MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF PSYCHOLOGY

THE FUNCTIONAL RELATIONSHIP BETWEEN NON-MONETARY REWARDS AND EMPLOYEE MOTIVATION AMONG EMPLOYEES AT CITY OF HARARE

BY

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DEDICATION

To my late parents, Mr. and Mrs. Simon may your souls rest in eternal peace: my sister Sally and my brother Admire.

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ABSTRACT

Employee motivation has become a major concern among industrial psychologists and human resource management practitioners thereby creating a need of finding ways to motivate employees. In light of the above, the purpose of this study was to explore on the relationship between non-monetary rewards and employee motivation among employees at City of Harare. This is in a bid to address the antecedents of the observed cases of absenteeism, late completion of tasks, poor service delivery, substance abuse, high staff turnover, resignation and negligence. To realize the objectives of the study a correlational study was administered at City of Harare and self-administered questionnaires were used to collect data. The study consisted of 305 participants who were randomly selected from all the six departments using stratified random sampling and convenience sampling. Analytical tools employed include descriptive statistics for demographic characteristics and Pearson's product moment correlation to calculate the correlation between non-monetary rewards and employee motivation. The results found were as follows, r = 0.38, P< 0,01 suggesting a weak and positive relationship between non-monetary rewards and employee motivation and that the association of the two variables has a medium effect. It was also found that non-monetary rewards have an effect on the motivation and engagement of employees however there are other factors like leadership style, organizational climate and the structure of work which might also affect employee motivation.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter aims to highlight the background of the study, statement of the problem and significance of the study. The chapter will proceed to look into the research questions, purpose of the study, assumptions, delimitations, limitations as well as definition of key terms.

1.2 Background to the study

Employees are the most important source of competitive advantage and there is need for organizations to ensure that employees remain motivated so that they identify themselves with organizational goals, values and objectives, put themselves out for the company and enhances the image of the organization with its customers (Armstrong, 2006). According to Armstrong (2009) non-monetary rewards do not involve any direct payment and often arise from the work itself for instance achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high quality leadership.They satisfy employee's psychological need for job variety, challenging work, recognition and job satisfaction. In this context, the researcher's intention is to explore the functional relationship between non-monetary rewards and employee motivation among employees at City of Harare.

City of Harare is a Local Authority which falls under the Ministry of Local Government, Public Works and Urban Development and is governed with the requirements of the Urban Councils Act Chapter 29:15. Currently City of Harare is the second biggest employer from the government with a total staff establishment of about six thousand employees which are housed in six departments (City of Harare, Human Capital Department Annual Report 2013). City of Harare has the mandate to provide services and develop infrastructure for the benefit of Zimbabwean citizens.

According to the City of Harare, Human Capital Department Annual Report (2011) the organization has recorded an increase in absenteeism cases, late completion of tasks, poor service delivery, substance abuse, high staff turnover, resignation and negligence. Given the above problems that the organization faces which hinders the achievement of the organizational

goals and objectives, then one can question the level of employee motivation and engagement within the organization. It is however the intention of this study to try and explore on whether non-monetary rewards lead to the motivation of City of Harare employees.

According to Armstrong (2009) employees should be treated as valued assets and the most important source of competitive advantage as they have a role to play in the success of an organization in realizing its objectives. Hall etal (1997) alludes to the above view and postulates that the organization must provide job satisfaction to the employees through recognition of their effort, sense of achievement, prestige, status tittles, chances of promotion and involvement in decision making as employees require more for their effort than simply monetary rewards. Coetzee and Schreuder (2010) asserts that non-financial reward initiatives are aimed at strengthening employee's intrinsic motivation by fulfilling their needs for challenge, responsibility, decision making, social recognition and career opportunities either alone or in conjunction with financial rewards and have a positive impact on performance (Armstrong &Murlis, 1994).

Research by Arnolds and Venter (2007) cited in Coetzee and Schreuder (2010) suggest that whereas financial and other tangible incentives such as pay, benefits, praise may be motivating in the short term, in the long run, non-financial incentives such as challenging and interesting task and various forms of genuine social reinforcers in the form of formal and informal organizational rewards contingently administered for performance of the target behavior are more motivating. According to Redman and Wilkins (2006) if employees perceives injustice in the workplace they are more likely to exhibit withdrawal behaviors such as absenteeism, resignment and will result in an increasingly inefficient workforce whose objectives no longer correspond to the organization they work for and there may also be reduced loyalty and commitment to the organizational goals.

It is against this background that the researcher wants to explore on the relationship between non-monetary rewards and employee motivation among City Of Harare employees.

1.3 Statement of the problem

City of Harare has recorded an increase in absenteeism cases, late completion of tasks, poor service delivery, substance abuse, high staff turnover, resignation and negligence. According to

the City of Harare, Human Capital Department Annual Report (2011) there were 146 employees who were dismissed from Council services after committing various dismissible offences like absenteeism and 29 employees resigned from council services for various reasons.

1.4 Purpose of the study

The major aim of this study is to explore on the relationship between non-monetary rewards and employee motivation among employees at City of Harare. The study also aims to widen the knowledge base regarding non-monetary rewards and employee motivation.

1.5 Research objectives

The study will be based on the following specific objectives: to find out the nature of the reward management system being used by City of Harare, to establish whether the reward management system subscribes to the felt-fair feeling notion, to find out the non-monetary rewards being implemented by City of Harare and whether they have an effect on employee motivation and engagement and to establish the employees' general feeling on the application of non-monetary rewards at City of Harare.

1.6 Research questions

1. What is the nature of the reward management system currently being implemented by City of Harare?
2. Does the reward management system subscribe to the felt-fair feeling notion?
3. Which non-monetary rewards are being implemented by City of Harare and do they effects on employee motivation and engagement?
4. What is the employee's general feeling towards the application of non-monetary rewards at City of Harare?

1.7 Significance of the study

It is anticipated that carrying out this study will help several people in different ways.

City of Harare

The organization will benefit from this study in that it defines the responsibilities of the top management and those in supervisory roles in as far as rewards are administered. City of Harare will also benefit as the study will show the reward preferences of employees and what motivates

them as lack of motivation will affect the achievement of organizational goals and objectives by the employees. Recommendations will also be made as it is the prime case.

Other organizations

Organizations in settings like City of Harare will also benefit in that they will get better knowledge on the relationship between non-monetary rewards and employee motivation. They will also get an appreciation of the importance of non-monetary rewards as a motivational tool.

Future research

The study will help set a foundation for other researchers who wish to study on the subject in the future. The study will highlight gaps from previous researches and provide possible solutions thus can be referred to by researchers in the future.

The researcher

The researcher might benefit in that she will get an appreciation on the relationship between non-monetary rewards and employee motivation. The researcher will also be able to make future objective recommendations and conclusions based on the research findings.

1.8 Research assumptions

The following are assumed to be true:

(a) The population is of adequate size to provide valid and comprehensive responses.
(b) The City of Harare employees will complete the questionnaire accurately and honestly.
(c) The study will review the current condition of organisations in Zimbabwe in terms of the utilization and effectiveness of non-monetary rewards as a motivational tool.

1.9 Delimitation of the study

The study is confined to City of Harare thereby making the study area small. The study is on how non-monetary rewards affect employee motivation. The relationship between non-monetary rewards and employee motivation at City of Harare will be established.

1.10 Limitations of the study

Several factors might effect on making proper conclusions in this study. The study is being carried out in an organization characterized by diversity in terms of language. Language therefore tends to be a problem especially with those participants who cannot understand English as this might affect the meaning of the content during translation hence obtaining altered results. The research will focus only on City of Harare employees meaning that the sample size is limited and the research project might encounter financial constraints.

1.11 Operational definition of terms

Non-monetary rewards - according to Armstrong (2009) do not involve any direct payment and often arise from the work itself for instance achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high quality leadership.They satisfy employee's psychological need for job variety, challenging work, recognition and job satisfaction. Cascio (2013) non-monetary rewards include everything in a work environment that enhances a worker's sense of self-respect and esteem by others.

Motivation- is defined by Calson, Martin and Buskist (2004) as a group of phenomena that affect the nature, strength or persistence of an individual behaviour.

Reward- according to Coetzee and Schreuder (2010) refers to the total rewards system which is defined as the combination of all types of rewards including direct financial payments or compensation (in the form of wages, salaries, incentives, commission and bonuses) indirect payments or compensation (in the form of financial benefits such as employer paid medical and pension benefits) and non-financial rewards (in the form of intrinsic and extrinsic motivation incentives such as challenging and interesting task, opportunities for learning and growth, praise, quality of work life, supervisor support, fair treatment, being kept informed and social recognition.

Employee- refers to any individual working on behalf of an owner being paid a compensation in reverence of such service.

Employer- refers to any individual who hires another person and compensate that individual for the work done.

Job- refers to a definite sequence of steps or activities that a person carries after being given a work assignment

Performance- refers to the execution of a specified task measured against present known criteria of accuracy and speed.

1.12 Chapter summary

The background to the study, statement of the problem, significance of the study, research questions, assumptions, purpose of the study, delimitations, limitations have been given and all key terms have been defined. The next chapter will focus on the literature related to this study and the theoretical framework.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter will focus on reviewing the relevant literature on non-monetary rewards and employee motivation from previous studies. The research questions will be answered with reference to relevant literature. The chapter is also meant to expand upon the content and the background of the study and analyse previous research studies.

2.2 Reward management

According to Armstrong (2006) reward management is concerned with the formulation and implementation of strategies and policies, the purposes of which are to reward people fairly, equitably and consistently in accordance with their value to the organization and thus help the organization to achieve its strategic goals. He further asserts that appropriate, effective and timely reward increases employees and manager's motivation. According to Pinnington and Edwards (2000) rewards can be classified as financial and non-financial rewards. Monetary rewards involve granting of reward in terms of money such as commissions and bonuses whereas according to Armstrong (2006) non-monetary rewards are rewards that do not involve any direct payment and often arise from the work itself, for example, achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high quality leadership. The current study will therefore focus on the relationship between non-monetary rewards and employee motivation.

