

# IMPACT OF NON-FINANCIAL REWARDS ON EMPLOYEES MOTIVATION IN BANKING SECTOR OF PESHAWAR, PAKISTAN

<sup>1</sup> Zakkia Uzair, <sup>2</sup> Asim Mehmood

<sup>1</sup>PhD Scholar, Faculty of Business and Accountancy, Lincoln University College Malaysia,  
Main Campus, Selangor, Malaysia.

<sup>2</sup>PhD Scholar, Faculty of Business and Accountancy, Lincoln University College Malaysia,  
Main Campus, Selangor, Malaysia.

Corresponding Author

Zakkia Uzair

Email ID: zakkiauzair@hotmail.com

## Abstract:

This paper shows to measure the impact of non-financial rewards on the motivation of employees in different banks of Pakistan. The purpose of this paper is to know the impact of the non-financial rewards on employee's motivation and will classify to what extent the HR are taking care of this source of employee motivation. The paper follows an empirical study and quantitative approach. For non-financial rewards, there are five independent variables taken for this study; rewards & recognition, career opportunity, promotion, participation of employees in decision-making and responsibility to identify their impact on the employee's motivation. For effective collection of primary data from the target respondents, a Likert scaled questionnaire used, and 185 employees are taken from seven different banks in, Peshawar Pakistan. SPSS used to evaluate all of the data in order to find and measure the spearman association among the dependent and independent variables. All the data presented using tables. All non-financial reward variables found to have a significant association in the analysis. HR managers in the banking industry may find this study useful. The paper offers a basis for understanding organizational motivation problems. It is a valuable contribution to the field of HR management expertise, as it examines the factors that influence employee motivation and offers solutions to challenges that workers face at work. The paper would also force the banks managers to consider the issues of employee motivation for the sake of the company's overall success.

**Keywords:** Non-Financial Rewards, Recognition, Career Opportunity, Promotion, Decision Making, Responsibility, Employees Motivation

## INTRODUCTION

"Motivation is a force that drives an individual to achieve personal and professional goals" (Kreitner, 1995). There are two sorts of rewards known as Intrinsic and extrinsic rewards. If a person is internally satisfied while performing a duty, then he/ she is intrinsically motivated. Whereas, if the person is motivated through cash then it confirms that he/ she is extrinsically motivated. (Musaazi, 2002). Currently, mostly businesses are dealing with the issue of motivation that how they can motivate their employees, what tactics management must use in order to keep their employees motivated. The main agenda to keep the employees motivated is that they will perform better which will also benefit the organization. Non-financial is one of the methods through which employees can be motivated, as a huge amount of work has been conducted that non-monetary incentives have a significant effect on worker's motivation, which makes them to work better. Non-financial rewards motivate the staff to accomplish any work; it is a definite kind of reward given to the employees in addition with their salary (Luthans, 2000). It is the reality that no one does any work without a reason. It means that any job must have a clear purpose; thus, when employees have the prospect of receiving non-monetary compensation then it is a powerful motivator for them (Karatepe & Tekinkus, 2006; Ahmed et al, 2010).

Perry. (2006) mentioned that financial rewards have a negative impact on the employee's motivation and they are not motivated through financial rewards. Employee surveys have shown that cash is the utmost powerful motivator for workers, and in many situations, managers have discovered that money has a harmful effect on worker morale (Srivastava., 2001). Ryan. (2010) mentioned that employee motivation is boosted by non-monetary rewards. Such incentives are very important to workers, and when they receive non-monetary rewards, they begin to perform better and take a greater interest in their work. Elton Mayo that transformed the view of public about workers conducted Hawthorne Studies (Dickson, 1973). The findings show that cash is not the only motivator to please employees but their behavior also have an effect on their performance. Employees' efficiency and morale does not rise because of the conditions under which they perform, but because of the respect and gratitude, they get while performing the

task and this is the reason due to which employees feel motivated (Dickson, 1973). Armstrong (2009) states that creating a job atmosphere in which employees can enhance their skills to do meaningful tasks for which they are praised are more likely to be motivated, committed, and perform better. Maccabi (2003) recognized “three forms of non-financial rewards that is, the need for power, need for affiliation and need for achievement”. If a company wants to motivate its workers on the job, it must give them power in the form of promotions, as well as acceptance on the job by recognition.

