

**IMPACT OF MONETARY AND NON-MONETARY
REWARDS TOWARDS EMPLOYEE MOTIVATION
: CASE STUDY OF GARMENT INDUSTRY IN SRI LANKA**

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Degree of Master of Business Administration in Project Management

Department of Civil Engineering

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DECLARATION OF THE CANDIDATE AND SUPERVISOR

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ABSTRACT

This research is carried out to investigate the impact of monetary and non-monetary rewards towards employee motivation. Therefore, research objectives are set out to understand to identify different financial and non-financial rewards used by the organization considered, to critically evaluate the importance of using financial and non-financial rewards for organization and to assess the significance of motivating employees for the organization. Further, study is carried out to analyse the impact of financial and non-financial rewards on employee motivation of the organization. Further study is used to provide recommendations on ensuring employee motivation through financial and non-financial rewards.

Primary and secondary data collection methods are used to investigate the study. Quantitative data analysis method is used to collect numerical data and analyse the numerical data from SPSS statistical software as well as MS Excel.

Frequency distribution analysis is used to address the second objective of the research. Thereby, it can be concluded that all independent variables are important for motivation as they are all above the mean value of 3. The most important reward is achievement followed by influence. Monetary rewards are also of high importance according to the above analysis. Correlation analysis and Regression analysis is carried out to explore the most significant motivating factors which affect the employee's motivation. And it is found that Achievement Recognition and Financial Rewards are most significant factors that affect the employee motivation.

It is recommended to provide support to employees to achieve job tasks, to motivate employees while appraising their exceptional performance, to motivate employees by considering their new ideas and suggestions, to get the employee participation in organisational decision making process, to allow employees to get benefits from opportunities, to allow employees to take organisational decisions freely, to keep the employee suggestion box to motivate employees in other way, to develop training and development programs to enhance employee skills and competencies of the organisation and to provide monetary rewards to employees of the organisation.

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CHAPTER 1. INTRODUCTION

1.1 Introduction

This study is done to identify the impact of financial and Non-Financial rewards on motivation of Employees. One may ask the question why managers always need to keep motivating their employees; answer may be to extend their existence. Employees make up an organization and if they do not have organizational commitment, then there is no incentive to excel at their jobs. Employee motivation as defined by Robbins (Ramlall, 2004) as: “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need.” To engage in the practice of motivating employees, employers must understand the unsatisfied needs of each of the employee groups.

Intrinsic motivation refers to the motivation that is triggered by internal rewards of an individual such as personal achievement; pleasure etc. while extrinsic rewards are external factors that motivate an individual such as monetary and other rewards (Lai, 2011). It is a necessary dynamic in today’s environment that explicitly creates and encompasses a positive impact on job.

Within an organization, the best performance is feasible with most committed employees that can only be achieved through employee motivation. Kreitner and Kinicki (2004) assume that motivation contains “those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed.” Motivation depends on certain intrinsic, as well as, extrinsic factors which in collaboration results in fully committed employees. According to Broad (2007), tangible incentives are effective in increasing performance for task not done before, to encourage “thinking smarter” and to support both quality and quantity to achieve goals. Incentives, rewards and recognitions are the prime factors that impact on employee motivation. As the employees engage in their working activities purposely for own sake, then they will feel intrinsic motivation in their behaviours as their activities will essentially be enjoyable and satisfactory (Vansteenkiste, 2005, p. 22). The factors like incentives and rewards are the most preferred factors for employee motivation programs.

1.2 Background of the study

Employee turnover has become one of the major issues faced by organizations in the global as well as local context. The following chart indicates that there is a steady increase in the employee turnover rates over the years 2011 to 2015. The voluntary employee turnover rate has amounted to 11.6% in 2015 in the USA while the hospitality industry is recorded as the industry with the highest rate of 17.8% (Compensation Force, 2016). Statistics shows how that when ten professional employees leave (in United States), organizational losses are estimated to be around one million US dollars. Simply when experienced professional leave a company, it incurs a huge loss to the company. Loss is not merely money itself, it also includes knowledge and as well as the experience that the professional process, which is one of the most valued employee assets. This cost could be avoided or lessened by motivating employees by keeping them involved and committed to the organization.

Table 1-1 - Voluntary Turnover

All Industries	11.6%
Banking & Finance	14.2%
Healthcare	14.2%
Hospitality	17.8%
Insurance	8.8%
Manufacturing & Distribution	9.1%
Not-For-Profit	11.6%
Services	9.0%
Utilities	6.1%

Source: (Compensation Force, 2016)

The total labour force that is the economically active population of Sri Lanka is 8.4 million in 2016 with 63.5% represented by male and 36.5% female (Department of Census and Statistics, 2016). Furthermore, the total unemployment rate of the country is recorded as

4.5% during this period. The industry employed over 300,000 employees and provided opportunities to over 600,000 more through indirect employment (Jayawardhana, 2016). The turnover rates of apparel industry in Sri Lanka are high in comparison to other industries with a recorded 40% turnover (export.gov, 2016).

Joshi (2002) states that 90% of the workers within the apparel sector has been female during that year while the Export Development Board states that a considerable proportion of the labour force is women till date (EDB, 2016). Some of the major factors underlying the high turnover is therefore turnover due to marriage and migration (Liyanage & Galhena, 2011). According to SAAT, the highest turnover rates are recorded in the Western province that is rate of 5.9% while Northern Province recorded the highest turnover rate of 8% (Sandeepanie & Ubayachandra, 2015).

Table 1-2 - Monthly turnover rates of Sri Lankan apparel manufacturing sector

Province	Monthly labour turnover rate (%)
Western	5.9
Southern	3.1
Central	3.4
Eastern	7.2
North Western	5.2
North Central	2.5
Uva	1.2
Sabaragamuwa	3.3
Northern	8.0
All Island	4.9

Source: (Sandeepanie & Ubayachandra, 2015)

Employee rewards is about how people are rewarded in accordance with their value to an organization. It can be categorized mainly into two parts. That is financial rewards and non-

financial rewards. Financial reward processes consist of base pay/ fixed pay, variable pay and employee benefits, which together comprise total remuneration. The system also incorporates non-financial rewards such as; recognition, praise, achievement, responsibility and personnel growth.

Two important reasons that employees should be motivated are to achieve their own personal goals and the organizational goals (Shanks, 2012). In a study done by the Society for Human Resource Management, they found that eighty-six percent of the people they surveyed were satisfied with their jobs (SHRM, 2009). This number could increase if the soon to be discussed techniques are implemented in the specific work sites. In a different study by Career Vision, they found that thirty-three percent of employees feel as though they have reached a dead end in their career ("Job Satisfaction Statistics").

The elements of a reward system and their interrelationships are illustrated in figure 1-1. According to that figure, base (basic) pay means; the level of pay (the fixed salary or wage) that constitutes the rate for the job. It may be providing the platform for determining additional payments related to performance, competence or skill. Variable pay may be provided that are related to performance, skill, competence or experience. Special allowances may also be paid. If such payments are not consolidated into base pay they can be described as "variable pay".

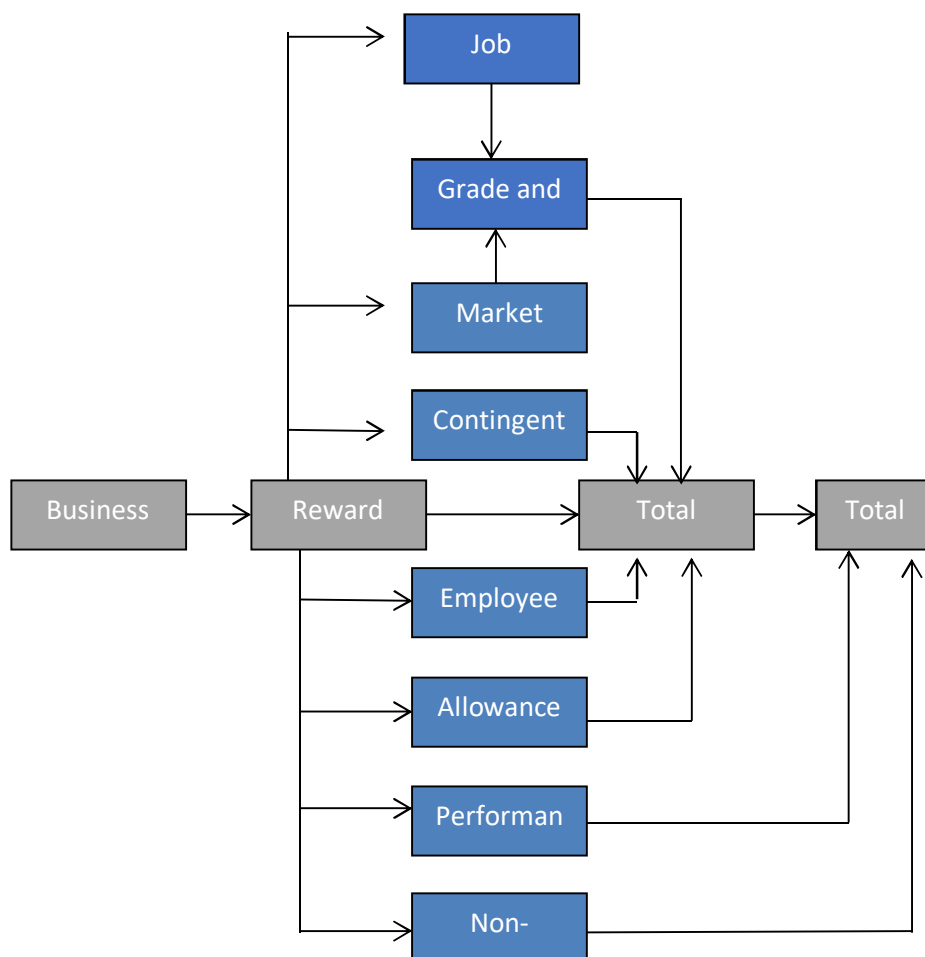
Employee benefits or indirect pay include pensions, sick pay, insurance cover and company cars (fringe benefits). They consist elements of remuneration additional to the various forms of cash pay. Total remuneration is the value of all cash payments (total earnings) and benefits received by employees. Non-financial rewards include any rewards which focus on the need people have to varying degrees for achievement, recognition, responsibility, and influence and personnel growth.

As indicated in figure 1.1, the rewards employees receive in a total rewards system consist from numerous factors. People have different reason for working, and the most appropriate reward method depends on those reasons. When individuals are hard to provide food, shelter and clothing for their families, money may well be the most important rewards. However, some people work long hours a day, receive relatively little pay, and yet love their work because it is interesting or provide psychological satisfaction from the job.

When it is studied about reward management the most important thing is to concern about the usage of reward management to motivating the organizational employees so that they achieve high levels of performance.

The traditional approach to managing pay in the 1960s and 1970s embraced with financial rewards. It failed to integrate pay with other personnel processes. It also ignored the total approach to reward management which has emerged in the 1990s and the need to pay as much attention to non- financial as to financial rewards.

Figure 1. 1 - The Reward Management System (Armstrong, 2007)



As Armstrong and Marlis (1994) point out, “reward management is not just about money. It is also concerned with those non-financial rewards which provide Intrinsic or Extrinsic motivation”. They concede that “the impact of performance related pay (PRP) as a direct

motivator may be arguable and recognize that: PRP need not be regarded as the only motivator. Attention should also be given to the non-financial approaches to motivation and recognition. An integrated approach to performance management can motivate all type of employees by providing the basis for a mix of financial and non- financial rewards.

The purpose of a reward system is to support the achievement of corporate objectives by motivating people to join the organization, stay with it and deliver sustained high levels of performance. Financial rewards are a major means of achieving this purpose. But according to Latham and Locke (1979), say that “money alone is not always enough to motivate high performance”. Motivation can also be achieved by non-financial rewards and financial and non- financial motivators can be mutually reinforcing.

One thing is clear: Non-financial rewards also can be very powerful factor in the total reward system. And sometimes it affects to a large degree on motivation rather than financial rewards. So, the research is going to identify the impact of Non-financial rewards on employee motivation, in private sector (with selected organization) in the Sri Lankan working context.

1.3 Rationale

With reference to the existing empirical evidences, it is confirmed that employee motivation is heavily associated with organizational success. According to Remi et al (2011) there are many evidences on the importance of different motivators such as financial and non-financial rewards on motivating employees to best performances. As per the argument of Ahmad et al (2012) employees are the most significant resource of the organization that generates competitive advantages compare to other resources because, it is unable to copy skills, abilities and knowledge of motivated employees like imitating product r services, technologies or other organizational processes. In this scenario, there is a greater challenge for the today’s organizations to understand different motivators and how these motivators can be used to influence employee behaviour to achieve desired goals which is the definite requirement to win competitive advantages. Therefore, this research study shed lights on organizations in understanding different factors (financial and non-financial rewards) of motivation and how these motivators influence employee performances towards achieving excellent organizational outcomes competitively.

1.4 Problem Statement

High performance of the organization always links with the high employee engagement (Waqas & Saleem, 2014). In the current economic environment, organization and its management have to take many decisions like cost cutting, restructuring decision and downsizing decision. At the same time, they have to take the action which helps to motivate, and enhance loyalty of the employees in their organization.

Motivation as defined by Baron (1983) is a set of “processes concerned with the force that energizes the behaviour and directs it towards attaining some goal”. In the organizational environment, motivation plays vital role in ensuring organizational success. According to Armstrong (2007), well-motivated people become proactive, when they believe and ensure that they can accomplish their objectives. Always this becomes the objective of the organizations to examine for the signs to motivate and retain employees, or else the organization may face difficult to maintain its loyal work force.

In the organizational context, bond between employer and employee is more important to success of both parties as well the growth of the organization. According to the previous literature, it reveals that encourages and rewarding system for the employees enhance the productivity, job satisfaction and employee retention. There are two types of rewarding systems call monetary and non-monetary rewarding system. Monetary rewarding system focuses on direct satisfaction of the employees. Non - Monetary rewarding system focuses on employee recognition and this helps to motivate the employees.

Berberian (2008) in his methodical study consider the impact of non-monetary rewards on employee job satisfaction (or else motivation) at a fortune 500 institution indicated that 42% of the participants had a positive reaction to non-monetary rewards, 33% had a positive reaction to both monetary as well as non-monetary rewards and 25% had a positive reaction to monetary rewards alone. Hence his study shows that majority of the employees' had positive reactions to both monetary and non-monetary reward schemes. Berbarian in his research also stated that the organizations should not seek to substitute monetary with non-monetary rewards; instead a combination of both forms of rewards would be ideal.

Hence, it is essential that organizations adapt to these changes by proposing monetary and non-monetary rewards unique to today's workforce. To address this need, this study will explore the impact of monetary and non-monetary reward programmes on employee job motivation by understanding the preferences and insights of employees and organizations. As

argued, the organizational dilemma is to understand what the ideal reward system which can be utilized to increase employee motivation and at the same time achieve the organizational objectives? The purpose of the research is to discover if various reward and incentive options have specific impacts on employees from a motivation perspective.

The problem is to identify the impact of monetary and non-monetary rewards on employee motivation in the selected organization.

1.5 Research Questions

1. What is the significant of employee motivation?
2. What are the different financial and non-financial rewards that can be used to motivate employees?
3. How financial and non-financial rewards impact on employee motivation?

1.6 Research Objectives

1. To identify different financial and non-financial rewards used by the garment industry.
2. To identify the importance of financial and non-financial rewards in the case study selected.
3. To explore how significant rewards to affect to motivate employees.

1.7 Significance of the Study

It is being recognized the importance of understanding motivation of employees, because as per Aamodt (2007) employee motivation directly associated with improvements of employee performances and organizational productivity. On the other hand, it is also found that if the organization fails to motivate employees, the result would be high level of employee turnover (Abassi and Hollman, 2000). Moreover, as per the evidence of Kurose (2013) employee motivation is the most crucial concept to measure employee behaviour more accurately.

As discussed earlier, organisations are now using both financial and non-financial rewards to motivate employees knowing the importance of motivating employees towards achieving goals and objectives of the organization. Therefore, this study of analysing impact of

financial and non-financial rewards on employee performance is very significant as it provides valuable information to the organization as below.

The findings of this study are very crucial in understanding different financial and non-financial rewards that can be used to motivate employees. Since different employees motivate by different rewards, this information is very reliable and significant for the management, so that they can use most suitable rewards to satisfy employees effectively

This study provides information on how different factors impact on employee motivation, so that management can re-develop their different functions such as training and development, performance appraisal, career advancement, compensation and rewards system effectively and efficiently

1.8 Structure of the Dissertation

This report presents with various chapter in order to give a meaningful understanding to the readers as below;

Chapter One – Introduction

This is the first chapter that provides introductory information about the study such as background of the study, rationale, research problem, research questions, aims and objectives and significant of the study.

Chapter Two – Literature Review

This chapter collects and analyses critically the secondary information regarding employee motivation, financial and non-financial rewards and how these variables related with each other. Many sources such as textbooks, journals and research articles are analysed regarding theoretical underpinnings, concepts and empirical evidences about the research scenario.

Chapter Three – Research Methodology

This is the chapter which discusses the research design such as research philosophy, approach and research strategy and methods used to collect, analyse and present data together with population and sample considered on collecting primary data.

Chapter Four – Data analysis and Discussion

This chapter mainly analyses and presents the evidences of the primary research evidences. A statistical data analysis is undertaken and the findings are presenting using statistical tables and chart. Further, this chapter also discusses the research objectives and hypotheses by comparing and contrasting primary data with secondary data.

Chapter Five – Conclusion and Recommendations

This being the last chapter of this dissertation report provides the overall summary of the study together with the recommendations based on the research findings. This chapter also provides scope for the future studies as well as the limitations of the present study

CHAPTER 2. LITREATURE REVIEW

Employee motivation is something important for any organisation which will enable a company to enhance the performance and retain in the competitive markets. It is a very sophisticated subject where employee motivation is subjective and may differ from one person to another based on their economic levels, family sizes, social interaction, attitudes, values, etc. therefore companies should carefully identify the need for rewards based on the category of employees it possess. At the same time, top level managers need to review previous practices held at the company towards the motivation and initiate new programmes accordingly (Kim, 2006).

It is fundamental that rewards schemes need to be matched and enhance the level of motivation of its employees. Employee motivation is significant, which will influence their behaviour to ultimately decide whether the organisation is a success or a failure. It is evident that organisational success and its future highly depending on the concept of employee motivation and managers should understand the way they can contribute for the organisational success. Daft and Marcic (2004) stated motivation as “the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action”. Also at the same time motivation refers to psychological processes which energise and direct the behaviour of employees to achieve organisational goals. For that organisation needs to make a climate which will support the employee motivation where they need to enhance their potential of working with high level of job satisfaction, elimination of frustration, enthusiastic working conditions and etc. (Islam & Ismail, 2008).

Getting the things done from the people at their best levels need motivation where studies have explored four main specific areas where the motivation is to be measured at the work place as engagement, satisfaction, commitment, and intention of working. Those will naturally motivate the people and also act as the indicators of employee retention (fewer turnovers). Emotional aspects of employees play a vital role in motivation (particularly self-motivation) moreover organisational contribution is required through reward system, internal organisational culture, job design, performance management and resource allocation. In reward systems, it is the easiest way to satisfy the employees where it discriminates the poor performers and the best while giving the opportunities for employees in advancement. This system needs to be designed in a way that motivates the employees to done their work at

maximum level. All the financial indicators are included here. Secondly culture refers to the bond between the company as well as individuals it will promote teamwork, collaboration, openness, and friendship, etc. thirdly job design should be done at meaningful, interesting as well as challenging manner. Finally, a fair, transparent, trustworthy performance management and resource allocation system will meet the employee enthusiasm as well as job satisfaction with motivation (Nohria et.al, 2008).

It is evident that employees are at different stages of their lives and needs are becoming complicated with the maturity. Therefore, different management approaches are essential time to time with continuous updating. In this span of time different motivational drives are needed as financial and non-financial. Therefore, it is managers' responsibility to understand the requirements and approach them with a combination of incentives. No one can initiate the motivation where it depends on the individual perception and attitudes. The concept of human resource management is all about managing people effectively towards goals and objective where motivation is intrinsic where managers need to provide guidance and support to enhance the motivation of the individuals. One can argue that managers don't have sufficient time to spend on motivating their subordinates and employees themselves should motivate and be committed on the organisational performance. But it is rare that intrinsic values come into the play. Theories of motivation in everywhere will prove that there is a need for motivation in the workplaces in terms of financial and non-financial means (Burton, 2012).

