics to categorize employees according to their career choices and preferences for non-monetary rewards. With the help of the model and the results of our analysis we answered our research questions and came to conclusions.

3.3 The focus of the research

For our research we interviewed people who work in the travel industry, in the sector of the online travel market. According to Statista's research department (2021), the online travel market is composed of travel e-commerce websites that specifically sell products like flights, accommodation, and rental cars, and other review websites that let travelers post their reviews of hospitality experiences such as hotels and restaurants. For our research, we interviewed people from the top three leading companies, Airbnb, Booking.com (Booking Holdings), and Expedia. Due to the broadness of the field and the time constraints, we decided to only focus on those three companies. According to Statista.com (2022), based on their capital, they are leaders in their market as of December 2021.
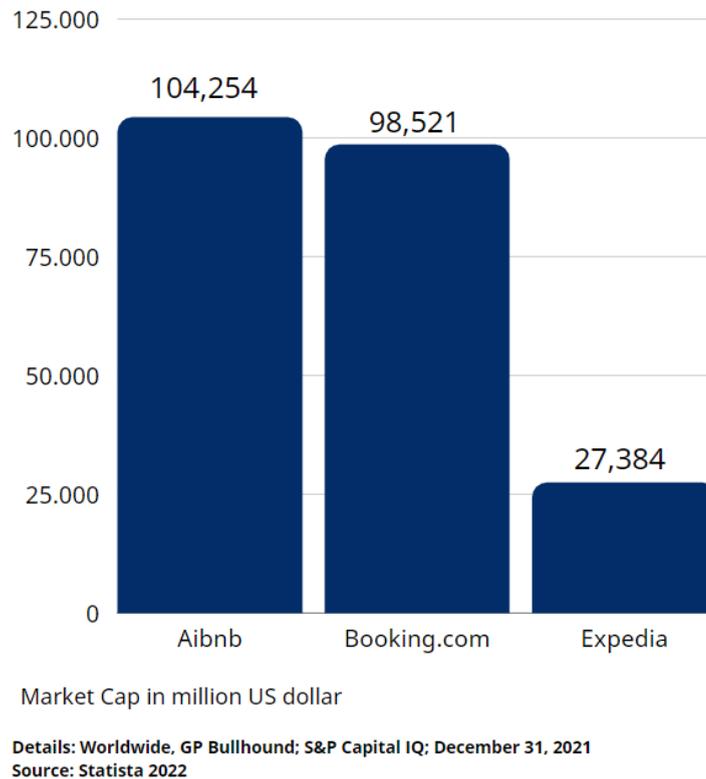
Diagram 1: The market cap of the top three companies in the online travel industry

3.4 Sampling and unit of analysis

Before we started inviting people to interview we defined the type of people needed as samples to collect the appropriate data. In qualitative research, purposive sampling is a method according to which, individuals are selected based on their knowledge and expertise on the investigated topic (Sekaran & Bougie, 2016). Employees who work in the online travel market have a personal understanding and perception of the rewards offered to them in their companies, and for this reason, we believe that they are a good sample for our study.

Brunsveld, Page, and Hair explain that 'The unit of analysis is the basic element of your research project. In other words, it is the "who" or "what" in your study that you want to understand and describe. It is called the unit of analysis because it is who or what you analyze that determines what the unit in your study is.' (Brunsveld, Page & Hair, 2019, p.34). Our unit of analysis was individuals, men, and women of all ages employed in Expedia, Booking holdings, or Airbnb. The participants had different roles in the company, experiences, and

backgrounds. Sekaran and Bougie (2016) explain that the chosen samples should represent the diversity of the population.

3.5 Data Collection Method

In this section we will focus on the kind of data we collected and the method used for the collection. Having in mind our research question we formed the interview objectives. We used elements we had collected from the theoretical framework along with questions that were specific to the career model. The interview was semi-structured. In semi-structured interviews, the interviewer follows the prescribed questions that are essential for the research but also has the flexibility to ask additional questions based on the responses of the participants (Sreejesh, Mohapatra, & Anusree, 2014).

We created a set of unstructured and structured questions which helped us enlighten different aspects of our topics. The wording of the questions was picked carefully to keep the tone of the interview unbiased and not leading. We created questions that were focused on the topic but flexible, and clear to understand. Finally, our questions were aligned with our data collection and analysis goals.

The questions were divided into four categories:

1. Personal Questions: In the first part, we had a few demographic questions related to age, nationality, personal life, job experience, and years in the company. We collected this data as we thought they have a role in the answers participants give, and could be used in the analysis part.

2. Questions about non-monetary rewards: This set of questions focuses on the specific non-monetary rewards participants get in their companies and their personal preferences for these rewards. The purpose of these questions was to understand the companies' culture towards these rewards and the preferences of each individual.

3. Engagement: The questions that focused on engagement, aimed to spark the reaction of the interviewees regarding how and which non-monetary rewards motivate them to be engaged.

4. Career goals: The final questions were related to the career goals, the carrier patterns individuals follow, and their career motives. This set of questions was based on the career assessment by Decision dynamics and inspired by Larsson, Brousseau, Kling,

and sweet (2007). The questions were coded and the participants had to answer by giving a grade to their preference between one and seven.

3.4.1 Interviews

We created a list of employees of the online travel market and we invited them to interview. We were aiming for 10 interviews and to achieve that we sent in a total of 163 invitations on LinkedIn.

The interviewees work in the three bigger companies in the sector of the online travel market. They had various levels of experience in the company. The longest was 10 years and the shortest 6 months. They were from different departments and had various job titles. We aimed for diversity in our participants because we wanted to hear different perspectives on the subject matter.

COMPANY	NUMBER OF INTERVIEWEES
Expedia	3
Booking.com	5
Airbnb	2

Table 2: Number of interviewees in the three different companies

The interview was conducted via Google Meets and it was recorded with a recording device. Before starting recording we asked for the interviewees' permission. Recording the responses accurately is equally important to listening attentively, showing interest in the responses, and asking them additional questions that can encourage the participants to elaborate further (Sekaran & Bougie, 2016). Despite asking additional questions and trying to develop a friendly environment, we tried to keep our questions unbiased and our interference minimal. We wanted to receive original and unbiased responses from the participants. As Sreejesh, Mohapatra, and Anusree (2014) explain: 'Biassed and loaded words tend to be emotionally colored, eliciting automatic feelings of approval or disapproval.'(Sreejesh, Mohapatra, & Anusree, 2014).

3.5 Data Analysis Method

As it has been defined by Stake "Good research is not about good methods as much as it is about good thinking" (Stake, 1995, p.6). Saldaña (2018) agrees that having a box full of tools defies its purpose if one does not know how to use the collection well and creatively. Therefore, we needed to follow specific strategies to analyze and interpret the data that was collected. This section describes the steps that were taken to handle and analyze the data.

As soon as we started conducting our interviews, the analysis process started. Gibbs (2018) states that data collection and data analysis should start in parallel and he adds that keeping field notes while collecting data helps in the start of its analysis. After each interview, we were associating the responses of the participant with his or her career orientation. We were also discussing whether their preferred rewards match the career model's concept category that they fall in, and we kept a diary of the preliminary notes about each interview. Using the brief analysis of our first interviews helped us raise new research issues and questions (Gibbs, 2018).

3.5.1 Interviews

Data analysis involves some kind of transformation. As mentioned by Dey (1993), to analyze our data we need to transform it into something it was not, and this gets us to have a new fresh perspective on our data. Indeed, we started by transcribing the audio recordings of the interviews. We transformed the audio files into texts because dealing with textual data makes the analysis more fluent, rapid, and accurate (Gibbs, 2018). As we were constrained by time, and since transcribing the interviews manually takes a lot of time, the transcription was done using an online automated audio-to-text tool. Once the transcriptions were produced, we divided the texts between the two of us, to proofread them and make sure that the outcome was correct and following the recorded interviews. Transcribing the interviews enabled us to focus on the important data and emphasize particular features. (Gibson & Brown, 2009). Based on the theoretical framework and to find answers to the research question, we both read the transcribed data and highlighted the main ideas.

Having the transcription done meant that we had all that was said by the interviewees transformed into text. But before proceeding with the analysis, we took some time to

carefully look for and highlight what was not said by the interviewees. This means that throughout the interview, for example, the participants were tempted to pick the non-monetary rewards that they prefer and did not talk about or give attention to the ones that they do not appreciate. Pointing out the topics that were not brought up by the interviewee, helped us in attributing them to one of the career model's career types. In fact, in an interview, Preissle (2007, cited in Roulston, 2014) declares that a person's thoughts and words are not always transparent, and she compares them to a dirty window that we try to see through.

