

## The Impact of Rewards on Task and Extra Task Behaviors in Regards to Gender and Job Position: A Case Study from the UK Retail Industry

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**Abstract:** Reward plays a vital role to establish the attitudes of employee towards their job and the organization. There are several forms of reward that an organization can provide. However, this paper examines which types of rewards play significant role to motivate employees for achieving task and extra task behaviors. Based on the previous research and the suitability of data collection, the research method has chosen for this study is a quantitative approach. A variety of the finding is available from this research, such as: the reward practices of the sector presented in this study, why employee thinks non-financial rewards are important to them rather than financial rewards or vice versa. At the same time, this study also identifies whether female employees are considering non-financial rewards as motivating factors for them than men or not. Furthermore, it discloses that job position (managerial and non-managerial) has a considerable impact on reward perceptions. However, the results and conclusion are only applicable to the chosen organization.

**Keywords:** Rewards, Employee perceptions, Task and extra task behaviors.

### INTRODUCTION

Employees are the lifeblood of a service organization mainly the front-line employees who worked with the customer. Predominantly, the front-line employees are the service producer and provider that (service) consumed at the same time by customer. Therefore, employees play a vital role to provide high quality services [1].

According to Bitner *et al.* [2] front line employees behavior influences the loyalty, retention and customer satisfaction which contribute to organization's overall performance. In the context of retail, sales assistants are the main focus of any organizations as their job performance and work behavior have significant effect on organization's profit and sustainability [3]. Therefore, retail industries at present not only focus on the task related competencies from the sales assistance (based on job descriptions) but also expect a wide range of extra-task related abilities to fulfill the demand of competitive market. For example, being flexible to come to work at any time, going extra miles to make a customer happy, take own initiative to resolve customer's complains are some initiatives taken as part of extra-task behavior [4]. However, these extra – task behaviors officially identified and described as organizational citizenship behavior [5] or pro-social behavior [6] that are the essential elements to achieve organizational goals [7]. Organizational researches are mainly focused on task or in role performance that mainly focus on job descriptions. Nonetheless, there is widen consideration on extra role or extra task

performance which refers to the duties that are not included on the job description [4].

Past researchers identified that rewards have positive effects to increase these task and extra task behavior [8, 9, 3]. As a result, it is important to determine which rewards will be more precise for that particular organization to raise employee performance and participations [8]. However, Yap, *et al.* [3] argued that reward has a positive motivational effect on in-role behavior; it is hard to determine the effects on extra-role behavior as extra roles are not specified in any organizations. Although, substantial attention is paid to identify how rewards support an organization and its Human Resource Strategy [10], researchers have admitted the fact that organizational performance requires the alignment of rewards and employee behavior which in particular in role and extra role behavior [7, 3, 9]. This study examines the relationships between the financial and non-financial rewards and the employee's perception of achieving task and extra- task behaviors. The aim of this study is "to examine whether rewards have an effective on employee behavior and if it can be used as an instrument in achieving specific

task and extra task performance in regards to gender and job position.

## **LITERATURE REVIEW**

Rewards played consistently key theoretical and systematic role in human resource frameworks. Therefore, the contribution of rewards in HRM is uneven and uncertain [11]. Employee perception on rewards and its impact on task and extra task behaviors is a complex subject and each organization should investigate this topic in their own organizational context [7]. The importance of reward has been well recognized in the literature and management used this as an effective motivational tool to shape up their business [12, 13]. Pullins [14] stated that there are many reasons for management to be determined on nurturing their relationship with employees. Business competitions, industry consolidation, unstable labour market, rapid changes of employee's demand (flexibility, work life balance) are the few reasons for instance. Therefore, maintaining a healthy and close relationship with employees will increase the demand of business and decrease the threat of loss. Hale [13] argued that connecting rewards to business gives an enhanced understanding of how management wants their employees to perform and boost the success of the organization. However, the effectiveness of rewards depends on the accurate implementation based on the business culture and objectives [13].