2.1 Aspects of Motivation

Organizations shall obtain the right capabilities and competencies, which are the skills, knowledge and behavioural characteristics it owns its work force for the execution of organizational strategies, Meyer (2002). In consideration of the above, Lawler (2003) says that, it would thus make good commercial sense for the organization to attain sufficient understanding regarding what motivates employees to satisfy their full potential. Also, according to Lawler (2003), the way which the individuals are managed determines progressively whether an organization will succeed or continue to survive. The arguments and thinking of Lawler and Meyer believe that employees within organizations should be treated more importance than the organizational financial capital. Hence for the effectiveness of an organization, their people should be focused as major foundations of an organization.

Motivation refers to the process that account for an individual's willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need. According to the definition, it can be seen three key elements, such as efforts, organizational goals and needs (Olusegun, 2012).

The effort element is a measure of intensity or drive. A motivated person tries hard. But high levels of effort are unlikely to lead to favourable job performance unless the effort is channelled in a direction that benefits the organization. Therefore, we must consider the quality of the effort as well as its intensity. Effort that is directed toward, and consistent with, organizational goals is the kind of effort that we should be seeking (Bonsu & Kusi, 2014). Ball (2012) stresses that needs provide the basis for the motivation model, whereas needs are deficiencies that a person experiences at a particular time. Needs can be physiological or psychological. A need is an internal state that makes certain outcomes appears attractive (Ball, 2012).

2.1.1 Definitions of Motivation

Just like any other word, there are variations of definitions to describe a concept. Motivation too has many different definitions, but it is important to focus on those that are related to the workplace. Understanding exactly what motivation is will help managers decide what actions to take to encourage their employees (Burton, 2012). The definition of motivation starts with the root word, motive. Webster's Dictionary defines motive as, something that causes a person to act. Therefore, motivation can be defined as,

The act of providing motive that causes someone to act (Shanks, 2012). In other words, according to Nancy Shanks, motivation causes someone to act and someone else cannot make someone motivated. It is the discretion of the person to decide if they are going to be motivated or not. Motivated and unmotivated are not opposites, but instead, there are determining factors that could cause someone to be unmotivated, such as life events and attitudes towards a specific job.

Motivation is the process that account for an individual's intensity, direction and persistence of effort toward attaining a goal (Robbins, 2005)

Motivation is the result of the interaction of a person's internalized needs and external-influences that determine behaviour (Plunkett & Attner, 1997)

Motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive (Fred Luthans, 2005).

With relation to the workplace, Ray Williams (President of Ray William associates), who writes for "Psychology Today" (2012), defines motivation as, "predisposition to behave in a purposeful manner to achieve specific, unmet needs and the will to achieve, and the inner force that drives individuals to accomplish personal organizational goals". A person becomes motivated in order to achieve their own personal goals as well as the organizational goals. The more motivated an employee is, the more likely they are to have organizational commitment and identify themselves with the organization.

This will meet some of the unmet needs, and connect them with the organization. If willing, the manager is able to give the employee incentives to meet their own goals and the goals set by the organization. Ryan and Edward (2000), from the University of Rochester, agree that motivated means that the person is moved to do a particular act. The authors describe motivation as, the "Orientation of motivation concerns the underlying attitudes and goals that give rise to action" (Ryan and Edward, 2000).

Although the words of the definitions might be different, they all are describing the same concepts. Motivation is the act of getting someone to act on a situation. This definition will be important throughout the rest of the paper due to the constant use of the word. Now that there is an understanding of what the word means, it is important to understand the studies that have been conducted and the findings that have come about because of the studies (Burton, 2012).

Motivation is a key strategy in human resource management which has direct results in operating capability and utilizing organization's manpower to their full capacity by concentrating on motivation to attract quality and good applicants to join the organization and to retain existing personnel (Snell & Bohlander, 2013). The majority of organizations, use monetary and non-monetary reward system to motive their people (Harunavamwe & Kanengoni, 2013)

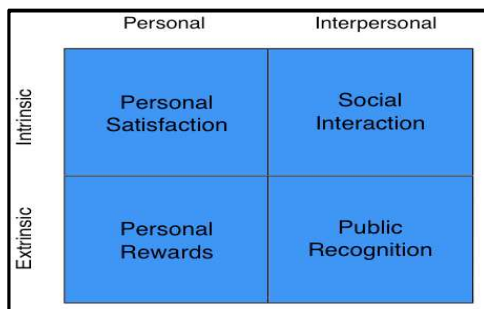
Each person is motivated by different things and it is important to know how they are motivated in order to direct motivation towards the realization of organizational goals (Rabideau, 2005). Reviewing the theories of motivation helps us to understand what drives people to initiate action and to engage in certain practices in the workplace. After elaborating

on each of these processes, it would be possible to comment on the effectiveness of non-monetary incentives as a motivational tool. There are several theories of motivation which focus on different variables in an attempt to explain motivation in the organizational setting (Sani, 2013). Each of these theories offers perspectives that are not necessarily contradictory but complementary.

2.2 Types of Motivation

There are two main types of motivational classification is available as intrinsic and extrinsic. Intrinsic refers to inner drive to motivation that comes from inside a person rather than from any other rewards, such as money or grades. If a person intrinsically motivated then he/she will be able to work find a solution to the prevailing problems and take that opportunity as a challenge with pleasure mentality. Since a person is intrinsically motivated then it's easy for organisations to drive him/her towards achieving goals and objectives. Meanwhile extrinsic motivation refers the vice versa of the previous concept where the motivation coming from outside of a person (Schneider, 2012).

Figure 2 .1 - Combination of intrinsic and extrinsic motivation with personal and interpersonal attractions



Source: Developed by Author Based on Schneider (2012).

This figure illustrates the combination of intrinsic and extrinsic motivation with personal and interpersonal attraction (Schneider, 2012). In the intrinsic cage, personal satisfaction is vital with social interaction where according to the Herzberg Dual Factor theory this is more tending to motivational factors in which contributes to positive mental and health conditions such as achievement, recognition of achievement, work itself, responsibility, advancement, etc. with higher job satisfaction of the need for psychological growth. In extrinsic part of the

above figure examines personal rewards, public recognition as the main aspects where it is more related to hygiene factors provided due to job dissatisfaction (Schneider, 2012).

Company policies and administration, interpersonal relations, supervision, working conditions, salaries, status, security, etc. will provide personal rewards as well as public recognition (Nelson & Quick, 2013). Lin (2007) identified that motivation is a drive for knowledge sharing where intrinsic and extrinsic components are there for knowledge sharing as well. Employees extrinsic knowledge sharing is highly depending on their perception and the value association with it. Where people assess the value based on cost benefit analysis in which rewards are seen as benefits and effort of exchanging knowledge is seen as a cost. But when it comes to intrinsic component of it is the satisfaction, acquiring of new knowledge, exchange of ideas with people, etc. which are work as triggers for motivation. Now it is better to aware on different motivation theories which inclusive of both types of motivations.

2.3 Theories of Motivation

Burton (2012) states that there are many different theories that tries and helps explain motivation. Scientists have been studying the topic of motivation for over a century and have made tremendous progress for explaining motivation which can be interpreted into the workplace. The following are some theories that have been proven and accepted by society. These include Maslow's hierarchy of needs, Herzberg's two-factor theory, different types of motivation, such as intrinsic and extrinsic (as discussed above).

According to Robbins, Judge, Odendaal, and Roodt (2009), in the 1950's there were a fruitful period in the development of motivation concepts. Three specific theories were formulated during this period, which although heavily attacked and now questionable in terms of validity, are probably still they best-known explanations for employee motivation. These are the hierarchy of needs theory, theories X and Y, and the two-factor theory. These early theories were known for at least two reasons:

They represent a foundation from which contemporary theories have grown, and

Practicing managers still regularly use these theories and their terminology in explaining employee motivation.

2.3.1 Maslow's hierarchy of needs theory

Here the main purpose was to identify multiple aspects where a person will be motivated. Those are considered as needs and it is established in a hierarchical manner to show how those needs come out as motivators throughout a person's life. This is known as a content theory where people motivated by five types of needs such as psychological, safety, belongingness, esteem as well as self-actualization in a particular order (Draft & Samson, 2014).

Figure 2. 2 – Five Category of Needs



Source: Developed by Author based on Draft and Samson (2014).

The above figure illustrates the five categories of needs which will motivate people to achieve objectives in their lives. Psychological needs are considered as basic needs which requires for the survival and existence of a person, food, water, clothing, shelter, etc. is essential for a person to live in the society. When it comes to security, the surrounding of a person should be out of threats and protective for living, meaning the predictability and the stability in the surrounding, and this inclusive of financial security as well as non-financial security. Both can be achieved through creating retirement packages, job security, insurance, etc. where if there is financial security then non-financial security is able to achieve (Draft & Samson, 2014).

Next level is affiliation meaning, belongingness or love which is something extended from basic needs and those are non-monetary requirements to live in the society. Even in the work place also these requirements are needed where engaging with group related activities may give the opportunity for the people to be affiliate with the others. Where people are urged to accepted and recognised by the others. The forth layer of the hierarchy indicates self-esteem which inclusive of other's view towards yourself. To have a better idea in this particular level a person must have a high image on him and encompass self-respect. Here two components are available as feeling of self -value as well as needful in respect from the others. Final layer indicates self-actualization needs where it is seen as someone being all they can be and they have met each of the previous stages. As per the stage, all the talents of a person is being completely identified and utilized. This hierarchy of needs theory believes that no one is ever completely self-actualized. Each and every person always try to be better and enhance the current level to a higher level particularly be recognized and respected from the others in the society. Here the concept is vital for the motivation though a person needs be motivated to fulfil their needs and try to go for the next level until they reach self-actualization. These needs motivate humans to care for themselves and live a rich life (Burton, 2012).

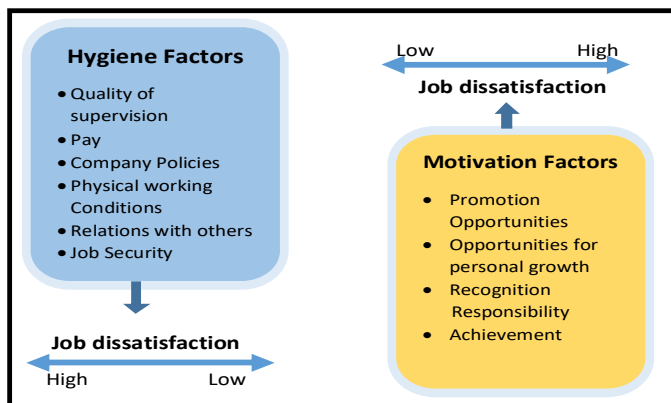
2.3.2 Herzberg dual factor theory

This is another important theory of motivation developed according to the dual nature of the job satisfaction and finally job motivation. Here job satisfaction is considered as outgrowth of achievements, recognition, challenging, responsibility, promotion, etc. also it is a result of different factors as company policies, administrative practices, supervision, interpersonal relationships, physical working conditions, job security, benefits as well as salaries. Those are considered as hygiene factors and positive hygiene factors lead to greater performance but it up to one particular point. After that intrinsic features are getting to play the vital role in the motivation (Miner, 2007).

At the time job needs to be restructured to increase the workers ability to perform well while achieving goals (Both individual and organisational). If workers are more towards hygiene factors then they are considered as a low risk for the company where easily a company can be provided those incentives. But it exists for a shorter time period and after if the company increases hygiene factors performance will not be increased at a rate it expects. Therefore, motivational factors need to be provided in line with hygiene to get massive performance into

a long time future. Here the qualitative aspects are considered to be motivated the employees towards achieving organisational success (Miner, 2007).

Figure 2. 3 - Herzberg's Hygiene factors



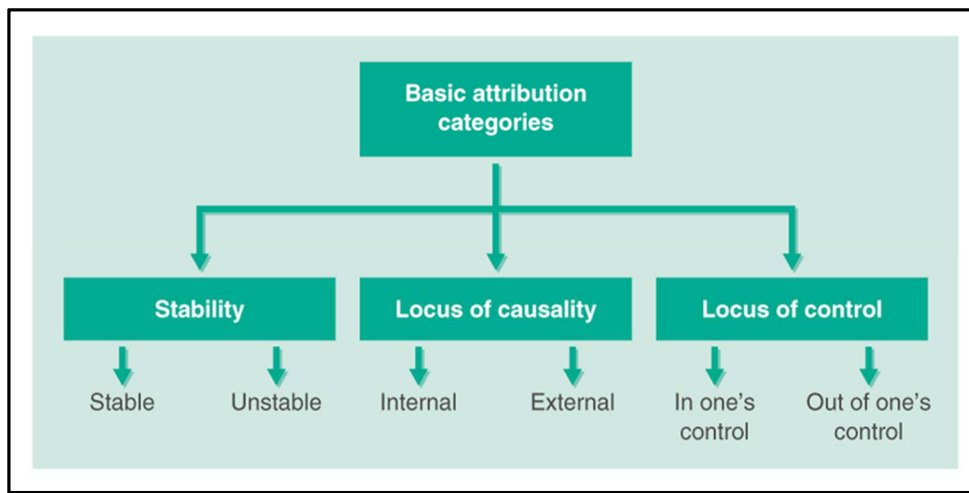
Source: Developed by Author

On the other hand employees are truly motivated and satisfied when they feel that they have many responsibilities towards organisational performances. Where the achievement, recognition, stimulation, responsibility, advancements make people happy and encouraged. This can be typically done through job enlargement and enrichment based on the individuals performance through removing unnecessary controls, increase the accountability in working, give job freedom and additional authority, introduce difficult and challenging tasks to perform, etc. this will enable to create motivated individuals to establish a better future for the companies. If hygiene factors are not well provided by the organisations then employees will automatically get demotivated but with motivational factors it becomes reciprocal even though hygiene factors are not sufficiently provided (Burton, 2012).

2.3.3 Three-Dimensional Theory of Attribution

This is another theory related to motivation where it covers motivation, social psychology as well as educational psychology aspects. Main three dimensions identified in the theory was Lucas, Stability and Control (Figure 4.0 illustrate the dimensions) (Schunk & Zimmerman, 2012).

Figure 2.4 - Three-dimensional Attribution



Source: Developed by Author Based on Schunk and Zimmerman (2012).

Lucas refers to identification of personal outcomes on internal or external circumstances. For an example, an employee's poor performance may be due to the difficulties in the task to be performed (external cause) or else, lack of capability to do it accurately (internal cause). Meanwhile stability refers to the probability that a cause of outcome change. Meaning poor results can be converted in to better results through modified approach of enhancement. Thirdly, control indicates, probability that the cause is ender personal control. Where the approach is personalized in a way that employees able to understand the faults or poor performing areas and develop customized strategies to recover from the situation. Here the employees are motivated to done their job with high level of enthusiasm and empowerment. Also the theory will enable a company to do a capability audit in its employees to find the areas to be improved when performing. But it is usual that companies are not being able to control the internal forces in a person rather they can provide external sources which may ultimately impact the internal causes. With that understanding different motivators can be

developed intrinsically and extrinsically while looking at the individual as well as team performance (Schunk & Zimmerman, 2012).

2.4 Reward Systems – Private Sector Organizations

2.4.1 Monetary Rewards Systems Prevailing at Privet Sector Organizations

In traditional context, financial or the monetary rewards plays a critical role in job performance as well as motivation. Financial rewards are more of monetary and quantifiable benefits, which pay for the employee service and efforts. Pay, bonus, allowances, insurance, incentives, promotions as well as job security fall under the category of financial rewards. Performance related pay and benefits make the employees enthusiastic but mostly for a shorter time period (Eshun & Duah, 2011).

Monetary rewards are large enough to encounter the recognition and celebrate the accomplishments and achievements but not that much significant for the behavioural approaches. Moreover, financial incentives provide motivation for the employees to go to a higher level and it varies according to the positional requirements. It also works as a mode of attracting and head hunting people from outside labour markets to work in the companies. Monetary rewards alone do not make sense in the current context where financial and non-financial aspects are essential to motivate the employees. In addition, those incentives are designed to inspire and encourage the loyalty and productivity of the employees with motivation (Gitman & McDaniel, 2007).

An effective programme of rewards will motivate the employees towards achieving greater productivity. Financial incentives act as a top ranked motivator of employee's due to its ability to fulfil the basic requirements but not the affiliation and actualisation needs at all. Pay is known as the basic payment system existing in the organisations in terms of salaries and wages where the employees are offered it for the efforts and services. Most of the companies use performance related payment system with that the employees who are performing well will be the higher payment achievers. Equivalent pay will appreciate all the employees but now with the competitive nature at work places employees expect performance related benefit scales. Meanwhile bonus implies a particular standard of payment not given all the time but the rates are higher than the normal rates. Furthermore, fringe benefits are given for

the employees in addition to their scope of work performed, where it is established to create an optimistic, motivating environment to work with the objective of increasing high levels of sales and output (Burton, 2012).

Another common benefit is transportation, which is intentionally established to minimize the work force stress where it will be increased with insufficient public transportation systems. Meal allowances and other medical allowances are also fallen under financial rewards (Yousaf et.al, 2014). Most of the studies have found that monetary incentives are seen as extrinsic motivators where it is perfect interchangeable goods, unless concentrating the property ownership of money. One of the main reason behind the most appreciated qualities of money and the reasons for using it extensively in a way of large scale is that it can be changed for almost any goods and services the humans need to have a comfortable, secure life, where it is true that there is price for anything existing in the economy. Therefore, monetary rewards are essential for the employees to fulfil their basic needs successfully and the motivation comes with all those requirements to be completed in day to day life.

There is another argument related to monetary rewards is gain sharing approach is has many positive influence on the employee motivation due to high level of engagement coming from their side. Where with the financial bonuses will improve the productivity of employees to focus them to decrease the cost for a particular portion, which will result in saving of cost. That saving will be converted into a profit and distributed as a gain for the effort given by the employees towards organisational performance (Cosma & Gilceava, 2014).

2.4.2 Non-Monetary Rewards

These rewards address more on intrinsic motivational aspects where it is tending to a relationship based approach between organisation and its employees. For that organisation has to give the respect to the employees through different means as symbolic rewards after observing the performance. Creating a comfortable work place through all these means is helpful to make employees committed to the work honestly. Once the monetary rewards directly enhance the employee satisfaction, non-monetary rewards enable them to have recognition and status, which is seen as a motivational tool for employee satisfaction, and work engagement. Even though monetary rewards able to boost motivation may be for a shorter time period, non-monetary rewards are effective in the process of enhancing intrinsic

motivational impact on worker and the performance, where it provides a strong sense of security as well as job stabilisation while empowering them to carry out further work successfully (Waqas & Saleem, n.d.).

According to Thomas (2009), intrinsic rewards recently spread in most of the companies with the managerial commitment, their contribution and support which enable the employees to engage in the work with positive thinking and mentality. Those non-financial rewards reinforce the self-motivation of individuals while implementing such system to create positive feelings and distinctive experiences for its staff members. At the same time, Pattanayak (2005) identified non-monetary incentives as tangible and intangible incentives, where tangible non-monetary incentives are in the form of treats, awards, tokens, etc; while its intangible aspects are in terms of form of informal recognition, friendly greetings, responsibility, meaningful work, job rotation, special assignments, training, etc, those are depending on the attitudes, values, beliefs of employees, who are working together in a company.

One can argue that tangible non-monetary incentives are effective than intangible non-monetary incentives but both will be work much effectively in accordance with the situation. Career development and work performance recognition considered as vital aspects of non-monetary rewards where it will create enthusiasm and encourage workers to develop their existing capabilities with high level of motivation. As per Jeffery (2002), non-monetary incentives and its ability to influence on a range of psychological requirements have deeper long term implications than that of monetary rewards.

It is proven by most of the real world scenarios where employee retention rates are high in the companies who are much concentrated on those unquantifiable non-financial aspects. employee engagement in line with non-monetary rewards are strongly linked with the organisational performances where as a human resource management practice that engagement needs to be promoted in the organisational cultures and let the other firms to practice it. This will enhance the employee satisfaction and ultimately result in improving organisational performances particularly in terms of financial means (Sales, revenue, cost reductions, etc.). Therefore, the concept of motivation in line with non-monetary reward schemes will enable a company to drive its performance and sustainable into a long-term future (Frank et.al, 2004). Another aspect of non-monetary rewards is the availability of training and career development facilities where training has a positive relationship with

employee motivation. Based on that future financial benefits are ensuring which enable the employees to enhance their current capabilities with comprehensive programmes usually those are designed by looking at the individual capabilities and their performances.