During the data analysis process, we worked closely together and collaborated to affirm one another's analyses (Cornish et al., 2014). The word "analysis" comes from the Ancient Greek meaning to "break apart", to literally "loosen up". Therefore, to analyze the qualitative data (the semi-structured interviews) we had to divide the findings into smaller parts. According to Miles and Huberman (2014) the process of analyzing qualitative data consists of three steps; data reduction, data display, and the drawing of conclusions. We proceeded by reducing the data first. Reducing the data makes it more manageable and the analysis becomes more efficient (Dey, 1993). Sekaran and Bougie (2016) confirm this by stating that the first step in data analysis is data reduction through coding and categorization. Therefore, to recognize patterns, we proceeded by coding the data following themes based on the theoretical framework, and we categorized the data by classifying the different themes into clusters. Dey explained that "data assigned to different categories can be compared and interrelated to produce a more encompassing analysis of the data" (Dey, 1993, p.102).
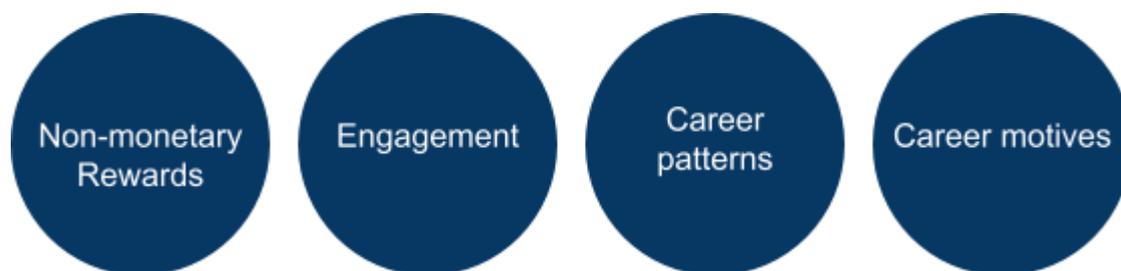
Diagram 2: Categories created for the data analysis

While reducing the data, we also focused on defining key moments in each of the interviews (Sullivan, 2012). Although we tried finding key moments in each interview, some of the interviews had more key moments as the participants were more talkative, shared more experiences, and were self-reflective.

The second step for us was to display the data in condensed tables and diagrams. Dye (1993) states that diagrammatic displays help us notice the relationships between categories and reach conclusions.

Finally, the last step in our data analysis was the drawing of conclusions. Based on the diagrams created in the second step, we were able to identify patterns and link the data to come up with answers to our research question.

3.6 Validity, Reliability, and Generalizability

To measure the thesis' research quality and trustworthiness, we decided to focus on its validity, reliability, and generalizability.

Sekaran and Bougie (2016) define validity in qualitative research as the accuracy in representing collected data. In other words, "validity is the degree to which the finding is interpreted in a correct way" (Kirk and Miller, 1986, p.20). Sekaran and Bougie (2016) relate content validity to the question "Does the measure adequately measure the concept?" (Sekaran & Bougie, 2016, p.223). For the findings to be the most accurate and to represent the participants' insights, we made sure to ask more than one question about the same topic. For example, we asked different questions that can help us determine the non-monetary rewards that the participants appreciate, and more than one question that helped us determine their career orientations. Indeed, content validity, as described by Sekran and Bougie (2016) is a measurement of how well items in the concepts are outlined. Aityan (2022) suggests that in order not to be trapped in their biases, researchers should always keep a reasonable doubt. For that not to happen, we worked closely together to have two perspectives throughout the whole analysis.

"Reliability is a test of how consistently a measuring instrument measures whatever concept it is" (Sekaran & Bougie, 2016 p.220,). In other words, reliability is defined as "an indication of the stability and consistency with which the instrument measures the concept" (Sekaran and Bougie, 2016, p.223). Regarding reliability, and to measure the consistency of results, we interviewed different people who work at the same company to get different insights into what the company offers them as non-monetary incentives for example.

Sekaran and Bougie (2016) define external validity to be the generalizability of the cause-and-effect relationships to the external environment. Moreover, Taylor (2013) indicates that the external validity of a research means that the results can be generalized beyond a specific case. She adds that generalization requires that samples represent the entire population (Taylor, 2013). For this exact reason, we tried to look for interviewees in different companies in the travel industry in different countries. This makes the findings relevant to other companies in the travel industry, and the same study could also be done in other industries to come up with similar results.

3.7 Ethical Considerations

The ethical aspect of a research is crucial for its success. As defined by Saunders, Lewis, and Thornhill (2003), research ethics are directly related to the way we deal with the rights of the participants who become the subject of our work.

Robson (2002) states that being clear about your requirements from the participants makes them aware of what is needed from them. We developed an incremental strategy of access as described by Saunders et al. (2003), by first connecting with the potential interviewees on LinkedIn along with sending them an introductory short message. Once they accepted our request to connect and expressed concern about helping us, we first explained our thesis' topic and the purpose of this study. We also communicated the importance of their participation in the interviews, and how it has a huge impact on our research. We followed Saunders et al. (2003)'s approach of the introductory letter by sending a personally addressed letter to each of the potential interviewees that included an outline of the topic of our research, how they would be able to help, and the dates of when we wanted to conduct the interviews. This letter and the way we sent it helped us gain credibility (Saunders, Lewis & Thornhill, 2003).

According to Sekaran and Bougie (2016), the confidentiality of the responses is essential to promote cooperation from the side of the participants and to make them feel comfortable sharing their thoughts. Thus, we made it clear from the beginning that we would not disclose any names, and that we would assign codes to each interviewee. Before each interview, we reminded the participant that his/her anonymity in the study will be kept and we even told them which code letter we had assigned to them.

In such interviews, people hesitate to be interviewed as they are afraid they might be asked about internal company information. Therefore, the researchers must create an environment of trust (Sreejesh, Mohapatra, & Anusree, 2014). To meet these criteria, we made sure to send the interview outline and questions a day before the meeting, so that the interviewees can take a look at the questions and decide whether they are comfortable answering them or not.

At the start of every interview, we asked the interviewee if they would accept that the interview gets recorded for research purposes and to ease the analysis process. We also made sure to start the recording by telling them that "I am starting the recording now, are you okay with that?", to keep their response recorded.

3.8 Limitations of Method

All methods used in research have their benefits and limitations. For example, management and behavioral investigations are not always 100% scientific, because the results obtained are not always exact and error-free, in contrast to the physical sciences that are based on solid numbers (Sekaran & Bougie, 2016).

Different factors, such as knowing that they were being recorded, wanting to show a good image of the company, or not trusting us fully, might have kept the participants from sharing their honest thoughts. Sekaran & Bougie (2016) mention that interviewees sometimes do not express their true opinion but provide information that they believe the interviewer is expecting from them.

There are many big companies in the sector of the online travel market. However, due to time constraints, we decided to focus on the three online travel companies with the highest market capitalization in the last year. We interviewed 10 people from these companies and no employees from other companies were interviewed. The three companies we picked are big international employers, which means that they have more career paths, more resources, and more benefits than smaller, local companies. These factors influence the rewards and opportunities offered to the employees. However, our study will not compare bigger to smaller companies because their approaches to non-monetary rewards are different. Our focus will remain on the three biggest companies in the online travel market.

4. Empirical data

In this chapter we present the findings from the data collected in four sections. The data collected from the semi-structured interviews are reduced, categorized, and displayed to help us answer the research questions. We divided the four sections into themes, in the same way, that we presented the theoretical framework. The different aspects of this chapter helped us answer our research questions. The first section includes the personal information about the interview participants, the second section describes their perception of non-monetary rewards, the third section is about the concept of engagement in connection with non-monetary rewards as seen by the interviewees, and in the final section we present their career motives, career patterns and we identify their career concept following the career model.

4.1 Personal Details from Interviewees

We conducted interviews with 10 employees from the online travel market. Three of the participants work at *Expedia*, five participants work at *Booking.com*, and two participants are employed at *Airbnb*. Of the interviewees, 50% are female and 50% are male. We had participants who have different job positions in different departments, such as business developers, data specialists, market researchers, global recruiters, etc. In addition, the participants had different personal life statuses, most of them were in a relationship, and some of them also have kids. As we had participants from several countries, we also presented whether they are expatriates or work and live in their country of origin. 70% of the interviewees were expatriates, while 30% work and live in their country of origin.

The following table (Table 3), displays the personal details of each participant that we find relevant to the research criteria.

Personal Details / Interviewee	Gender	Job Position	Personal Life Status	Expatriate
A	MALE	DATA SPECIALIST	IN A RELATIONSHIP	YES
B	MALE	BUSINESS DEVELOPMENT EXECUTIVE	IN A RELATIONSHIP	YES
C	FEMALE	LEARNING SPECIALIST	MARRIED	YES
D	MALE	MARKET RESEARCH SPECIALIST	IN A RELATIONSHIP	YES
E	FEMALE	MARKET RESEARCH AND INSIGHTS SPECIALIST	IN A RELATIONSHIP	NO
F	MALE	GLOBAL RECRUITER	MARRIED/ 1 CHILD	NO
G	FEMALE	TAX PROJECT SPECIALIST	IN A RELATIONSHIP	YES
H	MALE	AREA MANAGER EMEA	SINGLE	YES
I	FEMALE	ASSOCIATE MARKET MANAGER	MARRIED/ 1 CHILD	NO
J	FEMALE	QUALITY ADVISOR	IN A RELATIONSHIP	YES

EXPEDIA **BOOKING.COM** **AIRBNB**

COLOR LEGEND FOR THE COMPANY THE INTERVIEWEE WORKS AT

Table 3: Personal details of the interviewees

4.2 Non-monetary Rewards

4.2.1 Non-monetary Rewards in companies

In this section, we present the non-monetary rewards that the participants get in their companies. We gave them a list of non-monetary rewards and asked them which ones they currently receive. We also asked them if they have any additional non-monetary rewards that they are offered at their job. In table 4, we grouped the participants by company, as we want

to compare the results between different employees and how they perceive the rewards they get within the same company.

From the non-monetary rewards that we listed in the interview we received different answers to whether the employees get those rewards or not. For example, 70% of the interviewees confirm getting 'job security' as a non-monetary reward at the company they work at. Two out of the three participants who work at *Expedia*, mention not feeling secure at their job, and one out of five participants who work at *Booking.com* mentions not getting this non-monetary reward at the company they work at.

As for 'recognition', 90% of the interviewees mention receiving this non-monetary reward at their job. Only one interviewee said they do not get any appreciation and recognition at their workplace.