2.2.1 Non-monetary rewards

Armstrong (2009) defined non-monetary rewards as rewards that do not involve any direct payment and often arise from the work itself, for example, achievement, recognition, responsibility, influence and personal growth. He further asserts they satisfy employee's psychological need for job variety, challenging work, recognition and job satisfaction. According to the City of Harare, Human Capital Department Annual Report (2013) City of Harare offers a wide range of non-monetary rewards which include employee wellness programs like social

sport, recognition, participation in decision making and have study policies and training and development facilities.

2.2.2 Motivation

Rothman and Cooper (2008) defined motivation as a set of energetic forces that originate from both within and outside an individual to initiate work-related behaviour and determine the direction, intensity and duration thereof. According to Pinnington and Edwards (2000) motivation can be described as being "intrinsic" or "extrinsic" in nature and rewards are designed to provide extrinsic or intrinsic motivation or both. Riggio (2009) asserts that intrinsic rewards are derived from the worker's sense of accomplishment and competence at performing and mastering work tasks and from a sense of autonomy or control over one's work. Extrinsic motivation is related to "tangible" incentives such as wages and salaries, fringe benefits, cash bonuses, security, promotion, free dinner or movie tickets.

According to Luthans and Kreitner (1993) non-monetary rewards are an important tools in ensuring motivation in the work place as they are diverse leading to the motivation of employees both intrinsically and extrinsically.Job-related non-monetary incentives such as meaningful work, variety of tasks, more responsibility, teamwork opportunities, training programs, participation in decision-making and flexible working hours may motivate employees intrinsically..

2.3 Previous studies

Several studies have been carried out on the relationship between non-monetary rewards and employee motivation. Studies conducted by Peterson and Luthans (2006) as cited by Coetzee and Shreuder (2010) show that non-financial reward initiatives are aimed at strengthening employee's intrinsic motivation by fulfilling their needs for challenge, responsibility, decision making, variety, social recognition and career opportunities either alone or in conjunction with financial rewards and have a positive impact on performance (Armstrong & Murlis, 1994). Research by Arnolds and Venter (2007) as cited by Coetzee and Shreuder (2010) also suggest that whereas financial and other tangible incentives such as pay, benefits, praise may be motivating in the short term, in the long run, non-financial incentives such as challenging and interesting task and various forms of genuine social reinforcers in the form of formal and

informal organizational rewards contingently administered for performance of the target behavior are more motivating. Moreover, receiving extrinsic rewards only may even result in a decrease in intrinsic motivation on future tasks (Luthans, 2006).

2.3.1 Nature of the reward management system

In a study conducted by Odrakiewicz and Szulc (2012) in Poland at Alpha I Omega as cited by Hayton et al (2012) they found that the organization uses three types of rewards namely base salary, performance based rewards and non-monetary rewards. At Easter and Christmas Alpha I Omega uses monetary and non-monetary rewards for each of their employees. All employees receive equal non-monetary rewards, but monetary rewards are based on individual's performance during the years. For those who show outstanding performance Alpha I Omega offers a special training. The organization's management motivate its employees by enabling them to set their own goals, make decisions and solve problems with their responsibility.

Khan et al (2013) cited by Abdullah & Wan (2013) in a study conducted in Malaysia states that the organizations used base salary and non-monetary rewards to motivate employees. Furthermore, Tausif (2012) cited by Abdullah & Wan (2013) investigated the relationship between non-monetary rewards and job satisfaction among teachers in public schools in Pakistan and postulates that the organization offers both monetary and non-monetary rewards.

In a study conducted on the commercial banks in Kenya by Katua et al (2014) it was found that 78% of the banks in Kenya use both financial and non-financial rewards to motivate employees. Hammermann and Mohnen (2012) conducted a study in German at The Institute for the Study of Labor (IZA) and asserts that the organization offers both monetary and non-monetary rewards.

A study conducted in Tanzania at the Police Force Headquarters by Lameck (2011) states that the organization offers both monetary and non-monetary rewards and employees consider non-monetary incentives among the most important factors that increase their desire to exert more effort in their jobs. Lindhal (1949) as cited by Lameck (2011) conducted a series of researches where employees consistently ranked items such as "full appreciation for work done", "feeling on things", and "interesting work" as being more important to them than the traditional incentives. Furthermore Harunavamwe and Kanengoni (2013) carried out their study in South

Africa among lower level employees in selected retail shops and asserts that .both monetary and non-monetary rewards were used.

Mtazu (2009) conducted a study at Lobels Bread Zimbabwe and put out that the organization uses base pay plus add-ons in the form of benefits or incentives as a way of motivating and retaining its employees. The pay system of Lobels Bread contains certain elements of a total rewards system such as training and development, base pay, benefits, and communication of organisational strategy for success.

Gohari et al (2013) conducted a study in two Malaysian tourism companies and found the companies offered both monetary and non-monetary rewards. Tumwet (2011) on a study he conducted at Kabarak University in Kenya found that the university offers both monetary and non-monetary rewards. The monetary rewards it offers include salary, insurance financing, retirement benefits and performance based rewards.

2.3.2 Reward management system and the felt-fair feeling notion

Agwu (2013) assessed the impact of the fair reward system on employees' job performance among employees of an oil company in Nigeria and conclude that fair implementation of rewards significantly influenced employee job performance.

Mtazu's (2009) research at Lobels Bread Zimbabwe showed that the respondents felt the reward management system was not fairly handled. This indicates discontentment amongst employees. Employees generally compare their salaries and if there is a perceived lack of equity and balance, they are likely to reduce their work input or leave the company.

In a study conducted in Tanzania at the Police Force Headquarters by Lameck (2011) the police officers felt that the rewards were fairly administered but the use of non-monetary incentives especially social and job-related was not at the adequate levels in the organization.

Odrakiewicz and Szulc's (2012) study in Poland at Alpha I Omega as cited by Hayton et al (2012) employees felt that reward management system was fair as employees would receive equitable and fair rewards in line of the contributions they make to the organization. In a study

conducted by Hammermann and Mohnen (2012) at the Institute for the Study of Labor (IZA) employees felt that the reward management system is fair as they perceive their rewards as appropriate according to their accomplishments in the organization.

2.3.3 Non-monetary rewards and motivation and engagement

Mtazu (2009) asserts that Lobels Bread Zimbabwe offers better career and promotion opportunities, recognition, open communication channels within and across departments and challenging tasks. Open communication helps people to understand the need for and management of change, especially in pay structuring. Communication increases commitment of employees to the organization and improves employee engagement.

Khan et al (2013) cited by Abdullah & Wan (2013) in a study conducted in Malaysia at the International Business School University Teknologi asserts that the organization offers recognition, praise, learning opportunities, challenging work and career advancement and these have been found to be an effective tool in motivating workers and consequently increase their performance.

Harunavamwe and Kanengoni (2013) in a study conducted in South Africa among selected retail shops asserts that recognition, decision making and job security have a role to play in the internal motivation of employees.

According to Lameck (2011) the non-monetary rewards available at Tanzania Police Force Headquarters includes promotion, appreciation certificates, writing or verbal thanks, tour offering, medals awards, health services, housing facilities, training scholarship, good working conditions, gift offering and recognition, tour offering, assignments abroad, responsibility and training

According to Katua et al (2014) the commercial banks in Kenya offers flexible working hours, recognition and job security. Recognition have a great influence on the engagement and motivation of employees as it inspires them to know that their contributions are valued and management is confident in their capabilities.

In study conducted by Gohari et al (2013) in two Malaysian tourism companies including Persian Sdn.Bhd and Scicom they found that the two companies offers recognition, responsibility, positive feedback, appreciation and more assertiveness to their employees. In hindsight, recognition is one of the main significant non-financial rewards that are specifically valued by some staffs.

According to Tumwet (2011) Kabarak university offers training and development, creativity at work, organizational goals, challenging tasks, opportunity for personal development, autonomy and responsibility, teamwork, job security, professionally stimulating environment, opportunity to set performance goals, predictable work life, opportunity to lead, training and development and flexible policies as their non-monetary rewards. Hammermann and Mohnen (2012) on a study they conducted at the Institute for the Study of Labor (IZA) in Germany found that the organization offers recognition, career advancement opportunities and personal advancement opportunities.

2.3.4 Employee's general feeling towards the application of non- monetary rewards

Mtazu (2009) postulates that at Lobels Bread Zimbabwe the level of utilization of non-monetary rewards is inadequate as only 35 percent of employees have access to training and development programs, while 34 percent of employees receive performance pay and promotion opportunities and only 20 percent of employees are offered career advancement opportunities. Airoldi (2006) cited by Abdullah & Wan (2013) in a study conducted in Malaysia states that it has been reported that about 70 percent of employers used noncash awards in their organizations. Non-monetary incentives are actually regarded as the most important tools to reward employees.

The study by Harunavamwe and Kanengoni (2013) conducted in South Africa found that recognition is the best motivating factor for lower level employees and that non-monetary rewards have a significant effect on lower-level employees' motivation. Their results have shown that, lower level employees prefer flexible working hours, merit pay and recognition, in particular as the top three motivational rewards. This is an indication to management that monetary rewards one by one combined with non-monetary rewards would deliver better motivational results than monetary compensation alone which might be the case in many firms

According to Lameck (2013) the perceptions of Police officers at Tanzania Police Force Headquarters indicated that the use of non-monetary incentives especially social and job-related is not at the adequate levels in the organization. However most of the responses indicated that the employees are quite positive towards the use of non-monetary incentives in the workplace and can be effective in motivating them and can be used to complement monetary incentives

According to Katua etal (2014) in a study they conducted in the commercial banks in Kenya found that employees perceive the application of non-monetary rewards as inadequate as only 4% mentioned that the organization offers non-monetary rewards. According to Hammermann and Mohnen (2012) employees feel that the level of application of non-monetary rewards is inadequate. According to Tumwet (2011) employees at Kabarak university in Kenya perceive the application of non-monetary rewards as adequate.