Most of the companies align financial rewards systems in line with such training programmes in order to attract and motivating the employees to get benefits out of them. Those training programmes will enable the companies to get adjusted with the dynamism of the external environments which will also make the people motivated to perform well. On the other hand career development provides opportunities to adapt skills, technologies, and competencies which are essential for performance improvements as well as even for promotions. It makes a feeling of value addition for the lives of employees where people may receive recognition, reputation, status and other qualitative achievements in their career life and it will ultimately create learning and development culture within the work place. It is seen as a greater opportunity for the employees to go to the top of the career ladder and organisations also need to put the attention on exploiting opportunities to develop/upgrade the motivational aspects of self-esteem, self-actualisation, etc. (Yousaf et.al, 2014).

2.4.3 Impact of Non-monetary and Monetary Towards Employee Motivation

In accordance with the nature, attitudes, values, beliefs of the employees' motivation sources may vary and there can be people who are strict with monetary rewards and others may appreciate non-monetary rewards. However, among all those people there is a group who motivates with both monetary and non-monetary rewards and all of those finally result in company performance. Most of the studies have explored that encouragement, appraisal or even rewards system have consistent impact on higher employee retention rates, productivity as well as job satisfaction. All of the motivational theories discussed above address both financial and non-financial aspects of the rewards system where ultimate benefits are centred for the organisation in terms of the performance (Osa, 2014).

Even though, monetary rewards are accepted by the traditional employees as the sole motivator, but now a day's particularly in developed countries have identified the value of employee recognition and its impact on organisational well-being. If the employees are appreciated and valued for their efforts then they will be satisfied and further enhance their effort towards organisational performance. Most of the companies are developing human

capital as per their responsibility in various ways. Reward based trainings have more priority where knowledge and cognitive development aspects with vast investments are now become crucial for the human capital developments as well as organisational development (Waqas & Saleem, n.d.).

According to Burton (2012), different reward systems are created and established in line with short term and long-term objectives of the organisations where some times employees may entitle to receive benefits in terms of agreements. This can be applicable for both financial and non-financial rewards based on the management by objectives. Also another way of rewarding is that employees are observed and assessed on their achievements and reward systems adjust accordingly. Rewards are somewhat tricky to implement where it should be transparent, equitable as well as away from employee complaints. So the managers need to identify the relevant circumstances and make employees feel on their appreciations. Both the rewards systems give the opportunity to the managers to change the organisational culture towards creating valuable motivated employees in achieving the goals and objectives.

Employees may not be motivated as traditional context from giving one particular set of rewards, but they need a combination of both aspects, which will cater their intrinsic and extrinsic needs. Those needs are affected by current and desired conditions of economic, political, social status, career aspirations, family, education, community, religion and so on. It is evident that a work place needs to be a success then it requires the willingly participation of employee engagement. Therefore, it is management responsibility to create a pleasant environment, which will, supportive for employee improvement and development to gain productivity and organisational development (Burton, 2012). most of the large corporations have found that employees in the different levels of the organisational hierarchy (As corporate, tactical, functional) needs different set of motivational rewards depending on the situation since managers need workforce with speed, high productivity as well as adaptability to change.

Non-monetary aspects such as challenging jobs, feedbacks, cohesive work teams and other factors with qualitative nature always applicable as to motivate employees in achieving goals and objectives of any kind of organisation (Whether manufacturing or service oriented one) (Armstrong, 2007). Psychologists have disclosed that human motivation comes with their needs as Maslow's hierarchy of needs theory where it is employer's responsibility to understand and cater them accordingly. Reward management is a part of general management

where it is seen as key strategies use to motivate the employees and create committed work force. Favourable attitudes towards rewards make employee job satisfaction, motivation, affective commitment, high levels of performance and finally lead to organisational success into long term future.

Meanwhile different kinds of rewards helpful for the employees to develop trust on achieving organisational goals and at the same time employees will be able to commit themselves to find new ways of working, efficient procedures through job specialization, absorbed technological advancements to establish efficient and effective contribution with the motivation generated through well planned and structured rewards systems (Nujjoo & Mayer, 2012). Regardless the industries monetary rewards are effective to get the most out of employees where other hand non-monetary incentives will be more effective. But here the purpose of both rewards is the same where employee motivation and engagement can be fulfilled with them. However employee needs should be identified and proper classification should be done to determine the effective combination of both monetary and non-monetary rewards. Also, another set of arguments are existing in the organisational context, where employees are more enthusiastic on their work life balance, flexibility, participation, significance and relative importance of their job role, etc. which has more concentration on employee motivation.

In line with that argument one can say that money is not the motivator for the employees in each and every situation prevailing in an organisation (Nelson, 2004). But particularly for lower level employees (Operating core) are running behind the monetary incentives due to family problems lack of salaries and wages as well as other social considerations. This situation should be changed while giving positive thinking and cognitive development on each employee levels to improve their performance to achieve organisational rewards such as salary increments, promotions, as well as recognition. To improve such performance, outcomes need to be connected with organisational goals and objectives where a framework should be established to link the rewards system with the aim of enhancing motivation. At the same time organisations must ensure that the rewards are justified and sought by the employees (Fulfil employee needs). In line with performance development outcomes organisations need to put the attention on training and development aspects to improve employee skills and competencies where it will finally motivate the employees to believe and put their maximum effort to obtain individual growth. The ultimate result of all is the improvement of overall organisational performance.

Mulvey and Ledford (2002) stated that reward programmes as “powerful management tools for attracting, motivating, and retaining employees”, where it supports the management to establish a flexible, healthful, and preferred organizational behaviour and culture with engagement of employee efforts. Regardless of whether the rewards of monetary or not high-quality employees will attract and inspire to work in such organisations with those recognition and rewards system. Attracting right candidates towards the organisation, retaining them and encourage them to achieve organisational goals is important to align with the reward system to accomplish individual motivation and overall organisational performance (Narsee, 2013).

Relative importance of motivated employees for an organisation is that, they can boost the performance and be a competitive firm in the market. Apart from the financial rewards employees expect recognition and appreciation for the effort given by the employees. Even though money act as a top ranker of motivation because of its nature to satisfy the basic needs of people with attainment of power and affiliation, both financial and non-financial rewards are equally require to enhance the motivation of employees to achieve massive performance. Here the main impact of non-financial rewards is enhancing the moral of employees. If nobody appreciates their effort then employees will be demoralized and try to back out the responsibilities towards organisation (Dobre, 2013).

Most of the companies are now being looking into both financial and non-financial aspects of rewards to motivate the employees and make competent workforce (Yousaf et.al, 2014). Yousaf et.al (2014) have mentioned that the essence of human resource management practices is to improve employee motivation where it will enhance job involvement and job satisfaction through loyalty, commitment, contentment, etc. Motivation drives individuals towards high performance and self-determination with greater enthusiasm. Motivated employee urge to work at his/her best of the abilities while blending with inner drives as stated above for their own well-being as well as overall organisational performance.

A motivated workforce is high quality oriented and dedicated individuals to accomplish organisational goals and objectives in effective and efficient manner. Companies can gain competitive advantage over the other firms with motivated staff members in financial and non-financial initiatives. An effective identification and analysis of rewards systems will be able to enhance the employee motivation to achieve greater productivity and output levels. By strictly adhering to hygiene and motivational rewards, firms can keep its employees

always motivated and overall organisational success will ultimately be a reality regardless of the nature or the size of the firm and industry (Dobre, 2013).

2.4.4 Objectives of the Study

2.4.4.1 Motivation achieved by achievement

the motivation achieves by achievement is very important factor to the success of the human and achieve all their goals. The way of achievement is a change from one goal to another. Thus, motivation is a constant process in the organization (Singh, 2011). Motivation deals with the planning, organizational, decision-making, and learning. (Atkinson, 1964 cited in Singh, 2011) stated achievement of motivation as comparing the performance of others and standard method of the particular activities or process. Furthermore, the author explained that motivation achieved by achievement is a combination of two different personality name tendency to approach success a tendency to avoid failure. (Helmreich & Spence, 1978 cited in Singh, 2011) stated that achievement motivation consists of four elements name mastery of needs, work orientation, competition and personal matters. This study found that those factors highly effects on personal achievement. In the achievement motivation, the organization set the targets, which are not achieve difficultly or cannot achieve easily.

2.4.4.2 Motivation achieved by recognition

Recognition belongs to the non-financial rewarding category which may can motivate the employee than financial rewarding methods. Recognition only works when it is meaning full and focuses on right way. Rewarding system is the method that can take y the management to declare and appreciate the good work of the employees. By recognition, organization pass the message which they looking for other employees as well. The meaningful rewarding system always needs to highlight the specific person or group of persons. The effective methods to practice recognition are to appreciate the employee by using verbal communication. In recognition organization can focuses on the activity or activities that taken by employee to enhance the profit of the organization (Burton, 2012). The rewarding can be done private or publically. The compliment brings the message of management and organizational expectation from their employees. Currently, most of the organization use emails to reward the good work of their employees. The non-financial methods like recognition can enhance the job satisfaction of their employees.

2.4.4.3 Motivation achieved by responsibility

Previous literature reveals that by giving more responsibilities to the employee can motivate and direct them to achieve organizational goals and objectives. (Drake, et al., 2007) stated giving more responsibilities to the employees is a way to increase the employee motivation. Kaplan and Norton (1992 cited in Drake, Wong, & Salter, 2007) stated that in balance score card stress the importance of the giving responsibilities to the employees to increase the individuals' motivation, learning and growth. The people who feels that they hve more authority have higher motivation level and this affects to enhance the organizational effectiveness and performance of the organization. According to the previous literature, the responsibilities motivate the employee and they try to enhance their skills according to that. More organization offer the responsibility to the employee, they try to work hard and this leads to increase the profit of the organization.

Most of the time most of the organization offer the best job role to their employees but without the authority. When employees going to work and try to get the decision they have to request the permission to continue with the activity. This type of process de-motivate the employees. Thus, the organization needs to offer the employees with a right level of power to make a decision and continue their work without the influence of other. In motivation achieved by responsibility, organizations motivate and encourage their employees to take the individual responsibility for their duties in the organization.

2.4.4.4 Motivation achieved by the influence

In employee participation for decision making, the management encouraging their subordinates' and co-workers to assist in improving current business processes and activities. This also uses as employee involvement, employee participation.

Active participation of employees in organizational decision making process leads to increase the motivation of the employees. According to the past literature, when management consider employees' ideas and their suggestion before make any decision they feel belonging to the organization. They feel they are part of the organization and they engage more in their works. Also, when management give a chance to explain their views they try to work hard and learn about new things of the current process. This increases the job satisfaction of the employees and ultimately it impacts on growth of the organization.

The problems can solve more quickly and fast when organization offers their employees with decision-making power to skilled employees. The end result is more productivity and efficient due to the employees know the whole process with their experience.

2.4.4.5 Motivation achieved by personal growth

The studies revealed that the employees can motivate by providing and facilitating them with the skill development and the career development opportunity. In order to business plans for the growth of their organization, it is essential to plan for the growth of their employees. This may help to improve the quality of service and provides efficient service to their customers. In order to organization plan for their business and growth of it, it is essential to plan for the growth of the employees who serve their skills to develop the business. Training and development help to develop the current employees with new skills, latest trends in the industry and modern technology. This helps to deliver high-quality efficient service to their customers. Training and development programs employee gain the knowledge and skills to perform their duties and responsibilities more effectively.

2.4.4.6 Motivation achieved by financial rewards

Motivate by financial rewards mean satisfaction with the rewards and satisfaction with the compensation package. The employer has to spend money on financial rewarding system to reward the employees' achievements and good work. There are many financial rewards methods name Time-rate pay, Piece-rate pay, Commission, and bonus. The financial rewarding is most complex scenario. Therefore, the organization can use system like job performance evaluation, and pay according to the market rate and industry norms and values. Most of the research revealed that, if employee gets a job offer with same job title but with higher financial rewarding system they motivate with that and join with that company. Most of the previous literatures reveal that most of the management and companies use financial rewarding system to motivate their employees as well punish to their employees. The motivation done through financial rewarding is, employee become high productivity when they loss something or they get some extra benefits on their activities.

2.5 Summary

By looking at all the theories, journals and book references stated in the above, it is proven that motivation is an inner drive of accomplishing performance in a distinctive manner, where most of the research has found financial and non-financial rewards have a greater implication towards the employee motivation and their job satisfaction. Since the employees are satisfied with what they are entitled to receive from the organisations, the overall performances may get improved and ultimately organisations can hit the competition in the respective markets. When it comes to motivational theories such as Herzberg dual factor theory, Maslow's hierarchy of needs theory as well as Three-dimensional theory of attributes described in the above sections enable an organisation to identify relevant needs for motivation and the way they can plan reward system in connection to overall organisational goals and objectives. Also the separate discussions on monetary and non-monetary rewards made it easy for readers to understand, analyse as well as distinguish based on the fulfilment of intrinsic and extrinsic requirements.

Impact of financial and non-financial rewards and the relationship with performance through imperative motivational dimensions become crucial particularly in the context of business world is discussed by referring real world scenarios and research findings. Further, it has explored that the essentiality of employees' motivation in organisations and the requirement of reward management in human resource management context while determining the factors contributes to motivation and employee satisfaction, which will ultimately affect organisational long-term well-being in to the future.

CHAPTER 3. METHODOLOGY

3.1 Introduction

Research methodology is used to identify the best possible research methods to investigate the research problem. It provides an overall overview of the data collection process and its technicalities. Initially information was gathered through previous research and theories conducted and a conceptual framework was established which laid out the key factors. After which primary research was conducted to complement the findings and to measure the validity and accuracy of the established theories. Therefore, research methodologies are identified under specific sub headings of research philosophy, approach, strategy, data collection methods, data analysis etc.

3.2 Introductions to the Company

The original factory, the “Company” which was formed in 1992, is situated in Kalutara District (the company requested withhold its name to safe guard confidentiality). In 1992, it started with mere 25 people, where now it has grown up to more than 7,750. The Company specializes in the manufacture of women’s foundation garments, swim wear and sportswear, and caters for a large pool of customers such as Victoria secret, Triumph, Pink, Lane Bryant, VSX etc. The main exports of the company are to USA, UK and EU markets, in which it has earned a reputation for the highest standards. It is fitted with the latest equipment and technology for the manufacture of garments such as laser cutting technologies and 3D design evaluation methods.

At the present the Company has more than six factories at Thulhiriya, two in Kalutara district and in India. This company has won many awards through its journey, including 5S All-Star, National Productivity, Export, Software Quality and HR awards. Further, this company has demonstrated commitment towards employee well-being, health, safety and working standards. Further, this company is a leader in Corporate Social responsibility activities, where they have won many awards such as Bryan Community Service awards.

Following is the approximate employment indicator as at 01st February of 2016 in the Company.

Executives	122
Staff	154
Workers	7560

Vision statement:

"To Inspire, Innovate, Create Value and Respect Humanity"

Mission statement:

- ✓ Inspire innovation and sustainability.
- ✓ Build Talent and Strategic relationships.
- ✓ Achieve Excellence and Ambitious Profitable Growth

3.3 Research Philosophy

The initial data collection is starting with the identification of research philosophy for the very first time. Research philosophy determines the possibility of selection of other research methods. Therefore, two different research philosophies are there such as epistemology and ontology. Epistemology research philosophy is used to conduct the study because it is used to process a field study for data collection. Particular field study is conducted to analyse the research problem and correct necessary data to identify “the impact of monetary and non-monetary rewards towards employee motivation”. Research is accessible to data collection regarding monetary and non-monetary rewards and employee motivation facts. Ontology research philosophy refers the collection of data with the commitment and knowledge of the researcher. However, ontology research philosophy is not possible to use to investigate the study (Lancaster, 2005).

Three different research philosophical perspectives are available such as positivism, realism and interpretivism. Positivism research philosophical perspective is usually used to investigate the study in logically. Quantitative research studies are mostly solved by positivism research philosophical perspective. Realism research philosophical perspective ensures the analysis of research problem by looking at it realistic way. Detail interpretations are provided by using interpretivism research philosophical perspective. Therefore, it is most

closed with qualitative research studies. This research study must be logically analysed and solved through after identification of relationship between research variables of employee monetary rewards and non-monetary rewards with employee motivation. Therefore, research problem could be solved logically under positivism research philosophical perspective (Saunders et al, 2009).

3.4 Research Approach

A case study approach is used for the purposes of this research. Case study research is a method of research that allows to collect data and research in a specific context (Zainal, 2007). This type of research is focuses on a target set of individuals or organizations and conducts in-depth analysis on the selected group. Yin (1984, p.23) elaborates case study approach as “as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.” One of the main advantages of this research approach it is conducted in real-life context therefore more practical findings can be obtained.

In addition to this other research approaches such as deductive and inductive methods are also available. Deductive research approach is developed based on the available research theory. Research theory is used to develop possible research hypothesis. Research hypothesis are tested by using the available research findings. Final research findings are obtained from the study. Observations are also used to set the tentative hypothesis. Tentative hypothesis are used to find final research findings in meaningful and understandable way under inductive research approach. Deductive research approach is commonly used to investigate the studies with available research theory. Inductive research approach is used when the absence of research theory. Therefore, deductive research is known as top down approach and inductive research is identified as bottom up approach (Gill and Johnson, 2002).

Deductive research approach is used to solve the research problem with top down method where researcher is used the available theory to set possible hypothesis. There are research theories available regarding employee motivation such as Maslow’s hierarchy of needs, achievement theory, theory X and theory Y, Herzberg two factor theories and etc. These theories are used to identify the theoretical facts behind the monetary rewards and non-

monetary rewards upon employee motivation. Inductive research approach is used to analyse the research problem with identification of observations and proof the theory. However, it is not required to carry out the observations in this particular study because researcher is accessible to available research theory. Therefore, deductive research approach is used to investigate the research problem in meaningful and understandable way.

3.5 Research Strategy

Research strategies are commonly provided further directions to identify data collection procedure. Survey, case study, action research are commonly use research strategies. Survey research strategy is one of the most commonly used research strategy. Therefore, survey strategy includes different activities such as survey questionnaire preparation, data collection, data analysis and findings. Survey research strategy helps to carry out research studies with large quantity of population. Survey strategy is usually used to answer for the core questions of why, what, how, who, how many and how often. Case study research strategy is commonly used to carry out research with smaller number of resources. Therefore, case study research strategy is usually used to investigate secondary research studies (Bryman and Bell, 2007).

Survey research strategy is possible to select to investigate the study. Survey research strategy is used to collect data regarding monetary and non-monetary rewards provided for employees, employee motivational factors, and etc. Survey questionnaire is distributed and collected in the study.

3.6 Data Collection Methods

Primary data collection method is known as the collection of data for the purpose of this particular study. Therefore, researcher focused only the purpose to solve the research problem of “impact of monetary and non-monetary rewards towards employee performance”. Therefore, primary data collection method is very much important approach. Primary data collection method is used to collect depth of information regarding the research problem such as to collect monetary rewards provided to employees, non-monetary rewards provided to employees, how to change employee behaviour due to monetary and non-monetary rewards separately, employee changing nature and motivational attitude towards the company and etc. Therefore, primary data collection method is used to collect reliable information about the

research topic and background. Primary data are originated to the first time in order to meet specific purpose of the research problem. Typically, primary data are obtained for the first time from particular research scenario (Collis and Hussey, 2003).

Focus of the secondary data collection method is somewhat different when compared to primary data collection method. Secondary data are already available data in different sources. Those data are collected and stored by different parties for different other purposes. There cannot be seen the data collection of purpose of secondary data and the purpose of particular research study. Secondary data collection method is used to collect past information regarding research topic such as past organizational practice of monetary and non-monetary rewards, past employee motivational attitude, particular motivational theories and facts. Past information is used to analyse the research situation in detail. Secondary data are collected from secondary sources of books, journals, research papers, annual reports, articles and etc. Therefore, both primary and secondary data collection methods are used to investigate the study (Saunders et al, 2009).