Karr [15] also stated that the effectiveness of any reward depends on following elements, such as; equity, efficiency, availability, eligibility, visibility and deservedness. Kessler [11] argued that these varieties make rewards system more complex and sophisticated. Therefore, there is a growing demand for expert reward practitioners in many organizations to make sure organization successfully fulfil this sensitive issue of rewards [16]. This literature review focuses mainly whether reward has any impact on employee's task and extra-task behavior.

### **Defining Reward**

"Reward refers to a package of monetary, non-monetary and psychological payments that an organization provides for its employee in exchange for a bundle of valued work-related behaviors [17]".

Chiang and Birtch [7] stated that reward represents an added value in exchange to employee's contribution to the organization that the employer is willing to offer. Kessler [11] argued that reward is a bond between employer and employee that used as a tool to guide employee's behavior and keep them motivated. Yap, *et al.* [3] supported this idea that rewards are one of the frequently used practices in HRM to recognize and valued employee's performances.

Reward plays an important role to achieve high performance, building and maintaining commitment in any organization. Therefore, organizational reward system could be interpreted as a reflection of management's approach, objectives and working environment towards employee. As a result, managers could use this reward system as one of the most effective motivation tools and to coordinate employee management relationship [18]. According to Walton [19] the ultimate concern of reward is to create steady workforce and persuade them to achieve desired goals for organization. Malhotra, *et al.* [9] stated that each individual enters into organization with specific skills, aspiration and goals. In return, they expect a work pattern where they can utilize their skills, gratify their desire and reach their goals. They also argued that this pattern is a most important mechanism that clarifies how organization can create individual's commitment towards the organization. Implying reward is plainly an exchange of commitment to achieve specific task and extra task for the organization by fulfilling employee's expectation. There are three major rewards classified by different authors [20, 19, 21], these are: monetary/ financial (base pay, incentives, bonuses, commission), Non –monetary/ non-financial (praise, recognition, job satisfaction, empowerment/autonomy) and benefits (pension, flexible working arrangements, sick leave). Combinations of financial and non-financial rewards make the total rewards [20].

Byars and Rue [18] classified rewards into two different categories rather than monetary and non-monetary. These are intrinsic rewards and extrinsic rewards. Intrinsic rewards refer to those types of intangible rewards that are driven by individual involving into specific activities or task. For example; achievement, feelings of accomplishment, informal recognition, job satisfaction, personal growth and status are part of intrinsic rewards. On the other hand, extrinsic rewards are provided and directed by organization that is more tangible. Some extrinsic rewards are; fringe benefits, formal recognition, incentive payments, social relationships, pay and promotion. However, Moorhead and Griffin [21] argued that the main purpose of reward is to 'attract', 'retain' and 'motivate' the best employees required to the organization. Werner *et al.* [22] supported this idea and stated that effective rewards programmer have adequate opportunities to keep right people in the right place and pursued them to perform their best.

### **Employee Behavior**

According to Motowidlo, *et al.* [6] behavior and performance are two different aspects. Employee behavior is what an individual does at work whereas performance is also a behavior that can be evaluated positively or negatively based on organizational framework. However, this work behavior is a continuous flow as employees spend lot of time at work place on regular basis. In addition, this state of behavior

will be changed while individual's performance or contribution is being assessed to fulfil organization's goals because employees do many things during the working hours that has no effect on organizational goals or their own performance [6]. One of the major challenges for service organization is to pursue people to act or behave as per their role or job description [1]. Nevertheless, organization observes this work behavior to differentiate among who contributes least to keep the job and who has attitudes to go 'extra mile' beyond the job descriptions [23]. In terms of organizational innovation, flexibility, efficiency, awareness and long-term success, 'work behavior' keeps the promises to highlight its importance. However, since last decade many different phrases used to describe this 'behavior' such as; Organizational Citizenship Behavior or OCB [24], Extra Role Behavior or ERB [25], Pro-social Organizational Behavior or POB [6]. Therefore, different definitions have introduced for these new concepts to understand the contributions of work behavior [26].