2.4 Theoretical framework

According to Coetzee and Shreuder (2010) the key purpose of a reward system is the motivation of employees. Managers and industrial psychologist rely on theories of work motivation to understand better the needs of employees. According to Rothman and Cooper (2008) theories of motivation can be classified as content and process theories. Content theories try to explain what motivates people while process theories try to explain the process which plays a role in motivated behavior. The Content theories are Maslow's hierarchy of needs, Herzberg's Two Factor theory, Alderfer's needs theory and McClelland theory. The process theories are Equity theories and Expectancy theory. This study will focus on Maslow's Hierarchy of needs and Herzberg's Two Factor theory.

2.4.1 Hierarchy of needs theory

Rothman and Cooper (2008) asserts that one of the first theories that describe behaviour as being directed toward the satisfaction of human needs is the hierarchy of needs theory by Abraham Maslow. His theory is a theoretical foundation for many of need based approaches to motivation.

According to Pinnington and Edwards (2000) Maslow states that people are motivated to satisfy their needs and those needs can be classified into the following five categories that are in an

ascending hierarchy: Physiological needs, security needs, social needs, esteem and self-actualization needs. The first three are characterized as lower level needs while the last two are higher order needs. Pinnington and Edwards (2000) further alludes that physiological needs are the basic biological needs like air, water, food and shelter at the workplace physiological needs include clean air and a base salary to guarantee survival. Safety needs are the needs for security and protection from danger, at the workplace safety needs include safe jobs, fringe benefits and job security.

According to Pinnington and Edwards (2004) social needs include the opportunity to develop close friendships and give help to other people. Maslow's theory proceeds from the very basic group one and two to a cluster of higher social needs that is groups three, four and five. Pay satisfies lower order needs such as the physiological and safety needs. Therefore it has little or no motivating effect upon the typical work situation where these basic needs are satisfied already as employees prefer ego-satisfactions such as prestige, power, recognition, security and individual treatment.

Rothman and Cooper (2008) further asserts that esteem is the desire for respect, which is affected by the person's standing reputation, his need for attention, recognition, achievement and appreciation at the workplace esteem needs include the need for recognition, an increase in responsibility, high status and appreciation for contributions to the organization. Self-actualization refers to the desire for self-fulfilment, it is a drive for individuals for self-development, creativity and job satisfaction. They include providing training programs for employees and giving them responsibility and autonomy helps employees towards self-actualization. The present study will also help to understand whether employees at City of Harare have moved beyond the basic physiological and security needs as primary motivators.

2.4.2 Herzberg's two factor theory

According to Cartwright and Cooper (2008) Herzberg put forward two factor theory which looks at hygiene factors and motivators as elements which influence people's behaviour to perform better. According to Pinnington and Edwards (2000) hygiene factors refer to the presence or absence of job de-satisfiers for instance salary, status and company policy. Hygiene factors do

not themselves contribute job satisfaction and motivation of employee but they are maintenance factors which when reduced can lead to dissatisfaction.

According to Rothman and Cooper (2008) motivators are job-related practices such as assignment of challenging jobs, achievement, work itself, recognition, responsibility, advancement and opportunities for growth in the job. They further alludes that when motivators are absent, workers are neutral towards work, but when motivators are present, workers are highly motivated to excel at their work. Based on the arguments of the theory, adequate hygiene factors should be provided to meet the basic needs of employees and to prevent dissatisfaction with the job. In addition to this, motivators that are intrinsic to the work itself should be integrated to the process to meet higher-level needs and drive employees towards greater achievement and satisfaction.

The two factor theory supports non-monetary rewards as a motivational tool. It states that employees are motivated by the assignment of challenging jobs, achievement, recognition, responsibility and opportunities for growth in the job which can motivate employees intrinsically. According to the theory, it is expected that employees would be motivated by job-related and social non-monetary incentives and would need monetary incentives and other environmental factors to avoid dissatisfaction with the job. The study proposes that non-monetary incentives, whether tangible, social or job-related, may be considered as the tool that is most appropriate for the motivation of employees.

2.5 Knowledge gap

The researcher observed that all the previous researches done on the relationship between non-monetary rewards and employee motivation were carried out in developed countries and not even a single study was done in developing countries like Zimbabwe and Zambia so it is the intention of this research to undertake the research study to establish whether there is a correlation between non-monetary rewards and employee motivation in Zimbabwe. Despite the overwhelming research on the effects of non-monetary rewards in private organisations, very few researchers, if any have investigated the case for local authorities in Zimbabwe. Particularly in Zimbabwe, the literature on the motivation of employees as well as the effects of incentives is

quite inadequate. There is hardly any research on these topics. This study therefore intends to explore the attitudes of employees towards non-monetary rewards.

Even though there are studies that have been conducted on the relationship between non-monetary rewards and employee motivation there is still need to do an empirical study to ascertain the felt-fair feeling of employees on the implementation of these non-monetary rewards as employee motivating factors.

It is however the goal of this study to examine on the actual relationship between non-monetary rewards and employee motivation.

2.6 Chapter summary

To sum up, one can argue that the chapter managed to reveal what other authors and researchers are saying about non-monetary rewards and employee motivation. The chapter provided a theoretical framework that will be used to answer the research questions provided in chapter one. Finally the chapter looked at the author's observation on the knowledge gap. The next chapter will be looking at the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter is going to demonstrate on the research methodology that the researcher will use in the study. The chapter will look at the research design, population, sample, research instruments, data collection procedures, and data presentation and analysis procedures.

3.2 Research approach

The current research will adopt a quantitative type of methodology using a correlational design. Quantitative methodology has a number of advantages over qualitative methodology, especially on issues to do with objectivity, reliability and validity. It is therefore, important to briefly explain what quantitative research methodology entails as well as highlighting its advantages.

Coolican (2004) asserts that quantitative data is about quantities of things. Quantitative research aims at explaining data which is numerically analysed. They are numbers, raw scores, means and standard deviations. According to Breakwell et al (2006) quantitative research examines empirical data rather than theoretical contributions and asserts that findings need to be configured in a statistical form that is comparable and the constructs under examination must be the same or similar.

Quantitative data enables a systematic review which will allow the field to be comprehensively studied and in this way the researcher will know how much of a new trial will add to knowledge. Coolican (2004) further alludes that a pure quantitative position rejects qualitative approaches and believes that measurement is fundamental to scientific activity and that without it concepts and statements are meaningless. Methods that are tighter and more rigorous give rise to more reliable and internally valid data, replicable effects and a claim to greater objectivity.

Quantitative research has distinct advantages. Coolican (2004) notes that quantitative research gives a clear view of typical scores and range. In addition, it has been noted that this type of

design can be used to test well defined hypothesis, can be analysed statistically and can be generalised from sample to population.

3.2.1 Research design

The correlational design will be used to determine whether there is a relationship between non-monetary rewards and motivation of City of Harare employees. According to Coolican (2004) correlation is the measurement of the extent to which pairs of related issues on two variables tend to change together or covary. If motivation of employees tends to increase with the administration of non-monetary rewards then the correlation is positive. If the relationship is inverse it is a negative correlation. A lack of relationship is signified by a value close to zero.

Calculations for correlation will be done using Pearson product moment correlation. Correlational studies can be carried out in natural 'real life' settings and so tell us a good deal about peoples normal behavior. Correlational designs look to see if there is any systematic relationship between non-monetary rewards and employee motivation. The aim is to show that levels of one variable are associated with levels of another. Correlational approach require analyses that detect associations between variables where neither variable is necessarily the dependent or independent variable.

3.3 Population

According to Jennings (2001) a population refers to all the subjects or study units that are the focus of a research project. In this study the population is the employees of City of Harare. The total population of City of Harare is 6453employees. Of the 6453 employees at least 41employees are managerial and about 60hold junior supervisory post whereas the rest are ordinary employees. The sample size for the study is 363 participants and this sample is more representative of the total population. The study will focus on two groups of employees that is the managerial team and their subordinates.

3.4 Sample size

Jackson (2012) defined a sample as a group of people who participate in a study. Any member of the defined population can be included in a sample. The sample size will be three hundred and sixty three participants. The number of participants was obtained using the Raosoft sample size calculator with 95% level of significance and 5% margin of error.

3.5 Sampling procedure

As the selection of respondents is highly important for the quality and result of the study, efforts are made to locate the most appropriate people to speak to within the company. The researcher will use stratified random sampling technique to ensure proper representation of the population. The researcher will use the departments as the strata and within the department the employees will be stratified as management and non-management. As noted by Jackson (2012) stratified random sampling is a sampling technique designed to ensure that subgroups or strata are fairly represented. Breakwell et al (2006) further highlighted that stratification divides the sample into separate subgroups and then selects random samples from within each group. These subsamples are then combined to form a complete issued sample. In distributing questionnaires to the ordinary employees, the researcher will use the convenience sampling technique.

According to the City of Harare Rationalization exercise (2014) by Dr Chingombe the Human Capital Director of the organization, City of Harare has six departments, 6453 employees, thirty five being the senior management and six top executives. In the ordinary strata, that is from all the six departments the researcher will randomly select 360 participants from the 6453 employees and 3 from the management using convenience sampling. Finally the total sample size will be 363 participants. The number of the management and general employees who will be participating in the study was found after calculating the probability of finding a manager and an ordinary employee from the total sample.