Quantitative data are usually collected to statistical purposes that are for quantitative data analysis. Quantitative data enables to collect numerical information to analyse the research problem. Hypothesis testing could be done by using quantitative data. When considering about the research problem, it is required to identify the relationships between monetary rewards with employee motivation and non-monetary rewards with employee motivation. Therefore, numerical information is used to carry out depth of statistical analysis throughout of the study with the possible research questions to understand how, how often, how much, how many and etc. (Creswell, 2007).

Qualitative data are also used to collect to investigate the study because qualitative data provided detail information regarding how far monetary rewards convince the employees to moderately perform, ways to change employee motivational condition with the non-monetary rewards, different ways company use non-monetary rewards to change employees, possible monetary and non-monetary practice to further motivate employees, existing issues relate to monetary and non-monetary facts and etc. Likewise, qualitative data are collected to further investigation of the research problem in meaningful and understandable way (Easterby et al, 2002).

3.7 Sampling

There are two types of sampling methods such as probability sampling method and non-probability sampling method. Probability sampling method ensures the data collection in random way where non probability sampling method is carrying out as non-random way. The author used simple random sampling techniques to select the sample for study this problem area. Therefore, the sample size of this study is 57 employees who represent the executive level employees.

3.7.1. Data collection tools

Primary data is collected from a survey questionnaire. Survey questionnaire is prepared for data collection purposes. Survey questionnaire included both open and close ended questions. Open ended questions are used to collect qualitative data and close ended questions are used to collect quantitative data. Survey questionnaire is handed over to employees of the company.

Survey questionnaire is structured as below,

Part 1 : Personal information

4 close ended questions and 2 open ended questions

Part 2 : Monetary and non-monetary rewards

35 close ended questions with five-point Likert scale

3.8 Data Analysis Methods

Quantitative data is analysed by using SPSS statistical software and MS Excel software. Qualitative data is analysed in thematic analysis with after identification of particular research themes such as monetary rewards, non-monetary rewards and etc. Quantitative data are presented in graphs, charts, data plots and other graphical methods (Pallant, 2007).

3.9 Questionnaire as the Research Instrument

The main instrument used for the data collection purpose in the research is a questionnaire, which addresses the research question broadly. The questionnaire is divided into two main areas where the first section covers questions relating to demographic and personal aspects of respondents. The second section on the other hand covers the main operatives of monetary and non-monetary rewards. A combination of multiple choice questions and Likert scale

questions are used throughout the questionnaire, where the first part consists of multiple choice questions and the second part has Likert scale. This is a simple and cost effective way that serves as a convenient way to gather data from a large crowd in an efficient way.

The personal aspects which are covered in the first part are age, gender, educational qualification and service period. This information provides important insights to the respondents and how these factors are linked to their motivation levels. The second part covers the non-financial operatives; achievement, recognition, responsibility, influence and personal growth and financial rewards. These can also be categorized as extrinsic and intrinsic motivation factors where achievement is measured through the percentage of goal achievement. Recognition is measured by understanding the extent to which employees are recognized within the company. How much of responsibility is given to employees is measured by looking at the responsibility delegated to employees regarding their job-related tasks. While the level of influence is measured by the extent to which employees are involved in the decision-making process, the scope of personal growth is understood by the growth opportunities available.

The independent variable of financial rewards is addressed in the questionnaire by questions relating to internal, external, output and primary equity. Information regarding salaries, rewards and employee perceptions about the salaries they receive are gathered in this section of the questionnaire. The final section of the questionnaire addresses the dependent variable of motivation where it is checked against each independent variable. This enables to understand if there is a relationship between the said independent variables and the dependent variable of motivation.

Scale measurement was considered in the construction of the questions in the questionnaire where nominal and ordinal scales were used. However, interval and ratio scales are not used in constructing questions in this questionnaire. Pedazur et al (2013) states that nominal and ordinal scales fall under non-metric scale while interval and ratio falls under metric scales. The first section of the questionnaire addressing demographic information utilized a nominal scale while the rest of the questions were Likert scale questions. Likert scale questions were categorized as follows:

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neither agree nor disagree
- 2 - Disagree
- 1 - Strongly Disagree

3.10 Operationalization

The independent variables were measured by establishing indicators for each sub variable when building up the questionnaire. The opportunities for achievement are measured through the indicators of whether or not goals are being achieved. The sub variable of recognition is measured or indicated through the extent to which employees are being rewarded through praise, appreciation and public applause, the amount of recognition given for employee ideas and suggestions and the existence of performance based promotions.

Indicators such as involvement of employees in goal setting, the ability to utilize employee capabilities in performing their job and employee participation in job planning (deciding on the course of action, its timing and other resource requirements) are used in the developing questions for the sub independent variable of responsibility. On the other hand, indicator for influence involves the extent to which employees are participating in the decision-making process. This allows to understand what kind of influence they have on major organizational changes and direction. Availability of personal growth is indicated through the opportunities to acquire new skills as well as career development opportunities and availability of training programs.

Finally, monetary rewards are measured through four broad indicators of internal equity, external equity, output equity and primary equity. Internal equity deals with employee perceptions of fair pay for similar positions within the organization while external equity is the being in line with industry standards. Output equity is whether rewards are received on goal achievement in addition to the normal salary while primary equity measures if the pay received by employees fulfils their expectations.

Similarly, indicators are established for questions relating to the dependent variable which is indicated in detail in the table 3-1. The tendency to look for challenges and opportunities and

the ability to react positively to change are the indicators of level of motivation achieved by achievement. Employee ability to provide ideas in any situation and to be satisfied by promotions and prestige are the indicators of level of motivation achieved by recognition. While authority is the indicator of motivation achieved by responsibility, motivation by influence is indicated through active participation in decision making. Motivation achieved through personal growth is measured broadly by training and career development opportunities while rewards and compensation acts and indicators for the measurement of motivation achieved through financial rewards.

Table 3.1 - Operatives of Questionnaire

Concept	Variable	Indicators	Measurement	Q: NO:
(01) Non-financial rewards (independent variable)	Availability of achievement	Whether goals achieved or not	Percentage of goal achievement	07-09
	Availability of recognition	Tendency to reward employees by using praise, appreciation & public applause	Tendency towards recognize employees within the company	10
		Recognition towards subordinates' suggestions & ideas		11
		Ability to have promotions based on performance		12
	Availability of responsibility	Tendency towards participate employees in goal-setting	To what extent employees can bear the responsibility regarding their job related task.	13
		Ability to use all abilities which employee value in order to perform the job		14
Tendency towards participate employees in "planning jobs"				

		(deciding on the course of action, it's timing, & other resources required.)		15
	Availability of influence	Tendency to be participated employees in organizational decision-making process	Tendency towards participate employees in decision making process	16-17
	Availability of personal growth	Opportunity to acquire new skills & career development opportunity Tendency towards sufficient training program	To what extent employees can receive growth opportunities from the job	18, 19 20
Financial rewards (independent variable)	Compensation package	Internal equity	Same salary for same positions	21
		External equity	Salaries are according to the industry standards	22
		Output equity	Whether rewards are received on goal achievement in addition to the normal salary	23
		Primary equity	Pay fulfilling employee expectations	24
(02) Motivation (dependent variable)	Level of motivation achieved by achievement	Tendency towards enjoying challenges	Satisfaction level gain through achievement	25,26
		Tendency to react swiftly & positively to new circumstances & relationships		27
		Tendency to seek opportunities		28

	Level of motivation achieved by recognition	Tendency towards provide ideas in any situations by employees Tendency to be satisfy by promotions & prestige	Satisfaction level gain through recognition	29 30-32
	Level of motivation achieved by responsibility	Tendency to be satisfy about amount of authority of the job	Satisfaction gain through responsibilities	33,3 4
	Level of motivation achieved by influence	Active participation of employees in organizational decision-making process	Satisfaction level gain through influence	35,3 6
	Level of motivation achieved by personal growth	Tendency to be satisfy with training time per employee Tendency to be satisfy with skill development & career development opportunities	Satisfaction level gain through personal growth	37, 38 39-40
	Level of motivation achieved by financial rewards	Satisfaction with the rewards Satisfaction with the compensation package		41 42

3.11 Ethical Issues Considered in this Study

- Secondary sources are also given in the end of the research report to express the transparency of data secondary data collection method
- Unpublished articles are not used in the referencing purposes to keep the research study in meaningful and understandable way
- Researcher must not force to the respondents during primary data collection procedure to avoid ethical problems such as confidentiality of the organization, confidentiality of the persons who answer the questionnaire.

3.12 Summary

Epistemology research philosophy is used to investigate the study. Deductive research approach is used to analyse the research problem. Survey research strategy allows collecting data from distribution of a survey questionnaire among sample. Survey questionnaire comprised of both open and close ended questions in order to collect qualitative and quantitative data respectively. Quantitative data are analysed with SPSS statistical software and qualitative data are analysed with thematic analysis. Both primary and secondary data collection methods are carried out in meaningful and understandable way.

CHAPTER 4. DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The data that is collected by distributing questionnaires among fifty seven respondents will be analysed in this chapter of the study. The data collected through this comprehensive survey will be the foundation of the key conclusions and finding of this study. This chapter aims to provide the analysis of the data collected in order to test the hypotheses created and to provide clear conclusions and recommendation while addressing the research objectives established. The second objective will be addresses through the frequency distribution analysis while the third objective will be addresses through the correlation analysis.

The main objective is to analyse the employee responses about monetary and non-monetary rewards influence on their motivate behaviour of the company. The data are analysed by using SPSS statistical software. The analysis consists of graphical representation and correlation between the independent and dependent variables are identified.

4.2 Reliability and validity

The initial section of data analysis deals with checking the reliability and validity of the data collected. This is a crucial part of the analysis as it proves the accuracy of the conclusions and key findings drawn by the research. Reliability is a measure of checking the consistency of the results over a period of time and ability to produce similar results under a similar methodology (Joppe, 2000). On the other hand, validity measures the extent to which what has to be measured is accurately done so.

Table 4. 1 - Validity

Case Processing Summary

		N	%
Cases	Valid	57	100.0
	Excluded ^a	0	.0
	Total	57	100.0

a. List wise deletion based on all variables in the procedure.

Table 4.2 - Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.942	55

According to the table 4.2 Cronbach's alpha is 0.942. For an instrument to be considered a reliable data collection tool this value should be greater than 0.65 (Goforth, 2015). This value is well above the required 0.65 which indicates that the instrument and data collected for the purposes of this research is reliable. Table 4.1 indicates that all respondents have provided valid answers that are the validity of the data collected is 100%. This shows that valid and reliable conclusions can be drawn through this study.

4.3 Frequency Distribution- Personal Information

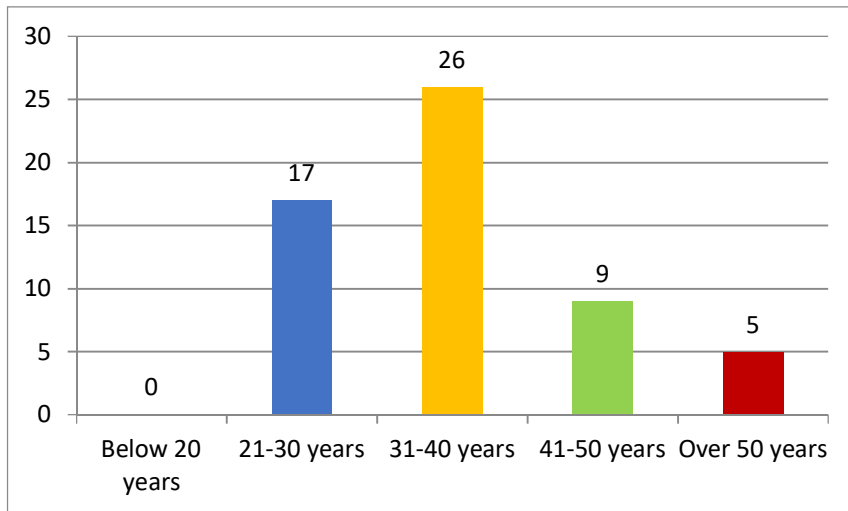
4.3.1. Age

None of the employee with age less than 20 years are not working for the company. Seventeen employees are in the age of 21 to 30 years. 26 employees can be categorized to the age group of 31 to 40 years. Majority of employees are in the age of 31 to 40 years. 9 employees are in the age range of 41 to 50 years. Only 5 employees are over the age 50 years.

Table 4 .3 - Age distribution

Below 20 years	0
21-30 years	17
31-40 years	26
41-50 years	9
Over 50 years	5
Total	57

Figure 4.1 - Age distribution in bar chart form



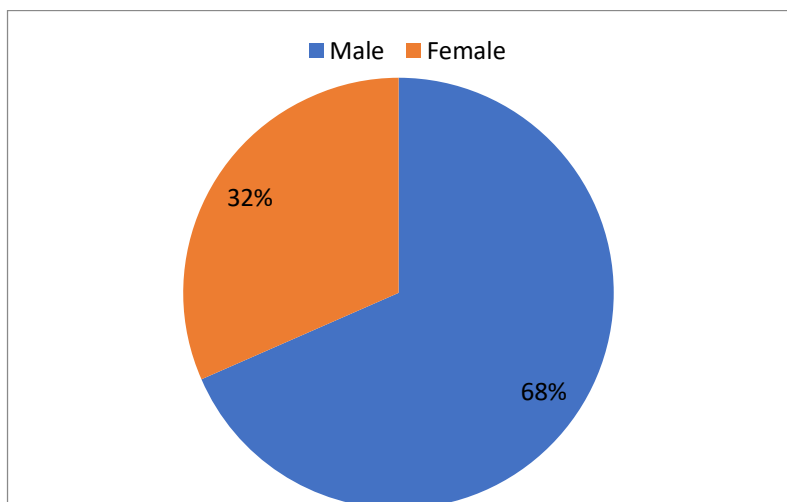
4.3.2. Gender

Majority of the sample respondents, i.e. 39 employees are males, while 18 are females.

Table 4. 4 - Gender distribution

Gender	
Male	39
Female	18

Figure 4.2 - Gender distribution



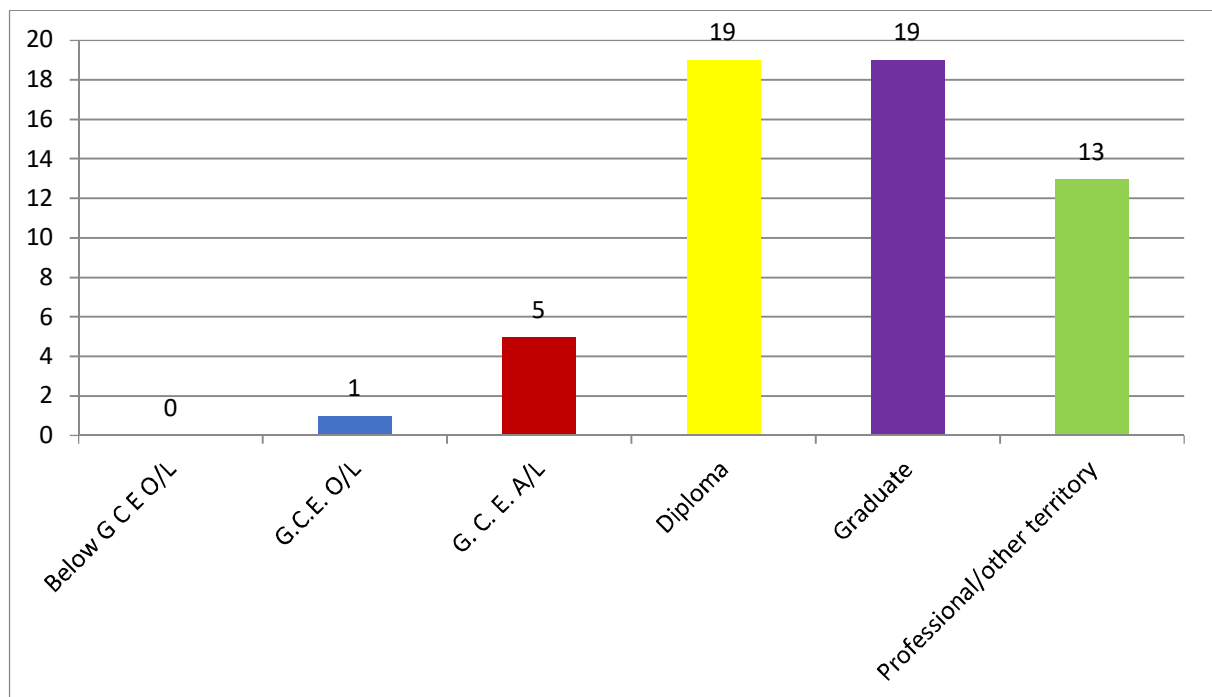
4.3.3. Educational Qualification

All employees were learnt after the GCE O/L since none of the employee had qualifications below the GCE O/L. One employee was passed only GCE O/L. Five employees were done up to GCE A/L. nineteen employees were qualified up to diploma level. Similar number of employees was graduates. Thirteen employees were professional and other territory qualified people.

Table 4. 5 - Educational qualifications

Educational Qualifications	
Below G C E O/L	0
G.C.E. O/L	1
G. C. E. A/L	5
Diploma	19
Graduate	19
Professional/other territory	13

Figure 4.3 - Educational Qualifications



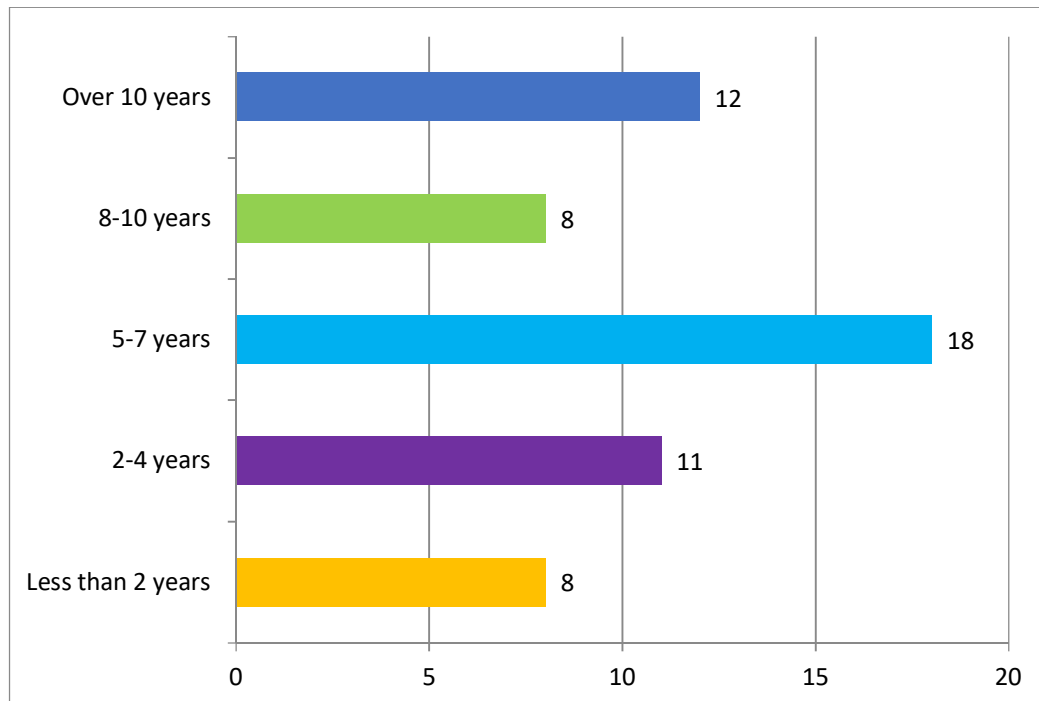
4.3.4. Work duration

Eight employees had only less than two years of work experience. Eleven employees had two to four years of experience. Eighteen employees had five to seven years of experience. Another eight employees had eight to ten years of experience. Twelve employees had over 10 years of experience.

Table 4. 6 - Work Duration

How long are you working for this company?	
Less than 2 years	8
2-4 years	11
5-7 years	18
8-10 years	8
Over 10 years	12

Figure 4 .4 - Work Duration



4.4 Frequency Distribution – Independent Variables

4.4.1. Question 7 - When I am doing a task, my intension is to attain goal

52.6% of employees were able to achieve their job tasks in the company. 47.4% of employees were responded as “strongly agree” to express the ability of highest achievement of job tasks of the company.

