
**EFFECTS OF NON-MONETARY REWARDS ON EMPLOYEE MOTIVATION A
CASE OF MOSHI COOPERATIVE UNIVERSITY (MoCU)**

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ABSTRACT

This study focused on assessing the effects of non-monetary rewards on employees' motivating performance. The approach used to carry out this study is the content analysis design. Through interview, the researcher collected primary data to facilitate the study. Also, documentary sources were used in collecting secondary data. The key message obtained from the interview data was the need to make employees feel they are cared for. They work in a good working environment they have enough up to date working facilities in quantity, and quality employees also require support in a variety of ways. Ranging from technical aspects to personal and psychological needs. This study has indicated that non-financial incentives are important for better performance. Moreover, the researcher concluded that non-monetary rewards not only motivates employees as they are vital in satisfying employees'. Many other needs such as creating a sense of belonging and through involvement in making company decisions respect especially when an employee is recognised for achieving a certain task as they gain respect from colleagues and junior staff for being the best. Attention and care from the institution for instance, employees feel cared for and appreciated by providing housing allowances.

INTRODUCTION

Non-Monetary rewards are non-cash perks or benefits provided by an employer to an employee. Rajendran. et al., (2017) posited employees are deemed the very most precious resources in every organisation. Performance of each employee is critical to the success or failure of the organisation (Mazreku, 2015). Therefore, organisations committed a large part of its resources on developing its employee (Hameed and Waheed. 2001).

In Asian. China and Japan specifically Whetten and Cameron (2007) argued that, essence of incentives is to establish linkage with desired behavior and the outcome that makes the employee feel appreciated. Non-monetary rewards play a significant role in the perception of the employee regarding the reward climate in the workplace (Khan *et al.*, 2013). When organisations pay attention to non-monetary tools such as the opportunity of increasing holiday and family benefits the employee may perceive the organisation as a supporting and caring organisation. Non-monetary incentives in organisations motivate employee towards job performance. Non-monetary rewards are a major means of achieving this purpose.

Organisation's internal customers who are the employees are becoming more mindful and vigilant as they do not tolerate bad treatment met out to them by their employers. It is on this premise that managerial staff of the organisation pay keen attention to the relationship they generate and maintain with employees. However, organisations work assiduously to find innovative ways to maintain the working relationships, considering the value or worth of the employee (Thompson, et al 2019).

LITERATURE REVIEW

Armstrong, (2009) wrote "Motivation can be described as goal-directed behavior. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants." Rewards that do not involve any direct payments often arise from the work itself, such as achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities, and high-quality leadership.

V. G. Kondalkar (2007) emphasis that Individual is motivated by positive motivation. It refers to incentives offered by the organisation to achieve efficiency. Incentives can be monetary, like an increase in pay, allowances, and payment of bonuses. Payment for additional or overtime work. It can be non-monetary like issuing of certificates for excellence, awards, recognition, status, job enrichment,

competitions, and the like. Monetary rewards prevent individuals from getting demotivated or they do not motivate so to say. However, non-monetary awards motivate individual as it is related to the inner/psychological aspects.

Thompson et al; (2019) determined the impact of non-monetary rewards on employee performance, a case of a pharmaceutical company in Kingston, Jamaica. Imbahale (2016) investigated the impact of non-monetary rewards on employee motivation. The findings revealed that employee recognition, training, rewards, and incentives affect and contribute to the organisation's success and directly affect employee motivation. Omedi (2018) established on the effects of rewards on employee motivation at KCA University. The findings indicated that basic salary increments were based on the market value position and were cross-tabulated across gender, the study recommended that management should frequently come up with modes of rewards, execution and valuation of modes of rewards and should enhance employee engagement.

Khan et al., (2018) discussed on the attitude of employees towards monetary and non-monetary rewards and its impact on motivation and turnover. The findings proved that monetary rewards have a positive relationship with the retention of the employee in the organisation and it enhances motivation among them while the non-monetary rewards are important for the retention of the employees.

Dinc and Srna (2019), examined the significance of non-monetary incentives and its relationship with employee motivation, a case of civil service employees in Bosnia and Herzegovina. The findings demonstrated that the non-monetary incentives are not sufficiently utilised in the civil service sector and concluded that financial compensation in the form of basic pay is the most important factor then followed by positive relations and social incentives. The study then recommended that non-monetary incentives represent a very strong motivation factor and could be widely used to secure increased motivation of the civil servants in Bosnia and Herzegovina. Cheema et al., (2013), Discussed on the Impact of Non-monetary Rewards on Employees' Motivation; a study of Commercial Banks in Karachi, Pakistan. The findings indicated a significant relationship between three of the five non-monetary rewards: opportunity for training, recognition of contribution, etc.