3.6 Research instruments

The researcher will use questionnaires as research instruments. The self-completion questionnaire will be used to gather data from subordinates and the managers. According to Coolican (2009) a questionnaire is a systematic list of questions that the informants or respondents fill out for themselves. A questionnaire is designed to draw out information from

people in a manner which allow the researcher to make generalizations about the topic. The closed ended format questionnaire is used in a quantitative research, where the answers are guided such as yes or no answers. These questions have the advantage that they are easy to compile, they reduce ambiguous answers and reduces the number of coding errors. The researcher found the use of the self-completion questionnaire appealing because it enabled the researcher to obtain factual information more easily than would be obtained using any other method.

The use of questionnaires will enable the researcher to distribute as many of them as possible at almost the same time. This would have been very difficult if, for example, interviews had been used and some respondents naturally prefer to let their opinions in conditions of privacy, and the questionnaire is one such method that allows the respondents to offer their responses during their spare time and privacy. The ethical consideration that will be taken into practice in the distribution of questionnaires is informed consent and confidentiality. In this study, the researcher will use a self-administered questionnaire with items to measure the two variables, non-monetary rewards and employee motivation.

3.7 Data collection procedure

The researcher will use self-administered questionnaires to gain information on whether there is a relationship between non-monetary rewards and motivation among City of Harare employees. In administering the questionnaire the researcher will distribute a total of 363questionnaire sheets to employees in their respective departments. The purpose of the study will be explained to the respondents before they fill in the questionnaire. The researcher will also assure the participants on how confidential their information will be treated. Each returned questionnaire will be given a case number and the data will be sorted and coded for consistency, accuracy and completeness. The research will end by the researcher thanking the participants for devoting their time to participate in the study.

3.8 Data presentation and analysis procedures

The data obtained will be presented in the form of either tables, graphs or pie charts. Analysis of data will be done where all inferential statistical data gathered will be analyzed using the Pearson Product moment correlation to establish the relationship between the two variables. The Pearson

correlation is preferred because the responses will be based on a Likert scale. In the calculations, all the responses obtained from each respondent will be summed. The obtained values will be used for making the correlations. Pearson's product moment correlation tell us a good deal about people's normal behavior, they look to see if there is any systematic relationship between non-monetary rewards and employee motivation. The aim is to show that the levels of one variable are associated with levels of another.

The formulae used to calculate the Pearson product moment correlation is as follows:

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Where

X is the independent variable in this case non-monetary rewards

Y is the dependent variable that is motivation

N = the number of respondents in this case 305 respondents

3.9 Ethical consideration

Coolican (2009) defined research ethics as the appropriateness of the researcher's behavior in relation to the rights of those who become the subject of your work or affected by it. The research will be carried out after establishment of informed consent which according to Goodwin and Goodwin (2014) refers to the notion that in deciding to participate in psychological research, human participants should be given enough information about the study's purpose and procedures to decide if they wish to volunteer. Shaughnessy et al (2009) further asserts that researchers are ethically obligated to describe the research procedures clearly, identify any aspects of the study that might influence individual's willingness to participate and answer any questions participants have about the research.

To make the research morally acceptable, the researcher will consider the issue of confidentially and privacy of the respondents' opinions, reveal her true identity and gave her informed consent before an investigation began and sought institutional approval from the relevant authorities.

3.9 Chapter summary

To sum up, the chapter was able to deal with all its major concerns. The chapter highlighted on the research design to be used, the target population, the sampling procedures, techniques, the research instruments, data collection procedures, data presentation and analysis procedures and ethical considerations. The next chapter will look at Data Presentation, Analysis and Interpretation.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The chapter is concerned with how all the gathered data is presented, analyzed and interpreted. It starts with a description of the respondents that is demographic characteristics in terms of response rate, gender, age and educational qualifications. Data is presented in the form of tables, graphs and pie charts. The chapter will then look at data analysis and interpretation.

4.2 Presentation of the research instrument

Table 1 Research response rate

Group of respondents	Questionnaire sheets sent	Questionnaire sheets returned
Management	3	3
Non-management	360	302
Total	363	305

Response rate = (305/363) * 100 = 84 %

In the presentation of data, responses to be used are from a total of 305 respondents. Therefore N = 305. The term frequency was used to refer to the number of respondents who responded to an item.

Appendix 2: Non-monetary rewards – employee motivation questionnaire

4.2.1 Presentation of demographic data

4.2.1.1 Gender distribution chart

N = 305
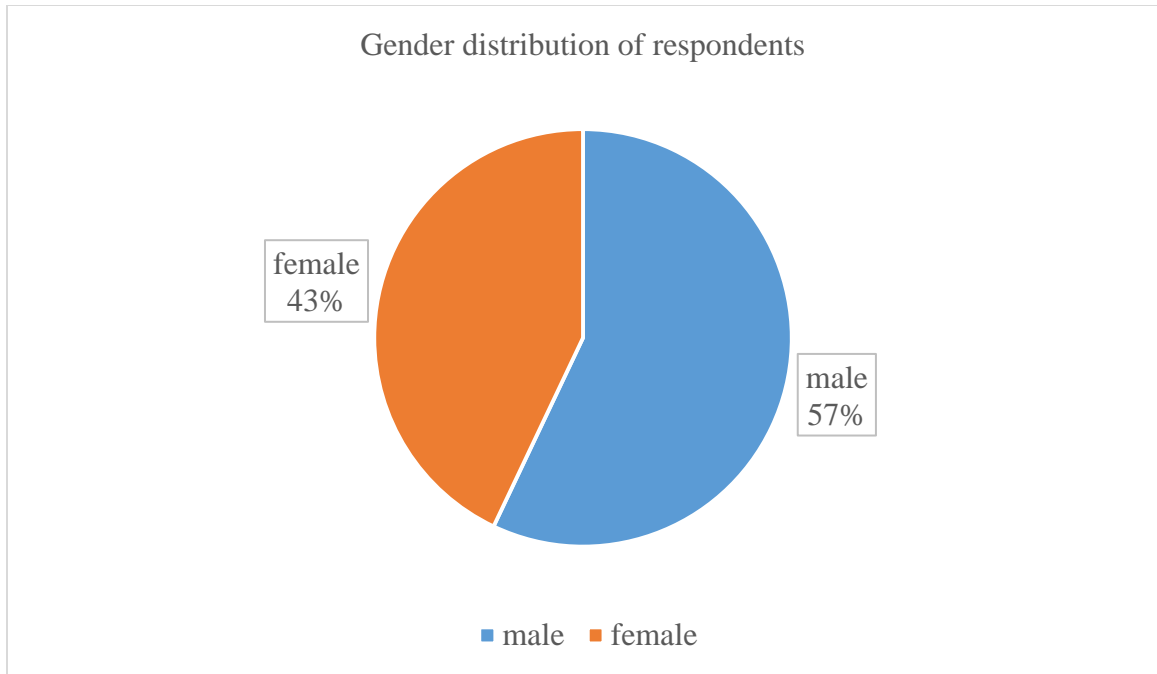
Figure 1

Figure 1 represents the distribution of respondents based on their gender. The majority of the respondents that is 57% were male respondents while female respondents were 43%. The number of males and females who participated in the research study were 174 and 131 respectively. This reflects a relatively fair representation of each gender population.

4.2.1.2 Job position distribution scale

N = 305

Table 2

Job Position	Frequency
Human Capital and Public Safety	97
Amenities	36
Engineering and Works	45
Finance	62
Town Clerk	30
Information Technology	35

Table 2 shows the distribution of respondents based on their job positions and departments. The majority of the respondents that is 97 work in the Human Capital and Public Safety department whilst Finance constitute the second largest group of respondents with 62. 45 are from the Engineering and works department whilst 36 are from the Amenities department. 35 respondents are from the Information Technology department and 30 are from the Town Clerks department. This shows fair representation of each department within the study.

4.2.1.3 Age groups of respondents

N = 305
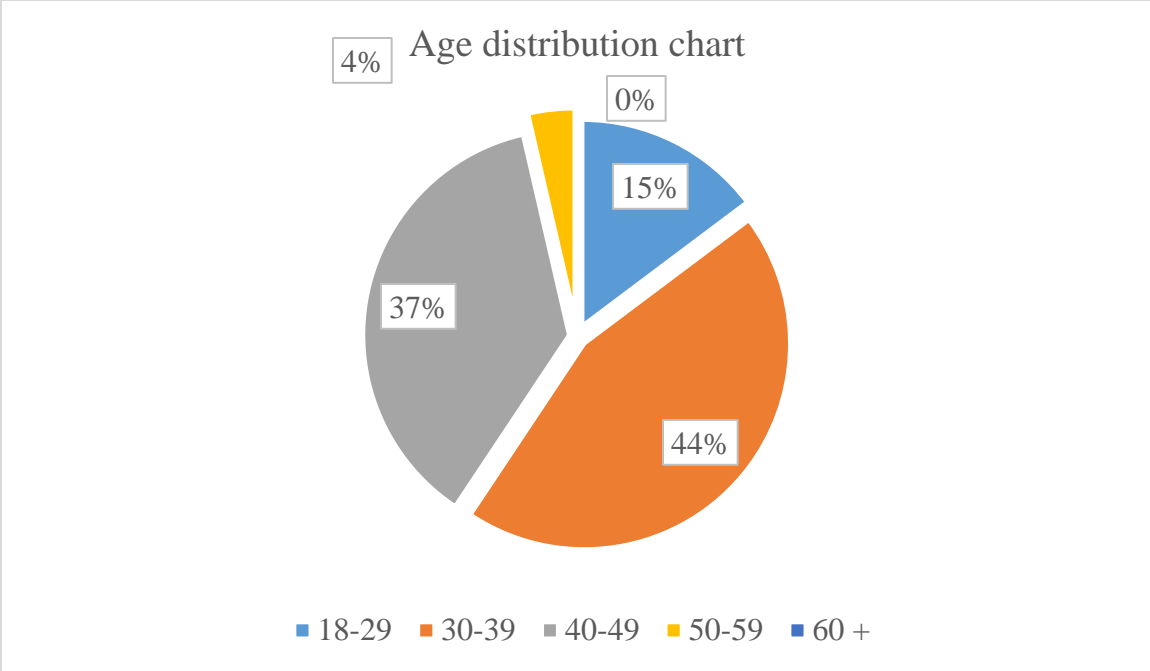
Figure 2

Figure 2 above shows the age distribution of respondents. Most of the respondents fall between the age ranges of 30-39 years. 37% are aged between 40- 49 and 15 % fall between the age ranges of 18-29 years. The smallest group is that which ranges from 50-59 years and were represented by a 4 %. There was no one between the age of 60 and above. This was due to the fact that when the organization conducted its 2014 rationalization exercise, it made all employees who were between the age of 60 and above to retire and comply with the employee retirement policy. Most of the respondents are also economically active.