Table 4.7- Achieve Job Tasks

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	30	52.6	52.6	52.6
Strongly Agree	27	47.4	47.4	100.0
Total	57	100.0	100.0	

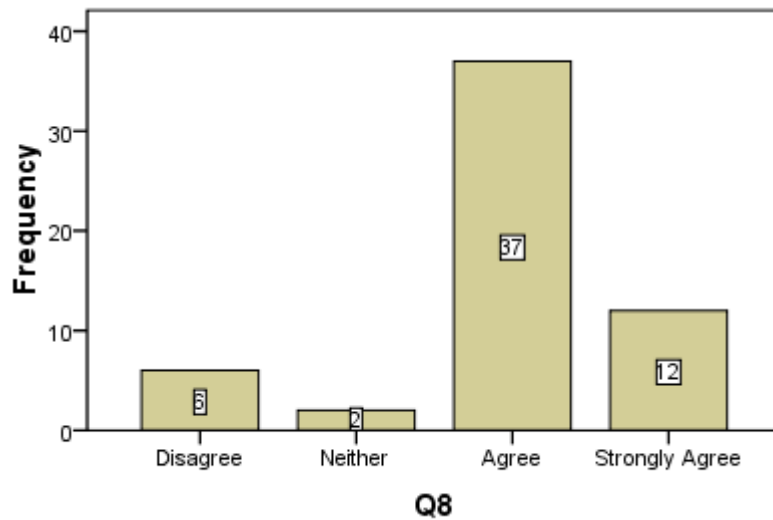
4.4.2. Question 8 – I can achieve my targets successfully at any organizational conditions

10.5% of employees were disagreed with the statement to express incapability to achieve their targets successfully under any organisational condition. 3.5% of employees had no idea since they were responded as ‘neither agree nor disagree’ to the statement. 64.9% of employees responded as agree and 21.1% of responded as ‘strongly agree’ to express their ability to achieve their targets successfully under any organisational condition.

Table 4. 8 - Achievement of targets successfully

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	10.5	10.5	10.5
Neither Agree nor Disagree	2	3.5	3.5	14.0
Agree	37	64.9	64.9	78.9
Strongly Agree	12	21.1	21.1	100.0
Total	57	100.0	100.0	

Figure 4. 5 - Achievement of targets successfully



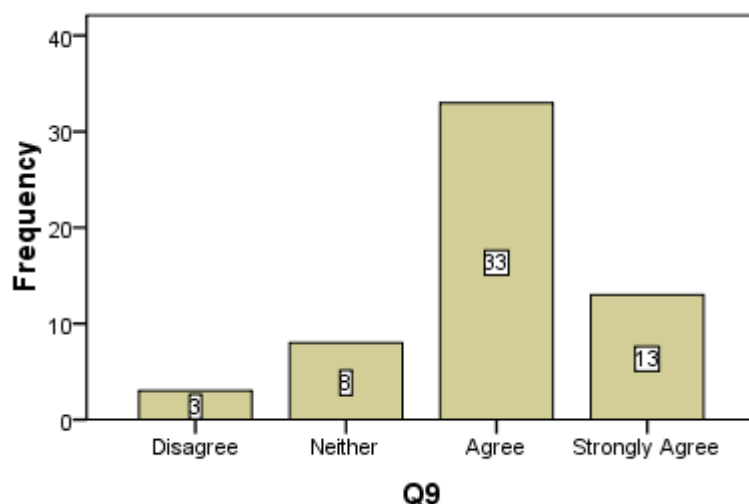
4.4.3. Question 9 – Managers always direct me to achieve my individual or group targets

5.3% of employees responded as ‘disagree’ to express lack of support of managers to achieve individual and group targets of the company. 14%, that is significant amount of employees responded as ‘neither agree nor disagree’ to express lack of idea about the manager support on achievement of individual and group targets. 57.9% of employees, responded as ‘agree’ and 22.8% of employees responded as ‘strongly agree’ to express support of managers to achieve individual and group targets of the workplace.

Table 4.9 - Manager support to achieve individual and group targets

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	3	5.3	5.3	5.3
Neither Agree nor Disagree	8	14.0	14.0	19.3
Agree	33	57.9	57.9	77.2
Strongly Agree	13	22.8	22.8	100.0
Total	57	100.0	100.0	

Figure 4. 6 - Manager support to achieve individual and group targets



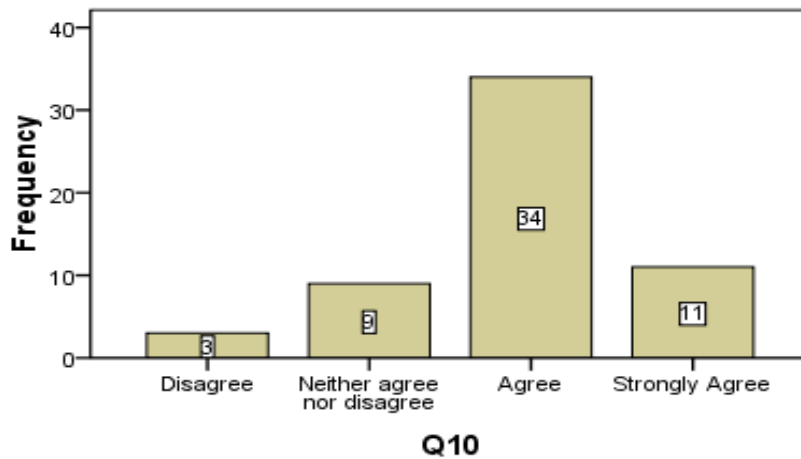
4.4.4. Question 10 – In any situation when I performed well, managers/superiors will appraise me immediately

5.3% of employees, responded as ‘disagree’ to expressed the not appraisal of employees when the situation of they were performed well in the workplace. 15.8% of employees were responded as ‘neither agree nor disagree’ to express the lack of idea about employee appraisal by the managers or supervisors with the situation of high performance. However, 59.6 % of employees were responded as ‘agree’ and 19.3% of employees were responded as ‘strongly agree’ to expressed the manager or supervisor appraisal of employees in any situation that they performed well in the company.

Table 4.10 - Appraise of exceptional performance of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	3	5.3	5.3	5.3
Neither Agree nor Disagree	9	15.8	15.8	21.1
Agree	34	59.6	59.6	80.7
Strongly Agree	11	19.3	19.3	100.0
Total	57	100.0	100.0	

Figure 4. 7 - Appraise of exceptional performance of employees



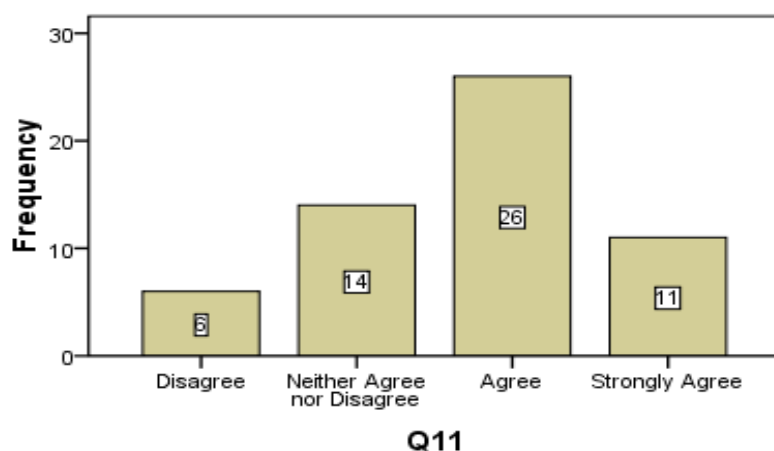
4.4.5. Question 11 – Management always encourage new ideas and suggestions and they always listen to me

10.5% of employees were responded as ‘disagree’ and said that lack of encouragement to develop new ideas and suggestions and poor listen ability to employees of the company. 24.6% a significant amount of employees were responded as ‘neither agree nor disagree’ to express the lack of idea about managers encouragement for new ideas and suggestions and listen to employees. 45.6% of employees were responded as ‘agree’ and 19.3% of employees were responded as ‘strongly agree’ to expressed that management good attitude towards listen to employees and encouragement to develop new ideas and suggestions in the company.

Table 4.11 - Managers listen to employees and encourage to suggestions and new ideas

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	10.5	10.5	10.5
Neither Agree nor Disagree	14	24.6	24.6	35.1
Agree	26	45.6	45.6	80.7
Strongly Agree	11	19.3	19.3	100.0
Total	57	100.0	100.0	

Figure 4. 8 - Managers listen to employees and encourage to suggestions and new ideas



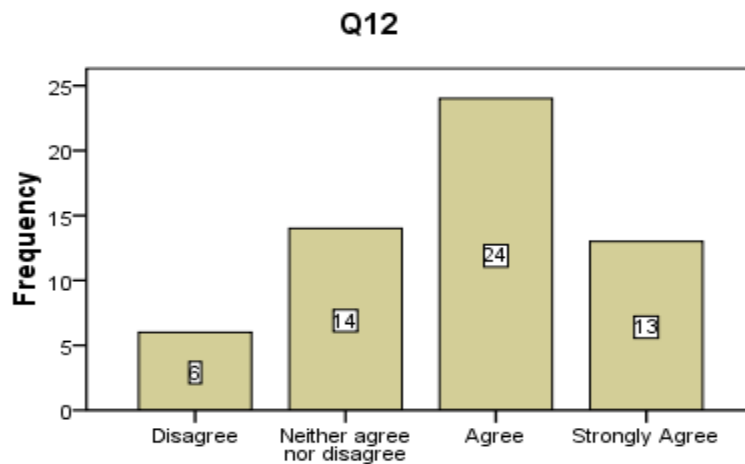
4.4.6. Question 12 – My skills and abilities are recognised when making promotion decisions

10.5% of employees were responded as ‘disagree’ and expressed the lack of recognition of employee skills and abilities when making promotional decisions of the company. 24.6% of employees were provided responses as ‘neither agree nor disagree’ to express the lack of idea about the promotional decision making of the company and consideration of employee skills and abilities of the company. 42.1% of employees were responded as ‘agree’ and 22.8% responded as ‘strongly agree’ to express recognition of their skills and abilities when taking promotional decisions of the company.

Table 4.12 - Recognition of skills and abilities to make promotional decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	10.5	10.5	10.5
Neither Agree nor Disagree	14	24.6	24.6	35.1
Agree	24	42.1	42.1	77.2
Strongly Agree	13	22.8	22.8	100.0
Total	57	100.0	100.0	

Figure 4.9 - Recognition of skills and abilities to make promotional decisions



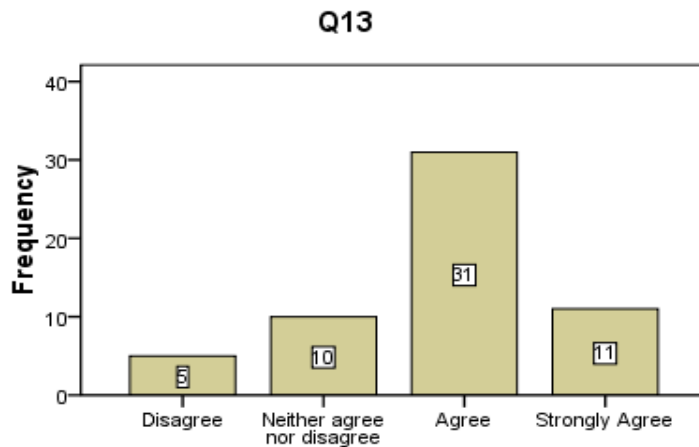
4.4.7. Question 13 – I can participate in “setting goals” which are related to my job

8.8% of employees were responded as ‘disagree’ to express the inability to participate in their company to set the goals of the job. 17.5% of employees were responded as ‘neither agree nor disagree’ to express the lack of idea about the process. 54.4% of employees were responded as ‘agree’ and 19.3% of employees were responded as ‘strongly agree’ to ensure ability of employees to participate in goal setting of their job.

Table 4. 13 - Employees are participated to set goals of their job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	8.8	8.8	8.8
Neither Agree nor Disagree	10	17.5	17.5	26.3
Agree	31	54.4	54.4	80.7
Strongly Agree	11	19.3	19.3	100.0
Total	57	100.0	100.0	

Figure 4.10- Employees are participated to set goals of their job



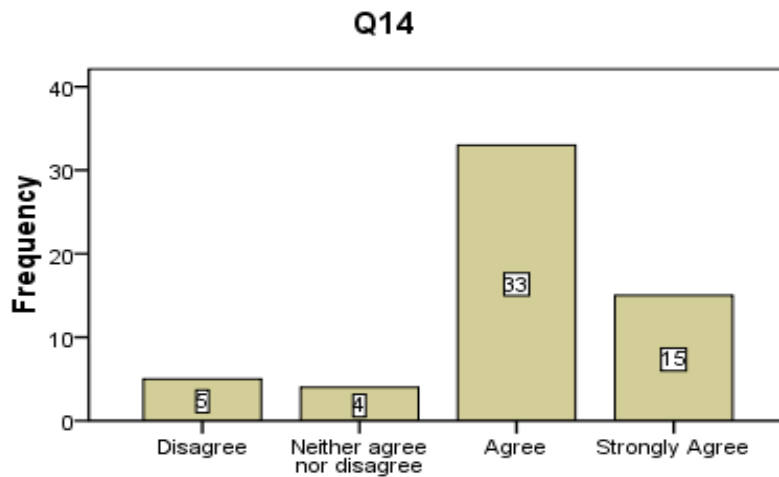
4.4.8. Question 14 – There are opportunities to use my all abilities in relation to do different job tasks

8.8% of employees were responded as ‘disagree’ to express the lack of use of employee abilities to carry out a different job tasks and ignorance of opportunities given to employees. 7% of employees didn’t have any idea about the statement since they were replied as ‘neither agree nor disagree’. 57.9% of employees were responded as ‘agree’ and 26.3% of employees were responded as ‘strongly agree’ to express ability of employees to took opportunities while working in a different job tasks of the company.

Table 4.14 - Employment opportunities to work in a different job task

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	8.8	8.8	8.8
Neither Agree nor Disagree	4	7.0	7.0	15.8
Agree	33	57.9	57.9	73.7
Strongly Agree	15	26.3	26.3	100.0
Total	57	100.0	100.0	

Figure 4.11 - Employment opportunities to work in a different job task



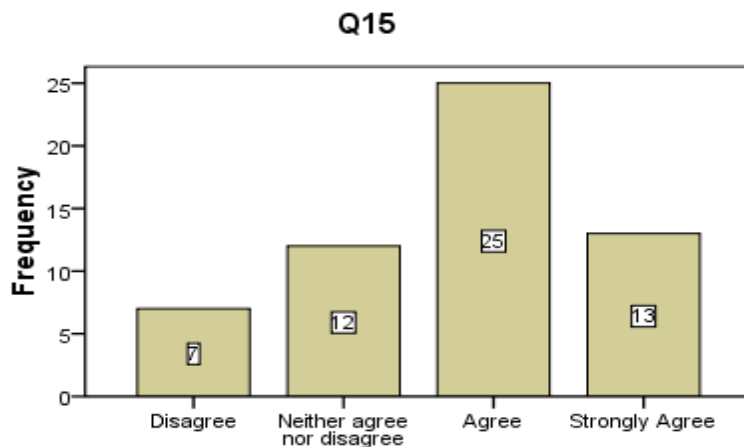
4.4.9. Question 15 – I have freedom to take decisions (job task, its timing, and required resources) regarding my job.

12.3% of employees were unable to take decisions about job tasks, timing, and required resources regarding their job since they were responded as ‘disagree’. 21.1% of employees were responded as ‘neither agree nor disagree’ because they didn’t have any idea about the response. 43.9% of employees were responded as ‘agree’ and 22.8% of employees were responded as ‘strongly agree’ to express about the ability to take decisions about job tasks, timing, and required resources regarding their job.

Table 4. 15 - Employees are free to take decisions regarding the job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	12.3	12.3	12.3
Neither Agree nor Disagree	12	21.1	21.1	33.3
Agree	25	43.9	43.9	77.2
Strongly Agree	13	22.8	22.8	100.0
Total	57	100.0	100.0	

Figure 4.12 - Employees are free to take decisions regarding the job



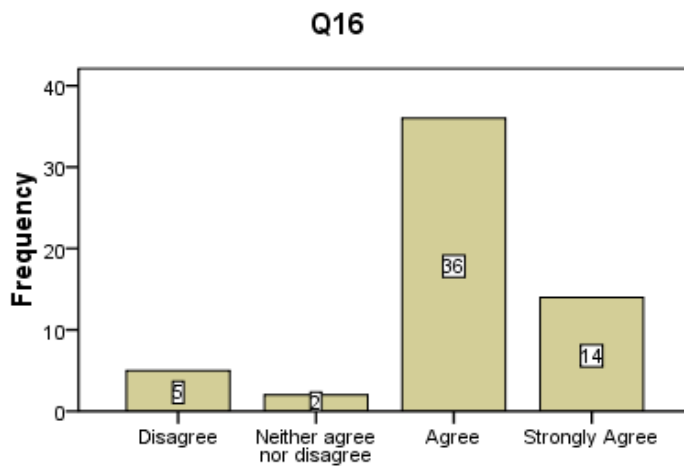
4.4.10. Question 16 – I feel free to give my ideas on important decisions making

8.8% of employees were responded as ‘disagree’ to express the inability to give free ideas to take important decision making process of the company. 3.5% of respondents were said about the ‘neither agree nor disagree’ with the statement to express the lack of idea regarding the statement. 63.2% of employees were responded as ‘agree’ and 24.6% of employees were responded as ‘strongly agree’ to express the feel free to give ideas to make important decision making process of the company.

Table 4. 16 - Feel free to give ideas to make decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	8.8	8.8	8.8
Neither Agree nor Disagree	2	3.5	3.5	12.3
Agree	36	63.2	63.2	75.4
Strongly Agree	14	24.6	24.6	100.0
Total	57	100.0	100.0	

Figure 4. 13 - Q-16 answers in bar chat form



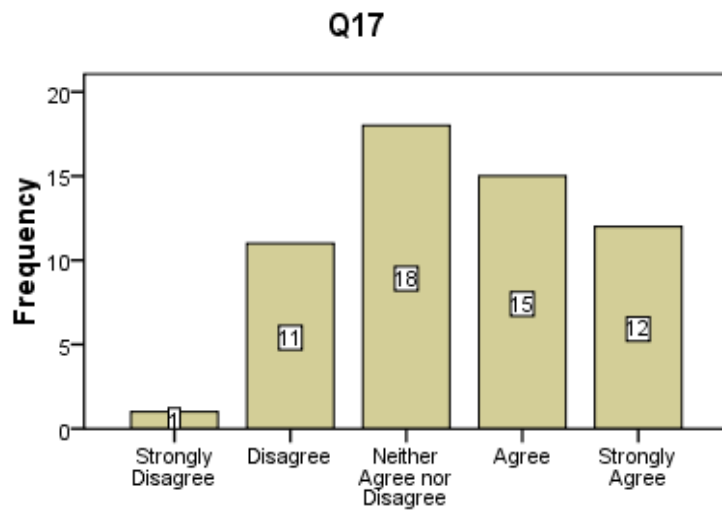
4.4.11. Question 17 – Company maintains a suggestion box to allow us to give our ideas

1.8% of employees were responded as ‘strongly disagree’ and 19.3% of employees were responded as ‘disagree’ to express the lack of maintenance of suggestion box to get employee ideas about the company and processors. Some employees had no idea regarding the statement since they were replied as ‘neither agree nor disagree’ which was amounted to 31.6%. 26.3% of employees were responded as ‘agree’ and 21.2% of employees were responded as ‘strongly agree’ to express the company maintains suggestion box to allow to give their ideas.