Management of banking sectors have asked to bring transformation to their existing method. They are intense on showing the commercial result and to “assess against performance criteria” (Papalexandris and Bourantas, 1999). Employees are an organization's most valuable asset, and without them, the companies would not be able to achieve its goals and objectives. Although meeting organizational goals is the most important test for the managers, it is also critical to meet the needs of employees by inspiring them through incentives (Wise and Perry, 1990). Managers of banking sector can use a variety of methods and strategies to inspire their workers in order to achieve organizational goals; otherwise, the company would struggle to succeed in this competitive environment. Each employee has different needs, and it is management's duty to meet those needs to achieve a competitive advantage.

For any business, employee motivation is an important factor. The aim of this paper is to see how non-monetary reward has an effect on employee motivation in the Pakistan banking sector. Its primary goal is to determine which features of the non-monetary reward system work well and which parts could be developed and enhanced in order to boost worker's motivation

### **Research Hypothesis**

The following hypothesis has been set to assess the impact of non-financial rewards on employee's motivation

**H1:** Non-financial rewards have an impact on employee motivation

**H1a:** Recognition of employees has significant effect on employee's motivation

**H1b:** Participation in decision-making has a significant impact on employee's motivation

**H1c:** There is a significant association among promotion and employee's motivation

**H1d:** There is a significant association amongst career opportunities and employee's motivation

**H1e:** Responsibility has a significant impact on employee's motivation

### **LITERATURE REVIEW**

#### **Non-Financial Rewards and Employees Motivation**

Employee motivation is “the amount of enthusiasm, energy, dedication, and innovation that an employee brings to the workplace on a daily basis”. The term “motivation” comes from the Latin word “movere,” which means, “to move.” (Weber, 2004). Tippet. (2009) said that you can motivate your employees through non-financial rewards. The survey shows effective non-financial reward bundle could have a significant impact on the employees' performance and motivation. They explained that non-monetary incentives empower employees, resulting in job satisfaction. He goes on to say that when workers receive non-monetary incentives, they are happy and begin to enjoy their jobs. He further stated that employees are motivated when they receive non-financial rewards such as flexible work hours, fun assignments, break time, accountability, appreciation, career opportunity, and paid lunch.

Kenneth (1980) recommends that a distinction can be made among what employees want from their work and what their supervisors are expecting from them. Staffs prioritize exciting jobs, followed by appreciation, a sense of being a part of something bigger, job security, and competitive pay. However, as per the supervisors, good pay, job opportunities, promotion/development, good working environment, accountability, and interesting jobs are the utmost significant factors for their employees. The study was performed on 1385 workers from five occupational groups and the results shows that Non-financial incentives were the utmost important factors of motivation, accompanied by extrinsic rewards. Lower-level workers prefer extrinsic incentives. The findings indicate that all workers expected more from their jobs than the old-style rewards of “good pay, safety and comfortable situations and opportunities” for getting ahead (Robbins & Judge 2009).

According to Pfeffer (1998), most individuals believe that compensation is the driving feature that encourages workers to enter and stay with the company for the wrong motives, which means they disregard non-financial incentives, which is bad for the business. In reality, the emphasis on extrinsic motivation has been termed the “hidden cost of incentives” because it can divert attention away from the job (Greene and Lepper, 1978).