4.2.1.4 Educational Qualifications

N = 305

Table 3

Educational Qualification	Frequency %
O' level	18,7 %
A' level	29,5%
Professional Qualification	48,2 %
Non	3.6 %

Table 3 above illustrates the distribution of the respondents based on their educational qualifications. The majority of the employees possess at least a professional qualification as indicated by a 48,2 % on the table above. 29,5% are holders of Advanced level certificates and 18,7 % are holders of Ordinary level general certificates. 3,6 % have no qualification at all. Therefore one can say that the majority of the respondents have at least an educational background.

4.2.1.5 Employee Tenure

N = 305
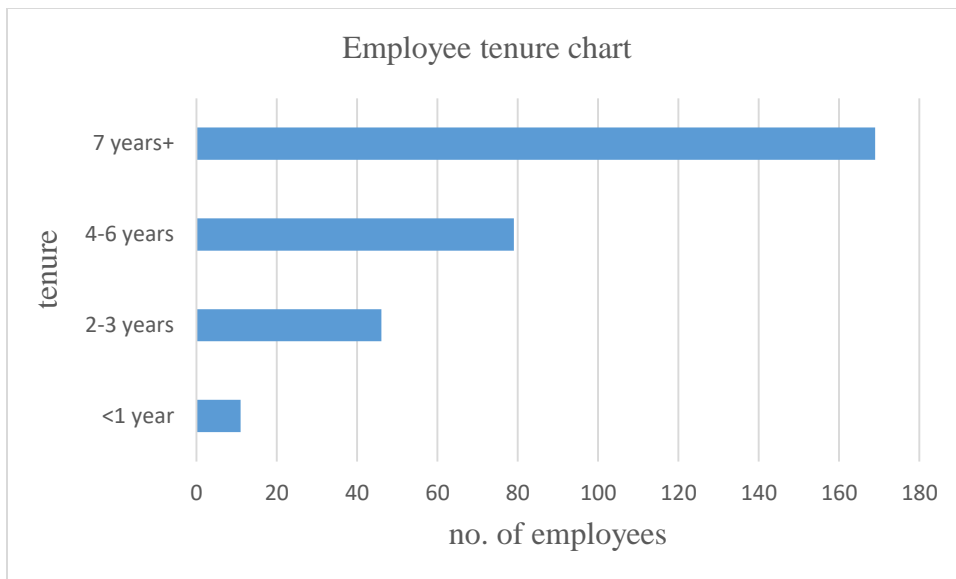
Figure 3

Figure 3 shows that most of the respondents have worked for the organization for more than 7 years as indicated by 169 employees whilst 79 respondents have served for a period between 4-6 years. This is an indication of employee engagement, because an engaged workforce stays longer in the organization. 46 respondents have worked for the organization for two to three years and 11 respondents have been with the organization for less than a year.

4.2.2 The nature of the reward management system being implemented by City of Harare

The researcher sought to investigate the nature of the reward management system currently being implemented by City of Harare through asking the following question on the questionnaire thus, which rewards have you received at your workplace. The answers were categorized as monetary only and monetary and non-monetary. The responses to the question are presented in the chart below.
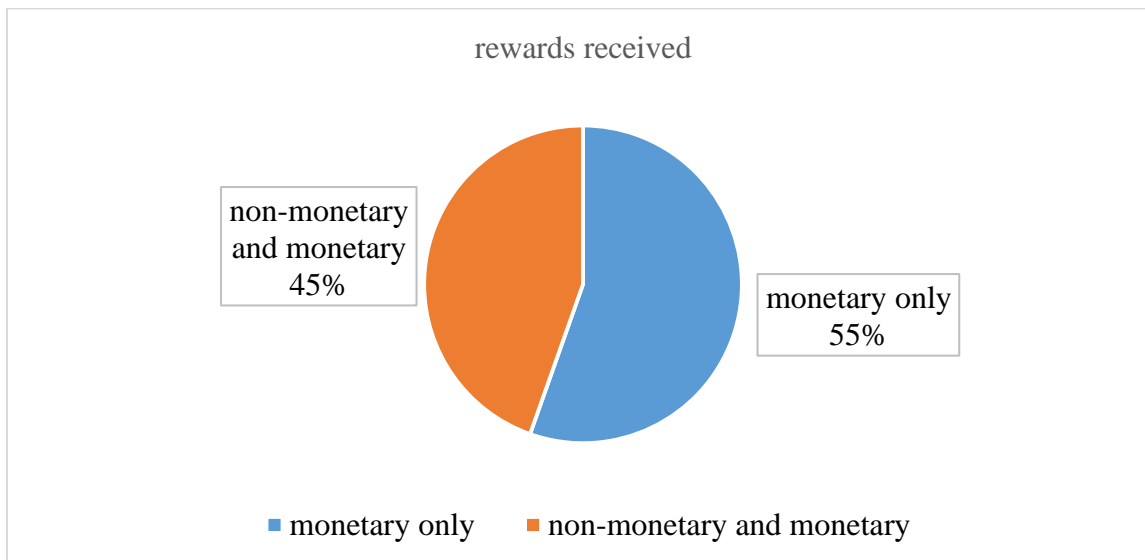
Figure 4

Figure 4 shows that most of the respondents have received monetary rewards only as indicated by 55% whilst 45 % have received both monetary and non-monetary rewards. However from the findings it can be noted that the organization offers both monetary and non-monetary rewards.

4.2.3 Reward management system and the felt-fair feeling notion

The researcher sought to find out whether the reward management system at City of Harare subscribe to the felt-fair feeling notion. A question was administered thus I feel that the rewards

are fairly administered. The answers were based on a Likert scale which ranges from strongly disagree to strongly agree. The responses are tabulated below.

Table 4

Responses	Frequency	Percentage
Strongly disagree	23	7,5%
Disagree	124	40,7%
Not sure	68	22,3%
Agree	79	25,9%
Strongly agree	11	3,6%

In response to the item the majority of the employees feel that the rewards are not fairly administered as 7,5% strongly disagreed to the statement whilst 40,7% disagreed. 22,3% of the respondents are not sure on whether non-monetary rewards are being fairly administered whilst 25,9% of the respondents feel that the rewards are fairly administered and only a few that is 3,6% strongly agreed. From the above it can be noted that the reward management system does not subscribe to the felt-fair feeling notion as the majority of the employees feel that the rewards are not fairly administered.

4.2.4 Non-monetary rewards and motivation and engagement

The researcher intended to find out the non-monetary rewards which are being implemented by City of Harare and find out whether they have an effect on the motivation and engagement of employees. Several questions were administered to answer this question thus on the first question the respondents were asked to indicate the non-monetary rewards they have received in the organization from the list given and a provision for the other not listed was also provided. To further on this, questions were also asked on whether the employees enjoy the non-monetary rewards they have received, this question covered such factors as feedback, career advancement opportunities, effective communication channel, responsibility and autonomy, job security, skills

training, decision making, learning opportunities and employee wellness and health programs. The respondents were also asked on whether the non-monetary rewards they have received have an effect on their motivation and engagement. The responses to the questions are tabulated below.

Table 5 showing the non-monetary rewards received by employees

Feedback	158
Recognition	79
Career advancement opportunities	79
Job security	147
Positive work environment	79
Effective communication channel	34
Responsibility and autonomy	45
Skills training	124
Decision making	79
Learning opportunities	192
Employee wellness and health programs	45
Other	-

Table 5 shows that the majority of the respondents indicated that they have learning opportunities as indicated by 192 respondents. 158 respondents indicated that they receive feedback whilst 147 respondents indicated that they have job security. Of the 305 respondents 124 indicated that they received skills training whilst 79 respondents indicated that they are

recognized. 79 respondents indicated that they have career advancement opportunities whilst 79 respondents indicated that they have a positive work environment and 79 indicated that they participate in decision making. 45 respondents indicated that they have responsibility and autonomy over their work and 45 respondents indicated that they enjoy the employee wellness and health programs at their work place and 34 indicated that they enjoy the communication channel at the organization. From the above it can be noted that all the listed non-monetary rewards are implemented at the organization but they are not accessed by every employee.

4.2.5 Presentation of questions on whether respondents received the non-monetary rewards

4.2.5.1 Feedback on work done

N= 305

I get sufficient feedback about how well I am doing.

Table 6

Responses	Frequency	Percentage
Strongly disagree	67	22%
Disagree	89	29%
Not sure	24	8%
Agree	101	33%
Strongly agree	24	8%

Most of the respondents disagreed to the item that I get sufficient feedback about how well I am doing as 29% disagreed whilst 22% totally disagreed. 8% were not sure on whether they get sufficient feedback for their work. However 33% agreed that they get sufficient feedback about how well they are doing their work and 8% strongly agreed. In short it can be noted that the majority of the employees do not get sufficient feedback about how well they are doing their work.