Table 4. 17 - Company maintenance suggestion box

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.8	1.8	1.8
Disagree	11	19.3	19.3	21.1
Neither Agree nor Disagree	18	31.6	31.6	52.6
Agree	15	26.3	26.3	78.9
Strongly Agree	12	21.1	21.1	100.0
Total	57	100.0	100.0	

Figure 4.14 - Company maintenance suggestion box



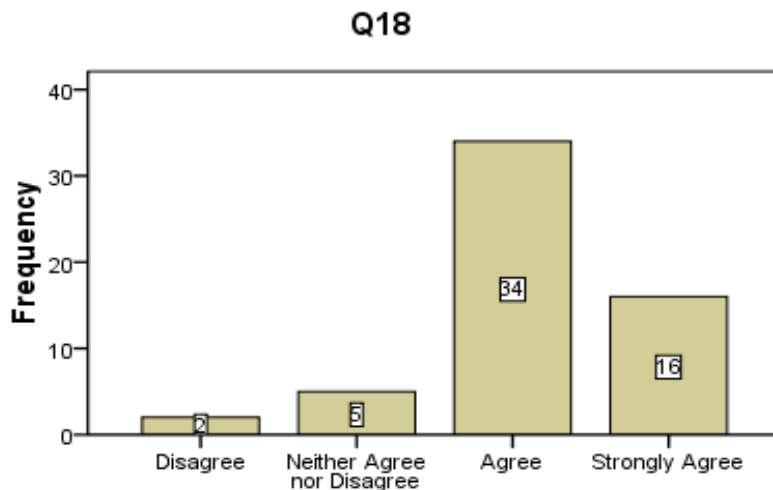
4.4.12. Question 18 – Usually I am able to acquire new skills and competencies by doing this job

3.5% of employees replied as ‘disagree’ to express their inability to acquire new skills and competencies by doing the job. 8.8% of employees were responded as ‘neither agree nor disagree’ to express lack of idea about the employee ability to acquire new skills and competencies from the job. Some employees were able to acquire new skills and competencies by doing the job since their responses were as ‘Agree’ and ‘Strongly Agree’ which were amounted to 59.6% and 28.1% respectively.

Table 4.18 - Ability to acquire new skills and competencies by doing the job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	3.5	3.5	3.5
Neither Agree nor Disagree	5	8.8	8.8	12.3
Agree	34	59.6	59.6	71.9
Strongly Agree	16	28.1	28.1	100.0
Total	57	100.0	100.0	

Figure 4.15 - Ability to acquire new skills and competencies by doing the job



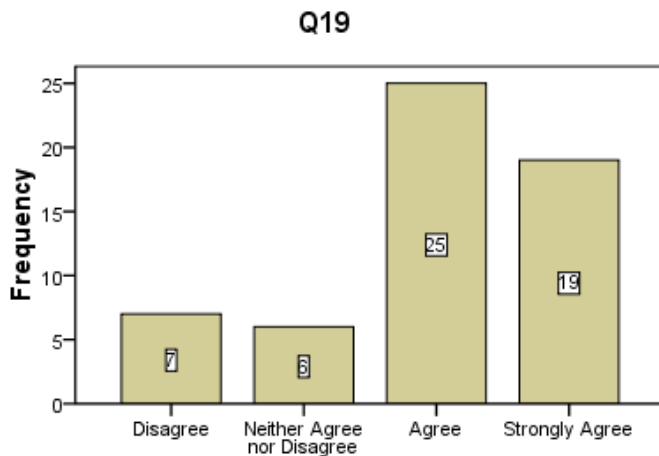
4.4.13. Question 19 - There is opportunity to improve my professional qualification from this job

12.3% of employees were responded as ‘disagree’ to express the lack of opportunity to improve their professional qualifications in the job. 10.5% of employees were provided responses as ‘neither agree nor disagree’ to express lack of idea about the opportunities received to improve professional qualifications of their job. 43.9% of employees were responded as ‘agree’ and 33.3% of employees were responded as ‘strongly agree’ to express the opportunity to improve their professional qualifications in the job.

Table 4. 19 - Opportunity to improve professional qualifications of their job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	12.3	12.3	12.3
Neither Agree nor Disagree	6	10.5	10.5	22.8
Agree	25	43.9	43.9	66.7
Strongly Agree	19	33.3	33.3	100.0
Total	57	100.0	100.0	

Figure 4.16 - Opportunity to improve professional qualifications of their job



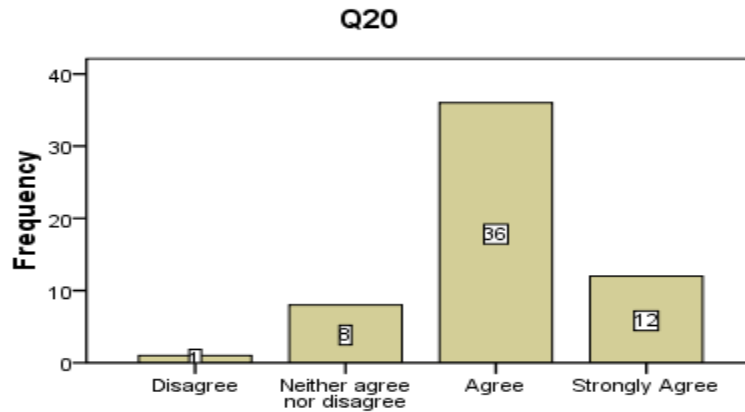
4.4.14. Question 20 - Management is engaging in delivering training programs to employees for induct them for the job

1.8% of employees were responded as ‘disagree’ to express the lack of receiving training programs to during the induction process. 14% of employees had lack of idea about the management engagement in delivery training programs during the induction since they were responded as ‘neither agree nor disagree’. 63.2% of employees were responded as ‘agree’ and 21.1% of employees were responded as ‘strongly agree’ to express the management engagement in delivery training programs of the company for induction of the job.

Table 4.20 - Management is engage in delivery training programs during the induction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	1.8	1.8	1.8
Neither Agree nor Disagree	8	14.0	14.0	15.8
Agree	36	63.2	63.2	78.9
Strongly Agree	12	21.1	21.1	100.0
Total	57	100.0	100.0	

Figure 4.17 - Management is engage in delivery training programs during the induction



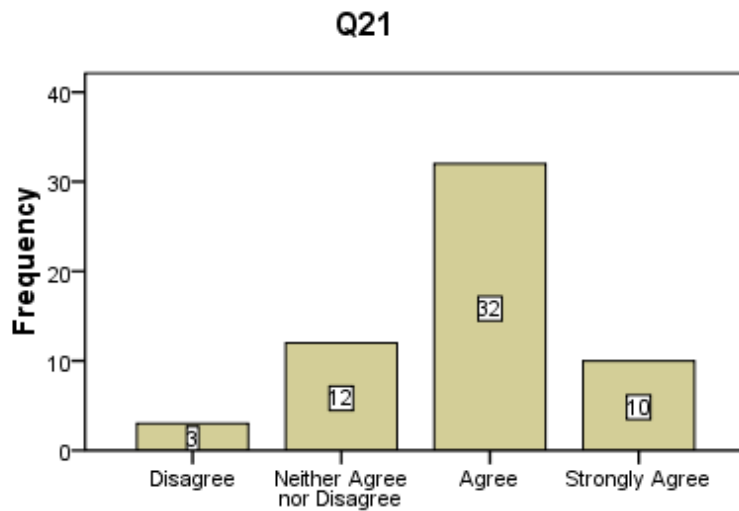
4.4.15. Question 21 - My compensation is fair enough for the work I do and responsibilities I held

5.3% of employees were responded as ‘disagree’ to express the lack of compensation received for the work they do and responsibilities they held. 21.1% of employees were responded as ‘neither agree nor disagree’ to express the lack of idea about compensation made for the work and responsibilities they do. 56.1% of employees were responded as ‘agree’ and 17.5% of employees were responded as ‘strongly agree’ to express the compensation received for the work they do and responsibilities they held.

Table 4. 21 - Fair compensation for the work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	3	5.3	5.3	5.3
Neither Agree nor Disagree	12	21.1	21.1	26.3
Agree	32	56.1	56.1	82.5
Strongly Agree	10	17.5	17.5	100.0
Total	57	100.0	100.0	

Figure 4.18 - Fair compensation for the work



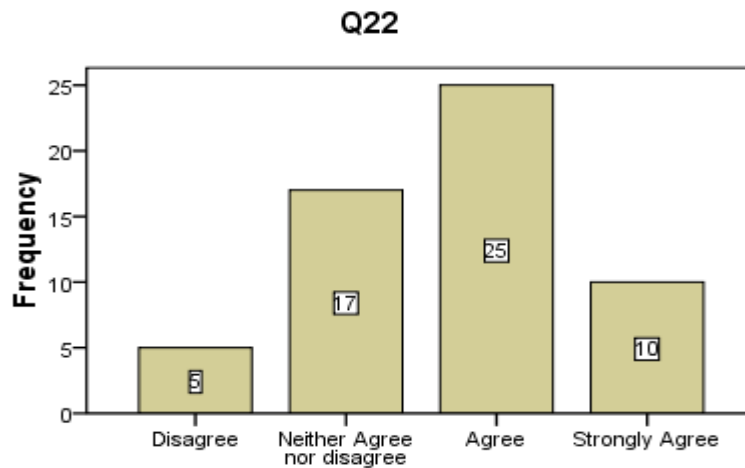
4.4.16. Question 22 - My pay is competitive with the similar positions and other companies pay

8.8% of employees were responded as ‘disagree’ to express the not competitiveness of the payment of the employee when compared to other positions of the other companies. Significant amount of employees didn’t have any idea about the response since they were responded as ‘neither agree nor disagree’. 43.9% of respondents were responded as ‘agree’ and 17.5% of employees were responded as ‘strongly agree’ to express the competitiveness of the payment with similar positions of other companies.

Table 4.22 - Competitive payment with similar positions of other companies

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	8.8	8.8	8.8
Neither Agree nor Disagree	17	29.8	29.8	38.6
Agree	25	43.9	43.9	82.5
Strongly Agree	10	17.5	17.5	100.0
Total	57	100.0	100.0	

Figure 4.19 - Competitive payment with similar positions of other companies



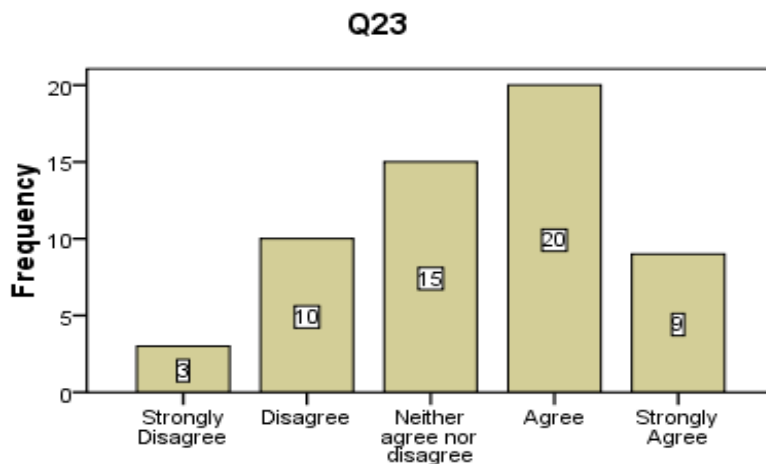
4.4.17. Question 23 - Other than the basic salary I'm getting rewards based on my achievements

5.3% of employees were responded as 'strongly disagree' and 17.5% of employees were responded as 'disagree' to express the not getting of basic salary based on their achievements. 26.3% of employees were provided responses as 'neither agree nor disagree' to express the lack of idea regarding the employment rewards for their achievements. 35.1% of employees were responded as 'agree' and 15.8% of employees were responded as 'strongly agree' to express the received of rewards for the basic salary based on the achievements.

Table 4.23 - Employees receive rewards for their achievements

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	5.3	5.3	5.3
Disagree	10	17.5	17.5	22.8
Neither Agree nor Disagree	15	26.3	26.3	49.1
Agree	20	35.1	35.1	84.2
Strongly Agree	9	15.8	15.8	100.0
Total	57	100.0	100.0	

Figure 4.20 - Employees receive rewards for their achievements



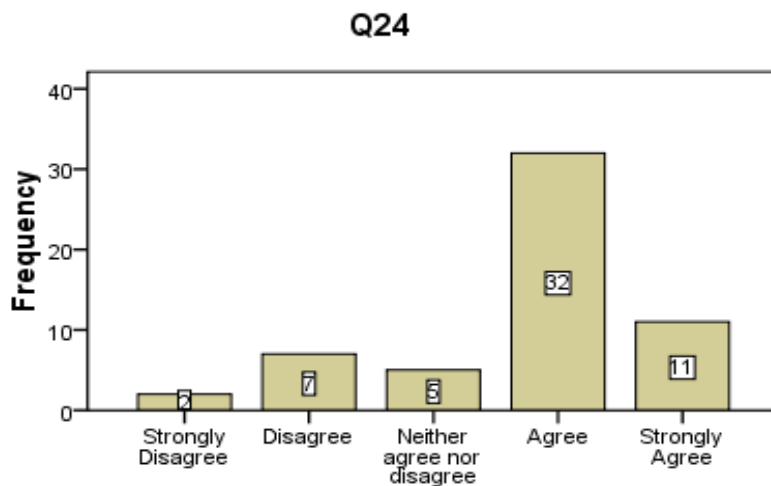
4.4.18. Question 24 - My compensation package (basic salary, incentives, bonus and other financial benefits) is enough to fulfil my needs and wants.

3.5% of employees were responded as ‘strongly disagree’ and 15.8% of employees were responded as ‘disagree’ to express the inability to fulfil needs and wants of employees from their compensation package. 8.8% of employees were responded as ‘neither agree nor disagree’ to express the lack of idea about the compensation package to fulfil their needs and wants. 56.1% of employees were responded as ‘agree’ and 19.3% of employees were responded as ‘strongly agree’ to express that fulfil of their needs and wants to cover the compensation package including basic salary, incentives, bonus and other financial benefits.

Table 4. 24 - Fulfilment of employee needs and wants from compensation package

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.5	3.5	3.5
Disagree	7	12.3	12.3	15.8
Neither Agree nor Disagree	5	8.8	8.8	24.6
Agree	32	56.1	56.1	80.7
Strongly Agree	11	19.3	19.3	100.0
Total	57	100.0	100.0	

Figure 4.21 - Fulfilment of employee needs and wants from compensation package



4.5 Frequency Distributions – Dependent Variables

The distributions of frequencies of the independent variables are analyzed in this section in order to address the second objective of the research. Questions from 25-42 are analyzed here as they address the importance of each variable in achieving high levels of motivation. Since the questionnaire is five-scale likert scale the mean value of the answer is;

$$(1+2+3+4+5) / 5$$

$$= 15/5$$

$$= 3$$

If the majority answer as 3 or above 3 means either agree or strongly agree with financial rewards. These are significant to the mean value. The mean values that are higher than 3 indicated that the variable under consideration is important in determining the motivation levels.

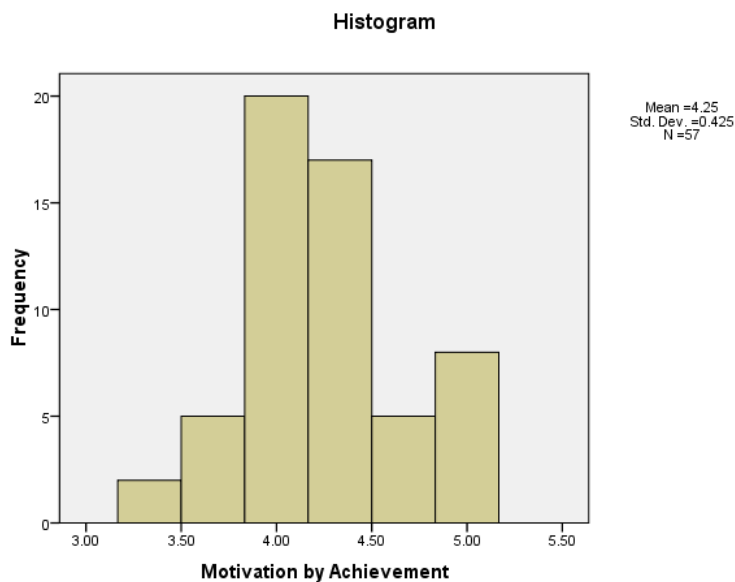
4.5.1. Level of Motivation Achieved by Achievement

This measured by using four questions in the questionnaire. Those four questions were employee can identify the job related challenges and solution for them, employee like to engage with innovative activities, keep good relationship with superior in any condition and employee see the growth of their job. The mean value of the level of motivation achieved by achievement is 4.24, which is higher than the established value of 3. This means that majority of respondents have agreed that achievement is an important factor for their motivation. Therefore, it can be concluded that sense of achievement is an important factor in determining employee motivation.

Table 4. 25 - Frequency Distribution of Motivation by Achievement

Statistics		
Motivation by Achievement		
N	Valid	57
	Missing	0
Mean		4.2456
Median		4.3333
Mode		4.00

Figure 4.22 - Frequency Distribution of Motivation by Achievement



4.5.2. Level of Motivation Achieved by Recognition

This measured by using four questions in the questionnaire. Those four questions were employees can give their ideas for betterment of the organization, employee get sufficient of appraisal for their work, manager appreciate best performance of the group and employee satisfies with the promotion scheme or not. The mean value of the level of motivation achieved by recognition is 3.66, which is higher than the established value of 3. This means that majority of respondents have agreed that recognition is an important factor for their motivation. Therefore, it can be concluded that recognition is an important factor in determining employee motivation.

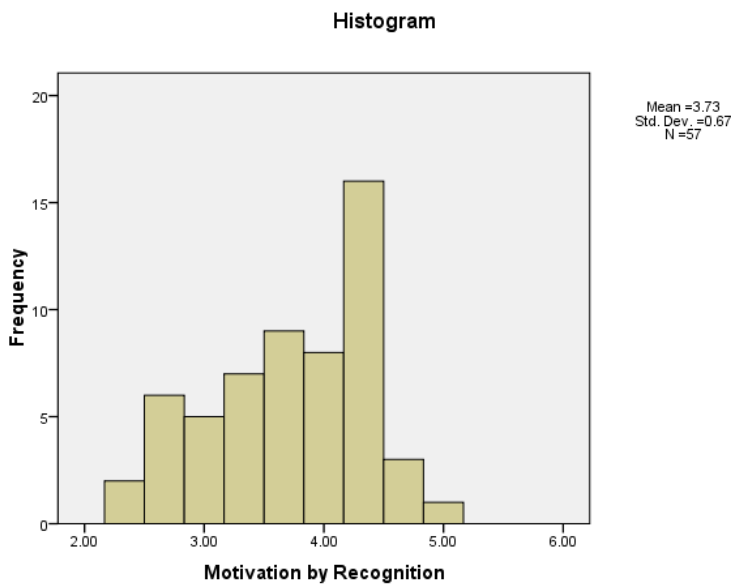
Table 4.26 - Frequency Distribution of Motivation by Recognition

Statistics

Motivation by Recognition

N	Valid	57
	Missing	0
Mean		3.7251
Median		3.6667
Mode		4.33

Figure 4.23 - Frequency Distribution of Motivation by Recognition



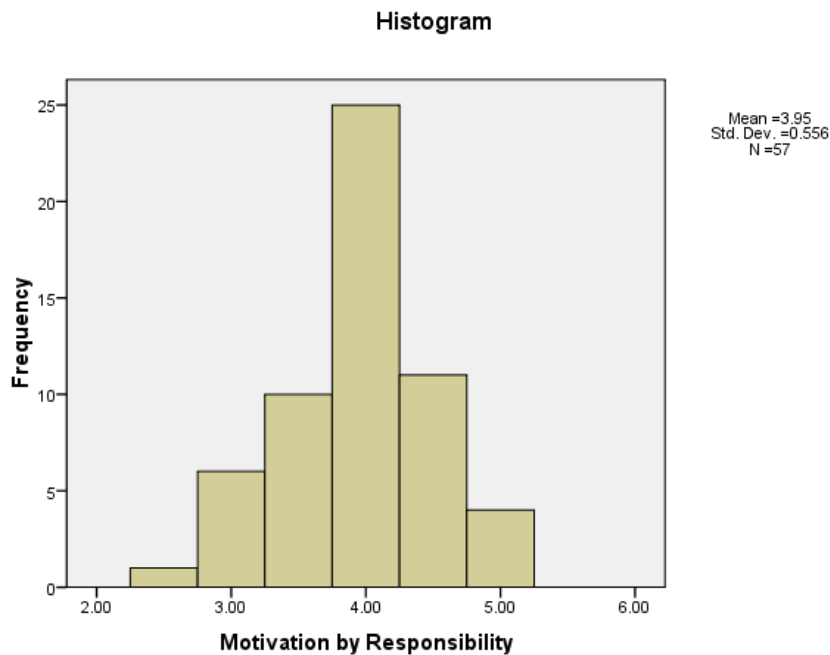
4.5.3. Level of Motivation Achieved by Responsibility

The Level of Motivation Achieved by Responsibility measured by using two questions in the questionnaire. Those two questions were employee satisfies with setting their own goals, and employee can utilize my all abilities in an effective way and my abilities are not wasted by doing this job. The mean value of the level of motivation achieved by responsibility is 3.94, which is higher than the established value of 3. This means that majority of respondents have agreed that responsibility is an important factor for their motivation. Therefore, it can be concluded that responsibility is an important factor in determining employee motivation.

