

UNDERSTANDING NON-MONETARY REWARDS IN UTAH

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EXECUTIVE SUMMARY

In April 2021 we conducted a human capital survey investigating key talent issues in Utah. We examined which employees derive non-monetary value from their work. Results show that about 43% of the total value employees derive from work comes from non-monetary factors. Further digging into this empirical finding reveals three key insights:

- **KEY INSIGHT 1:** *Companies who do not actively manage the non-monetary aspects of value are leaving almost half of the employee value proposition to chance.*
- **KEY INSIGHT 2:** *Companies seeking to increase diversity through hiring women and gender non-binary employees may need to pay particular attention to their management of non-monetary aspects of work.*
- **KEY INSIGHT 3:** *Lower paid employees tend to report that a larger percentage of the total value they receive from work comes from non-monetary aspects of work.*

SURVEY OVERVIEW

In April 2021 we distributed a survey to more than 40,000 individuals who have previously participated in one of the Silicon Slopes events over the last 3-5 years. The purpose of the survey was to develop insights related to human capital development and management in Utah. After data cleaning we had a total of 1779 usable responses for an approximate response rate of ~4%, which is a standard response rate for this type of electronic survey. For detailed information on the demographics of the people who completed the survey please see the demographics summary report [HERE](#).

THE VALUE OF NON-MONETARY ASPECTS OF WORK

The last several decades have been marked by a host of important shifts in the overall workforce and in employee preferences. Importantly, we have seen a rise in the value employees place on the non-monetary aspects of their work. Accordingly, we asked several questions focused on employee non-monetary value.

43% of employee value comes from non-monetary aspects of work?

Survey participants responded to the following survey question:

“Approximately what percentage of the total value you get from your work (including salary, benefits, meaningfulness, autonomy, work flexibility, etc.) comes from non-monetary aspects of your work?”

The overall average for this question is 43%, meaning that employees respond that 43% of the total value they derive from their work comes from these non-monetary factors. This high percentage was surprising to us as researchers because it suggests that a massive percentage of the value employees derive from their work is related to inherently hard to measure and hard to manage aspects of employee work. Measuring salary, bonuses, and even health insurance costs is relatively straightforward. Quantifying autonomy, flexibility, impact on society, and so forth, is much more complicated.

KEY INSIGHT 1:

COMPANIES WHO DO NOT ACTIVELY MANAGE THE NON-MONETARY ASPECTS OF VALUE FOR EMPLOYEES ARE LEAVING ALMOST HALF OF THE EMPLOYEE VALUE PROPOSITION TO CHANCE

No amount of precision in care in the 50-60% of the employee value proposition that you can control with salary, bonuses and clearly contractible benefits can compensate for the failure to manage and curate these non-monetary aspects.

Women and Gender non-binary employees value non-monetary aspects more than men

While some survey participants identified as gender non-binary or preferred not to indicate their gender on the survey, the vast majority identified as either male or female. The table below shows the percentage of value individuals derive from non-monetary aspects of work based on their response to our gender identification question:

Partial Question	Male	Female	Gender non-binary	Prefer not to answer
Percentage of value from non-monetary aspects of work	41.1	47.2	48.8	38.0