4.2.5.2 Opportunity for career growth

N = 305

I have a clear career path and an opportunity for career growth

Table 7

Response	Frequency	Percentage
Strongly disagree	34	11%
Disagree	79	26%
Not sure	34	11%
Agree	113	37%
Strongly agree	45	15%

37% of the respondents agreed that they have a clear career path and an opportunity for career growth whilst 15% strongly agreed.11% were not sure on whether or not they have an opportunity for career growth.26% disagreed whilst 11% strongly disagreed to the item that they have a clear career path and an opportunity for growth.

4.2.5.3 Employee satisfaction with the communication channel

N = 305

I am satisfied with the communication channel at the organization

Table 8

Responses	Frequency	Percentage
Strongly disagree	56	18,3%
Disagree	136	44,6%
Not sure	45	14,8%

Agree	45	14,8%
Strongly agree	23	7,5%

45% of the respondents in the study showed that they were not satisfied with the communication channel in the organization as they disagreed whilst 18% totally disagreed. 15% of the respondents were not sure on whether they were satisfied or not. On the other hand 15% agreed that there are satisfied with the communication channel in the organization whilst 7% strongly agreed. In short most of the respondents that is 63% were not satisfied with the communication channel in the organization.

4.2.5.4 Responsibility and autonomy

N = 305

I enjoy the responsibility and autonomy I have over daily work schedule

Table 9

Response	Frequency	Percentage
Strongly disagree	21	7%
Disagree	58	19%
Not sure	24	8%
Agree	156	51%
Strongly agree	46	15%

Table 9 shows that the majority of the employees enjoy the responsibility and autonomy they have over their daily work as 51% agreed and 15% strongly agreed. 8% were not sure on whether they have responsibility and autonomy over their work. 19% disagreed and 7% strongly disagreed to the item meaning that they do not enjoy the responsibility and autonomy over their daily work schedule.

4.2.5.5 Opportunity to improve job related skills and knowledge

N = 305

I am given an opportunityto improve my job related skills and knowledge

Table 10

Responses	Frequency	Percentage
Strongly disagree	46	15%
Disagree	46	15%
Not sure	67	22%
Agree	88	29%
Strongly agree	58	19%

Most of the respondents are in agreement to the item that they are given an opportunity to improve their job related skills as 29% agree whilst 19% strongly agree. 22% are not sure on whether or are given an opportunity to improve their job related skills and 15% strongly disagreed. From the above it can be noted that the majority of the respondents feel that they are given an opportunity to improve their job related skills.

4.2.5.6 Employee's involvement in goal setting and decision making

N = 305

   I am involved in goal setting and decisions that affect my work

Table 11

Responses	Frequency	Percentage
Strongly disagree	113	37%
Disagree	101	33%

Not sure	9	3%
Agree	58	19%
Strongly agree	24	8%

Table 11 shows that 37% disagreed to the item that they are involved in goal setting and decisions that affect their work whilst 33% strongly disagreed. 3% were not sure on whether or not they were involved in setting goals that affect their work. 19% however agreed to the statement that they were involved in decisions that affect their work and 8% strongly agreed that they participate in setting goals and making decisions that affect their work. From the above it can be noted that the majority of the employees are not involved in setting goals and making decisions that affect their work.

4.2.5.7 Learning Opportunities

N = 305

I enjoy the learning opportunities at my workplace

Table 12

Responses	Frequency	Percentage
Strongly disagree	12	4%
Disagree	67	22%
Not sure	25	8%
Agree	146	48%
Strongly agree	55	18%

48% of the respondents agreed that they enjoy the learning opportunities at their workplace and 18% strongly agreed. Only 8% of the respondents were not sure on whether they enjoy the learning opportunities at the workplace. 22% disagreed and 4% strongly disagreed on the item of

enjoying learning opportunities at their workplace. Hence one can say that the majority of the respondents enjoy the learning opportunities at the organization.

4.2.5.8 Employee wellness and health programs

N = 305

I enjoy the employee wellness and health programs at my workplace

Table 13

Responses	Frequency	Percentage
Strongly disagree	79	26%
Disagree	125	41%
Not sure	12	4%
Agree	67	22%
Strongly agree	22	7%

Table 13 shows that the majority of the employees do not enjoy the employee wellness and health programs at their workplace as 44% disagreed whilst 28% strongly disagreed. 4% were not sure on whether they enjoy the employee wellness and health programs at their workplace. 22% however agreed that they enjoy the employee wellness and health programs at their workplace and 7% strongly agreed. From the above it can be noted that most of the respondents do not enjoy the employee wellness and health programs at their workplace.

Table 14 showing whether the non-monetary rewards received at City of Harare have an effect on the motivation and engagement of employees

Responses	Frequency
Yes	283
No	23

From the table it can be noted that the majority of the respondents indicated that the non-monetary rewards they received have an effect on their motivation and engagement as indicated by 283 participants. Only a few that is 23 participants indicated that the above non-monetary rewards do not have an effect on their motivation and engagement.

4.2.6 Presentation of questions on whether the received non-monetary rewards motivates the respondents

4.2.6.1 Feedback as a motivating factor

N = 305

    *I am motivatedby positiv*e *feedback*

Table 15

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	226	74,1%
Strongly agree	79	25,9%

Table 15 shows that all the respondents are motivated by positive feedback as 74,1% agreed whilst 29,9% strongly agreed.

4.2.6.2 Career advancement as a motivating factor

N = 305

    If I get career advancement I will be motivated

Table 16

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	158	51,8%
Strongly agree	147	48,2%

From Table 16 all employees agreed that they are motivated by career advancement as 51,8% agreed whilst 42,8% strongly agreed.

4.2.6.3 Communication channel as a motivating factor

N = 305

> *Having an internal communication channel is what it takes to bring about a motivated workforce*

Table 17

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	34	11,2%
Not sure	23	7,5%
Agree	169	55,4%
Strongly agree	79	25,9%

From table 17 the majority of the respondents agreed to the item that an effective communication channel bring about a motivated workforce as 55,4% agreed while 25,9% strongly agreed. 7,5% were however not sure and 11,2% disagreed.

4.3.6.4 More responsibility motivates me to higher performance

N = 305

Table 18

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	34	11,2%
Not sure	22	7,2%
Agree	147	48,2%
Strongly agree	102	33,4%

Table 18 shows that the majority of the respondents are motivated by having responsibility over their work as 48,2% agreed and 33,2% strongly agreed. 7,2% were not sure on whether responsibility motivates them whilst 11,2% disagreed with the item.

4.2.6.5 Skills training as a motivating factor

N = 305

Skills training provide me with confidence to put more effort to perform better in my job

Table 19

Response	Frequency	Percentage

Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	215	70,5%
Strongly agree	90	29,5%

Table 19 shows that all the respondents agreed to the item that skills training provides them with the confidence to put more effort to perform better as 70% agreed and 30% strongly agreed.

4.2.6.6 Participation in decision making as a motivating factor

N = 305

If I participate in decision making I will be motivated

Table 20

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	192	63%
Strongly agree	113	37%

Table 20 shows that respondents consider participation in decision making as a motivating factor. 63% agreed whilst 37% strongly agreed.

4.2.6.7 An opportunity to learn as a motivating factor

N = 305

If I get an opportunity to learn I will be motivated

Table 21

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	260	85,2%
Strongly agree	45	14,8%

All the respondents agree to the item that an opportunity to learn help them continuously improve performance as 85% agreed and 15% strongly agreed.

4.2.6.8 Positive work environment

N = 305

Having a positive work environment motivates me to perform well on my job

Table 22

Response	Frequency	Percentage
Strongly disagree	11	3,6%
Disagree	11	3,6%
Not sure	11	3,6%
Agree	169	55,4%
Strongly agree	103	33,8%

169 respondents agreed to the item that having a positive environment motivates me to perform well on my job and 103 respondents strongly agreed to the item. 11 respondents were not sure on

whether a positive environment motivates them to higher performance. 11 respondents also disagreed and the other 11 strongly disagreed. From the above it can be noted that the majority of the respondents are motivated by a positive work environment to perform better.

4.2.7 Employee's general feeling towards the application of non-monetary rewards

The researcher sought to find out the employee's general feeling towards the application of non-monetary rewards at City of Harare. To answer this question two questions were administered thus I am satisfied with the application of non-monetary rewards and the non-monetary rewards at City of Harare are adequate. The responses were based on a Likert scale and ranges from strongly disagree to strongly agree and the results are tabulated below

4.2.7.1 I am satisfied with the application of non-monetary rewards
Table 23

Response	Frequency	Percentage
Strongly disagree	101	33%
Disagree	101	33%
Not sure	46	15%
Agree	46	15%
Strongly agree	11	4%

Table 23 shows that the majority of the employees are not satisfied with the application of non-monetary rewards as 33% disagreed to the item that I am satisfied with the application of non-monetary rewards and 33% strongly disagreed.15% were however not sure on whether they were satisfied with the application of non-monetary rewards. 15% agreed that they were satisfied with the application of non-monetary rewards and 4% strongly agreed.

4.2.7.2 Non-monetary rewards at City of Harare are adequate

Table 24 showing employee's responses on whether the non-monetary rewards at City of Harare are adequate

Responses	Frequency
Strongly disagree	113
Disagree	124
Not sure	23
Agree	45
Strongly agree	0

The majority of the respondents disagreed to the item that the non-monetary rewards at City of Harare are adequate as 113 strongly disagreed whilst 124 disagreed. 23 respondents were not sure on whether the non-monetary rewards are adequate or not. Only 45 respondents agreed that the non-monetary rewards at City of Harare are adequate. From the above it can be noted that the employees are not satisfied with the application of non-monetary rewards and they feel that the non-monetary rewards at City of Harare are inadequate.