Table 4.27 - Frequency Distribution of Motivation by Responsibility

N	Valid	57
	Missing	0
Mean		3.9474
Median		4.0000
Mode		4.00

Figure 4. 24- Frequency Distribution of Motivation by Responsibility



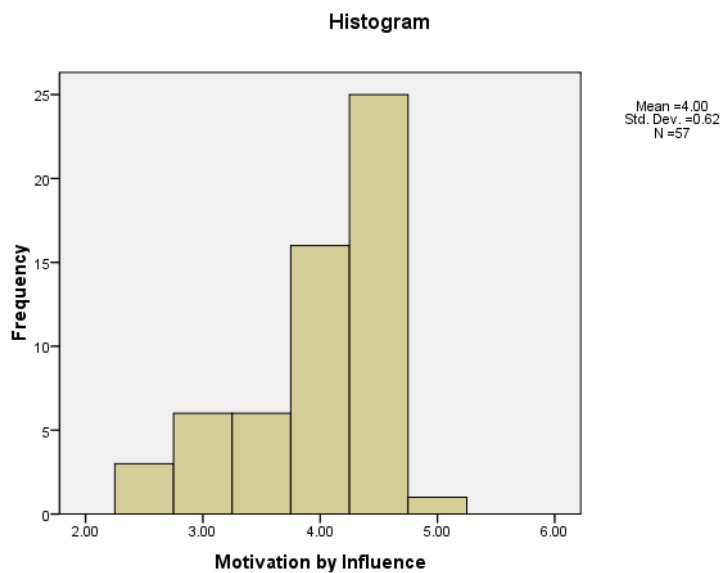
4.5.4. Level of Motivation Achieved by Influence

Level of Motivation Achieved by Influence measured using 2 questions in the questionnaire. Those 2 questions were employee can satisfy or not about his/ her authority, employee satisfy or not about his/ her management and the management style. The mean value of the level of motivation achieved by influence is 4, which is higher than the established value of 3. This means that majority of respondents have agreed that having influence on decision making is an important factor for their motivation. Therefore, it can be concluded that influence is an important factor in determining employee motivation.

Table 4.28- Frequency Distribution of Motivation by Influence

N	Valid	57
	Missing	0
Mean		4.0000
Median		4.0000
Mode		4.50

Figure 4.25 Frequency Distribution of Motivation by Influence



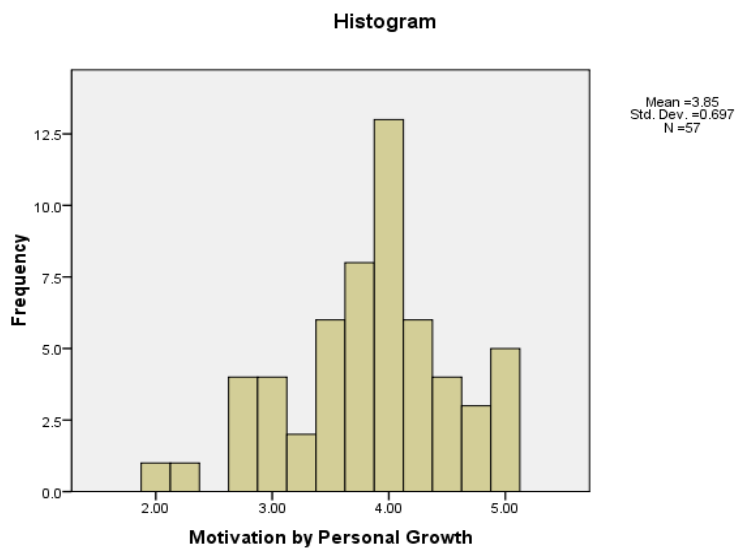
4.5.5. Level of Motivation Achieved by Personal Growth

The level of motivation achieved by personal growth measured using four questions in the questionnaire. Those four factors were employee satisfaction about training period, employee do or not satisfy with training programs which gives the modern technological knowledge, employee do or not satisfaction about job and employee satisfied or not with career advancement and career development programs. The mean value of the level of motivation achieved by personal growth is 3.85, which is higher than the established value of 3. This means that majority of respondents have agreed that having opportunities for personal growth is an important factor for their motivation. Therefore, it can be concluded that personal growth is an important factor in determining employee motivation.

Table 4. 29- Frequency Distribution of Motivation by Personal Growth

N	Valid	57
	Missing	0
Mean		3.8509
Median		4.0000
Mode		4.00

Figure 4.26 Frequency Distribution of Motivation by Personal Growth



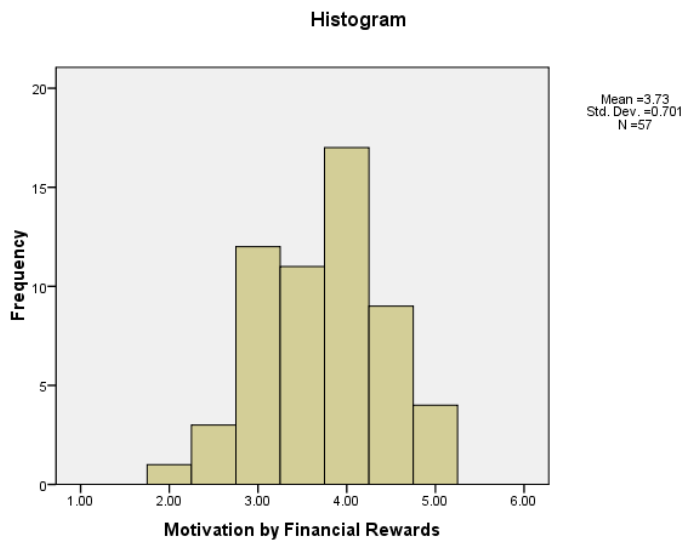
4.5.6. Level of Motivation Achieved by Financial Rewards

The financial rewards measured by using two questions in the questionnaire. Those questions were can earn fair rewards based on the performance of the employee and employee level of satisfaction with the total compensation package. The mean value of the level of motivation achieved by financial rewards is 3.72, which is higher than the established value of 3. This means that majority of respondents have agreed that financial rewards is an important factor for their motivation. Therefore, it can be concluded that financial rewards are an important factor in determining employee motivation.

Table 4.30- Frequency Distribution of Motivation by Financial Rewards

N	Valid	57
	Missing	0
Mean		3.7281
Median		4.0000
Mode		4.00

Figure 4.27 -Frequency Distribution of Motivation by Financial Rewards



4.5.7. Summary of the Importance of Independent Variable

Table 4.31- Summary Mean Value Table

Variable	Mean	Standard Deviation
Achievement	4.2456	0.42504
Recognition	3.7251	0.67000
Responsibility	3.9474	0.5560
Influence	4.0000	0.6200
Personal Growth	3.8509	0.69735
Financial Rewards	3.7281	0.70121

The Table 4-31 gives the mean values of all the depended variables. As mean values are greater than establish value, all the variables are important to measure the dependent variable.

Through the frequency distribution analysis, it is possible to address the second objective of the research. Thereby, it can be concluded that all independent variables are important for motivation as they are all above the mean value of 3. The most important reward is achievement followed by influence. Monetary rewards are also of high importance according to the above analysis. The smaller standard deviation represents the values in the dataset are close to the mean of data set. Larger standard deviation means the values in the data set are far away from the mean value. All the above standard deviation values spread around 0 and +1. Therefore, the author can conclude that the above values are close to the mean of dataset.

Mean value for financial rewards is 3.7281 and standard deviation is 0.70121. Therefore, it can be concluded that rewarding affected to motivate employee and it is significant in above result.

4.6 Correlation Analysis

Correlation analysis is statistical technique which can use for show the relationship between variables. Most common methods that can use for measure the correlation are Pearson correlation and Product-moment correlation.

4.6.1. Correlation between Achievement and Employee Motivation

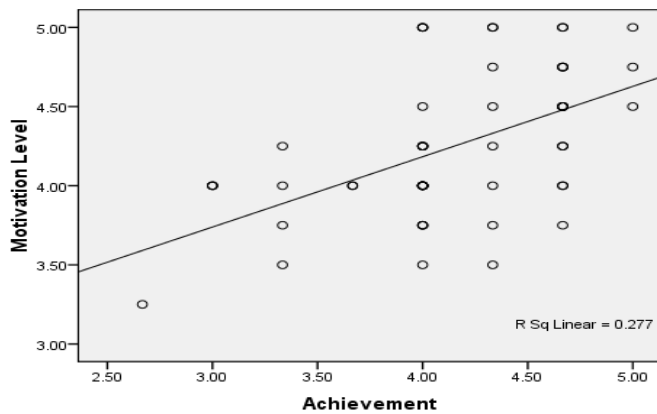
Correlation between need for achievement and employee motivation was 0.526. This is significant and positive relationship between two variables. That means, employees were motivated from the fulfilment of their job achievements.

Table 4.32- Correlation between need for achievement and employee motivation

		Need for achievement	Employee Motivation
Need for achievement	Pearson Correlation	1	.526**
	Sig. (2-tailed)		.000
	N	57	57
Employee Motivation	Pearson Correlation	.526**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4.28- Scatter plot in between need for achievement and employee motivation



The X- Axis of the Figure 4-28 is Achievement and Y-Axis is Motivation Level. According to the plot design (uphill), indicates positive linear relationship between these two variables.

4.6.2. Correlation between Recognition and Employee Motivation

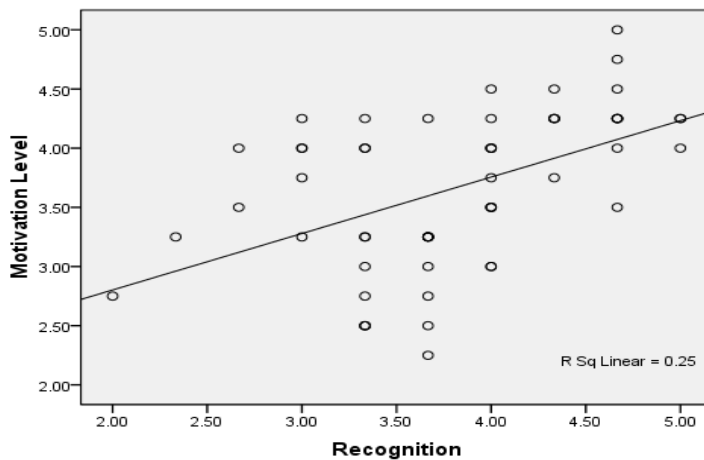
Correlation between availability of recognition and employee motivation was 0.5 that was significant and positive relationship. That means, employees were motivated by being recognized from their company.

Table 4.33- Correlation between availability of recognition and employee motivation

		Availability of recognition	Employee Motivation
Availability of recognition	Pearson Correlation	1	.500**
	Sig. (2-tailed)		.000
	N	57	57
Employee Motivation	Pearson Correlation	.500**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4. 29- Scatter plot in between availability of recognition and employee motivation



The X- Axis of the Figure 4-29 is Recognition and Y-Axis is Motivation Level. This pattern in uphill (move from left side to right side), indicates positive linear relationship between these two variables.

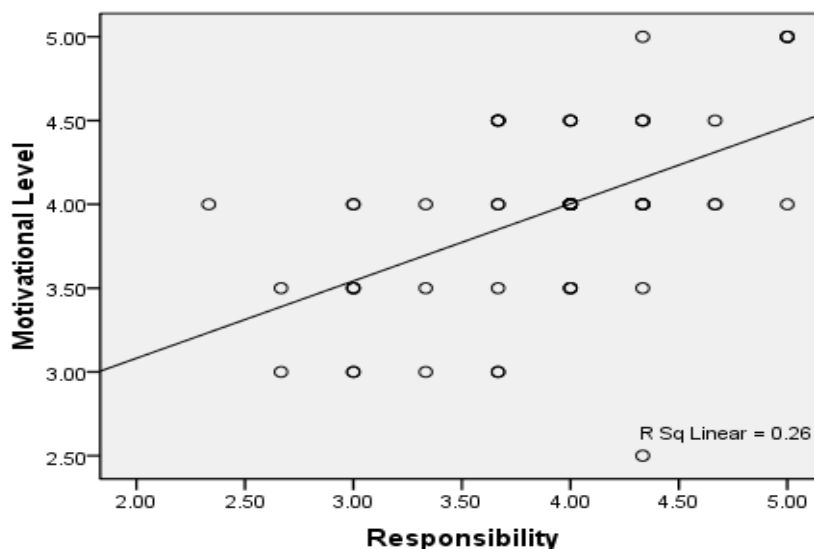
4.6.3. Correlation between Responsibility and Employee Motivation

There is a positive relationship exist in between availability of responsibility and employee motivation which is reflected from the Pearson correlation of 0.51. That means, employees were motivated from the responsibility handing in the organization.

Table 4.34- Correlation between availability of responsibility and employee motivation

		Availability of responsibility	Employee Motivation
Availability of responsibility	Pearson Correlation	1	.510**
	Sig. (2-tailed)		.000
	N	57	57
Employee Motivation	Pearson Correlation	.510**	1
	Sig. (2-tailed)	.000	
	N	57	57

Figure 4.30- Scatter plot in between availability of responsibility and employee motivation



The X- Axis of the Figure 4-30 is Responsibility and Y-Axis is Motivation Level. This pattern move from left side to right side indicates positive linear relationship between these two variables.

4.6.4. Correlation between Influence and Employee Motivation

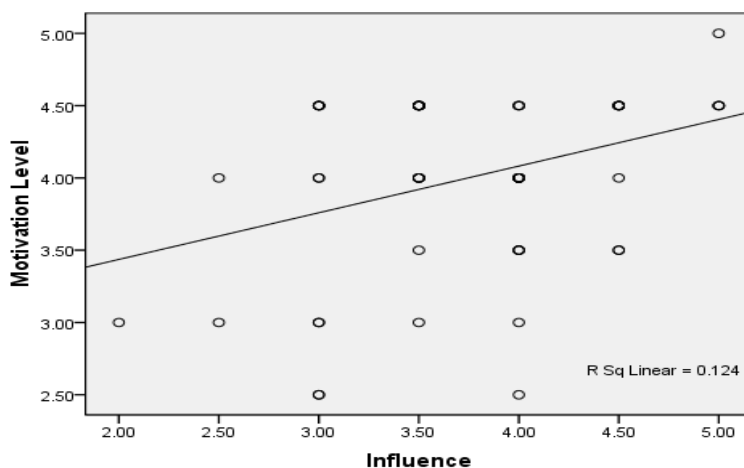
Correlation between availability of influence and employee motivation was 0.352. $P= 0.007$ and there is significant and positive relationship (since $P<0.05$). That means, employees were motivated by being getting influenced at the workplace yet the significance is not exceptionally high.

Table 4. 35- Correlation between availability of influence and employee motivation

		Availability of influence	Employee Motivation
Availability of influence	Pearson Correlation	1	.352**
	Sig. (2-tailed)		.007
	N	57	57
Employee Motivation	Pearson Correlation	.352**	1
	Sig. (2-tailed)	.007	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4.31- Correlation between availability of influence and employee motivation



The X-Axis of the Figure 4-31 represents influence and Y-Axis represents the Motivation level. According to the scatter plot, it shows positive relationship between these two variables which is move from left side to right side.

4.6.5. Correlation between Personal Growth and Employee Motivation

There is a positive relationship between availability of personal growth and employee motivation that is 0.573. This is a positive and significant relationship. Therefore, employees are motivated from the ability to receive for personal growth.

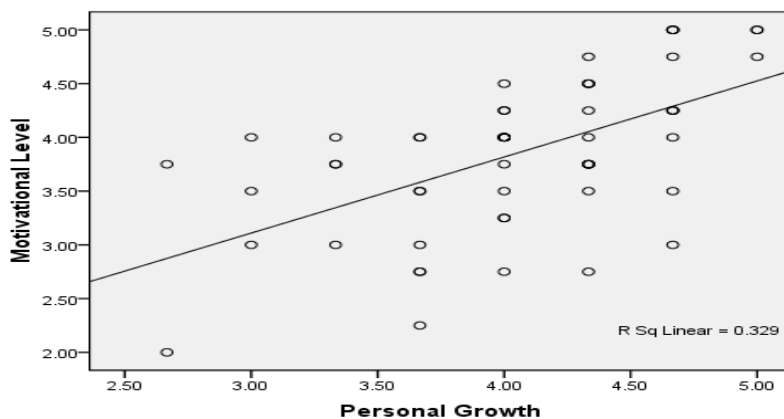
Table 4.36- Correlation between availability of personal growth and employee motivation

Correlations

	Availability of personal growth	Employee Motivation
Availability of personal growth	1	.573**
Sig. (2-tailed)		.000
N	57	57
Employee Motivation	.573**	1
Sig. (2-tailed)	.000	
N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4. 32- Correlation between availability of personal growth and employee motivation



The X-Axis of the Figure 4-32 represent the Personal growth and Y-Axis represent the Motivational level. The relationship between motivational level and personal growth is positive linear relationship.

4.6.6. Correlation between Financial Rewards and Employee Motivation

The second independent variable strives to understand the impact of monetary rewards, mainly compensation on employee motivation. This value of 0.523 is positive indicating that it has a positive relationship with motivation that is if compensation is increased the motivation of employees too will increase. The value is also closer to 1 therefore it can be stated that monetary rewards have a high impact on the motivation levels of employees.

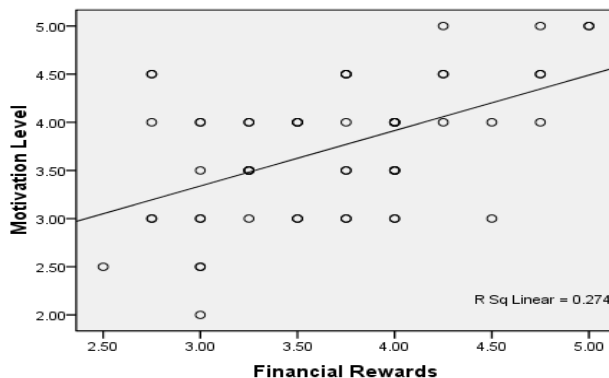
Table 4.37- Correlation between financial rewards and employee motivation

Correlations

		Financial Rewards	Employee Motivation
Financial Rewards	Pearson Correlation	1	.523**
	Sig. (2-tailed)		.000
	N	57	57
Employee Motivation	Pearson Correlation	.523**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4. 33- Correlation between availability of financial rewards and employee motivation



The X-Axis of the Figure 4-33 represent the Financial Rewards and Y-Axis represent the Motivational level. The positive linear relationship exists between motivational level and personal growth.

4.6.7. Correlation Summary between Motivation and Non-Monetary Rewards

The five non-monetary variables considered for the purposes of this research are; achievement, recognition, responsibility, influence and personal growth. The questions relate with those variables are (7-9), (10-12), (13-15), (16-17), (18-20) respectively. The aim of this is to find out if these non-monetary variables have an impact on the motivation levels, which can be linked to intrinsic motivation. The table below indicates the correlation of these non-monetary variables with the dependent variable of motivation as 0.675. Accordingly, the coefficient is positive which indicates that all of these said non-monetary factors have an impact on the motivation. Furthermore, the relationship between the two variables is significant since the value is closer to 1.

Table 4. 38- Correlation between Non-Monetary Rewards and Motivation

		Motivation	Non-Monetary Rewards
Motivation	Pearson Correlation	1	.675**
	Sig. (2-tailed)		.000
	N	57	57
Non-Monetary Rewards	Pearson Correlation	.675**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

4.6.8. Correlation Summary between Motivation and Monetary Rewards

The second independent variable strives to understand the impact of monetary rewards, mainly compensation on employee motivation. This value of 0.523 is positive indicating that it has a positive relationship with motivation that is if compensation is increased the motivation of employees too will increase. The value is also closer to 1 therefore it can be stated that monetary rewards have a high impact on the motivation levels of employees.