### **Task Behavior**

Task behavior refers to a prescribed role where employees know the requirements from their job and up to what extent [27]. Brown and Reilly [28] described task behavior as 'the direct contributions to producing goods and services.' According to Borman and Motowidlo [4], task behavior can be defined as a process that contribute directly or indirectly to an organization and help to perform its core activities effectively. For example, 'product knowledge', 'closing the sale successfully' and 'time management' for a sales assistant, are the expected task behaviors. In addition, task behaviors have direct relations with organization's technical process by completing its service effectively and efficiently. Katz and Khan [25] supported this idea and stated that task behavior is 'required' and 'expected' behavior, and is the foundation of any job performance. On the other hand, Billing *et al.* [29] refers task as a cluster of different functions and activities that performs within the organizations and these are the significant characteristics of jobs. At the same time, task can be either structured such as; clearly defines the standard and routine duties for a day, week or entire work life or unstructured, for example: no duties defined as there are extensive numbers of activities are present for the job that is unpredictable. In other words, when the work-related duties are clearly defined and there are no ambiguities on what are expected from the job are clearly a structured task and rest is unstructured task.

### **Extra-task Behavior**

Extra-task behavior can be defined as voluntary effort that exceeds the formal prerequisite of the job role and these creative behaviors refer to employee's best ability [27]. Borman and Motowidlo [4] argued that extra task behavior is a category that helps others at the work place and supports the

organization's consistency. Organ *et al.* [30] stated that any attempt that can benefit organization and not included in the job or not expected from employees is considered as extra task. In addition, taking personal initiative to help the work place clean or making constructive report about the work unit, performing additional duties without hesitation or collaboration with peers to resolve work related problems are the examples of extra role behaviors [23, 31, 24]. Katz and Khan [23] stated these behavior as a 'spontaneous' instrument that contributes the steadiness of the organization. At the same time, Organ, *et al.* [30] supported this idea that this behavior cannot be enforced or anyone denies this behavior cannot be punished.

### **Factors affecting Employee Behavior in Retail Sector**

The UK retail sectors employ a huge number of people despite the variations and the quality of job offered. These jobs are widely spread from local shop to corporate supermarket, from few hours' casual work for weekend to fulltime highly rewarded executives [32]. Therefore, the role of customer contact employees for a successful organization and linking employee's attitudes to performance measurement has received considerable attention [33]. The retail sectors in UK considered the largest private sectors in the economy. Due to increased competition, expansion and decentralization, retail environment has changed [34]. At the same time, this desire cultural change has deliberately influenced by the role of retail employees [32]. Hart *et al.* [34] stated that retail sector facing challenges to employ suitable employees with appropriate attitudes. Smith *et al.* [32] identifies the nature of retail employment is not attractive. For examples; flexibility is one of the greatest demands in retail sectors nowadays. At the same time, part time or casual contract, unsocial working hours, different working arrangement during days or weeks and dealing with more complex customer are part of everyday job. Thus, if employees are not satisfied, motivated with pleasant or correct attitudes, it would be hard to deliver expected and consistent customer service at any retail organization [32].

On the other hand, Wallace and Chernatony [33] argued that employees are the 'brand ambassador' for any service organization. Thus, the performance and attitudes of retail employees towards customers significantly changed the overall shopping experiences. Due to the competitive market, if business cannot provide a remarkable shopping experience for customers that organization can be out of the business [35]. Therefore, identifying how employee's behavior, their attitudes, and perceptions about their own performance change the business in a competitive market is highly demandable. Hart *et al.* [34] stated that there are several factors that influence the retail employee behaviors. These are; opportunity of career

development, compulsory training and development programs to fulfil the skills needed, provide satisfactory working environment for the employee and considerable amount of pay. On the other hand, Lee *et al.* [36] supported this idea and described some more factors that influence retail employee behaviors. These are job satisfaction, organizational commitment, empowerment, service training, and service reward. Julian and Ramaseshen [37] supported this argument and stated that good customer service is a bond between retail organization and its customers. Retail organization lost two third of its customer due to poor customer service. Smith, *et al.* [32] also added that the retention of customer or the loyalty of customer is handled by front line employees who contact the customer first. It is a common believe that happy employee makes happy customer. Therefore, employee satisfaction, motivation and their attitudes towards job is directly related to customer satisfaction and their retention with the organization.