4.3 Statistical analysis

Table 25 showing results of the correlation between non-monetary rewards and employee motivation and the p-value

Correlations

		nonmonetary	motivation
nonmonetary	Pearson Correlation	1	.380[**]
	Sig. (2-tailed)		.000
	N	305	305
motivation	Pearson Correlation	.380[**]	1
	Sig. (2-tailed)	.000	
	N	305	305

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

The relationship between non-monetary rewards and employee motivation was explored using Pearson product moment correlation coefficient (r). The results as indicated by table 4.3.1 above imply that there is a statistically weak and positive relationship between non-monetary rewards and employee motivation: r = 0.380, P< 0,01. This suggest that as one variable increases the other variable also increases. The (r) for the two variables is above 0,30 set by Cohen (1988) implying that the association of the two variables has a medium effect.

4.4 Chapter summary

To sum up, the chapter was able to answer all the research questions and the gathered data, was presented in form of either tables or charts. The data was analyzed and interpreted and the relationship between the two variables was established.

CHAPTER FIVE

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter rests its focus on the discussion of findings, conclusions and recommendations. The discussion will be done in relation to the research questions, related research studies and the

theoretical framework. Conclusions from the study will be highlighted as well as recommendations and areas of further research.

5.2 Review of methodology

The major aim of this study was to explore on the relationship between non-monetary rewards and employee motivation among employees at City of Harare, find out the nature of the reward management system being used by City of Harare, establish whether the reward management system subscribes to the felt-fair feeling notion, find out the non-monetary rewards being implemented by City of Harare and whether they have an effect on employee motivation and engagement of employees and to establish the employees' general feeling towards the application of non-monetary rewards at City of Harare. The research was a correlational study. Participants were drawn using stratified random sampling and convenience sampling within the six department and (n = 305).

5.3 Discussion of research question one

The first research question the study attempted to address was:

What is the nature of the reward management system currently being implemented by City of Harare?

5.3.1 The nature of the reward management system being implemented by City of Harare

From the literature review it was found that the organizations used both monetary and non-monetary rewards. For instance in a study conducted by Odrakiewicz and Szulc (2012) in Poland at Alpha I Omega as cited by Hayton et al (2012) they found that the organization uses three types of rewards namely base salary, performance based rewards and non-monetary rewards. These results are comparable with the findings of the current study where it was found that City of Harare offers both monetary and non-monetary rewards as 55% of the respondents indicated that they have received monetary rewards only whilst 45 % indicated that they have received both monetary and non-monetary rewards. However from the findings it can be noted that the organization offers both monetary and non-monetary rewards to motivate its employees.

Furthermore, a study conducted in Tanzania at the Police Force Headquarters by Lameck (2011) states that the organization offers both monetary and non-monetary rewards and employees consider non-monetary incentives among the most important factors that increase their desire to

exert more effort in their jobs. This is also in line with the current study where employees indicated that they are motivated by feedback, career advancement opportunities, effective communication channel, recognition, responsibility and autonomy, job security, skills training, decision making, learning opportunities and employee wellness and health programs. It is however important to note that in this current study nothing has been said about performance based rewards indicating a gap between the current study and previous studies.

Explaining the findings using Maslow's hierarchy of needs theory it can be argued that employees first seek to fulfil their physiological needs such as food and shelter and these are lower level needs which can be satisfied by monetary rewards and once these physiological needs are met employees are motivated to fulfil the higher order needs like social, esteem and self-actualization needs. Therefore a combination of both monetary and non-monetary rewards will bring about a motivated workforce as both the lower and higher order needs will be satisfied.

5.4 Discussion of research question two

The second research question the study attempted to address was:

Does the reward management system subscribe to the felt-fair feeling notion?

5.4.1 Reward management system and the felt-fair feeling notion

Agwu (2013) asserts that fair implementation of rewards significantly influence employee job performance. From the results of this study it was found that the reward management system does not subscribe to the felt-fair feeling notion. The majority of the respondents feel that the rewards are not fairly administered as 7,5% strongly disagreed to the item that, "I feel that the rewards are fairly administered" whilst 40,7% disagreed, 22,3% of the respondents were not sure on whether non-monetary rewards are being fairly administered whilst 25,9% of the respondents feel that the rewards are fairly administered and only a few that is 3,6% strongly agreed.

These findings are in contrary to the findings of Odrakiewicz and Szulc's (2012) at Alpha I Omega in Poland as cited by Hayton et al (2012) as employees felt that the reward management system was fair as employees would receive equitable and fair rewards in line with the contributions they make to the organization and also a study by Hammermann and Mohnen (2012) at the Institute for the Study of Labor (IZA) where employees felt that the reward

management system is fair as they perceive their rewards as appropriate according to their accomplishments in the organization.

Based on the findings of the current study, the difference between the results of the current study and previous studies can be attributed to the accessibility of non-monetary rewards at City of Harare as they are not accessed by all. From the above, it can be noted that there is dissatisfaction amongst employees regarding the administration of non-monetary rewards and according to Redman and Wilkins (2006) if employees perceives injustice in the workplace they are more likely to exhibit withdrawal behaviors such as absenteeism, resignation and will result in an increasingly inefficient workforce whose objectives no longer correspond to the organization they work for and there may also be reduced loyalty and commitment to the organizational goals thereby threatening service delivery.

5.5 Discussion of research question three

Which non-monetary rewards are being implemented by City of Harare and do they effects on employee motivation and engagement?

5.5.1 Non-monetary rewards and motivation and engagement

From the current study it was found that the organization offers learning opportunities, feedback, job security, skills training, recognition, career advancement opportunities, positive work environment, decision making, responsibility and autonomy, effective communication channel and employee wellness and health programs. The majority of the respondents indicated that they have learning opportunities as indicated by 192 respondents, 158 respondents indicated that they receive feedback whilst 147 respondents indicated that they have job security. Of the 305 respondents 124 indicated that they received skills training whilst 79 respondents indicated that they are recognized. 79 respondents indicated that they have career advancement opportunities whilst 79 respondents indicated that they have a positive work environment and 79 indicated that they participate in decision making. 45 respondents indicated that they have responsibility and autonomy over their work and 45 respondents indicated that they enjoy the employee wellness and health programs at their work place and 34 indicated that they enjoy the communication channel at the organization.

From the findings highlighted above, non-monetary rewards have an effect on the motivation and engagement of employees as respondents agree that they are motivated by the above non-monetary rewards. These results can also be explained using Maslow's Hierarchy of needs and Herzberg's two factor theory. Maslow's Hierarchy of Needs theory states that security, social, esteem and self-actualization needs can be satisfied with non-monetary incentives. Herzberg stated that job-related incentives such as assignment of challenging jobs, achievement, work itself, recognition, responsibility, advancement and opportunities for growth in the job are the real motivators and the others are just the hygiene factors that retain the employees in the job indicating that non-monetary rewards have an effect on the motivation and engagement of employees.

Moreover, the results of a study by Khan et al (2013) as cited by Abdullah & Wan (2013) conducted in Malaysia at the International Business School Universiti Teknologi are in line with those of the current study as the organization offers recognition, praise, learning opportunities, challenging work and career advancement. These have been found to be an effective tool in motivating workers and consequently increase their performance.

5.6 Discussion of the fourth research question

> What is the employee's general feeling towards the application of non-monetary rewards at City of Harare?

5.6.1 Employee's general feeling towards the application of non-monetary rewards

From the current study it was found that the respondents were not satisfied with the application of non-monetary rewards and they consider their application as inadequate. This is supported by Table 4.2.23 and Table 4.2.24. Table 4.2.23 indicated that the majority of the employees are not satisfied with the application of non-monetary rewards as 33% disagreed to the item that I am satisfied with the application of non-monetary rewards whilst 33% strongly disagreed.15% were however not sure on whether they were satisfied with the application of non-monetary rewards. 15% agreed that they were satisfied with the application of non-monetary rewards and 4% strongly agreed.

Table 4.2.24 shows that the majority of the respondents disagreed to the item that the non-monetary rewards at City of Harare are adequate as 113 strongly disagreed whilst 124 disagreed.

23 respondents were not sure on whether the non-monetary rewards are adequate or not. Only 45 respondents agreed that the non-monetary rewards at City of Harare are adequate. From the above it can be noted that the employees are not satisfied with the application of non-monetary rewards and they feel that the non-monetary rewards at City of Harare are inadequate.

The above results are however in line with the findings of Mtazu (2009) at Lobels Bread Zimbabwe who found that the level of utilization of non-monetary rewards is inadequate as only 35 percent of employees have access to training and development programs, while 34 percent of employees receive performance pay and promotion opportunities and only 20 percent of employees are offered career advancement opportunities.

The above results can be explained using Maslow's Hierarchy of needs theory, as employees receive their salary the physiological needs can be satisfied and there arise security, social, esteem and self-actualization needs where employees need to have job security, feel recognized and have friendly relationships with their co-workers and supervisors and once these needs are not met the employees will perceive the application of non-monetary rewards as inadequate.

5.7 Conclusions

The study managed to explore the relationship between non-monetary rewards and employee motivation at City of Harare and also managed to answer all the research questions and objectives. From the findings of the study, it can be concluded that: City of Harare offers both monetary and non-monetary rewards and the rewards management system does not subscribe to the felt fair feeling notion. City of Harare offers the following non-monetary rewards: learning opportunities, feedback, job security, skills training, recognition, career advancement opportunities, positive work environment, decision making, responsibility and autonomy, effective communication channel and employee wellness and health programs although the level of utilization is inadequate and they have an effect on the motivation and engagement of the employees. The findings suggest that non-monetary rewards may have a high motivating power as they are highly valued by employees. The respondents are not satisfied with the application of non-monetary rewards and perceive their application as inadequate within City of Harare.