Table 4.39- Correlation between financial rewards and employee motivation

Correlations

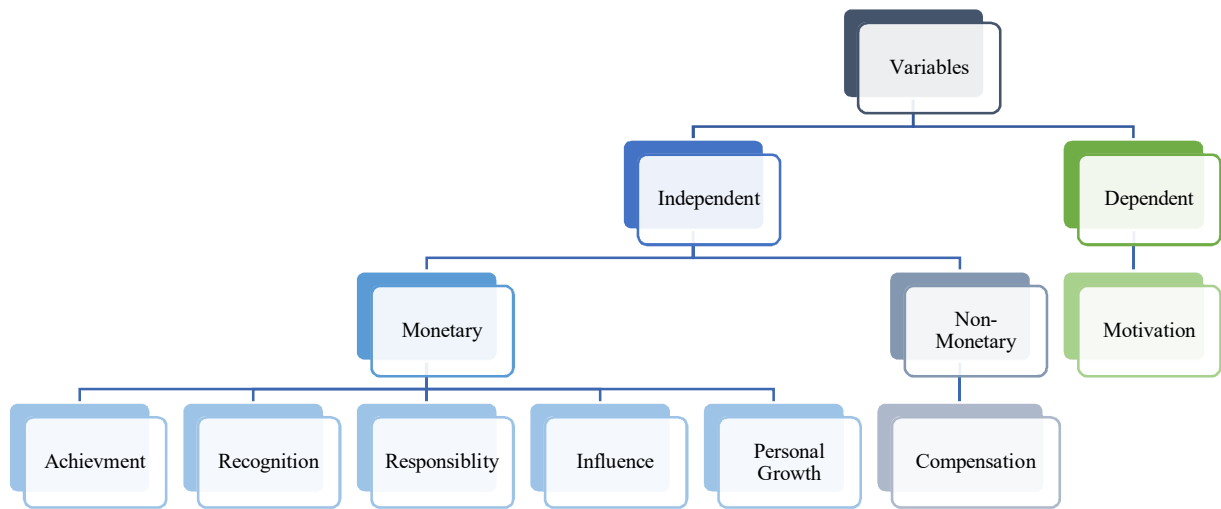
		Financial Rewards	Employee Motivation
Financial Rewards	Pearson Correlation	1	.523**
	Sig. (2-tailed)		.000
	N	57	57
Employee Motivation	Pearson Correlation	.523**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

4.6.9. Correlation Summary between All Independent Variables and Dependent Variables

The overall correlation between the total independent and dependent variables are checked in this section. This provides a holistic view of the relationship between the variables under consideration. The following figure (4-34) indicates the sub-variables of the main independent and dependent variables

Figure 4.34- Categorization of Variables



Source: Developed by Author

Accordingly, it can be stated that all the independent variables have significant positive relationship with the dependent variable of motivation as summarized in table 4-40 below. This is demonstrated through the correlation coefficients indicated in the table above, which are positive and closer to 1. The most significant variable is personal growth and followed by achievement from the non-monetary category while influence is the least significant.

Table 4.40- Correlation Summary

Independent Variables	The Company	
	correlation	“p” value
Non-Monetary		
Achievement	0.526	.000
Recognition	0.500	.000
Responsibility	0.510	.000
Influence	0.352	.007
Personal growth	0.573	.000
Monetary		
Financial rewards	0.523	.000

Finally, the overall of monetary and non-monetary variables and their impact is checked against the dependent variable.

The correlation summary gives in table 4-40. When Pearson correlation value is closer to one analysis can conclude that there is strong relationship between those variables. The strong correlation means when change of the one variable strongly correlated to the other variable. The values in table 4-40 not show the strong correlation but personal growth (0.573) shows the most significant variable in this list. According to the correlation analysis details we can make the order from most significant value to least significant value as Achievement (0.526), financial rewards (0.523), Responsibility (0.510), Recognition (0.500) and influence (0.352).

Table 4. 41- Correlation between Monetary and Non-Monetary Variables with Motivation

		Motivation	Monetary and Non-monetary
Motivation	Pearson Correlation	1	.743**
	Sig. (2-tailed)		.000
	N	57	57
Monetary and Non-monetary	Pearson Correlation	.743**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

As concluded before both of these values do have a significant positive impact on motivation which is proven with the correlation coefficient of 0.743. Therefore, it can be concluded that non-monetary as well monetary variables independently and collectively have a strong positive relationship with the dependent variable of motivation, where non-monetary factors have a more significant impact (indicated by the higher coefficient value). Organizations should therefore, create an environment that fosters employee recognition, provides them responsibility and level of influence, space for personal growth and achievement along with the monetary rewards. A combination of both monetary and non-monetary rewards will enable to create a workforce that is highly motivated.

4.7 Regression Analysis

The Regression analysis use for examine the relationship between an independent variable and a dependent variables. This shows how dependent variable changes according to the variation of independent variable.

4.7.1. Regression of Non-Monetary Variables

The table 4-41 indicates the regression of the total non-monetary variables where R value indicates the correlation coefficient and B value represents the gravity of the relationship between the variables. Accordingly, the B value is 0.709 which states that if non-monetary rewards are increased by 100%, motivation levels of employees too will rise by 70%. This indicates that there is non-monetary rewards considered in the study have a very high impact on employee motivation.

Table 4.42- Regression of Non-Monetary Variables

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.124	.412		2.726	.009
	Non-Monetary Rewards	.709	.104	.675	6.792	.000

a. Dependent Variable: Motivation

Table 4.43- Model Summary of Non-Monetary Rewards

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.456	.446	.34492

a. Predictors: (Constant), Non-Monetary Rewards

4.7.2. Regression of Monetary Variables

According to the table 4-42, the B value of monetary rewards is not as high as the non-monetary rewards. However, it is a positive value of 0.545 which indicates that when monetary rewards are increased by 100%, the motivation levels of employees will also rise by 54%. Therefore, it can be concluded that monetary rewards too have a significant impact on the employee motivation levels.

Table 4.44- Regression of Monetary Variables

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.271	.289		7.850	.000
	Monetary Rewards	.545	.078	.612	5.738	.000

a. Dependent Variable: Motivation

Table 4. 45- Model Summary of Monetary Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.374	.363	.36993

a. Predictors: (Constant), Monetary Rewards

4.7.3. Regression of Total Independent Variables

The table 4-45 indicates that the aggregate B value of independent variables is 0.745 which is a significant positive value. Accordingly, if monetary as well as non-monetary rewards are collectively increased by 100%, the employee motivation will increase by 74%. Therefore, it can be stated that the overall impact of the independent variables on the dependent variable of motivation is high.

Table 4.46- Regression of Independent Variables

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.077	.346		3.116	.003
Monetary and Non-monetary	.745	.090	.743	8.243	.000

a. Dependent Variable: Motivation

Table 4. 47- Model Summary of Independent Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.553	.545	.31282

a. Predictors: (Constant), Monetary and Non-monetary

4.8 Significant rewards to affect to motivate employees

Table 4.48- Summary Regression Analysis

Independent Variables	The Company	
	B value	“p” value
Non-Monetary		
Achievement	0.415	.000
Recognition	0.412	.000
Responsibility	0.373	.000
Influence	0.285	.001
Personal growth	0.327	.002
Monetary		
Financial rewards	0.411	.000

The table 4-48 indicates that the aggregate B value achievement, recognition, responsibility, influence, personal growth and financial reward are 0.415, 0.412, 0.373, 0.285, 0.327 and 0.411 respectively which is a significant positive value. Accordingly, if monetary as well as

non-monetary rewards are collectively increased by 100%, the employee achievement, recognition, responsibility, influence, personal growth and financial rewards will increase by 41%, 41%, 37%, 28%, 32%, and 41% respectively. Therefore, it can be stated that the overall impact of the independent variables on the dependent variable of motivation is high.

4.9 Summary

Significant of rewards to affect to motivate employees are assessed with correlation analysis and regression analysis. In the correlation analysis, it is found that Personal growth (0.573) has a strong significance in Employee Motivation. In the regression analysis, it has shown that strong significance in Achievement (41.5%), Recognition (41.2%) and Financial Rewards (41.1%).

CHAPTER 5. CONCLUSION AND RECOMMENDATION

5.1 Introduction

This is the last chapter of the research where intention is to provide conclusion of the research study from this chapter. Further, possible recommendations will also be given to practice in future organizational context in order to enhance develop employee motivational condition based on the findings.

The raw data which is collected through questionnaire is categorized and analyzed by using various statistical tools such as; charts, percentage method, weighted mean and correlation coefficient method in previous chapter. The interpretation of major findings is reported based on above analysis and personnel factors of the employees. Ultimately, this chapter is focused on to discuss “the relationship between monetary and non-financial rewards and motivation”. Final findings and recommendation based on the analysis can be shown as follows.

5.2 Findings

The considered category of employees (Target group/ middle management) is in range of age group and most of them are in the category of age between 20 – 40 years (table 4.3). The expectations of this group of employees are complex in nature. Bulk of the group consists of education level of Diploma or above (table 4.5) level. Further, this particular group were having work experience of more than two years (table 4.6). The key findings of the research can be summarized as follows:

- All monetary and non-monetary variables (achievement, recognition, responsibility, personal growth, influences) considered have a positive relationship with employee motivation (table 4.40).
- Personal development and achievement& recognition has the strongest influence on motivation of employees.
- Financial rewards too have a strong positive relationship with employee motivation (table 4.39).
- Financial rewards systems show the high importance (table 4.31)

In addition to the above key findings the following pointers were also indicated through the study:

- **Achievement:** Referred category of employees is always directed to achieve their job targets set by top managers. Moreover, when they achieve targets successfully they are given rewards rather than their basic salary. For an instance by giving appraisals, praise it can be improved achievement motivator.
- **Recognition:** The Company is successful in motivating their referred category of employees by providing recognition to them. For an instance, managers appraise employees; allow them to provide ideas and suggestions, keep friendly relationship with the employees and skills and abilities were highly recognized when giving promotions. These non-monitory techniques can caused to improve recognition motivator.
- **Responsibility:** by giving considerable responsibility to the employees, they can be motivated. The Company has used this non-financial rewards technique when managing their work force towards best performance. For an instance, managers provide opportunity to employees to participate in setting goals related to their job, give freedom to take decisions and soon.
- **Influence:** influence also non-financial motivator, which is used in this organization. That means employees have given chance to participate in organizational decision making. By doing like this, employees can be motivated towards better performance.
- **Personnel growth:** opportunity to growth employees' knowledge, skills, abilities, and the professional qualification is a way to motivate employees towards their job targets. The Company has effectively used these methods to achieve personal Growth of its employees.

5.3 Conclusion

The study assessed the impact of reward elements, monetary and non-monetary as means of motivating employees. The organizational problem is to ascertain the ideal reward system which could be utilized to increase employee motivation and at the same time to achieve the organizational objectives.

The first objective of this study was to identify different financial and non-financial rewards used by the garment industry. According to the study, financial factors namely salary, and bonus commonly uses in the case study selected as well as garment industry in Sri Lanka. Achievement, Recognition, Personal growth, Responsibilities, Influence use as non-financial rewards in the garment industry.

Based on the Financial and Non-Financial factors in existence, a questionnaire comprising 42 questions was prepared and circulated among mid-level executives of the company. Questionnaire comprised of six personal questions and 35 close ended questions with five Likert scale related to Financial and Non-financial monetary rewards, in order to explore the objectives two and three of the research.

The second objective of this study was to identify the importance of financial and non-financial rewards in the case study selected. Accordingly, the study shows that there is a positive relationship between the monetary as well as non-monetary rewards and motivation. The most influential factors are personal growth and achievement; therefore, the organization should create policies to address these two factors effectively which will lead to higher motivation and higher retention rates in the long run. Furthermore, monetary rewards also play an important role in motivating employees. Therefore, the organization should create a reward system which not only has monetary rewards but also non-monetary aspects which will lead to higher motivation levels of employees. Hence, author can state that both monetary and non-monetary rewards influences on employees' motivation of the selected organization.

The third objective of this study was to explore how significant rewards to affect to motivate employees. According to the respondent's view, management support and is highly impact on their personal growth. The employee more attract to the company when they get more chance to development and improve their abilities. The employees would like to improve their professional qualification with the modern and latest technology.

Ultimately it can be proved that “there is a positive relationship between Monetary and non-Monetary rewards and employee motivation” in the selected sample of the Company.

5.4 Future Works

Employee motivation and factors affecting it is an important research topic that has been covered by many previous researches. It is an important aspect to all organizations regardless of industry or geographic location. Therefore, continuous research should be conducted in this regards and recommendations provided for organizations to increase employee motivation levels which in turn will increase their satisfaction. Through this research we can understand that future researches should look into detail on the types of monetary rewards and its impact on motivation. For instance, the compensation package, fringe benefits, increments, health care, bonus etc and how each of these individually affect the motivation levels. Furthermore, more industry specific research can be conducted where differences in the industry can also be taken into account.

The findings of the research also show that the organization under consideration should take measures to provide a combination of both monetary as well as non-monetary rewards to its employees in the future. Further future strategies that can be adopted by the organization in the future are discussed in the recommendations section of the chapter.

5.5 Recommendations

Based on above-mentioned findings following recommendation can present to motivate employees furthermore within selected the company.

1. Recognizing achievements through performance review

Performance review plays an important aspect in increasing employee motivation. The organization must establish a system in which regular performance reviews are conducted with all levels of employees. In this review, their good work and best practices will be recognized and can be lead to promotions in the job. This will create a very transparent

procedure in providing promotions and in recognizing the exceptional work done which in turn will increase motivation levels.

2. Creating an environment that is open to communication

Open communication is a very important factor for executives to voice their concerns, opinions and ideas. Managers and senior level employees should consider all employees ideas when making decisions and should allow them to voice their opinions. This can be done in meetings where decisions can be made collectively and brain storming session could be conducted. This will allow employees to feel a sense of belonging to the organization and thereby increase their motivation.

3. Delegating authority and not only responsibilities

When responsibilities are being delegated it is important that authority is also delegated, that is the authority to make important decisions with regards to the given responsibility. If only responsibilities are passed on employees will feel frustrated as they will not be able to make important decision that are necessary for the successful completion of the task. Therefore, managers must ensure that authority is passed on along with the responsibilities given.

4. Provide mentoring and training facilities

Mentoring executives throughout the course of employment is important for them to learn new skills that are needed as they go up the corporate ladder. The organization can sponsor certain educational courses that can be undertaken by the employees in relation to their current role that will enhance their capabilities and assist in career growth. Training facilities should be continuously provided to support them and not be limited to only when initially joined.

5. Creating an efficient compensation and reward system

The organization can create a transparent system of rewards where executives with good performance will be able to get rewards. These employees can be recognized during meetings and events where other employees will be informed of their achievements. This will make the executives feel recognized and thereby increase their levels of motivation and satisfaction. Furthermore, it will motivate other employees of the organization to perform better and achieve targets and goals of the organization.

Ultimately the organization must create a reward system that combines the aspects of both monetary as well as non-monetary rewards for it to be effective. It can be said that reward management is not just about money. It is also concerned with those non-financial rewards which provide intrinsic or extrinsic motivation. So it can motivate all type of employees by providing a proper mix of financial and non-financial rewards.

5.6 Personal Development

This research study comprised of five different chapters. Intention of the each chapter is different such as introduction, literature review, methodology, data analysis and conclusion. Intention of the researcher is to carry out the brief introduction about the research topic in the first chapter. I made SMART objectives and other research questions. I learnt to set out the feasible objectives to meet the final research findings appropriately. Literature Review chapter is used to critically analyse the literature and theories and models. I could be able to gather depth of information and knowledge regarding the research study. I have improved my critical reviewing skills, language skills, literature search skills during the study. Methodology chapter is used to identify the relevant research methods to investigate the study with justification of particular research methods. Research methods are used to develop my justification skills, knowledge about different research methods, and etc. Data analysis chapter is also used to analyse the quantitative and qualitative data of the study. I could be able to develop my analytical skills, SPSS statistical analysis, numerical analysis, thematic analysis, and etc. Recommendations are provided to develop future research study.

The author proposed this finding to the top management of the company with the recommendations. Management accepted the finding with the recommendations. According to the findings most of the executives in the company is well educated and qualifies people. These people motivated through personnel growth. The suggestion of the organization was create individual development plan for each member of the organization, practice performance matrix in the organization for employees, create more opportunities for employees to take new challenges and responsibility outside their functions, and provide feedback to develop themselves.

Appendix 1 – SURVEY QUESTIONNAIRE

IMPACT OF MONETARY AND NON-MONETARY REWARDS TOWARDS EMPLOYEE MOTIVATION

Dear Sir/ Madam,

I am a student of University Of Moratuwa and I conduct this survey as partial fulfilment of my Masters in Business Administration (Project Management) degree programme. The aim of this survey is to **Impact of Monetary and non-monetary Rewards towards Employee Motivation**. Your participation for this survey is highly appreciated and your privacy will be kept in secret.

Thank you for your time and consideration!

Section A: Personal profile

- a) **Name** :
- b) **Designation** :
- c) **Department** :

1. Your age

- a. Below 20 years
- b. 21-30 years
- c. 31-40 years
- d. 41-50 years
- e. Over 50 years

2. Your gender

- a. Male
- b. Female

3. Educational qualification

- a. Below G C E O/L
- b. G.C.E. O/L
- c. G. C. E. A/L
- d. Diploma
- e. Graduate
- f. Professional/other territory

4. How long are you working for this company?

- a. Less than 2 years
- b. 2-4 years
- c. 5-7 years
- d. 8-10 years
- e. Over 10 years

5. In which departments have you worked in this company? (please mentioned below from oldest to latest)

.....

6. What is the most preferred department? (mentioned based on the preferential order)

- 1.....
- 2.....
- 3.....

Section B: Financial and non-financial rewards

State whether you agree or not on the following statement. Follow please the guidelines given when you are answering the questions.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Availability of Achievement					
7. When I am doing a task, my intension is to attain goal					
8. I can achieve my targets successfully at any organizational conditions					
9. Managers always direct me to achieve my individual or group targets					
Availability of Recognition					
10. In any situation when I performed well, managers/superiors will appraise me					

immediately					
11. Management always encourage new ideas and suggestions and they always listen to me					
12. My skills and abilities are recognised when making promotion decisions					
Availability of Responsibility					
13. I can participate in “setting goals” which are related to my job					
14. There are opportunities to use my all abilities in relation to do different job tasks					
15. I have freedom to take decisions (job task, its timing, and required resources) regarding my job					
Availability of Influence					
16. I feel free to give my ideas on important decisions making					
17. Company maintains a suggestion box to allow us to give our ideas					
Availability of Personal Growth					
18. Usually I am able to acquire new skills and competencies by doing this job					
19. There is opportunity to improve my professional qualification from this job					
20. Management is engaging in delivering training programs to employees for induct them for the job					
Compensation Package					
21. My compensation is fair enough for the work I do and responsibilities I held					
22. My pay is competitive with the similar positions and other companies pay					

23. Other than the basic salary I'm getting rewards based on my achievements					
24. My compensation package (basic salary, incentives, bonus and other financial benefits) is enough to fulfil my needs and wants					
Level of Motivation Achieved by Achievement					
25. I am satisfied with my ability to identify job related challenges and I can respond to them using my competencies					
26. I usually like to engage in innovative activities					
27. If the situation is rapidly changing I can keep good relationship with my superiors					
28. I always seek growth opportunities through my job					
Level of Motivation Achieved by Recognition					
29. I am satisfied that I can give my ideas for the betterment of the company					
30. I can be satisfied on the "sufficiency of appraisals" Which I received when I performed well					
31. I can be satisfied about the job because managers organize various activities to appreciate best performance of group or individuals. (E.g. Award ceremony, get together party)					
32. I can be satisfied with the way promotions are made					
Level of Motivation Achieved by Responsibility					
33. I can always satisfy with the opportunity to participate in setting my own goals					
34. I can satisfy with my job, because I can utilize					

my all abilities in an effective way and my abilities are not wasted by doing this job					
Level of Motivation Achieved by Influence					
35. I can satisfy with my positional power (authority)					
36. I can satisfy with my job, because managers/superiors highly concern on my grievances and always accepted my suggestions and ideas					
Level of Motivation Achieved by Personal Growth					
37. I can satisfy with the training period which organization provides					
38. I can always satisfied with the training and development programs which I receive in different time with the aim of giving knowledge on new technological changes					
39. I am satisfied with this job because it has great opportunity to acquire new skills and abilities					
40. I am satisfied with the career advancement and career development opportunities of the company					
Level of Motivation Achieved by Financial Rewards					
41. Usually, I can earn fair rewards according to my real performance					
42. I am satisfied with my total compensation package					

.....

Signature

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