Participants from all three companies confirm having a good 'work environment' and being able to 'develop and refine their skills' through their job.

One of the non-monetary rewards that were on the list is the 'status'. 60% of the interviewees mention getting a change in their status or better status as a reward in the company they work at. One employee from *Airbnb* mentioned receiving this reward, four out of five participants from Booking.com confirm getting it, and only one out of three participants who work at *Expedia* confirmed having the status as a non-monetary reward at the company they work at.

The last reward we listed was the 'other benefits' that employees get such as discounts, events, activities, and gifts. All participants confirm receiving such benefits and they also detailed some of the extra benefits that they get. For example, interviewee A mentions: *'They gave us home supplies and accessories for our laptops, and a chair to work from home [pause] We also have discounted prices to eat at the cafeteria for amazing lunches…'*

Differences in the responses show that, even though the three companies offer non-monetary rewards to all employees, each individual perceives the rewards differently. This is the case, especially for intangible rewards such as job security and recognition. Some participants confirmed receiving them while others denied it.

NON MONETARY REWARDS/ INTERVIEWEE		AIRBNB		BOOKING.COM					EXPEDIA		
		B	F	A	D	E	G	J	C	H	I
JOB SECURITY		X	X	X	X	X	X			X	
RECOGNITION		X	X	X	X	X	X	X	X	X	
SKILL REFINEMENT /SKILL DEVELOPMENT		X	X	X	X	X	X	X	X	X	X
WORK ENVIRONMENT		X	X	X	X	X	X	X	X	X	X
STATUS			X	X	X	X	X				X
OTHER BENEFITS											
	RETIREMENT PLAN			X							
	GIFTS		X	X		X	X	X			
	LUNCH DISCOUNT	X	X	X		X	X				
	COMPANY PARTIES/ACTIVITIES			X		X	X		X		
	DISCOUNT CARD FOR ACTIVITIES/SHOPPING			X	X	X	X		X	X	
	DISCOUNTS FOR TRAVELING	X	X		X	X	X	X	X	X	X
	DISCOUNT FOR RENTAL CAR								X		
	HEALTH INSURANCE	X	X			X		X		X	
	PSYCHOLOGICAL SYPPORT BY PROFESSIONALS								X		
	ACTIVISM								X		
	EXTRA LEAVE					X					
	TRAVEL INSURANCE	X	X								

Table 4: Non-Monetary Rewards as perceived by interviewees at their company

4.2.2 Additional rewards in the travel industry

We asked the participants what non-monetary rewards specific to the travel industry they receive. These three companies have specific travel offers for their employees. We let participants describe them to see how they expressed themselves regarding these rewards. 90% of the employees explained that they get special discounts from their company if they book their holidays through the company's website. The discounts refer to services offered by the companies.

Most of the interviewees working at *Booking.com* referred to receiving such discounts but interviewee A did not mention any when we asked them to list non-monetary rewards that are specific for the travel industry. Interviewee J, who also works at *Booking.com* explained that

even though they have discounts, they are exactly the same as the ones premium customers get:

'We don't get better deals from customers. You would also get discounts as a random guest because there are different loyalty levels. You just have to make a certain number of bookings and you will get that too. If you work at booking.com, you automatically qualify for the highest "genius 3" membership. However, like anyone else can be a genius as well. It is not a very big plus because anyone can get it.' (Interviewee J)

Participants D and J said that they manage to find better discounts on the internet than the ones offered by the company.

Moreover, the 2 interviewees working at Airbnb mentioned that their company offers them travel insurance for leisure and business traveling.

Out of the three interviewees from Expedia, one mentioned getting a car rental discount which they can use when they travel for leisure or business. Also, one interviewee from this company mentioned getting discounts for flying with Lufthansa airlines.

Finally, four out of ten interviewees said that they use many of the travel discounts offered by their company, two people said that they have never used them and the rest said that they use them occasionally.

4.2.3 Rewards by preference

During the interviews, we also asked the participants about their three favorite non-monetary rewards that they get at the company and asked them to rank them on a scale of 1 to 3. After the transcription, we allocated each reward that they picked to one of the six bigger types of non-monetary rewards. In table 5 we present the preferred non-monetary rewards of each interviewee and how they divided them into categories by color. This categorization helps us define patterns and see how recurrent the preference for a certain type of non-monetary reward is.

Ranking / Interviewee	1	2	3
A	RECOGNITION	DELEGATION	JOB ENRICHMENT
B	TRAINING	RECOGNITION	FLEXIBILITY
C	TRAIN CARDS	LUFTHANSA TRAVEL DISCOUNTS	BELONGINGNESS
D	INSURANCE PLAN	DISCOUNTS	RECOGNITION
E	DELEGATION	WORK-LIFE BALANCE	DEVELOPMENT
F	FLEXIBILITY	WORK-LIFE BALANCE	FRINGE BENEFITS
G	FLEXIBILITY	WORK CONDITIONS	TRAINING
H	FLEXIBILITY	TRAVEL BUDGET & GYM MEMBERSHIP	RECOGNITION
I	RECOGNITION	WORK-LIFE BALANCE	STATUS
J	JOB SECURITY	FRINGE BENEFITS	WORK-LIFE BALANCE

JOB SECURITY	RECOGNITION	SKILL REFINEMENT & DEVELOPMENT	WORK ENVIRONMENT	STATUS	OTHER BENEFITS

COLOR LEGEND FOR THE CATEGORIES OF NON-MONETARY REWARDS

Table 5: Ranking of the Non-Monetary Rewards by preference

Based on table 5, we noticed that the most preferred non-monetary rewards are related to the work environment. Indeed, 80% of interviewees mentioned 'work environment' as one of their 3 preferred non-monetary rewards, with three interviewees even picking rewards related to the work environment as their top 1 and top 2 non-monetary rewards. As an example of that, participant G told us:

"Flexibility is very important to me… The working conditions are also very important to me. [pause] To work in a nice and positive environment to achieve your goals…it's something that I feel that I have and I am privileged that I have that in my job."

Recognition ranked in second place as one of the most preferred non-monetary rewards with 30% of interviewees placing it as their top 1. Participant I who also mentioned that they do not get any appreciation and recognition at work said:
'To me, the number one reward which we don't get a lot of is appreciation and recognition [pause] It is the one I struggle with the most because I really work hard and I try to impress but if you don't get any appreciation you kind of lose that momentum and you don't perform as good as you would if your job is recognized."

As for the 'other benefits' that employees get, 50% of the interviewees ranked this type of non-monetary reward as one of their preferred ones, with two participants placing it as their top 1 and top 2.

The non-monetary rewards that fall under the category of skill refinement and development were mentioned by 40% of the participants.

'Status' is only picked by interviewee I as part of their three preferred non-monetary rewards. They pick 'status' as their third option, and they add: *"Status is really important for me, especially at a certain point in life. You know when you get older, you want to have a better status that matches your ambitions".*

Finally, 'Job Security' is also picked by interviewee J who places it as their top non-monetary reward. They explain: *"My three favorites are very important, but you just don't think about rewards every day, like knowing that you will stay at your job and you won't be fired [pause] you know, it is very important, I just do not think about it all the time."*

4.3 Engagement

One of the categories of the interview questions was about non-monetary rewards in connection to engagement. We first asked interviewees if the non-monetary rewards that we just discussed made them more engaged. After that, we asked them to give a number from

one to seven, as to how engaging they consider: monetary rewards, non-monetary rewards, and their favorite non-monetary reward.

Interviewee / Question	A	B	C	D	E	F	G	H	I	J
ENGAGING	YES	YES	NO	NO	YES	YES	YES	YES	YES	NO

Table 6: Response of interviewees to whether they find non-monetary rewards to be engaging or not

On the question of whether or not they find non-monetary rewards engaging, 70% of the interviewees responded positively and 30% negatively, as seen in table 6. 100% of the people who responded negatively explained that even though they appreciate non-monetary rewards, they do not feel that they make them more engaged at work. Those who found non-monetary rewards engaging gave a variety of reasons that we will discuss later in the analysis chapter.

In the second part of the questions related to engagement, where interviewees had to rank monetary rewards, non-monetary rewards, and their favorite non-monetary reward from one to seven according to how engaging this reward is, the responses varied as shown in the following table (table 7).

INTERVIEWEE / REWARD	A	B	C	D	E	F	G	H	I	J
MONETARY REWARDS	7	6	7	6	6	6	6	6	6	7
NON MONETARY REWARDS	5	6	3	4	6	4	6	6	7	6
YOUR FAVORITE NON MONETARY REWARDS	7	6	6	7	7	6	6	7	7	7

1 (very little) - 7 (very much)

Table 7: Rewards ranking according to engagement

All interviewees seem to have a high preference for monetary rewards, with scores ranging between 6 and 7. Nevertheless, non-monetary rewards also got high scores with five people

giving it 6 and the numbers ranging from 3 to 7. When it comes to their favorite non-monetary rewards all interviewees gave a high score. Interestingly people who earlier said that they are not engaged by non-monetary rewards also gave high scores. Participant C gave 3 to all non-monetary rewards but a 6 to their favorite reward which was discount train cards. The same goes for interviewee D who gave 4 to all non-monetary rewards but 7 to their favorite. More surprising is the scoring of interviewee J who said they are not engaged at all but gave very high scores to non-monetary rewards. This shows that the engagement deniers were less aware of the importance of non-monetary rewards at the beginning of the interview, but as the discussion developed their opinion seemed to be reformed.