To sum up, it is suffice to say that the research has found out that there is a weak positive correlation between non-monetary rewards and employee motivation of 0.38. The noticeable

cases of poor service delivery, increase in absenteeism cases, late completion of tasks, increased complaints from the top management, substance abuse, high staff turnover, resignation, negligence and reduced productivity might not necessarily be a result of non-monetary rewards alone but also due to other factors like leadership style, organizational climate and the structure of work.

5.8 Recommendations

5.8.1 Recommendations to City of Harare

1. Guided by the research findings, a common problem of unfair distribution of non-monetary rewards was discovered, therefore, the City of Harare is recommended to exert more effort towards a fair administration of the non-monetary rewards amongst employees to avoid the discontent related to them. Unfair distribution has been noted to have negative effects on the motivation and engagement of employees. City Of Harare could get more positive results if non-monetary rewards are fairly implemented as research have indicated that they have the potential to motivate the employees.

2. The gathered data also shows that employees at the City Of Harare highly value non-monetary rewards as a motivational tool. To that end, the City Of Harare could fully implement a non-monetary reward system to fully engage the employees. Employees should be regularly given feedback on tasks, career advancement opportunities, effective communication channel, responsibility and autonomy, job security, skills training, decision making, learning opportunities and employee wellness and health programs which help employees to have a positive outlook and attitude towards work.

3. The management at City of Harare is recommended to consider attending some workshops concerning how to manage the human factor in the organization. The Human resources management should therefore set aside some funds for these workshops in order to educate others on offering and improving incentives within organizations in order to reduce the prevalence of work related absenteeism.

5.8.2 Recommendations to other city councils

City councils around the country are recommended to make use of non-monetary incentives to reinforce positive behaviors contributing to the accomplishment of organizational goals as they satisfy employees' needs such as recognition, autonomy, and feedback about performance.

5.8.3 Recommendations for future research

1. This study only focused on City of Harare employees so there is need for studies to be conducted on other City Councils in Zimbabwe regarding the relationship between non-monetary rewards and employee motivation.

2. Although the research sufficiently covers the literature and concerns related to non-monetary rewards and employee motivation, it has been realized that other factors need to be researched as non-monetary rewards only cannot account for the motivation of employees in different organizations. Thus future researchers can look into the effects of leadership style, organizational climate and the structure of work on the motivation of employees.

5.9 Chapter summary

In summation, it is suffice to say the chapter managed to bring out the discussion of findings, conclusions and recommendations. Other variables that affect employee motivation were also highlighted

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Appendix 1: Pearson correlations

Correlations

		nonmonetary	motivation
nonmonetary	Pearson Correlation	1	.380[**]
	Sig. (2-tailed)		.000
	N	305	305
Motivation	Pearson Correlation	.380[**]	1
	Sig. (2-tailed)	.000	
	N	305	305

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

Appendix 2: Questionnaire

Dear Respondent

My name is Anna Simon and I am pursuing an Honors Degree in Psychology at Midlands State University. I am conducting a research on the functional relationship between non-monetary rewards and employee motivation. As part of this research I would like to invite you to complete this short questionnaire pertaining to your current job. Your participation in this research is strictly voluntary and the information you give will be treated with confidentiality and will be used for the purposes of this research only and as such, you are not required to attach your name to the questionnaire. Please kindly spare your valuable time and respond to the following questions.

Thank you

Please read and objectively fill in the blank spaces or tick the correct response.

Background Information

Gender …………………………………………………….

Job post………………………………………………….

Age

18-29	30-39	40-49	50-59	60+

Level of education

O'level	A 'level	Professional Qualification	Non

How long have you worked at City of Harare

Less than 1 year	2-3 years	4 - 6 years	7 years +

Which rewards have you received at your workplace

Monetary only	Monetary and non-monetary

Section A: Non-monetary rewards

Please indicate the extent to which you agree with the statements by choosing the number that best represents your opinion. Please use the following scale:

I strongly disagree	I disagree	Not sure	I agree	I strongly agree
1	2	3	4	5

1	I enjoy the working relationship between me and my supervisor	1	2	3	4	5
2	I am satisfied with the communication channel at the organization	1	2	3	4	5
3	I am involved in goal setting and decisions that affect my work	1	2	3	4	5
4	I get sufficient feedback about how well I am doing	1	2	3	4	5
5	I am given an opportunity to improve my job related skills and knowledge	1	2	3	4	5
6	I enjoy the responsibility and autonomy I have over daily work schedule	1	2	3	4	5
7	I enjoy the learning opportunities at my workplace	1	2	3	4	5
8	I have a clear career path and an opportunity for career growth	1	2	3	4	5
9	My job provides me with chances to grow and develop and I have job security	1	2	3	4	5
10	I enjoy the employee wellness and health programs at my workplace	1	2	3	4	5

Section B: Motivation

Please indicate the extent to which you agree with the statement by choosing the number that best represents your opinion. Please use the following scale:

I strongly disagree	I disagree	Not sure	I agree	I strongly agree
1	2	3	4	5

1	A good relationship with whom I work with is a motivating factor	1	2	3	4	5
2	Having an effective internal communication channel is what it takes to bring about a motivated workforce	1	2	3	4	5
3	If I participate in decision making I will be motivated	1	2	3	4	5
4	I am motivated by positive feedback	1	2	3	4	5
5	Skills training provide me with confidence to put more effort to perform better in my job	1	2	3	4	5
6	More responsibility motivates me to higher performance	1	2	3	4	5
7	If I get an opportunity to learn I will be motivated	1	2	3	4	5

8	If I get career advancement I will be motivated	1	2	3	4	5
9	Job security motivates me to higher performance	1	2	3	4	5
10	Having a positive work environment motivates me to perform well on my job	1	2	3	4	5

Section C

1. Please indicate by ticking the non-monetary rewards that you received at City of Harare.

Feedback	
Recognition	
Career advancement opportunities	
Job security	
Positive work environment	
Effective communication channel	
Responsibility and autonomy	
Skills training	
Decision making	
Learning opportunities	
Employee wellness and health programs	
Other	

2) The above non-monetary rewards have an effect on my motivation and engagement

Yes	No

3) I feel that the rewards are fairly administered

I strongly disagree	I disagree	Not sure	I agree	I strongly agree

4) I am satisfied with the application of non-monetary rewards

I strongly disagree	I disagree	Not sure	I agree	I strongly agree

5) The non-monetary rewards at City of Harare are adequate

I strongly disagree	I disagree	Not sure	I agree	I strongly agree

APPENDIX 5

HUMAN CAPITAL DEPARTMENT
TOWN HOUSE, HARARE, ZIMBABWE
POST OFFICE BOX 990
TELEPHONE 752979 / 753000

EMAIL: hrd@hararecity.co.zw
ADDRESS ALL CORRESPONDENCE TO THE HUMAN CAPITAL DIRECTOR

CITY OF HARARE

8 September, 2014

Simon Anna
Midlands State University
P. Bag 9055
Gweru

Dear Sir

RE: AUTHORITY TO UNDERTAKE RESEARCH: SIMON ANNA

This letter serves as authority for Simon Anna to undertake his research project on: **"THE FUNCTIONAL RELATIONSHIP BETWEEN NON-MONETARY REWARDS AND EMPLOYEE MOTIVATION AMONG EMPLOYEES AT CITY OF HARARE." A CASE OF HARARE CITY COUNCIL**

This is in partial fulfilment of her Bachelor of Science in Psychology Degree at Midlands State University.

The City of Harare has no financial obligation and neither shall it render any further assistance in the conduct of the research. The researcher is however requested to avail a copy of the research to the undersigned so that residents of Harare can benefit out of it. The research should not be used for any other purpose other than for the study purpose specified.

Yours sincerely

DR. C. CHINGOMBE
HUMAN CAPITAL & PUBLIC SAFETY DIRECTOR
LM/es
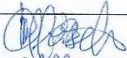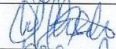
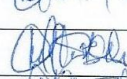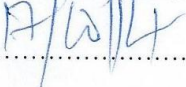*"HARARE TO ACHIEVE A WORLD CLASS CITY STATUS BY 2025"*

Appendix 3: Audit Sheet

Department of Psychology

Research Project

Supervisor-student audit sheet

Date	Activity/Chapter	Lecturer's signature	Student's Signature	
07-05-14	Proposal	*[signature]*		
10-07-14	1 proceed to 2	*[signature]*		
25-07-14	2 corrections	*[signature]*		
18-08-14	2 corrections and proceed to 3	*[signature]*		
02-09-14	2 corrections	*[signature]*		
04-09-14	3 corrections	*[signature]*		
08-09-14	3 proceed to data collection	*[signature]*		
24-09-14	4 corrections	*[signature]*		
13-10-14	4 corrections and proceed to 5	*[signature]*		
14-10-14	Proceed to first draft	*[signature]*		
16-10-14	First draft	*[signature]*		
20-10-14	Final draft	*[signature]*		

Supervisor's Signature ....

Date ....

APPENDIX H

Midlands State University
P. Bag 9055

Gweru

Tel: (263)54 260450 ext 261

Fax (263) 54 260311

ESTABLISHED 2000

Faculty of Social Sciences
Department of Psychology

Date   9 September 2014

To whom it may concern

Dear Sir/ Madam

RE: REQUEST FOR ASSISTANCE WITH DISSERTATION INFORMATION FOR

Anna Simoni Rutsate...........**BACHELOR OF PSYCHOLOGY HONOURS DEGREE**

This letter serves to introduce you to the above named student who is studying for a Psychology Honours Degree and is in his or her fourth year. All Midlands State University students are required to do research in their fourth year of study. We therefore kindly request your organization to assist the above mentioned student with any information that they require to do their dissertation.

Topic The functional relationship between non-monetary rewards and employee motivation among employees at City of Harare

For more information regarding the above, feel free to contact the Department

Yours faithfully

....

F. Ngwenya

Chairperson