“People do work for money, but they work even more for meaning in their lives... companies that ignore this fact are essentially bribing their employees and will pay the price in a lack of loyalty and commitment” (Pfeffer, 1998)

Bari et al. (2013) indicated that “freedom, career development plan, valuation of employees, learning programs, open and comfortable work environment and good supervisory relations”, all these factors has a significant impact employee motivation in the workplace. It is proposed that positive impacts on the employee motivation will improve employee efficiency and create a pleasant work atmosphere. Harunavamwe and Kanengoni (2013) stated that non-monetary rewards has an impact on lower-level employees. There was no positive association between monetary reward and motivation. There was an optimistic but weakly relevant association among rewards in general and work motivation in all cases, demographic variables including gender and profession played a key role in the association between incentives and motivation

Frey & Jegen. (2001) suggest that when an individual is performing a task which is intrinsically attractive, the significance level will be minimized due to extrinsic rewards are linked to the task, which shows that money (extrinsic) motivation can harm intrinsic motivation, lowering an employee's performance (Gagne and Deci, 2005; Kunz and Pfaff, 2002). When employees are more satisfied with their jobs, intrinsic incentives can weaken extrinsic motivation. Perry (2006) states that financial rewards does not motivate the workers and additionally stated that financial rewards have a negative effect on employee morale. Employee surveys have shown that money is not the most powerful motivator for workers, and in numerous situations, managers have discovered that cash has a negative impact on worker morale (Srivastava, 2001).

Luthans, F., and Peterson, S. J. (2006) recommends that non-monetary incentives are often associated with appreciation and performance reviews in an organization. It is vital to distinction among recognition and social recognition. Social acknowledgement involves more informal acceptance, attention, and affirmation, as well as gratitude for work done by one person. Recognition is a formal program whereas social recognition includes more informal acknowledgment (Haynes, Pine, & Fitch, 2000). While formal recognition has received more attention in the literature than social recognition, social recognition is still a significant motivator for employees to change their actions and improve their performance. Performance feedback is another non-monetary incentive that can be given to workers to help them adjust or enhance their performance. All of these non-monetary incentives has an impact.

Manolopoulos, D. (2008) recognizes the relationship among motivation, intrinsic rewards and business performance in public sector Greece. According to his discoveries he specifies that managers aim to inspire their workers and increase productivity in Greece's extended public sector by concentrating on intrinsic incentives and, in particular, by giving them more responsibility, appreciation, promotion, and a secure working atmosphere, so that staffs will be empowered and perform better. Stringer, Didham & Theivananthampillai (2011) investigate the dynamic relationship among financial and non-financial motivation, salary satisfaction, and work satisfaction. Job satisfaction was positively correlated with non-financial motivation, but negatively related with financial motivation. Supporting this view, Pool (1997) discovers the association among work motivation and job satisfaction and results shows a significant connection, indicating that as work motivation rises, so does the job satisfaction.

Zaini et al. (2009) and Chew (2005) stated that employment satisfaction and motivation is linked to non-monetary and monetary compensation and it is one of the most significant explanatory variables in both the areas. According to A. Furham et al. (2009), there was a positive association between reward and appreciation, as well as motivation and work satisfaction. Ali and Ahmed (2009) mentioned that variations in incentives and appreciation can result a significant shift in the employee's work motivation and job satisfaction. According to Newman and Gerhart, (2011) It was established that motivation should not be considered as the sole reason for behavior since it interacts with other mediating mechanisms as well with the environment. Every employee possesses some skill that motivates him or her to perform well and be happy with his or her work. When we consider the variances among intrinsic and extrinsic motivation, as well as the factors that influence both forms of motivation, we can see how important motivation is for job satisfaction (Grant, 2008).

Yang, F. (2011) investigates the motivation of Chinese workers at work. The results indicate that all intrinsic factors, such as good pay, promotion, a favorable work atmosphere, attractive health plan, company policy, good interactive contacts, good bosses, worksafety, and the opportunity to use my abilities, can motivate workers more than extrinsic factors. Employees in China motivated by their personal characteristics, job security, a sense of challenge and success, positive affirmation, autonomy, self-actualization, and interesting jobs. Financial incentives

(a decent salary, a good benefits package, and a bonus system) are essential, but they are not the important factor in motivating workers (Richard M. Burton, 2014).

### **Non-Financial Rewards**

Non-financial rewards motivate and include employees in ways that money alone cannot. Non-financial rewards provided by managers to workers in order to meet their needs for appreciation, career opportunity, responsibility, autonomy, power, and recognition at work. Rewards given to the employees so that they feel motivated and satisfied at the work place because if employees are not motivated that company cannot achieve its goals and objectives (Franco, et al, 2004).