4.5 Career Model

The final section of the interview was about career orientations. We asked different types of questions based on the career model to determine the career concept of interviewees, one of the questions was related to their career motives, which we separated into two parts, and the other question was linked to their preferred career pattern.

4.5.1 Career concepts & Patterns

In another question, we gave the participants a list of patterns (see table 8) and asked them to pick their ideal pattern. Some of the interviewees picked two career patterns, and we added both choices to the table. As a result, we had four interviewees who picked two career patterns, and the other six who picked one pattern. Five out of ten participants picked the first pattern, and five out of ten picked the second pattern. We noticed that three out of the five interviewees who picked the first pattern also picked the second pattern, which makes them want to specialize in-depth in a chosen profession for as long as possible as well as climb upwards towards higher positions.

CAREER CONCEPT	Pattern	A	B	C	D	E	F	G	H	I	J
EXPERT	SPECIALIZING IN-DEPTH IN MY CHOSEN PROFESSION FOR AS LONG AS POSSIBLE	X	X	X	X			X			
LINEAR	CLIMBING UPWARDS TOWARDS HIGHER MANAGERIAL POSITIONS	X	X	X			X		X		
SPIRAL	BROADENING MY PROFESSIONAL EXPERIENCES TO RELATED JOB AREAS EVERY 5-10 YEARS				X	X	X			X	
TRANSITORY	CHANGING TO NEW UNRELATED JOBS EVERY 2-4 YEARS					X					X

Table 8: Career pattern that is the most ideal for the interviewee

As for the third pattern, we had four interviewees saying that their ideal pattern would be to broaden their professional experiences to related job areas every 5-10 years. Only two interviewees picked 'changing to new unrelated jobs every 2-4 years'. Interview E picked the third and the fourth patterns, and they explained: *'I am trying to switch career areas, I haven't switched yet [pause] I will switch, I can't say for sure if it's gonna be every 2-4 years or 5-10 years but I am definitely the type of person whose interests change over time, once I feel I've done everything I can do in my current position I would like to see what else is out there [pause] I've always been like this. I never had one dream or like I thought to myself I need to be or do this in my career.'* They added: *'Yeah I studied marketing but I didn't have a big focus on it and specifically studied this. I like marketing but I am not opposed to leaving marketing at all.'*

4.5.2 Career motives

An important aspect of the career model is the motives of individuals which are related to their career orientations. To see what motivates the careers of our participants we gave them two sets of four words representing engaging career motives and asked them to choose one each time. The first set included personal growth, security, variety, and achievement. The second set included independence, creativity, power, and expertise. The interviewees could choose only one of the words each time. Below is a presentation of their responses:

CAREER CONCEPTS		A	B	C	D	E	F	G	H	I	J
EXPERT	SECURITY				X						
	EXPERTISE		X		X		X	X		X	
LINEAR	POWER			X					X		
	ACHIEVEMENT			X					X		
SPIRAL	CREATIVITY	X									X
	PERSONAL GROWTH	X	X			X	X	X		X	
TRANSITORY	VARIETY										X
	INDEPENDENCE					X					
SUMMARY OF MOTIVES		Spiral	Expert & Spiral	Linear	Expert	Spiral & Transitory	Expert & Spiral	Expert & Spiral	Linear	Expert & Spiral	Spiral & Transitory

Table 9: Preferences of engaging career motives

The motives that were used followed the career model which is presented in table 9 on chapter 2.6 of this paper. The most popular motives were 'personal growth' from the first set of words with 60% of interviewees picking it, and 'expertise' from the second set with 50% of participants choosing it.

4.5.3 Career Self-Awareness as the Intersection of Career Concepts and Motives

After the interviews we categorized the career preferences and motives of each interviewee according to questions that followed the test by Decision Dynamics. The tentative comparisons based on our interview questions and interpretations are shown in Table 10. The 10 interviewees had 5 Expert concepts, 3 Linear concepts, 3 Spiral concepts, and 3 Transitory concepts in various combinations. They had 5 Expert, 2 Linear, 7 Spiral, and 2 Transitory indications of career motives, that is, mainly Spiral and Expert career motives. The intersection between career concepts and motives showed 3 Expert, 2 Linear, 3 Spiral, and 2 Transitory indications of career self-awareness that make up a diverse overall career picture.

	A	B	C	D	E	F	G	H	I	J
Career Concepts	Expert & Linear	Expert	Expert & Linear	Expert	Spiral & Transitory	Spiral & Transitory	Expert	Linear	Spiral	Transitory
Career Motives	Spiral	Expert & Spiral	Linear	Expert	Spiral & Transitory	Expert & Spiral	Expert & Spiral	Linear	Expert & Spiral	Spiral & Transitory
Career self-awareness		Expert	Linear	Expert	Spiral & Transitory	Spiral	Expert	Linear	Spiral	Transitory

Table 10: Career concepts, career motives and self-awareness

Comparing the concepts that emerge from the patterns and the motives, we can see that some concepts are stronger than others, and we call them self awareness concepts. For example, interviewee J is Transitory in their career concept but Spiral and Transitory in their Career Motives. Comparing these two we see that interviewee J has a preference for a more Transitory career. Thus, in the level of career self-awareness, this interviewee is categorized as transitory. In the same way, we compared all results as shown in the table.

	A	B	C	D	E	F	G	H	I	J
Career Motives	Spiral	Expert & Spiral	Linear	Expert	Spiral & Transitory	Expert & Spiral	Expert & Spiral	Linear	Expert & Spiral	Spiral & Transitory
Preferred Motives	Creativity Personal Growth	Expertise Personal Growth	Power Achievement	Security Expertise	Personal Growth Independence	Expertise Personal Growth	Expertise Personal Growth	Power Achievement	Expertise Personal Growth	Creativity Variety
Preferred Non Monetary Rewards	Recognition, +Skill refinement/ development	+Recognition +Skill refinement/ development +Work Environment	+Other benefits Work Environment	Other benefits +Recognition	Recognition +Skill refinement/ development +Work Environment	+Other benefits +Work environment	+Other benefits + Skill refinement/ development	Recognition Work Environment +Other benefits	+Recognition +Work Environment Status	Job security +Other Benefits +Work Environment

Table 11: Career Motives and preferred non-monetary rewards

In this table (table 11), we have indicated the fit between the career motives and preferred rewards with a "+" symbol. This helped us identify patterns to analyze, and we could also see that 17 of the 25 preferred non-monetary rewards correspond to the career model predictions.

A comparison between the career motives of the interviewees and the non-monetary rewards gives us a mix of information. We see that interviewees who value Personal Growth, also value rewards related to skill refinement such as training, seminars, etc. Interviewees C and H who chose power seem to be motivated by the Work environment and Recognition. Other Benefits such as discounts, tangible gifts, and company activities seem to engage employees regardless of their preferences on motives. Four interviewees explained that their preferred non-monetary rewards are related to Personal Growth and Expertise. The most popular rewards for these people were related to the Work environment and Other Benefits.

In table 12, we presented the career concepts in comparison with the preferred non-monetary rewards. Participants picked three different rewards that they preferred. We noticed that out of the five participants that indicated Expert career concepts, some people preferred Recognition, three people preferred Skill refinement and development, and three people preferred Other Benefits. Out of the three Linears, two of them preferred Recognition, two people preferred Other Benefits, and two people value a good Work environment. For the three participants who indicated spiral career concepts, they all preferred a good Work environment. The same preference applies to all three interviewees with transitory career concepts. In this table (table 12), we have also indicated the fit between the concepts and preferred rewards with a "+" symbol. This helped us identify patterns to analyze, and we could also see that 13 of the 25 preferred non-monetary rewards correspond to the career model predictions.

	A	B	C	D	E	F	G	H	I	J
Career Concepts	Expert & Linear	Expert	Expert & Linear	Expert	Spiral & Transitory	Spiral & Transitory	Expert	Linear	Spiral	Transitory
Preferred Non Monetary Rewards	+Recognition, + Skill refinement and development	+Recognition, +Skill refinement and development, Work Environment	Other benefits, work environment	Other benefits, +Recognition	Recognition, Skill refinement and development, +Work Environment	+Other benefits, +Work environment	Other benefits, +Skill refinement and development	Recognition, Work Environment, +Other benefits	Recognition, +Work Environment, Status	Job security, +other benefits, +Work environment

Table 12: Career concepts and preferred Non-Monetary Rewards

To conclude, we looked into the career self-awareness of the interviewees in comparison to their non-monetary rewards. In table 13 one can observe some common areas in the responses. For example, the two Linear people said that they feel engaged by the Work Environment and the fringe benefits. Interviewees with spiral careers also seem to feel engaged by the Work Environment. Experts' preferences seem to vary between Recognition, Work Environment, and Other Benefits. The answers of interviewee A were inconsistent and for this reason, they do not belong to any of the categories. In this table (table 13), 12 of the preferred non-monetary rewards that are indicated with a "+", correspond to the career model predictions.

	A	B	C	D	E	F	G	H	I	J
Career self-awareness		Expert	Linear	Expert	Spiral & Transitory	Spiral	Expert	Linear	Spiral	Transitory
Preferred Non Monetary Rewards	Recognition, Skill refinement/ development	+Recognition +Skill refinement/ development Work Environment	+Other benefits Work Environment	Other benefits +Recognition	Recognition +Skill refinement/ development +Work Environment	Other benefits +Work environment	Other benefits + Skill refinement/ development	Recognition Work Environment +Other benefits	Recognition +Work Environment Status	Job security +Other Benefits, + Work Environment

Table 13: Career self-awareness and preferred non-monetary rewards

4.6 Chapter Summary

In this chapter we presented the results from the interviews we conducted with employees from the online travel market. The chapter started with a presentation of the demographic characteristics of our participants. After that, we presented a list of non-monetary rewards that the participants receive in their companies as well as the rewards that they prefer. Following this, we have tables that compare the career concepts, career motives, and career self-awareness with the chosen non-monetary rewards and the career model. These tables help us understand the individual needs and drive conclusions that answer our research question.

