



EFFECT OF NON-MONETARY COMPENSATION ON ORGANIZATIONAL PERFORMANCE OF EMPLOYEES IN FEDERAL POLYTECHNIC, DAMATURU, YOBE STATE, NIGERIA

MAIMUNA BULAMA

Department of Business Administration and Management, Federal Polytechnic, Damaturu, Yobe State, Nigeria

ABSTRACT

Compensation is a vital part of human resource management, which helps in encouraging employees and improving organizational performance. This is a conceptual paper which is aimed at examining the effects of non- monetary compensation on organizational performance of employees in Federal Polytechnic, Damaturu, Yobe State. The paper relies heavily on journal articles, textbooks, newspapers, magazines and observations for reviews and findings. The paper found out that there is a direct linkage between non- monetary compensation and organizational performance of employees in Federal Polytechnic, Damaturu as one of the tertiary institutions in Nigeria. The paper recommended that in addition to the recognition, promotion, flexibility and career development, the management should equally adopt other non- monetary forms of compensation like; employee empowerment, sound corporate policies, job security and autonomy, and so on. It also recommends that the management should evaluate the reward systems that are currently in place as well as the kind of influence they have on employee performance. The paper contributes to knowledge by adding on the existing literature on non-monetary compensation and filling the existing gaps identified from the previous researchers.

Keywords: *Non- monetary compensation, Recognition, Promotion, Flexibility, Career development*

INTRODUCTION

In today's competitive labour market, organizations need to fully leverage their human capital to sustain a competitive position. Employee performance is fundamental component that facilitates organizational growth and sustainability.

Compensation is the most significant aspect of motivating employee toward performance .All organizations, regardless of sector, size or industry require motivated workforce that ensures the efficiency, high organizational output and prosperity of the organization. Employees who are motivated are likely to be determinant, innovative and competent. On the other hand, de-motivated employees are likely to put in little or no effort in their jobs (Cheema, Shujaat & Alam, 2013).

Consequently, one of the most compelling challenges facing today's organizations is how to make sure that employees are highly motivated. The basic question that arises relates to how to create a situation in which workers can satisfy their individual needs while working towards organizational goals. The issue of adequate motivation and consequently workers productivity is a product of a person's set up of needs, goals, drive and experience. By implication, this means that factors which govern motivation, job satisfaction, workers productivity and attitude to work differ from one person to another and from one society to another. However, the entire issue of the implication of adequate motivation on workers' productivity is embedded in the various theories of motivation. People are motivated by various factors at different times. So, while monetary compensation can motivate some employees, others can have different expectations from their employees, which can be their source of motivation. More organizations are rising up to consider the use of rewards that are not valued in terms of money as a way of ensuring that their employees work for better yields (Kepner, 2010; Ngatia, 2014).

It is against this background that this study is conducted. Despite the growing body of literature on the effect of non-monetary compensation on employees performance, the subject matter still remains complex, hence the need to undertake a study on the effect of non-monetary compensation on performance of employees.

STATEMENT OF THE PROBLEM

Although what motivates an employee at any point in time may be very difficult if not impossible to find, generally, one of the widely accepted motivators of employees has been money. Whereas money seems to be the greatest reason for which employees may choose to work, research has shown that money alone is not enough. This fact is buttressed by the variants of motivational theories such as Maslow's hierarchy of needs theory, McGregor's theory X and Y, Adams' equity theory, to mention but a few. (Begram et al. 2007; Imbahale, 2016) stated that employees have different needs, some have financial goals. Therefore, same

incentives cannot apply to all employees as they are all at different stages of their lives and this call for different management styles. If managers had a clue on what the employees really need to be motivated, organizations will benefit from this as it would eventually reflect on its output.

The above consideration has prompted the researcher to fill in the gap identified in the academic literature by measuring the effect of non- monetary compensation on organizational performance of employees of Federal Polytechnic, Damaturu.

RESEARCH OBJECTIVE

The overall objective of this study is to examine the effects of non- monetary compensation on organizational performance among the staff of Federal Polytechnic, Damaturu, which is one of the tertiary institutions in Nigeria.