### **Relationship between Reward and Employee Behavior**

To transform employee's behavior through the power of rewards is indubitable [38]. Nonetheless, the question is how long the power will remain. According to Werner *et al.* [22] employees perception about the rewards have an effect on their attitude that link to work place behavior. In addition, if employees feel that they are under rewarded, they will engage in behavior that will have a negative effect to the organization. Quick and Nelson [39] argued that employees attitudes have direct and indirect effects on work behavior. Thus, creating an encouraging working environment through effective rewards system will reduce the chance of negative behaviors, such as; leaving the organization, demand for benefits, stealing, low quality work, laziness, and missing deadlines. On the other hand, effective reward practice can retain the dedicated, highly efficient employees with critical skills [13]. Therefore, reward and employee behavior are positively correlated.

### **METHODOLOGY OF THE STUDY**

Research data of this study has been collected through 'self-administrated questionnaire' from 120 employees based on convenient sampling from different stores of Tesco Plc in London between October 2017 and January, 2018. The reason for choosing a UK retail industry is because retail is the largest private sector employer in UK. Therefore, the sample population chooses to collect quantitative data. In addition, approval has been taken from the branches before conducting the research. Furthermore, Tesco Plc has four different category stores. These are: Tesco Express (small), Tesco Metro (medium), and Tesco Extra (Large), Tesco Superstore. The sample population has chosen from Tesco Metro (medium) sized stores only due to the accessibility of the researcher. This study was conducted by distributing questionnaire including

demographic information; organizational rewards programmer and employee perception on rewards.

The main purpose of this survey is to test the relationships between two variables (rewards and task, rewards and extra task). Therefore, an extra consideration has given to decide appropriate questions. For example; which question will fulfil the purpose of this survey 'open ended' or 'closed' questions. First part of the questionnaire is to collect the demographic question where participants gave information about their gender, age, position, role and the duration with the company. Stage 1 tried to identify the behavior pattern employee has within the role they are playing. Following that stage 3 tried to capture the extra role employee play is willingly or for any kind of rewards. Stage 4 was set up to find out whether employees were happy with their job and Stage 5 was designed to evaluate the preferences of rewards by different employee. In addition, Question: 10 asked respondents to make a list of preferences while they are at work, Question: 11 identifies how often employees do extra tasks and question 12 is to evaluate why employees believe they provide this extra service for the organization. At the end, an open-ended question is asked to collect if there is any comments employee wants to make. However, the rewards dimensions used in this survey questionnaire is mainly designed following extant literature by Chiang and Birtch [7] and Vey and Campbell [40]. Considerable attention paid is to connect the measurement and the objectives of this survey, while there is always a drawback of any procedure.

### **FINDINGS**

As mentioned earlier the sample of research population was taken from one famous retail business in the UK. Although 150 samples were distributed through in store and email, 120 participants completed the self-defined questionnaire and returned. The survey was conducted in limited time period and due to public holiday in UK at this time period lot of employees from different branches was unable to attend the survey. Participants were asked to fill questionnaire contained information about their job role, extra role, job satisfaction, reward preferences and their demographic variables. An additional question was added to understand their list of preferences between financial rewards and non-financial rewards. Although, this measure was not a complete study of participant's working experience as a whole, it consists a list of behavior they perform every day at their work place.