5. Analysis of Empirical data and discussion

5.1 Engagement in relation to concepts and Non-monetary rewards

Employees with different career concepts have different preferences for non-monetary rewards that make them more engaged at work. Indeed, as Bakker, Demerouti, and Xanthopoulou (2012) define engagement, it is directly related to how employees experience and perceive their work.

In our interviews, we noticed that Experts who want to specialize in-depth in their profession for a long time, tend to prefer non-monetary rewards that push them to develop and refine their skills whether in the form of training or workshops. They want to have challenging tasks and responsibilities that make their jobs more meaningful and satisfying. Lavigna and Basso (2020) have explained that engaged employees search for meaning in the work they perform. As an example, Interviewee G, who says that they are happy with their current role and look to grow in this specific role with no intention to change careers, says: *'Training is essential to me and we have a lot of them at Booking.com, they really promote and support the idea of development.'* They also add: *'To me, it's very important to feel valued and to have the possibilities to grow within my company. That's why I value the training and the working conditions'.*

Moreover, interviewees A, B, and D who also show traits of Experts, value Recognition in their workplace. When asked what their favorite rewards are, interviewee B mentions: *'Recognition, [pause] you want to be recognized as an employee and that you are doing a good job not only for yourself but also for the company'.* We noticed that the patterns in relation to expert, spiral and transitory career concepts, largely follow the Career Model predictions. According to the theory (model 1), experts value recognition and skill refinement for example. In our findings, the participants who indicated expert career concepts, also prefer non-monetary rewards like recognition and skill refinement and development.

Additionally, we found out that interviewees who aim to climb up towards higher managerial positions, and who are recognized as Linears value Recognition, a good Work environment, Skill Refinement and Development, and Other Benefits. As an example, interviewee H who

is purely Linear, mainly values Recognition, Work Environment, and Other Benefits. In the interview, they say: '*Appreciation and recognition are very important for me as well, when you do something and it is recognized, especially for people who want to grow within the company. I think it's important to see that their efforts are being recognized*'. Spirals who are recognized to value cross-functional projects, job rotation, and creative latitude following the Career Model predictions, and in our findings all three spirals prefer rewards that are related to their work environment.

For those whose career concept is Spiral, different preferred rewards have been mentioned; Recognition, Skill Refinement and Development, Work environment, Status, and other benefits, but the common non-monetary reward for the three interviewees who are spiral is related to their work environment. They all mention wanting a good work-life balance as part of their rewards. Participant F explained: '*Work-life balance [pause] we run a nursery in the next town so having the flexibility to work with that business at the same time and having a second revenue for the family pod is important.*', while interviewee I told us: '*I have it now but I don't really see its value unless it's taken away from me. Because we really have both flexibility and work-life balance. We can work from home, and you can work 8 hours anytime, as long as you deliver.*'

Finally, participants who are transitory, value Recognition, Skill refinement and development, Work Environment, Job security, and Other Benefits. The non-monetary reward that is common to the three participants who are transitory, is also in relation to their work environment. Participant J mentioned: '*Work-life balance is a choice because some people are very passionate and might check their emails before and after work but we have the option not to do it.*' They add: *It's the kind of environment where you log in and as soon as I log out, I don't think about it anymore, or before I log in. You are encouraged to mute your phone and your notifications*'. This pattern also follows the Career Model predictions and is connected to those who indicate transitory career concepts, and who are said to prefer job rotation, independence, and special assignments. In our interviews, the three participants who presented transitory career concepts all preferred the work environment as well.

There are two unpredicted patterns, such as two interviewees who showed linear career concepts and who value the work environment. This preference might be explained by the influence of their personal life on their preference for non-monetary rewards, which we

explained in a later section. In addition, there are single unpredicted preferences such as one transitory person preferring job security and another person who is spiral and values status.

We also identified that employees who work in the same company, tend to talk about different rewards that exist in the company they work at. Although some participants work within the same company, they have different perceptions of what the company offers them in accordance with what they value. In fact, Larsson et al. (2007, p.363) state: 'Different types of organizational cultures will fit and support different types of strategies as well as different types of people and their careers'.

Interviewees G and J who both work at Booking.com, mentioned different non-monetary rewards that exist at the company they work at. Interviewee G who is purely an Expert mentioned receiving a better Status as a non-monetary reward in their company, while participant J who is transitory does not think that they are given any Status at the company and barely mentions it when asked what the non-monetary rewards they get.

Another example is that of two interviewees C and I who work at Expedia and did not mention receiving the same rewards when asked which rewards they get at the company they work at is the following: Participant C highlighted receiving support and care from the company and said: *'My company started working with therapists and psychologists. All employees had access to this, it is enough to give you directions. You can also use slack channels and Whatsapp groups to share your fears. That's really cool!'*. They also spoke about the feeling of belonging in the company: '*They make you feel that you are part of a bigger family, [pause] politically engaged in big events such as the Ukraine war and pride months events so everyone can feel that they belong'*, and they added: *Being inclusive is important, it is a benefit that we don't talk about out loud but it's also a benefit to feel that you belong to a company.'* Participant C has traits of Experts and Linears and values the work environment as a non-monetary reward. On the other hand, participant I who presented traits of a spiral career concept, and who also values the work environment, speaks about how nice it is to travel for work: *'You get to travel for work. It is very nice and appreciated by everyone.'*

5.2 Engagement in relation to career motives and non-monetary rewards

A crucial comparison for this study is between the career motives of individuals and their preference for non-monetary rewards that lead to engagement. Larsson, Brousseau, Kling, and Sweet (2007) see a connection between these aspects, and we would like to understand how this was depicted in the answers of our interviewees.

When asked if they find non-monetary rewards engaging, seven of our interviewees said that they do consider them crucial to their overall engagement at work. When we asked them to give a score on how engaging they find monetary and non-monetary rewards and their favorite non-monetary reward, they gave to all of them a very high score. Even though they consider monetary rewards a very important aspect, they found it equally important to receive non-monetary rewards and show a bigger preference for their favorite non-monetary reward.

The three participants who said they do not find non-monetary rewards engaging, still stated that they're nice to have. As participant C explains: '*Sorry they (non-monetary) don't make me more engaged, that's the problem. I feel like I belong to something because of all the volunteering and events. It makes me feel part of a community. But is it going to make me work better? Am I going to give more? Not at all*'. However, when participant C had to score the importance of their favorite non-monetary reward they gave a 6 (See table 7). The reaction of participants D and I was similar. They claimed not finding non-monetary rewards engaging but at the same time gave a seven to their preferred non-monetary reward.

Even though the scores given to non-monetary rewards varied between 3 and 7, the scores for the favorite non-monetary reward had only the highest scores, 6 and 7. This shows that people appreciate receiving rewards that they need, even when they are non-monetary. Moreover, three people gave a score of 6 to monetary rewards and 7 to their favorite non-monetary reward. For this reason, it is crucial to understand how individual career motives influence the preferences for non-monetary rewards.

The career model defines eight big categories of career motives: Security, Expertise, Power, Achievement, Creativity, Personal Growth, Variety, and Independence (Larsson et al., 2007). As explained in the previous section, the interviewees had to pick two motives that make

them more engaged. During the data analysis, we observed differences between the non-monetary rewards the participants picked and the motives they chose. For example, interviewee A said that their favorite rewards were Recognition, Delegation, and Job enrichment. These rewards are related to Recognition and Skill Development. However, when we asked the interviewee to choose motives they picked Creativity and Personal Growth. Such inconsistencies were common in interviews and we analyze them further in section 5.3.

Looking into the career concepts as described in the Career Model we see that people with a Spiral career tendency have a preference for Personal Growth. According to Larsson, Brousseau, Kling, and Sweet (2007) people with Spiral Career preferences like to change careers every few years using previous experience to move forward. A person with such preferences needs personal growth to achieve their career goals.

The participants who felt motivated by their personal growth said that they are motivated by Recognition. These employees dedicate many hours to refining their skills, growing, and becoming better in what they do, so naturally, they appreciate recognition for their efforts (Waqas & Saleem, 2014).

Four people picked expertise as an important career motive. These people talked about the importance of expertise in their specific field. Participant E explains: *'I will say Expertise. Two reasons why. I think if you specialize you will always have in-demand skills and that means that you are a compliant person. You will have that skill in demand.'*

Overall, we observed inconsistencies in the individuals' responses about motives for engagement and non-monetary rewards for engagement. For example, Interview D claimed to be motivated by Security and Expertise but said that their favorite non-monetary rewards are Recognition and Fringe benefits.

5.3 Career Self-Awareness

The differences spotted in our interviewees' responses between the career patterns, career motives, and non-monetary rewards raise the issues of career self-awareness. As explained earlier, the way individuals perceive their career is closely connected to expectations, biases,

and other needs. Career Self-awareness expresses how aware individuals are about the career they want to have and what engagement tools they need to achieve it.

In the previous sections, we compared the interviewees' perception of career motives and patterns with the non-monetary rewards. In this comparison, we observed that participants in most cases had a conflicting understanding about what they have learned that they ought to strive in a certain direction and what motivated them and made them engaged. As Larsson et al. (2007) explain, there is an unrecognized motivation potential where persons have not learned to view the career development that is most motivating as ideal.