THEORETICAL FRAMEWORK

There are many theories on motivation which illustrates how rewards lead to performance. Some of these theories include McGregor's theory X and Y, Maslow's hierarchy of needs theory, Adams' equity theory, to mention but a few. For the purpose of this study, a theory postulated by Vroom (1964) is more relevant. The theory extremely discussed the linkage between reward and employee performance, more especially the non-financial reward. (Vroom, 1964; Kurfi, 2013) stated that individuals make choices based on estimates of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results.

In Vroom's analysis, the basis for motivation is threefold:

- The individuals expectancy that effort will lead to the intended performance
- The instrumentality of this performance in achieving a certain result
- The desirability of the result (known as valence) to the individual

Expectancy is the belief that an effort will result in attainment of desired performance goals. It deals with the probability that an outcome will be achieved through putting more effort which will result in an increase rewards. Usually, this belief is based on an individual's past experience, self-confidence, and the perceived difficulty of the performance standard or goal. Factors associated with the individual's expectancy perception are competence, goal difficulty, and

control. Valence entails the importance or desirability of an outcome or reward that an individual places that can be achieved on the job task performance. It is the value individuals place on outcomes based on their needs, goals, values, and sources of motivation. Factors associated with individual's valence are values, needs, goals, preferences, sources of motivation, and the strength of an individual's preference for a particular outcome. Unlike expectancy and instrumentality, valences can be either positive or negative. If an employee has a strong preference for attaining a reward, valence is positive. At the other extreme, valence is negative. And if an employee is indifferent to a reward, valence is 0 (Lunenburg, 2011).

While instrumentality is an individual's estimate of the probability that a given level of achieved task performance will lead to various work outcomes (Lunenburg, 2011). It is the belief that person will receive a desired outcome if the performance expectation is met. Instrumentality is affected by such things as clear understanding of the relationship between performance and outcomes. This outcome may come in the form of a pay increase, promotion, recognition, or sense of accomplishment. Managers should therefore attempt to ensure that increased in the employee's effort lead to higher performance which will hence leads to valued rewards.

Vroom's expectancy theory tries to explain the motivated behavior as goal oriented. He argues that people tend to act in a hedonistic way (Vroom, 1964) preferring the actions that will bring the highest subjective utility. Expectancy theory can help managers understand how individuals are motivated to choose among various behavioural alternatives. The theory emphasizes the need for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients.

CONCEPTUAL CLARIFICATION AND LITERATURE REVIEW

Employee Compensation

Employee compensation refers to the benefits (cash, vacation, etc.) that an employee receives in exchange for the service they provide to their employer. Compensation means giving employees either financial incentive or non-financial benefits in return to what they did, which would serve as a basis for motivation (Usman and Dugguh, 2014). Employee compensation is generally one of the largest costs or expenses for any organization. We can also see it as the total cost of an employee or employees, including what they are paid and the cost of any benefits in addition to their pay.

According to (Chabra, 2001; Ahmad & Ahmad, 2014), Compensation is the combination of monetary and non-monetary rewards provided to employees for offering their services an organization. It is given in the shape of wages, salaries and employee benefits like paid vacations, insurance, maternity leave, free traveling facility, retirement benefits, etc. compensation is a vital part of human resource management, which helps in encouraging the employees and improving organizational effectiveness. From a manager's point of view, the compensation package offered to a company's employees is essential not only because it costs money, but because it is likely to be the primary reason the employees work for the firm. A company's compensation scheme also informs a great deal about the firms values and cultures. Employees often look at what a company pays rather than what it says. In many aspects, people behave as they are rewarded.

Properly compensating employees increasingly motivates them to deliver good results. Employees are also likely to stay with the company, which lowers turnover rate. It also brings about increased productivity and profitability (Leonard & Thompson, 2019). Productivity in relation to compensation starts with employees feeling valued which increases motivation and loyalty. Having a well designed compensation plan that ensures equity should therefore be a high priority for all employers. Yet, a compensation plan should not be focused on the salary for a position. Compensation plans can, and typically do, include things like commissions, bonuses or merit pay, stock options and a comprehensive benefits package to complement a basic salary.