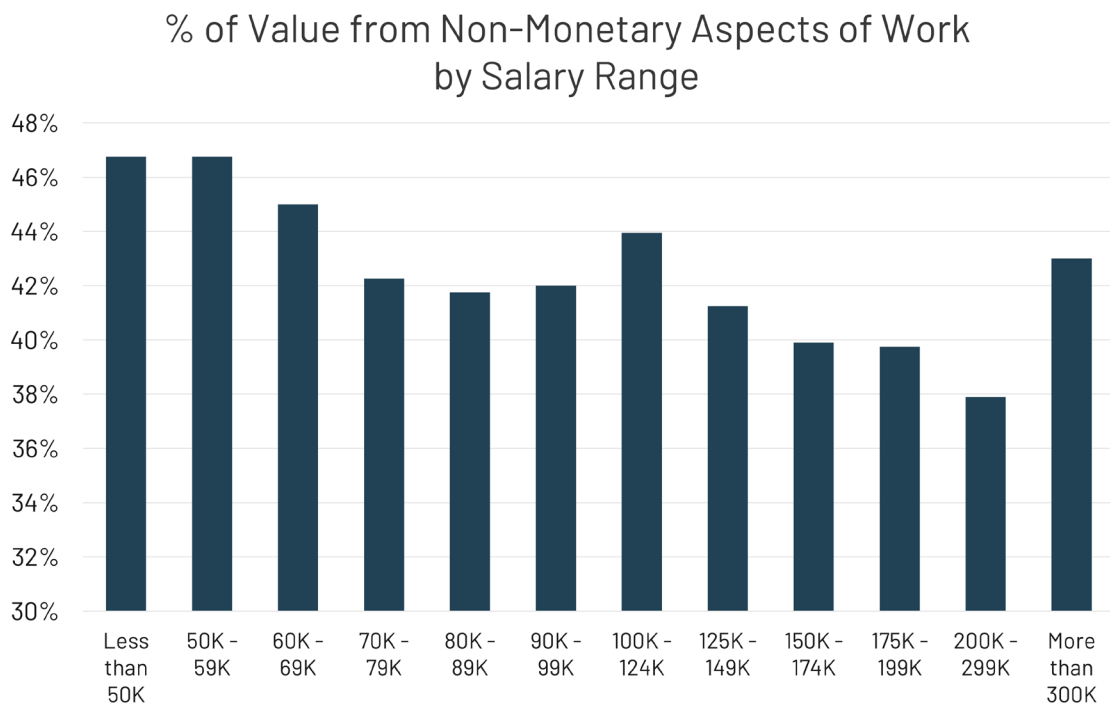
It is important to note the higher percentages reported by women and gender non-binary individuals in the results.

KEY INSIGHT 2:

COMPANIES SEEKING TO INCREASE DIVERSITY THROUGH HIRING WOMEN AND GENDER NON-BINARY EMPLOYEES MAY NEED TO PAY PARTICULAR ATTENTION TO THEIR MANAGEMENT OF NON-MONETARY ASPECTS OF WORK HOSE WHO WORK UNDER 40 HOURS A WEEK ARE MUCH MORE LIKELY TO SEEK NEW EMPLOYMENT

Percentage of value from non-monetary aspects generally decreases with salary range

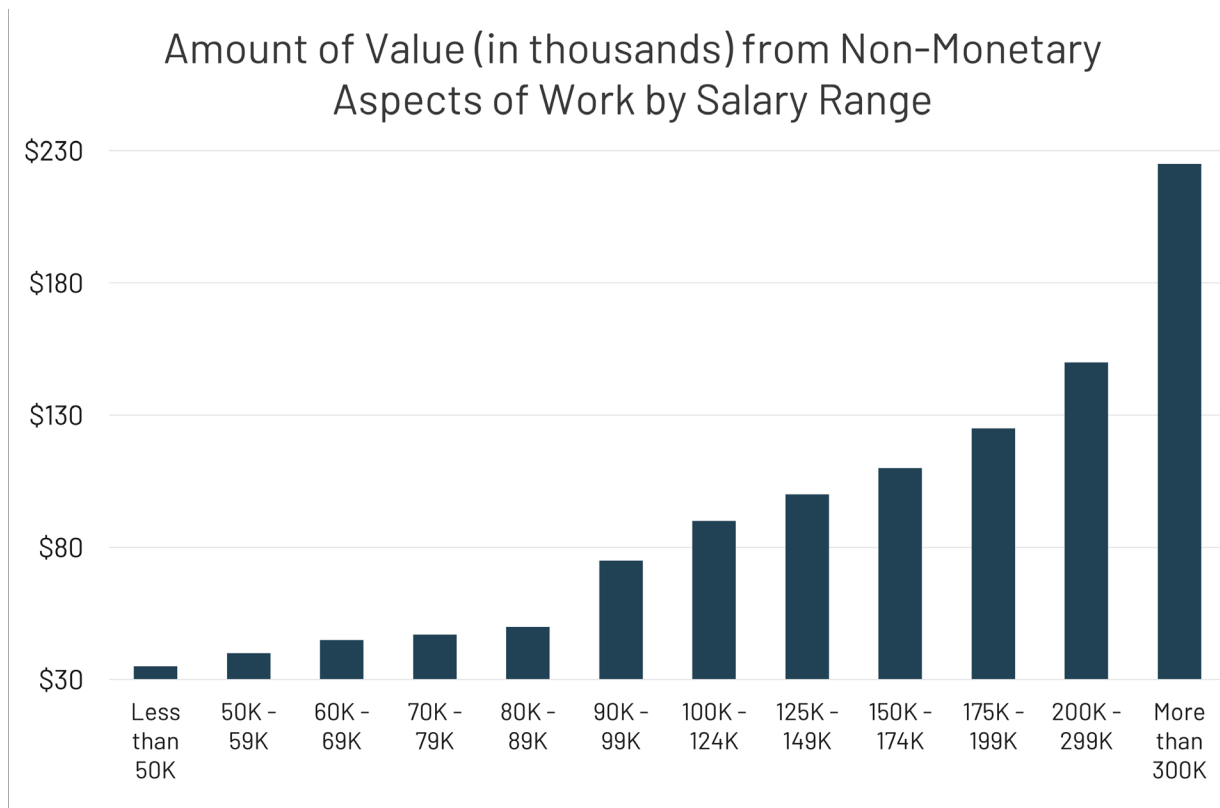
In general, the percentage of value employees derive from non-monetary aspects of work tends to decrease as salary increases. This is illustrated in the figure below:



KEY INSIGHT 3:

LOWER PAID EMPLOYEES TEND TO REPORT THAT A LARGER PERCENTAGE OF THE TOTAL VALUE THEY RECEIVE FROM WORK COMES FROM NON-MONETARY ASPECTS OF WORK

Since salary is increasing it is possible that the amount of non-monetary value is similar across these salary groups but it just represents a smaller overall percentage of the value they derive. The figure below illustrates that this is not the case. The figure below calculates the approximate amount of non-monetary value (in \$) for each salary range, assuming that salary represents the majority of the monetary value employees receive. The amount of value (in \$ terms) from non-monetary value grows substantially as salary increases:

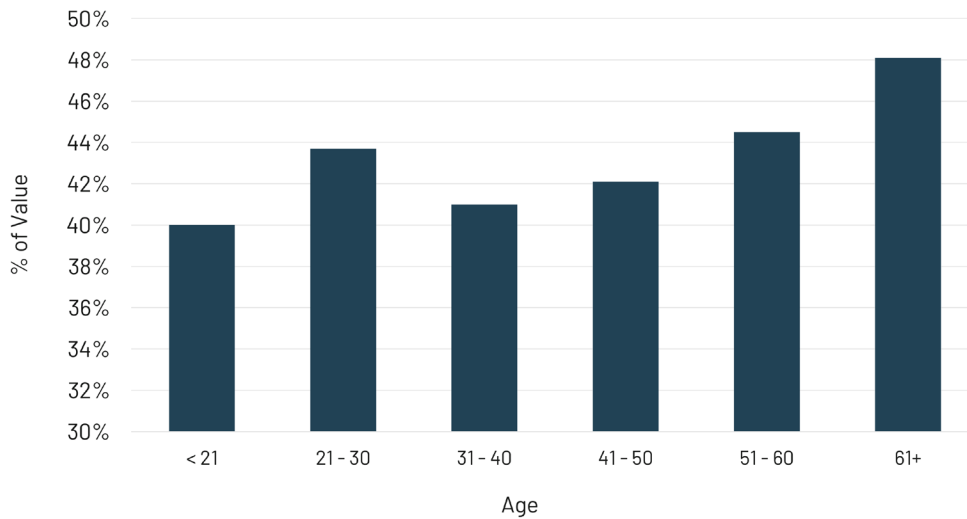


Another possibility is that those with lower salaries are also more likely to be younger employees, and younger employees may see a higher percentage of their total value at work coming from non-monetary aspects. As the next section shows, however, this is not the case. It appears that the percentage of value from non-monetary aspects of work increases with employee age.

Percentage of value from non-monetary aspects generally increases with age

It appears that the percentage of value from non-monetary aspects of work generally increases with employee age:

Percent of Value from Non-Monetary Aspects of Work by Age



This finding is somewhat surprising given popular press trends suggesting that the younger generations place more value on non-monetary aspects of work than older generations, but these data only report what these employees experience, not how important non-monetary aspects are to them relative to pay. Our white paper on which non-monetary aspects of work are most important to Utah employees may shed additional light on this issue.

Percentage of value from non-monetary aspects is higher for those who work the most and the least hours per week

It appears that the percentage of value from non-monetary aspects of work is higher for those who work the most hours per week and those who work the fewest hours per week:

Percent of Value from Non-Monetary Aspects of Work by Weekly Hours Worked