### **Task Behavior Measure**

This behavior measured with a list of 13 behavioral statement of a retail employee. The reasons for choosing the retail employee has explained in literature review. All these behavioral statements have been collected from Vey and Campbell [40] and Chiang and Birtch [7]. In terms of suitability and attract the

participants of this particular retail employee, some language and vocabulary have been modified. At the same time, special attention has given to confirm all these statements are part of the supermarket employee’s task or job descriptions. These 13 statements were analyzed using Microsoft Office Excel worksheet. Table-1 clearly displays that the differences between male and female respondents in terms of 6 major

behavioral statements. Although, the chosen statement was part of task or in role behavior only female employees are scored 100% in three different behavioral statements. Survey result showed that female employee demands that they are friendly (mean: 3.94, STD: 0.246), deliver their promises (mean: 3.81, STD: 0.397) and act with integrity (mean: 3.78, STD: 0.491) on 100% rather than their male colleagues.

**Table-1: Analysis of In Role Behavior (n=120)**

Task or In Role Behavior	% of Respondent	Male	Female	Mean	Std. Deviation
<i>I adopt to meet customers need</i>				3.59	0.56
Always	62.5	71.4	72.7		
Frequently	34.4	28.5	27.2		
<i>I am friendly</i>				3.94	0.246
Always	93.8	90.4	100		
Frequently	6.3	9.5	0		
<i>I am confident</i>				3.78	0.397
Always	84.4	85.7	90		
Frequently	12.5	14.2	10		
<i>I deliver all my promises</i>				3.81	0.397
Always	81.3	76.1	100		
Frequently	18.8	23.8	0		
<i>I give personal attention to customer</i>				3.78	0.42
Always	78.1	76.1	80		
Frequently	21.9	23.8	20		
<i>I act with integrity</i>				3.78	0.491
Always	81.3	76.1	100		
Frequently	15.6	23.8	0		

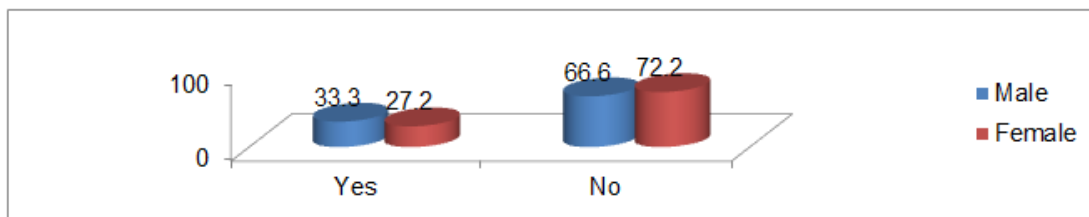
**Table-2: Analysis of Extra Role Behavior (n=120)**

Extra task or extra role behavior	% of respondent	Male	Female	Mean	Std. Deviation
<i>Ready to help others with heavy work loads</i>				3.41	.665
Always	50	42.8	63.6		
Frequently	40.62	47.6	27.2		
Sometimes	9.37	9.5	9		
<i>Help new colleagues settle in, even though its not required</i>				3.53	.567
Always	53.1	47.6	63.6		
Frequently	34.3	42.8	18.1		
Sometimes	12.5	9.5	18.1		
<i>Willing to help others who have work related problems</i>				3.31	.780
Always	46.8	42.8	54.5		
Frequently	34.3	38	27.2		
Sometimes	18.75	19.4	18.1		
<i>Coworkers often turn for helps</i>				3.28	.851
Always	50	42.8	63.6		
Frequently	31.2	28.5	36.3		
Sometimes	15.6	23.8	0		
<i>I do cover colleagues if someone needs a certain day off</i>				3.25	.761
Always	43.75	47.6	36.3		
Frequently	37.5	38	36.3		
Sometimes	18.7	14.2	27.2		
<i>I go overboard pleasing customer</i>				3.13	.751
Always	37.5	42.8	27.2		
Frequently	43.7	33.3	63.6		
Sometimes	18.7	23.8	9		

**Extra-Task Behavior Measure**

In the same questionnaire, participants also asked to choose the task they do most often in terms of extra task behavior (Q: 6). Hence, 8 different behavioral statements have chosen for the respondents and 4-point scale was used to measure the responses. In addition, Q: 10 addresses how often employees provide overall extra services which also measured with 4 point scale. Following that the final research question wished to identify the reason behind the extra task employee provides for the organization. At this point, 5 different reasons were given to choose and employee was free to choose more than one answer that suits them best. Table-2 explains the percentage of response in terms of different statement:

The above table clearly measures the pictures of different employee behavior while it comes to provide extra services. Six extra task related statements have chosen which showed that majority of the female employees provide extra task, even though it is not part of job responsibility. The interesting part is the illustration of Q: 11, which described the inner reason employee identified for their extra task behavior. In Q: 11, 33.3% male employees said they provide extra services because the work will be recognized and they will be rewarded. Whereas, 66.6% male employee identified this is not the reason they work extra. In contrast, 27.2% female said yes to this statement and 72.8% did not believe they do work extra for reward (Figure-1).



**Fig-1: % of male and female employees on Q11 (a)**

**Reward Preferences Measure**

The sales associate’s job satisfaction, motivation and work attitude are highly related with the satisfaction of different reward programme. Therefore, the major survey question was to test the effectiveness of different reward programmes for this company and its comparison with extra task related behavior and gender. In stage five (Q: 8), six different statements were given to the participants to identify their position in terms of reward preferences. Each statement has covered different area of rewards. The first statement asked about non-financial rewards, second on financial rewards, third on salary, fourth on the relationship between salary and performance, fifth was to identify

the relationship between productivity and company benefits and the last one is the overall satisfaction of rewards package provided by the company. Table-3 displays the percentage of respondents while they agreed on each statement. In terms of getting feedback and guidance based on work 72.7% of female employees agreed while only 47.6% male employee said they preferred it. On the other hand, 61.9% male employees preferred bonuses and incentives rather than praises and recognition. The next question was to identify the satisfaction over the salary everyone is getting. Following the previous question female employees are more satisfied (63.6%) comparing to their male (47.6%) colleagues.

**Table-3: analysis of Rewards preferences on Male and Female employees (n=120)**

Preferences of Rewards	% of respondents	Male %	Female %	Mean	Std. Deviation
Feedback and Guidance	53.1	47.6	72.7	4.06	0.878
Incentives and Bonuses	46.8	61.9	18.1	3.13	1.157
Adequate Salary	53.1	47.6	63.6	3.19	0.998
Salary Vs Performance	40.6	38	45.4	3.25	1.078
Benefits Vs Productivity	34.37	33.3	36.3	3.16	0.987
Overall Satisfaction	50	38	72.7	3.19	0.931

At the same time female employees scored top on their satisfaction level in terms of salary vs. performance and benefits vs. productivity level. This table also gives an overall satisfactory lever based on the company rewards package where female employees

showed their highest satisfactory level which is 72.7%. Only 38% male are satisfied with the company rewards package. A graph also presented (Figure -2) as part of data analysis.

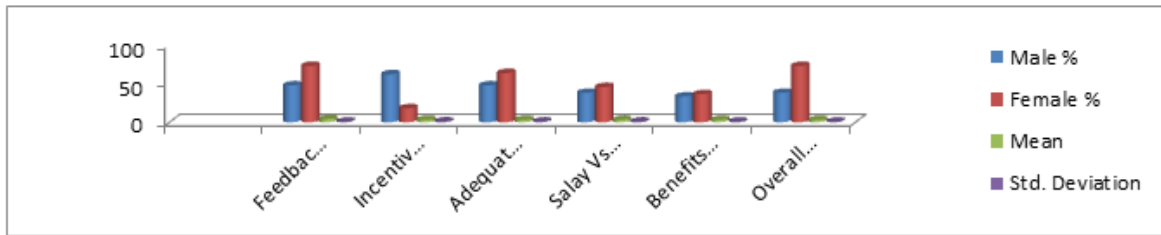


Fig-2: Analysis of Rewards preferences on Male and Female employees (n=120)

Comparing the position differences on employee’s rewards preferences was another target of this survey. The percentage of worker in retails industry and their development in management level has taken considerable attention. Thus, afford has taken to

discover is there any differences on employee’s reward preferences on management level comparing to non-management level. Table-4 provides a reflection of this survey:

Table-4: Analysis of Management vs. Non-Management rewards preferences (n=120)

Preferences of Rewards	Management %	Non-Management %
Feedback and Guidance	42.8	56
Incentives and Bonuses	57.1	44
Adequate Salary	71.4	48
Salary Vs Performance	57.1	36
Benefits Vs Productivity	28.5	36
Overall Satisfaction	57.1	48

This table has created with the information when participants agreed with a statement in each category. Such as 42.8% management agreed that they prefer feedback and guidance on their work, whereas 56% non-management employees preferred this. Following this, 57.1% management preferred incentives and bonuses on top of recognition and praises while only 44% non-management gave preferences on incentives and bonuses. At the same time, 71% on management employees are happy with the salary they receive comparing to the non-management employees

(48%). In addition, 57.1% management employee believes that their salary has positive on their performance whereas, only 36% non-employee agreed with this statement. Comparing the benefits vs. productivity of employees gave the opposite picture. 28.5% management believes that the benefits they received improve their productivity and 36% non-management employees have agreed with the statement. However, the overall satisfaction of management is higher (57.1%) than the non-management employees (48%).

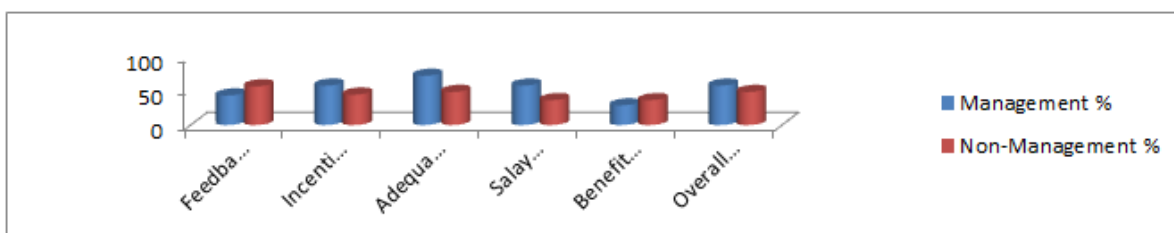


Fig-3: Analysis of Management vs. Non-Management rewards preferences (n=120)

**DISCUSSION**

This research was designed to look at the relationship between reward and task and extra-task behaviors in the UK retail sector. The first aim of this study was to examine whether any specific types of rewards (financial or non-financial) encourage achieving task and extra task behaviors of retail employees. Results of this study indicates that there are no significant differences in perceptions of financial and non-financial rewards appeared. 46.8% of respondents agreed that they preferred incentives and bonuses (financial rewards) and 53.1% respondents preferred

feedback and guidance as part of non-financial rewards package. Only 40.6 % total participants agreed that the salary they get has a positive impact on their performance which indicates the impacts of various others non-financial rewards on task and extra task behaviors. In particular, the basic salary, bonuses, incentives and other financial rewards are still considered the most important part of employee’s work life. However, praises and recognition, job satisfaction, working environment and long-term loyalty revealed the broad range of effects on employee behaviors. The second aim of this study was to examine is there any

variation on reward perception on the basis of gender. Female employees showed higher preferences on non-financial rewards than male employees. When 61.9% male preferred financial rewards (incentives and bonuses), only 18.1% female employees agreed with the decision. On the other hand, in terms of salary and other benefits female employees are more satisfied than male employees. In addition, more female employees (72.7%) prefer feedback and guidance as part of non-financial rewards.

The third aim was to test the position of employee and reward preferences. The impact on financial rewards has less effect on non-management employees. For example; 56% non-management employees prefer feedback and guidance and 44% of them prefers incentives and bonuses instead of recognition and praises. Whereas, only 42.8% management employees prefer feedback and guidance (non-financial rewards) and 57.1% prefers incentives and bonuses (financial rewards). Therefore, the preference of financial reward is more on non-managerial employees than managerial employees is not supported by the study. Results of this research suggested that both position and gender have significant effect on employee rewards perceptions. Female employees are keen to non-financial rewards than male and managerial employees pointed their direction to financial rewards more than non-management employees.