**Career Opportunities:** Employee training allows workers to advance their careers by broadening their skills and abilities, allowing for more effective teamwork and individual growth (Jun et al., 2006). Career planning is a systematic approach to aligning employee objectives with the agency's workforce development objectives. The aim of career opportunity is to improve each worker's existing job performance, allow employees to take advantage of potential job opportunities, and help organizations achieve their goals for a diverse and productive workforce (Sara L. Rynes, 2009). Nyandema (2014) in their study specified that career opportunity are viable mechanisms of worker motivation, and a good work atmosphere is the furthermost aspect of intrinsic compensation that many businesses provide to motivate their employees. As per the study, employees motivated by self-esteem and gratitude for their work. According to the findings, the most vital components of career advancement are promotion and organizational growth opportunities, which affect employee motivation. The study recommended that reward schemes based on practical and reliable standards.

**Recognition:** In today's war for talent, managers are searching for approaches to recruit and maintain top performers while increasing business development and worker efficiency. Nevertheless, in their search for new notions and methods, businesses are lacking one of the simplest executed tactics: employee recognition. Staffs are motivated when they are recognized at their workplace, which shows that they are appreciated for their work, which gives them a sense of pride. Recognition does not only improve individual interaction, but it also increases their productivity and faithfulness to the organization, resulting in higher retention (Zingheim and Schuster, 2000). According to Shore and Shore (2005), Workers who have the opportunity to observe and be recognized for their work have a more positive insight of their work, their office, and the persons they work for. As a result, the manager must make a concerted effort to demonstrate to the worker that the company and management care for his or her well-being, and that the employee's contribution to the organization is valued.

**Responsibility:** According to Cole (2005), that employee's motivation can be increase if managers are giving them some kind of responsibility in the workplace because when employees are getting the responsibility to perform a task they feel motivated, as they will perform the task themselves without necessarily being monitored. This is in contrast to the conventional system, in which workers were closely monitored and were expected to follow instructions from the top management. He further stated that while giving the workers more responsibilities, it is important to make sure they don't get exhausted and demotivated as a result of the increased workload. Employees also take on more tasks as a result of their own interest or enthusiasm, which later becomes a major burden that impedes their efficiency and the organization's overall results (Pitts, 2005) Employees with high responsibilities are encouraged to work harder since they know that their efforts will yield good results, and they will obtain recognition (David, Louis, Micheal, 2004)

**Decision Making:** According to Calisir (2011) when managers involve their employees in the decision-making process, it inspires the staffs to perform better, which benefit the organizations as well. The productivity level of employees is significant increased when employees are involved in the decision-making process. Staffs who contribute in decision-making feel motivated and the procedure of exchanging viewpoints and discussing work problems will help to support a sense of cooperation and strengthen relations between coworkers (Kamal, 2009). Individuals who feel they have the potential to engage in decision-making has an effect on the workplace (Lawler, 2008). Employee involvement in decision-making alters employees' expectations, resulting in more relations with organization and new ways for employees to gain confidence in management (Osterman, 2000).

**Promotion:** Employees want a promotion because of the "effect a promotion has on pay, power, responsibility, and the potential to influence wider organizational decision-making." A promotion increases the position of the member who gets a promotion, which is an evident symbol of respect from the manager (Safiullah, A. 2014). Promotions

refer to some symbols, such as Increased Responsibilities, Increased Duties, Enhancement Rights and Improvement Authority (Hasibuan, 2006). Bohlander Snell (2004) puts it forward that promotions entail a revolution in task to a higher rank in the company. The new work usually comes with a pay raise and a higher status, but it often requires more expertise and carries more responsibility. Promotions enable a company to better use its employees' talents and abilities, resulting in improved efficiency.

### **Motivation Theories:**

Since each individual is motivated differently, so it is important to analyze few of the main motivational theories. In order to assist executives to motivate their workers effectively, many variations of a motivation theory were developed in the nineteenth century such as the "Hierarchy of Needs Theory, Herzberg's two-factor Theory, McClelland's Theory of Needs and Job Design Theory" (Sher, K., Bakhtiar, K., Muhammad, B. K., Ali, B., (2010).