By looking at the results of the career self-awareness concepts and comparing the three experts we noticed that Recognition, Skill refinement and development are the common non-monetary rewards. While those rewards are common, a different reward, 'Other Benefits' is preferred by interviewee D, and this is partly explained by their lifestyle and the preferences that are related to their personal life that we discuss in the following section. The same observation applies to the two participants who are Linears. They both mentioned Other Benefits and Work Environment as their preferred reward, but participant H also spoke about Recognition. For participants that are spirals, we noticed one common non-monetary reward for the three of them, which is the Work Environment. Other rewards were also mentioned but they are also explained by aspects of their personal lives. Finally, apart from the work environment and the other benefits that they mentioned, the only person who is transitory also mentioned liking job security which contrasts with what transitory people value.

5.4 Personal life and non-monetary rewards

An important aspect that we explored is how personal life influences the way participants perceive non-monetary rewards. We expected that people in different stages of their lives would have different demands and preferences, and would evaluate the non-monetary rewards in different ways.

We had two interviewees with young children. When asked how their personal life influences their need for non-monetary rewards, they both responded that they appreciate the flexibility and work-life balance, to juggle between work and family life. Participant F explains: *'The flexibility to drop off my son at the nursery [pause] I am able to do that without worrying*

what my manager will say or if I am losing on any opportunity by making this run'. It seems that people with serious responsibilities, like kids, take into consideration other aspects of non-monetary rewards, not directly connected to their careers.

Individuals who stated that they feel that this is the right time for them to challenge themselves and grow at their work talked with a lot of appreciation about training and other activities that make them better employees. These people take every opportunity to follow courses, training, and workshops. A good example of this is interviewee E who told us: *'There is a budget for the whole team to have training, not necessarily all together and I tend to use them a lot. [pause] Being young without kids means that now I have this drive for learning new things and also a bit more that idea that when I get more responsibilities (delegation) I have all my energy to put into that'*. 40% of the interviewees spoke about the importance of training and job enrichment. These people talked about personal growth as a crucial career motive. Unlike the people who prioritize their family and who need flexibility and work-life balance, people who want to focus on their career at this point of their life need challenge and growth.

Another aspect that we noticed is related to expatriates. Expatriates are people who live and work in a country other than the country of citizenship. 70% of our interviewees are expatriates. One of the patterns we noticed was that the majority of them talked about the importance of flexibility related to the place they work from. It gives them the chance to spend more time in their country of origin and to work remotely, like participant C who said: '*And to work from abroad, it's also a good initiative…this flexibility that you can work remotely… so I don't have to take holidays every time I want to see my mom. There is a 20-day limit because of other consequences such as tax, insurance, a liability that the company can't cover so they have a limit*.'' Another reward that could be linked to being an expatriate, and that is also related to the work environment is the feeling of belongingness. Interviewee C talked about it when asked about her preferred non-monetary rewards: '*Feeling of belonging to a company. You feel that you belong somewhere'*. People who are far from their home country want to feel that they belong.

Another example of how personal life impacts the choice of preferred non-monetary rewards comes down to people being at a stage in life where they are single, without strong family commitments who want to explore and travel. The companies in the travel industry offer

non-monetary rewards related to traveling and these people have a preference over them. Interviewee H who picked Other Benefits such as travel and gym discounts as one of their preferred rewards also mentioned this reward when asked what other non-monetary, they receive at the company they work at: *'We get the travel bonus [pause] Every employee has a specific amount depending on the seniority. As you grow higher you have a higher amount. I have specific discounts for any kind of booking I make through Expedia for hotels and packages like hotels and airlines.'* They also added that their preferred non-monetary reward is: *'The travel budget that we have [pause] Sometimes you get money but you don't know what to do with the money but if you have it specifically for travel then it incentivizes you to actually travel.'* On the contrary, interviewee I who is married and has a child picks rewards that make their life easier. They want more appreciation and recognition, and a better status and work-life balance.

Being in a committed relationship or having a partner also impacts the choice of preferred non-monetary rewards. Interviewee J said that work-life balance is one of the non-monetary rewards they like: *'For example, I work on the late shift [pause]This was not my choice, but the position came with the late shift. Now I'm a late shifter and that's it. Some people don't like it because if you have a partner who is working a standard 9-5, it doesn't really work but in my situation, my boyfriend is a freelancer so we get to spend time together. That's why my work-life balance is still working. I think I would give you a very different answer if he was working from 9-5 and we couldn't see each other [pause] I was just lucky that my situation fits the offer.'*

Some personal experiences change the perceptions of certain employees on non-monetary rewards. An example of that is related to participant I's thoughts on why appreciation and recognition is an important non-monetary reward. They told us: '*Getting recognized when we do something, helps us in moving on and that's how it works. If you don't recognize anything, regardless of how hardworking and workaholic the person is, they will stop being so engaged, passionate about their work, and having this momentum. I've gone through it. I know how it feels. Even if you love your job, at some point you will only do the job and leave. You are not creative, you are not passionate, you are not super engaged.*' They added: '*Especially for the appreciation, because when you do something really good, and it is good for the company. When you appreciate that and it is acknowledged, it reassures and confirms that what I am doing is actually bringing value to the company. It lets me know that I am in*

the right direction and that I contribute to the success of the company. But when this is ignored, I feel like I'm not doing an impressive job, but also that I might be doing a good job but someone else is taking the credit for that and it is unfair.'

Overall, personal life seems to influence the preferences for non-monetary rewards in the same way the career orientation does, and in some cases, it seems to overshadow the career orientation.

5.5 Chapter Summary

In this chapter we analyzed further the results of our interviews. Section 5.1 focuses on the career concepts in relation to non-monetary rewards and engagement. It explains how different patterns emerged from the answers of the participants. At the same time, it highlights inconsistencies in their responses and explains the reasons for that. After that comes the analysis of the career motives, which are related to the true needs of individuals. Career self-awareness is what makes an employee aware of their true needs, not only regarding their career choices but also in relation to their choice of non-monetary rewards. Finally, we analyze the connection between preferences for non-monetary rewards and other personal life aspects. From the interviews, we understood that there is a direct connection between personal life choices and non-monetary rewards. For this reason, we tried to categorize them and organize them into broader categories. In the next section, we will present our conclusions and final answers to the research questions.

6. Conclusion

6.1 Main findings

Non-monetary rewards are a crucial aspect of employee engagement. Research shows that the more employees are engaged the more productive and happier they are at work and this impacts a company's overall progress. Companies in the online travel industry have introduced non-monetary rewards that fit all preferences and needs.

Non-monetary rewards are necessary for every organization. However, rewards do not motivate all employees in the same way. Different factors influence employees' engagement and their preference for rewards. Our findings are in line with Pink's idea that to spark engagement, the rewards need to have a real impact on the employees. For this reason, they need to be satisfying for the individuals (Pink, 2011). To know what employees need, we highlighted their preferred types of non-monetary rewards in connection to their career orientations, career concepts, and motives.

For our research, we performed semi-structured interviews with people who work at three different companies in the online travel market. The participants told us about their three preferred non-monetary rewards based on how engaged they make them feel.

In table 15, we categorized the non-monetary rewards, career concepts, and motives. According to their career orientation, employees prefer types of rewards that relate to their goals and ambitions.

Career concept & motives	Expert	Linear	Spiral	Transitory
Non-Monetary rewards	Recognition, Skill refinement and development	Work Environment, Other benefits	Work environment	Work Environment, Other benefits, Job Security

Table 15: Non-monetary rewards, career concepts, and motives

As a result, employees whose career concepts indicate traits of experts, tend to value recognition and skill refinement and development. Larsson et al. (1996) explain that experts

usually focus on developing and refining their knowledge and skills within their field of work. Nevertheless, Larsson et al. (2003) mention that individuals who want to have a linear career have a strong preference for promotion, managerial incentives, and leadership development, but during the interviews, we noticed that linear people appreciate rewards linked to their work environment and fringe benefits that are given to them. In our research, we found that people who desire spiral and transitory career concepts prefer having a good Work environment. The only transitory interviewee also talked about other benefits and job security.

Larsson and Kling (2017), explain that people with similar career preferences tend to be engaged by similar factors. However, not all people are equally aware of what they need to feel engaged. This created incoherences, and contradictions in the responses of our interviews. To explain it we looked into the career self-awareness as well as the unique aspects of participants' personal lives to understand their non-monetary reward preferences.
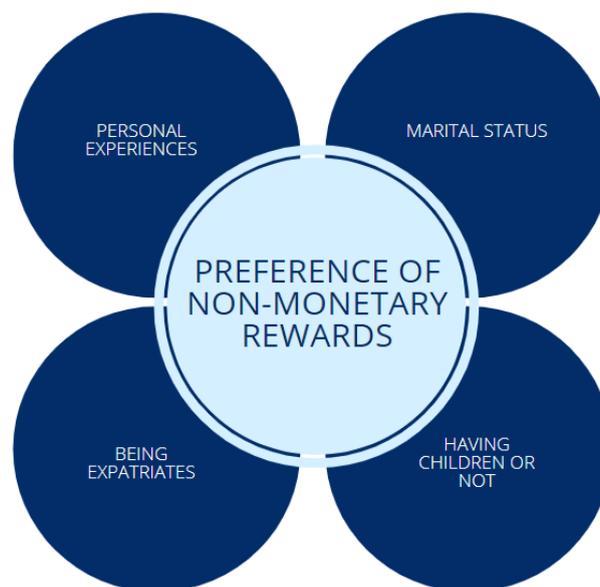

Diagram 3: Personal Life and Preference for Non-monetary rewards

By getting more personal details, we noticed that there are aspects of one's personal life that impact the preference for certain non-monetary rewards. From what we found; every detail of an employee's personal life (diagram 4) can influence what they value at work. For example, being an expatriate in a country where you don't always find yourself, makes you value belongingness and having a good work environment where you feel accepted. Another

reward that is valued by expatriates is the flexibility to work from different places, which is also related to their work environment. Other aspects of life such as having children, being in a relationship or single, or having lived a certain experience also influence our choices of non-monetary rewards that make us feel more engaged. Following what Mainiero and Sullivan (2005) mention; flexible schedules and a norm of flexible work as rewards should be provided by companies that value families.