## **CONCLUSION**

In summary, the first step of this research is to have a better understanding of the differences and similarities between male and female employee's rewards preferences in retail business. This study helps to improve the knowledge of the role of rewards in relationship between task and extra task behaviors. In addition, the use of quantitative research methods allowed discovering the widespread effects of different rewards package used on retail employee's behavior. The rewards practices of a service organization might be a strong source to be sustained in the competitive environment [33]. The reason behind that, employees are the main components of any business and their commitment and contribution to the organization plays as a key success factors [41]. Thus, employee reward is one of the fundamental elements of employer and employee relationship. Various researches provided extensive reasons to prove it that discussed in the literature review.

This empirical study explores the impact of rewards on retail employee's task (in role) and extra task (extra task) behaviors. At the same time, this paper also tried to explore the relationship between gender and position in terms of reward preferences. Results of this study provide the evidence that there is a link between organizational rewards and employee extra task behaviors. However, previous literature mainly

emphasized on financial rewards on employee's motivation and performance at work places. The research objectives build up for this study are supported by the data collected from the survey direct to the following conclusions. Firstly, financial rewards still necessary to trigger the change of employee's behavior at work place. However, the position of financial rewards has changed and non-financial rewards slowly move forward and challenging it. Therefore, incentives and bonuses are still popular on the reward packages while employees are moving their priority from finance to non-finance. Such as; praises and recognition, empowerment, feedback and guidance, career prospect and job satisfaction become popular in the total reward package. There is also a strong position of personal characteristics of employees that leads them to provide extra services for the organization.

This study also explores that preferences of reward varied in terms of gender. Study showed that female employees are more satisfied with the salary provided in the organization. In addition, they also believed that salary has positive impacts on their performance and the benefits they received from the company which improve the productivity. In contrast, male employees preferred incentives and bonuses more than female employees. They do not believe that they received adequate salary from the organization, less than forty percent male employees agreed their salary have positive impact on their performance and the benefits they received improve the productivity. At the end, the overall satisfaction rate of male employees is also less than female employees. The result indicates that management employees prefer financial rewards more than non-management employees. However, non-management employees do not believe that they receive adequate salary and the salary has position impact on their performances. In addition, the overall satisfaction is also less on non-management employees comparing to management employees.

## **RECOMMENDATIONS**

This study presents number of implications to be followed by retail business. Recommendations for this study include the following:

- To create the reward package more interesting and useful, every retail business should create tailored made reward packages for individuals. The reason behind that different employee has different need and based on their need management could offer the rewards individual wanted.
- In UK retail sector, each employee gets same vouchers or coupons, yearly same amount of pay rises or bonuses. However, everyone does not contribute in the same way to the business. Therefore, rewards should be based on the annual performance of each employee's and the percentage of pay rise and value for the voucher would be different.



- Retail sectors should practice more informal rewards and peer validation. 360-degree feedback will be another way of searching the prospective employee to be rewarded. Officially, it is in the policy book for most of the retail business. However, the practices are less in every retail which should be increased.

### Scope of Future Research

There are some weaknesses of this study which need to be addressed and creates the scope for further researches. Future researches for this study would be:

- The majority of the participants were male which creates a male dominant sample. Thus, the results are not balanced and split between male and female participants. Most likely, this could create another option for future research where samples will be selected equally. This may influence the result of the study and related hypothesis.
- Future research could include part time and full-time employees and investigate their reward preferences, reasons of different rewards preferences and other boundaries such as differences in temporary and permanent employees reward preferences.
- Future research may attempt to reproduce this result by replacing different department of retail employees rather than in general. For example, different department employees might have different rewards preferences in terms of their work pattern in the organisation.
- Another interesting future research may include the experiences of retail employees and the linkage between reward and experiences. Individual employee's level of education or the previous working experience may be another possible variable that could change the reward preferences.

Overall a large sample should be selected in order to collect more realistic data from retail industry. These samples could be varied in terms of age, average permanent status of the employment or working experiences.

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