METHODOLOGY

Study design. This study employed content analysis design. Content analysis is a research tool used to determine the presence of certain words, themes, or concepts within some given qualitative data (i.e. text). Using content analysis, researchers can quantify and analyse the presence, meanings and relationships of such certain words, themes, or concepts. Population and sampling procedures. The target population of the study which were used was all Head of Departments of MoCU which was 20 from Moshi main Campus as it was obtained from Human Resources Management Department. Purposive sampling (also known as judgment, selective or subjective sampling) was employed in selecting a sample from MoCU employees in which the researcher relies on his or her own judgment when choosing members of the population to participate in the study. Data collection method. Personal interview was carried out with one respondent at a time. Documents which was reviewed were employment files, policies guiding the motivation packages which are monetary and non-monetary rewards from MoCU Library. Data analysis and ethical consideration. The content analysis analyses data from key informants, data was grouped into themes according to the objectives, they then transcribed into their relevant

sections. Ethical Consideration. In order to accomplish the research, the use of introduction letter from IAA accompanied with personal application letter was written to MoCU so that they allow to do a research. The benefits of doing the research to the organisation were to provide ways to implement non-monetary rewards to employees so that employees may be motivated to achieve organisational goals. Findings was kept confidential for research purposes.

FINDINGS

Responses on the effects of non-monetary rewards on the employees' performances lead to employee satisfaction and retention, high production, and reduction-monetary incentive in organisations to motivate employees towards job performance. Nsignificantntetary rewards are a major means of achieving this purpose. Number of turnover and achievement of organisation-wide goals. Analyses indicate the effectiveness of employee incentives at Moshi Cooperative University. Incentives are important in motivating employees. In order for employees to work effectively, the organisation needs to consider the 'effort-reward concept which is effective on staff motivation.

DISCUSSION

The key message obtained from the interview data was the need to make employees feel they are cared for, they work in a good working environment they have enough up to date working facilities and quality employees also require support in a variety of ways, ranging from technical aspects to personal and psychological needs.

Incentives are important in motivating employees. According to Uzonna (2013), for employees to work effectively, the organisation needs to consider the 'effort-reward concept which is effective on staff motivation. There is no overall blue print on how best to improve workers performance. A mix of financial and non-financial incentives is required as part of a large HRM framework. Specifically, with respect to performance management, there is a need to inform employees of the organisation about the process and indicators, and to provide thorough feedback on the results.

This study has indicated that although non-financial incentives are important for better performance. It has increased the performance of employees in an organisation. Non monetary rewards motivate individual workers to improve their performance in both the short-run and long-run. Also non monetary rewards lead to higher retention of employees in an organisation. Moreover it increases employee job satisfaction because it create a sense of belongingness.

CONCLUSION

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organisation is to recognise that the human element and the organisation are synonymous. A well-managed organisation usually sees an average worker as the root source of good performance. Many employees appear to be demotivated and frustrated precisely because they cannot satisfy their professional conscience, and are impeded in pursuing their vacation due to lack of means and supplies and inadequately or inappropriately applied human resource management tools.

Efforts to strengthen employees performance must protect, promote and build upon the professional ethos of employees. This entails appreciating their professionalism and addressing the organisation

goals such as recognition, career development and further qualification. It must be the aim of Human Resource Management (HRM) and quality management to develop the work environment so that workers are enabled to meet personal and organisational goals. This requires strengthening employees self efficacy by offering training good relationship between employer and employees but also by ensuring the availability of essential working facilities such as materials and supplies as well as equipment and the provision of adequate working environment that enable them to carry out their work appropriately and effectively.

Non Monetary incentives and HRM tools play an important role in increasing motivation to of employess workers. The findings suggest that HRM tools have the dual task to promote employees professional ethos and commitment and to strengthen their perception of self efficacy. The key message obtained from the interview data was the need to make employees feel they are cared for. They work in a good working environment they have enough up to date working facilities in quantity and quality employees also require support in a variety of ways, ranging from technical aspects to personal and psychological needs.

This study has indicated that although non-financial incentives are important for better performance. Employees must be must be motivated, skilled and supported in various ways. According to the research, it is evident that employee training, employee recognition; rewards and incentives greatly affect employee motivation in an organisation and greatly impact employee performance. Employees desire to be recognised; they value career growth as it boosts employees especially for promotions; and the employees also long for rewards and incentives. This is rarely done at the organisation and therefore the institution management needs to consider the above to appreciate employees.

Non-monetary rewards and incentives not only motivates employees as they are vital in satisfying employees'. Many other needs such as creating a sense of belongingness and involvement in making company decisions respect, especially when an employee is recognised for achieving a certain task. They gain respect from colleagues and junior staff for being the best. Attention and care from the institution for instance, by providing housing allowances, employees feel cared for and appreciated.

Employee recognition is important as it gives staff a feeling of self-worth. Hence, it encourages one to utilise his or her full potential and helps the organisation achieve its goals. Finally, rewards and incentives are the most effective modes of improving employees' job morale and creating a motivated workforce that was lead to a performing environment.

RECOMMENDATION

- a) The Institution should employ bodies and encourage some changes whenever remuneration reviews are done. For example, the level of remuneration of employees should be reasonable. Commensurate with the work done and responsibility taken, and comparable to equivalent jobs in the country.
- b) Consideration should be given to scarce skills allowances, to employees and other workers should be compensated for taking on risk and heavy workload.
- c) The University should establish a clear and friendly reward policy that facilitates a good working environment, sufficient and up to date working facilities

- d) The University should provide enough funds to update knowledge and skills to all organisations so as to enable them to perform their work well. The emphasis should be placed on the concept of promoting life learning.
- e) A continuing education program is necessary to ensure that employees are proficient with regard to their knowledge and skills and responsive to the organisation's changing needs.
- f) The University should provide enough funds to facilitate building enough working capacity.

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