While analyzing the data, we realized that in order to have stronger conclusions, we should have interviewed a bigger sample of employees. However, we were not aware of that early on in our research, we had to proceed with these ten samples due to time constraints. Even though the result gives us an idea of what the employees need, a bigger sample would make our study more valid.

6.2 Practical Implications

This study is a useful reference for companies who would like to develop further the non-monetary rewards that they offer to employees. Understanding that there are 'currencies', other than money, that can lead to engagement is the first step to the development of a non-monetary reward policy. The second step is to realize that not all employees need the same kind of reward. Executives and HR departments need to work together in that direction. Managers can also influence the non-monetary reward policy. Since they are responsible for smaller teams of people, they can offer rewards like recognition, appreciation, certain levels of flexibility, etc. However, if they want to keep their employees engaged they need to offer the right reward to each individual. This study can be informative for those managers who would like to keep their teams engaged and motivated.

6.3 Future research

This research points out many topics that would be valuable to further investigate. While this research has contributed to the finding of some of the aspects of life that impact preferences of rewards other than the career orientations, it has opened up more questions to be asked on which aspects of life have the most influence on this preference and whether they can be categorized by patterns, just like the categorization of the different career concepts. Areas of further study continuing from the aspects of life that we already found could add more

information and findings to how personal life influences choices and preferences of non-monetary rewards.

Additionally, further studies could be conducted on companies in the online travel market that differ in size. Companies that are smaller than the ones we picked, could have a different approach to non-monetary rewards offered to employees. Another possible future study can tackle fields other than the online travel market. Similar research looking at preferred non-monetary rewards by career concepts and based on personal life details could be done with employees who work in another industry.

Finally, to gain a more accurate understanding of the statistical results of this research, future studies could consider conducting surveys with focus groups. Such a data collection method will create an opportunity to gather quantitative data which would, in turn, give a broader view of different types of employees and what they need.

As this research discovered that there are personal life aspects that impact employees' preferences, would there be any other things that also influence one's preference for a certain type of non-monetary rewards?

References

Airbnb. (2020). A Message from Co-Founder and CEO Brian Chesky By Airbnb, Available online: https://news.airbnb.com/a-message-from-co-founder-and-ceo-brian-chesky/ [Accessed 18 April 2022]

Aityan, S. K. & SpringerLink (Online service) (2022). *Business Research Methodology. [Elektronisk resurs] : Research Process and Methods*. 1st ed. 2022. New York: Springer International Publishing (Classroom Companion: Business). Available online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.6963460&site=eds-live&scope=site [Accessed 19 April 2022]

Allan, C, Bamber, G. & Timo, N. (2000). 'McDonaldization" and employment relations: a study of MNE fast food operators in Australia, *International Human Resource Issues*, vol. 1 no 1, pp. 28–45

Bakker, A, Demerouti, E & Xanthopoulou, D (2012). How do engaged employees stay engaged?, *Ciencia y Trabajo*, vol. 14, pp. 15-21.

Bell, E., Bryman A., & Harley B. (2019). *Business research methods. Fifth edition*. Oxford: Oxford University Press. Available online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.6366639&site=eds-live&scope=site [Accessed: 19 April 2022]

Bindl, U.K. & Parker, S.K. (2010). Feeling good and performing well? Psychological engagement and positive behaviors at work, in Albrecht, S.L. (Ed.), *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice*, Cheltenham: Edward Elgar

Bose, I. & Maheshwary, R. (2019). Reward Program, Job Satisfaction & Employee Engagement: An Empirical Study. *Indian Journal of Industrial Relations*, vol. 55, no 1

Boselie, P. (2014). *Strategic Human Resource Management: A Balanced Approach*. 2nd edition, New York: McGraw-Hill Education

Brousseau, K. R. (1990). 'Career Dynamics in the Baby Boom and Baby Bust Era', *Journal of Organizational Change Management*, vol. 3, no 3, pp. 46–58

Bruce, K. (2013). *George Elton Mayo*. Oxford: Oxford University Press

Buckingham, M. & Coffman, C. (2014). *First, break all the rules: What the world's greatest managers do differently.* New York: Simon and Schuster

Condly, S. J., Clark, R. E., & Stolovitch, H. D. (2003). The Effects Of Incentives On Workplace Performance: A Meta-Analytic Review Of Research Studies. *Performance Improvement Quarterly*, vol. 16, no 3, 46-53

Cornish, F., Gillespie, A., & Zittoun, T. (2014). Collaborative analysis of qualitative data, in Flick, U. *The SAGE handbook of qualitative data analysis*, California: Sage, pp. 79-93

Debela, T. and Hagos, A. (2011). The design and implementation of business process reengineering in the Ethiopian public sector: an assessment of four organizations, Addis Ababa: African Books Collective

Dey, I. (1993). Qualitative data analysis: A user friendly guide for social scientists, London: Routledge

Driver, M. J. (1979), "Career concepts and career management in organizations", in Cooper, C. (Ed.), *Behavioral Problems in Organizations*, Englewood Cliffs, NJ: Prentice-Hall

Driver, M. J. (1980). Career concepts and organizational change, in C. B. Derr (ed.), *Work, Family and the Career*. New York: Praeger, pp. 34-41

Driver, M. J. (1982). Career concepts: a new approach to career research, in R. Katz (ed.), *Career Issues in Human Resource Management*. Englewood Cliffs, NJ: Prentice-Hall, pp. 23-32

Driver, M. & Coombs, M. (1983). Fit between career concepts, corporate culture and engineering productivity and morale, P*roceedings of IEEE Career Conference*, pp. 12-22

Driver, M. (1985). Demographic and societal factors affecting the linear career crisis, *Canadian Journal of Administrative Science*, vol. 2, pp. 245-63

Dzuranin, A. & Stuart, N. (2012). The effect of tangible and intangible non cash rewards on performance and satisfaction in a production setting, *Management Accounting Quarterly*, vol. 13, no. 4, pp. 1-9

Gibbs, G.R. (2018). Analyzing qualitative data. vol. 6, California: Sage

Gibson, W. J. and Brown, A. (2009). Working with qualitative data. [Elektronisk resurs]. California: Sage. Available online: https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.5597708&site=eds-live&scope=site [Accessed: 15 April 2022]

Harter, J.K., Schmidt, F.L. & Hayes, T.L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, vol. 87 vol. 2, pp. 268–279

Herzberg, F., Mausnes, B., Peterson, R.O. & Capwell, D.F., (1957). Job Attitudes: Review of Research and Opinion, Pittsburgh: Psychological Service of Pittsburgb

Incentive Marketing Association & Incentive Research Foundation (2015). *Landmark Study: Participant Award Experience Preferences*

Jeffrey, S. A. & Shaffer, V. (2007). The Motivational Properties of Tangible Incentives, *Compensation & Benefits Review*, vol. 39 no 3, pp. 44–50

Jeffrey SA. (2009). Justifiability and the motivational power of tangible non cash incentives. *Human Performance*, vol. 22 no 2 , pp. 143 -155

Jurgensen, C.E. (1978). Job preferences (What makes a job good or bad?), *Journal of Applied Psychology*, vol. 63 no. 3, pp. 267-276

Jyothi, J. (2016). Non-Monetary Benefits & Its Effectiveness in Motivating Employees, CLEAR International Journal of Research in Commerce & Management, vol. 7.5, pp. 45–48 Available online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=bth&AN=119728661&site=eds-live&scope=site [Accessed: 25 April 2022]

Kahn, W.A. (1990) Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, vol. 33 no 4, pp. 692-724

Kirk, J. & Miller, M. L. (1986), Reliability and validity in qualitative research. [Elektronisk resurs], California: SAGE, Available online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.5541047&site=eds-live&scope=site [Accessed: 25 April 2022]

Larsson, R., Brousseau, K., Driver, M., Holmqvist, M. & Tarnovskaya, V. (2003). International growth through cooperation: brand-driven strategies, leadership, and career development in Sweden, *Academy of Management Executive*, vol. 17 no. 1, pp. 7-24

Larsson, R., Brousseau, K.R., Kling, K. & Sweet, P.L. (2007). Building motivational capital through career concept and culture fit: The strategic value of developing motivation and retention. *Career development international*

Larsson, R., & Kling, K. (2017). The Engagement Guide: Engaging career development, *Decision Dynamics*

Larsson, R. & Kling, K. (forthcoming). Engage More for Less with Non-Monetary Rewards

Lavigna, R. (2013). Engaging Government Employees: Motivate and Inspire Your People to Achieve Superior Performance, *American Management Association*

Lavigna, B. & Basso, P. (2020), Employee engagement: Why it matters (Part 1). *Policy & Practice*, vol. 78, no 3

Luthans, F. & Stajkovic, A.D. (2012). Provide Recognition for Performance Improvement, in Locke, E.A. (ed.),, *Blackwell Handbook of Principles of Organizational Behavior*, New Jersey: Wiley & Sons, Inc. Available online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat02271a&AN=atoz.ebs254166e&site=eds-live&scope=site [Accessed: 18 April 2022]