Graham and Messner (1998) use a study to determine what variables please and dissatisfy workers. They base their claim on Frederik Herzberg's two-factor theory, which he proposed in 1966. (Bradley, 2003). Herzberg classified "motivation as an achievement, recognition, the work itself, responsibility, advancement and growth", which is also recognized as intrinsic factors (Myers and Tietjen, 1998). He also discovered that main sources of displeasure were company rule, management and pay, all of them are extrinsic or hygiene variables. Motivators are positively linked to motivation because they meet the needs of the workers, while hygiene is negatively related to motivation.

Hierarchy of Human Needs based on the Maslow's theory. There are five stages of individual needs discussed by Maslow in his theory such as "physiological, safety, social, self-esteem, and self-actualizing needs" (Maslow, 1943). Physiological needs contain "needs for survival", When psychological needs achieved, the next stage is safety needs, which indicate that a person should defend himself from any injury. Then there are social needs, which indicate that a person wishes to socialize and has friends and family. Third level is self-esteem; he divided the self-esteem into two types: internal and external. Self-esteem contains that others value him, that he has control and authority, and valued by others. Self-actualization is the final stage, and it expresses an individual's wish to accomplish his or her objectives. (Mary & Ann, 2011).

David McClelland established the McClelland's Theory of Needs and distributed in "The Achieving Society" in 1961 (Ramlall, 2004). He claims that people tend to develop various types of needs during their lives because of their experiences. Individuals driven by their desire for achievement, power and affiliation. "To reach a high standard of success, to perform complicated tasks" is an example of a need for achievement. The term "need for power" denotes to "a person's desire to have control over another," while the desire for association refers to "the desire to form good relationships." (Sanders, 2012).

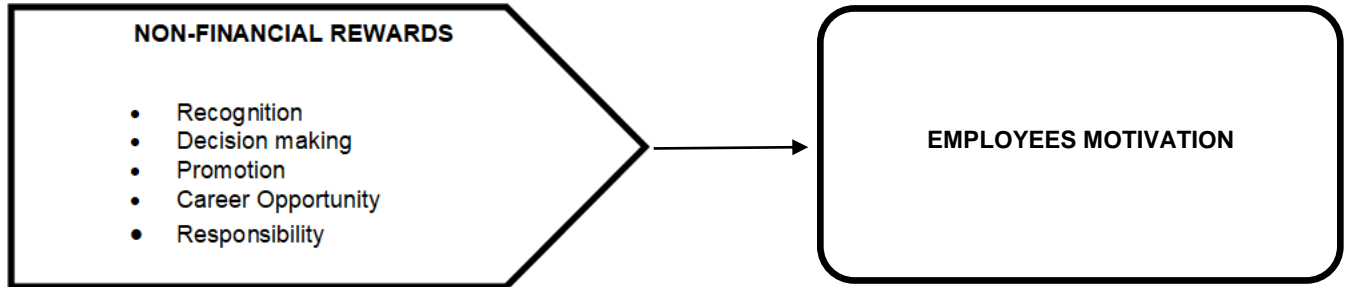
Kobayashi and Matsumura (2008) analyzed approaches that improve intrinsic motivation for work. In this view, they discussed the Job Design Theory established by Hackman and Oldham in 1980. This theory undertakes that the inner reason, which contains task itself, is important to the staff's work motivation. It recommends that workforces can be motivated through five main job magnitudes. Which are, Skill variety means that worker must utilize all his/her skills while performing the task. The sum that a specific task performed in order to finish the job known as Task Identity. Task Significance shows the kind of impact does task has created in others live. Employees who have Autonomy have the right and flexibility to make decisions about their jobs. As managers assess their employees' results, they make recommendations in the form of a report. This theory specified that higher dimension means high intrinsic motivation (Palmer, 2012).