Macey, W.H. & Schneider, B. (2008). The meaning of employee engagement, *Industrial and organisational Psychology*, vol.1 no 1, pp.3-30

Mainiero, L.A. & Sullivan, S.E. (2005). Kaleidoscope careers: An alternate explanation for the "opt-out "revolution. *Academy of Management Perspectives*, vol. 19 no 1, pp.106-123

Markova, G. & Ford, C. (2011). Is money the panacea? Rewards for knowledge workers, *International Journal of Productivity and Performance Management*, vol. 60 no 8, pp. 813–823

Martin, A. J. (2007). Examining a multidimensional model of student motivation and engagement using a construct validation approach, *British Journal of Educational Psychology*, vol. 77 no 2, pp. 413–440

Mathios, L. (1989). Education, variation in earnings, and non-monetary compensation, *The Journal of Human Resources*, vol. 24 no 3, pp. 457-68

Miles, M. B., Huberman, A. M. and Saldaña, J. (2014). Qualitative data analysis : a methods sourcebook. 2nd edition, California: Sage. Available online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.4302456&site=eds-live&scope=site [Accessed: 15 April 2022]

Nickson, D. (2007). Human resource management for the hospitality and tourism industries. 1st ed. Oxford: Butterworth-Heinemann. Available Online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.5007197&site=eds-live&scope=site [Accessed: 18 April 2022]

Niek Brunsveld, Michael Page & Joe F. Hair Jr. (2019). *Essentials of Business Research Methods*. [Elektronisk resurs]. London: Routledge. Available online https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.6760127&site=eds-live&scope=site [Accessed: 19 April 2022]

Nimon, K., Shuck, B., & Zigarmi, D. (2016). The tie that binds employee engagement and job attitudes: Harmonious passion and work affect?, *Proceedings of the Academy of Human Resource Development Conference, Academy of Human Resource Development International Conference in the Americas*, Jacksonville: AHRD.

Peluso A.M., Innocenti, L, & Pilati, M. (2017). Pay is not everything : Differential effects of monetary and non-monetary rewards on employees' attitudes and behaviours, *Evidence-based HRM: a Global Forum for Empirical Scholarship*, vol. 5, no.3, pp. 311–327

Pink, D. H. (2011). Drive: The surprising Truth About What Motivates Us, First Riverhead Trade Paperback Edition, New York: Penguin Group Inc

Redman, T. & Matthews, B. (1998). Service quality and human resource management: a review and research agenda', *Personnel Review, 27*(1), 57–77

Robson, C. & McCartan, K. (2016). Real world research : a resource for users of social research methods in applied settings, Fourth Edition, Wiley. Available online: https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.4850372&site=eds-live&scope=site [Accessed 18 April 2022]

Roulston, K. (2014). Analysing Interviews, in Flick U. (ed), The SAGE Handbook of Qualitative Data Analysis, California: SAGE Publications, Inc., pp. 297-312

Saunders, M., Lewis, P. & Thornhill, A. (2003). Research methods for business students, Essex: Prentice Hall: Financial Times.

Schuler, S. & Jackson, E. (1996). Strategic Human Resource Management, Oxford: Blackwell Business

Sekaran, U. & Bougie, R. (2016). Research methods for business : a skill-building approach. Seventh edition, Chichester: John Wiley & Sons

Sonawane, P. (2008). Non-monetary Rewards: Employee Choices & Organizational Practices, *Indian Journal of Industrial Relations*, vol. 44, no. 2, pp. 256–271. Available online: https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=edsjsr&AN=edsjsr.27768195&site=eds-live&scope=site [Accessed 28 March 2022]

Sreejesh, S., Mohapatra, S. & Anusree, M. R. (2014). Business research methods- an applied orientation, [e-book] Springer. Available through LUSEM University Library Website: : https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db= cat02271a&AN=atoz.ebs2009796e&site=eds-live&scope=site [Accessed 19 April 2022]

Stake, R. E. (1995). The art of case study research. Thousand Oaks, California: Sage.

Statista Research Department (2021). Online travel market - statistics & facts. Available online: https://www.statista.com/topics/2704/online-travel-market/ [Accessed 11 May 2022]

Statista (2022). Travel tourism hospitality. Available online: https://www-statista-com.ludwig.lub.lu.se/markets/420/travel-tourism-hospitality/ [Accessed 11 May 2022]

Statista (2022). Leading online travel companies by market cap. Available online: https://www-statista-com.ludwig.lub.lu.se/statistics/1039616/leading-online-travel-companies -by-market-cap/ [Accessed 11 May 2022]

Sullivan, P. (2012). Qualitative data analysis using a dialogical approach, [e-book] SAGE. Available through LUSEM University Library Website: https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db= cat02271a&AN=atoz.ebs1810873e&site=eds-live&scope=site [Accessed 18 April 2022]

Taylor, C.S. (2013). Validity and validation, NewYork: Oxford University Press.

Theofanidis, D. and Fountouki, A. (2018). Limitations and Delimitations in the Research Process, *Perioperative Nursing*, vol. 7, no.3, pp. 155–163.

Vanzetti, D. & Ralf P. (2021). Covid-19 and Tourist: An update, (UNCTAD) United Nations Conference on Trade and Development, Available online: https://unctad.org/system/files/official-document/ditcinf2021d3_en_0.pdf [Accessed 18 April 2022]

Von Glinow, M., Driver, M., Brousseau, K. & Prince, B. (1983). The design of a career-oriented human resource system, *Academy of Management Review,* vol. 8, no. 1, pp. 23-32.

Waqas, Z & Saleem, S. (2014). The Effect of Monetary and Non-Monetary Rewards on Employee Engagement and Firm Performance, *European Journal of Business and Management*, vol. 6, no.31, pp.73-82.

Wartzman, R. & Crosby, L. (2018) C-Suite Strategies (A Special Report): Management Top 250 Why Some Companies Succeed in Declining Industries: These exceptional firms outperform their peers across the board - most dramatically in innovation, *Wall Street Journal, Eastern edition edn*, Available online: http://ludwig.lub.lu.se/login?url=https://www-proquest-com.ludwig.lub.lu.se/newspapers/c-suite-strategies-special-report-management-top/docview/2126767755/se-2?accountid=12187 [Accessed 21 April 2022]

Welch, M. (2011). The evolution of the employee engagement concept & colon; communication implications, *Corporate Communications: An International Journal*, vol.16., no.4, pp. 328–346

Wetherell E. & Agrawal S. (2020). What engaged employees say about your brand, Gallup workspace, web blog post, Available online: https://www.gallup.com/workplace/324287/engaged-employees-say-brand.aspx [Accessed 21 April 2022]

Willig, C. (2013). Introducing qualitative research in psychology, [e-book]. 3. ed. McGraw-Hill Education, Available online LUSEM University Library website https://search-ebscohost-com.ludwig.lub.lu.se/login.aspx?direct=true&AuthType=ip,uid&db=cat07147a&AN=lub.5477264&site=eds-live&scope=site [Accessed 19 April 2022]

Appendix - Interview Guide

Formalities

At the start of all interviews, we first introduced ourselves to the participants, explained the purpose of the interview, and thanked them for accepting to take part in our research. We also asked the interviewees if we could record their answers to the questions for research purposes and to keep track of the results. Then we reassured them that we will not use any of their personal information that could be used to identify them and we told them that we assigned a certain letter to each participant.

General questions

1. In which age group are you?
    a. Group 1: 20-30
    b. Group 2: 30-40
    c. Group 3: 40-55
    d. Group 4: 55+
2. What is your marital status? / Do you have children?
3. What is your nationality? / Do you work and live in your country of origin?
4. For how many years have you been in this position? / How many years in the company?

Explanation of the concept of Non-monetary Rewards

In this part of the interview we explained the concept of non-monetary rewards to the participants: 'Non-monetary incentives are rewards other than money, for instance, recognition, training, and development for employee's learning needs, and flexibility of working hours.' (Waqas & Saleem, 2014)

Non-monetary Rewards

5. From the rewards listed here, which ones do you get in your company?

Status	Appreciation and Recognition	Work-life Balance	Delegation	Working Conditions
Job enrichment	Job security	Flexibility	Training	Fringe Benefits

6. Are there any other non-monetary rewards that you get specific to the travel industry?

7. Can you tell us which are the top three non-monetary rewards according to your preference? Rank them from 1 to 3.

8. Do all employees get the same non-monetary rewards or do you get different ones?

Engagement

9. Do your three preferred non-monetary rewards make you feel more engaged at work? Why does each of them make you engaged?

10. How engaging do you find:

● a) monetary rewards (salary, bonus, etc)?

Very little   1   2   3   4   5   6   7   Very much

● b) most non-monetary rewards (eg, interesting job tasks, developmental opportunities, appreciation, community feeling, …)?

Very little   1   2   3   4   5   6   7   Very much

● c) my favorite non-monetary reward (which is _____)?

Very little   1   2   3   4   5   6   7   Very much

Personal Life

11. In what way, does your personal life impact your preference for different types of rewards?

Career Patterns

12. Which of these four career patterns do you think is the most ideal for you?
a. Specializing in-depth in my chosen profession for as long as possible
b. Climbing upwards towards higher manager positions
c. Broadening my professional experiences to related job areas every 5-10 years
d. Changing to new unrelated jobs every 2-4 years

Career Motives

13. Which of these four career motives are you most engaged by?

First Set of words:

    a. Independence

    b. Creativity

    c. Power

    d. Expertise

Second set of words:

    a. Personal growth

    b. Security

    c. Variety

    d. Achievement