**Conclusion:** Nowadays, businesses are challenged with many issues and the most serious of which is a lack of motivation. "Organization is characterized as a group of people who collaborate and work together to accomplish a common goal through a division of labor" (Wood. 1994). Many studies have been done to determine what factors motivate workers to do their best work. Employees are a company's most valuable asset, and each one has a distinct role to play in the organization. Managers rely on their workers to perform well in order to reach higher levels of success, which would have an impact overall company, and it is important to recognize what inspires employees. Hence, these theories emphasis on diverse desires. Hierarchy of Needs Theory suggests that pay can encourage workers to perform well; money is not mentioned as a motivator in McClelland's Theory, Herzberg's two-factor theory and Job Design Theory. According to the above works, some scholars believe that non-monetary incentives will motivate employees, while others believe that monetary incentives motivate employees more. Many studies have suggested how people are motivated by non-monetary incentives and what factors influence their motivation.

The variables for non-monetary incentives in this study are recognition, career opportunity, responsibility, promotion and involvement in decision-making.

**Framework**

The framework is made after the completion of the literature review. It demonstrates how employee’smotivation (dependent variable)affects the independent variables and is also included in the literature review.



**Figure 1: Theoretical Framework**

**METHODOLOGY**

To achieve the study's goals, the researchers used a quantitative approach. Non-Financial Rewards (Employee recognition, decision-making, promotion, job opportunity, and responsibility are the independent variables to determine their effect on employee motivation), whereas, Motivation is the dependent variable. Simple random sampling used during the collection of data. For effective collection of primary data from the target respondents, a Likert scaled questionnaire planned, and 185 employees from seven different banks in Peshawar, Pakistan, were surveyed. SPSS used to evaluate all of the data in order to find and measure the spearman association between the dependent and independent variables. All the data presented using tables.

**Table 1: Reliability of the Questionnaire**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .833             | 17         |

Table 1 shows the value of Cronbach’s Alpha is .833, N is 185 and which was tested on 17 items, and displays that these items are reliable, and after the reliability test the questionnaire was circulatedto various regionalbanks ofPeshawar, Pakistan.

**RESULTS**

**Table 2:**  
**Frequencies and percentages of Demographic variables (N=100)**

| Sr. | Variables             | f  | %     |
|-----|-----------------------|----|-------|
| 1.  | <b>Age</b>            |    |       |
|     | 20-30 yrs.            | 54 | 29.2% |
|     | 30-40 yrs.            | 89 | 48.1% |
| 2.  | <b>Gender</b>         |    |       |
|     | Male                  | 95 | 51.4% |
|     | Female                | 90 | 48.6% |
| 3.  | <b>Position Level</b> |    |       |
|     | Operative             | 53 | 28.6% |
|     | Manager               | 82 | 44.3% |
|     | Super-visor           | 50 | 27.0% |

Table 2 describes the frequencies and percentages of demographic characteristics including age, gender and, position levels. The results depict that there are 90% females and, 95% males in the sample. It is evident from the table that the participant's age range is from 20 to 30 years is about 54% participants were in between them. 89% participants were between 30-40 years and, 42% were between 40-50 years. Moreover, about 53% of the sample was collected from operative level, 82% from manager level and, 50% from supervisors.

**Table 3:**  
**Item total Spearman's correlation of all independent variables and dependent variables.**

|                       |                         | Motivation | Rewards & Recognition | Decision Making | Promotion | Career Opportunity | Responsibility |
|-----------------------|-------------------------|------------|-----------------------|-----------------|-----------|--------------------|----------------|
| Motivation            | Correlation Coefficient | 1.000      | .24**                 | .38**           | .32**     | .31**              | .46**          |
| Rewards & Recognition | Correlation Coefficient |            | 1.000                 | .31**           | .33**     | .25**              | .25**          |
| Decision Making       | Correlation Coefficient |            |                       | 1.000           | .53**     | .44**              | .81**          |
| Promotion             | Correlation Coefficient |            |                       |                 | 1.000     | .61**              | .38**          |
| Career Opportunity    | Correlation Coefficient |            |                       |                 |           | 1.000              | .25**          |
| Responsibility        | Correlation Coefficient |            |                       |                 |           |                    | 1.000          |

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

Table 3 respectively illustrates that correlation among reward and recognition, participation in decision-making, promotion, career opportunity, responsibility and motivation is significant at 0.01% level in a 2-tailed test.

**Table 4:**  
**Correlation Analysis:**

| <b>Employee Motivation</b> |                             |                                |                 |
|----------------------------|-----------------------------|--------------------------------|-----------------|
| <b>Variables</b>           | <b>Spearman correlation</b> | <b>Significance (2-tailed)</b> | <b>Decision</b> |
| Rewards & Recognition      | .24**                       | .001                           | Significant     |
| Decision Making            | .38**                       | .001                           | Significant     |
| Promotion                  | .32**                       | .001                           | Significant     |
| Career Opportunity         | .31**                       | .001                           | Significant     |
| Responsibility             | .46**                       | .001                           | Significant     |

Table 4 respectively illustrates that there is a moderate positive association between both the variables i.e., rewards & recognition with employee's motivation. It has a positive influence on the dependent variable which means that if reward and recognition increases the other variable employees' motivation will also increase. Spearman correlation coefficient is .24\*\* and significant value is .001, which is significant. Therefore, alternative hypothesis is accepted and null hypothesis has been rejected. Mason (2001) discovered that different types of recognition are an effective motivational and retaining tool for any business. He claims that it is not expensive for any business to implement approaches to motivate their capable staffs by giving those rewards and recognizing their efforts.

There is a positive association among decision making in the workplace with employee's motivation. Spearman correlation coefficient is .38\*\* and significant value is .001, which is significant. Therefore, null hypothesis has been rejected and alternative hypothesis is accepted. Moreover, involving employees to take part in decision-making has been appeared in numerous situations to improve motivation, work success, and reducing the dissatisfaction level at the workplace (Olusegun & Akinbode, 2016).

There is a significant and positive connection among promotion in the workplace with employee's motivation. Spearman correlation coefficient is .32\*\* and significant value is .001, which is highly significant. Therefore, alternative hypothesis is accepted and null hypothesis rejected. Significant and positive connection found between career opportunity and employee's motivation. Spearman correlation coefficient is .31\*\* and significant value is .001, which is significant. Hence, alternative hypothesis is accepted and null hypothesis rejected. Staffs who are dedicated to their jobs are more likely to be interested in understanding the substance of learning tasks. Since these workers want to improve their job performance in the future (Cheng & Ho, 2001).

Significant and positive connection among responsibility with employee's motivation. Spearman correlation coefficient is .46\*\* and significant value is .001, which is highly significant. Hence, alternative hypothesis is accepted and null hypothesis rejected.

## **DISCUSSION**

The present study aimed to explore the impact of non-monetary rewards on worker's motivation as a case of banking sector. Results indicated sufficient evidence with relevance to hypothesis of the study that there is a connection among non-financial (reward & recognition, participation in decision-making, promotion, career opportunity and responsibility) and employee motivation. It revealed further that all independent factors influenced by employee motivation. The present study indicates a significant positive correlation of all variables at 0.01% level



of significance which is consistent with our hypothesis that there is a positive connection between non-financial (reward & recognition, participation in decision making, promotion, career opportunity and responsibility) with motivation.

70 percent of businesses use or plan to use motivation services, according to a report released in the "McKinsey Quarterly" (Dewhurst et al, 2009). According to the study money alone, is not always sufficient to encourage high performance. Non-financial rewards and gratitude, such as achievement, responsibility, and personal growth can motivate employees, discovered later by Latham and Locke (2004). Non-financial benefits, would improve employee motivation by raising perceptions of the overall fairness of a rewards program. The outcomes illustrate that there is a significant but weak connection between rewards and recognition as the coefficient value is .24\*\* and P value is .001, which shows that some employees feel that rewards and recognitions are significant to upsurge the worker's motivation. If the employees at the banks are not happy with the non-financial rewards offered, then this will trigger issues such as huge turnover, a decline in production, and incompetence work. However, there are also staff who stated discontent with the question of recognition. That is, the company does not look seriously and offer priority, as much as money and promotion. As a result, the company should devise a motivational system that is both efficient and versatile

The study shows that there is a positive connection among involving the employees in the decision-making and motivation as the coefficient value is .38\*\* and P value is .001. According to a study conducted by Kuye and Sulaimon (2011), organizations that promote employee involvement in decision-making outperform their competitors. Therefore, it is suggested that companies facilitate high employee involvement in decision-making in order to increase employee engagement and productivity. Employee engagement in decision-making, according to Williamson (2008), provides workers with the opportunity to develop their skills and competencies in order to further the organization's goals. Employee participation in organizational decision-making can boost morale, which can contribute to increased creativity, engagement, and work satisfaction.

The outcomes display that there is a positive relationship among promotion and motivation as the coefficient value is .32\*\* and P value is .001, which shows that promotions is also a significant feature in a worker's life and career, which can disturb their motivation. The promotion would allow staffs to complete their jobs more efficiently and effectively, allowing them to develop their skills. Employees will be satisfied for a longer period due to promotion. This can be achieved by promoting the worker to a higher position and including a title with greater transparency and duty because of the employee's contributions and time with the company. This form of incentive motivates the employee to put in all of his effort in order to win management's confidence and gain delegation and obligation. This type of non-monetary incentive encourages employees to put in their best effort in order to gain management's confidence and gain delegation and obligation.

Career opportunity is significant to this study as the coefficient value is .31\*\* and P value is .001. Employees value career development because it provides them with the potential for long-term success, better wages and job stability. Career development and employee motivation are important strategic considerations for all companies regardless of size, sector, or market (Price, 2009). The results show that responsibility has a moderate and positive relationship with motivation as the coefficient value is .46\*\* and P value is .001. Ghaffari et al. (2017) stated that responsibility is utmost important work motivation aspect in enhancing employee job efficiency, although additional incentives are other most important factor. HR managers can use a number of plans, but it is important to note that diverse job motivation programs can have diverse effects on diverse staffs

## CONCLUSION

Employee motivation is the utmost important factor in a business's growth and victory. It is important for management to recognize what motivates workers and how to help them perform at their best. Based on the results of this paper and the hypotheses discussed earlier in this paper, the conclusion is that if a company wants to be successful, it must have a skilled human resource, which is furthermost significant source of a business.

It is extremely tough for management to find and keep the right workers these days. If the management want to motivate their staffs, they must give them non-monetary incentives (responsibility, recognition, career opportunity, promotion and decision-making) these are the variables of non-financial rewards, which discussed in this paper, and motivate employees of the business. Therefore, if banks want to accomplish their objectives and gain a competitive edge, they can inspire their workers through non-financial incentives, as shown by the results in this study, that

employees of various banks prefer non-financial incentives. In addition, it concludes that promotion, career opportunity, responsibility and recognition had significant association with employees' work motivation. The study concludes that all variables are significant on non-monetary benefits, which are powerful forecasters of employee motivation, based on the results of correlation analysis. In general, effective execution can result in an increase in employee motivation, and vice versa.

### RECOMMENDATION

Employee motivation would eventually improve if managers increase non-monetary incentives, which is good for the company. Non-monetary rewards have a clear and positive impact on employee motivation; they are the primary reason why people are motivated or demotivated. Therefore, if a company wants to accomplish its objectives and obtain a competitive advantage, it must motivate its employees. The bank should review its promotion and training activities on a regular basis to ensure that they are interesting, realistic, and agreeable to its employees. As a result, the bank's human resource department could not remain quiet, assuming that they are happy, since these variables have an optimistic, solid, and substantial impact on employee motivation. Employees would be more driven and happier with their jobs if they are promoted from inside the organization rather than hired someone from outside. Employees should be involved in decision-making by management so that they sense empowered and see themselves as an important asset to the company. Finally, they can have opportunities for career development and advancement in the workplace. As a result, improvements in those factors would result in increased employee engagement. Employees are neither pleased nor unhappy with the variable, so the bank can improve its appreciation procedure. We suggest HR managers to look for ways to improve, grow, and support their employees' career motivation. Employees can develop career motivation by giving positive strengthening for good results, providing opportunities for achievement, promoting career growth, and providing work challenges (London & Mone, 1987).

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