Financial rewards

This is typically understood to describe all financial means of pay provided by an employer to an employee in return for their individual effort and contribution, skills, and work done. Though there are many reasons why people work for a living, it is undeniable that money, or other financial rewards, play a key role in motivating people in the workplace. There is a wide variety of ways in which a business can offer money (or financial rewards) as part of the pay package, including salaries, benefits in kind (fringe benefits), time-rate pay, piece-rate pay, commission, and other performance related pay such as bonuses for achieving targets. According to Kurfi (2013), financial compensation or rewards are monetary incomes that accrue to personnel either directly or indirectly. These monetary incomes include: wages and salaries, bonuses and cash based fringe benefits. Wage is regular amount paid to an employee based on the units produced or time spent on the job. Salary refers to the regular amount paid to an employee for doing his job. Bonus in the other hand is a payment in addition to

basic wages/salaries. Lastly, cash based fringe benefits are extra, mostly regular money in addition to basic wage/salary. This includes: transport allowances, meals allowances, pension and unemployment benefits, Sallah bonuses, etc.

Non-financial reward

The modern day employee is no longer simply motivated by their salary and for this reason; organizations regularly attempt to incentivize workers with non-financial methods. Non-financial reward can have an even more substantial impact on employee satisfaction and motivation than traditional financial rewards. Non-financial reward is a reward focused on the needs most people have, although to a different degrees for achievement, recognition, responsibility influence and personal growth (Armstrong & Murlis, 2004). Non-financial reward is any benefit an employee receives from an employer or job that is above and beyond the monetary compensation package for the purpose of attracting, retaining and motivating employees. According to Ngatia, (2014), non-monetary rewards given to employees include recognition, promotion, flexibility (flexible schedules) and career development.

Recognition

Recognizing employees in an organization causes a fundamental outcome on the productivity of the employees. (Danish & Usman, 2010; Ngatia, 2014) affirm that if rewards such as recognition are given via appropriate implementation, they generate an ample working atmosphere which has the ability to motivate workers so that their achievements can be high. Recognition can be defined as verbal or written appreciation for the work an individual does, to acknowledge the efforts and to say good work or well-done. It is another way of showing employees work is recognized, and when the employees get appreciated for the efforts they have done, it makes them more enthusiastic, satisfied and gives them the feeling that they and their work has worth. This will also increase their productivity level.

Lack of recognition may not be a very dominant factor that will directly lead to dissatisfaction unless an individual who excels in his work and is the reason for organization's profits, if the work of such an employee is continuously disregarded and not appreciated or rewarded; such behavior will lead to dissatisfaction (Ali and Ahmad, 2018). Recognition schemes as part of total reward package enables to show appreciation to individuals for their achievements. Recognition subsequently increases performance when it is

exclusively provided to the best performers (Christiane, Robert, Susanne & Arja, 2013).

Promotion

Promotions provide opportunities for personal growth, increased responsibility, and increased social status. Promotion is an effective tool for firm to produce a positive behavior from their employees and also to maintain a greater level of job satisfaction by making workers believe that a promotion is possible. Reward structures that provide responsible and adequate opportunities for employee's contribution to be promoted and rewarded are associated with positive attitudes about the job (Robbins, 2001).

Promotion refers to opportunities that an organization offers for advancement. According to Lazear and Edward (2000), Promotion is defined as elevating employee at a job of higher significance and compensation level. In other words, it is basically shifting employee in an upward hierarchy that will increase their level of responsibility. It creates the opportunities for increased levels of responsibility, personal growth and an increase on social standing (Serena and Muhammed, 2014). Promotions are considered as significant aspect of one's career life. Those employees who realize that they are not going to get a promotion this time will reduce their work effort, unless they believe that they are still in the hunt for future promotion. On the other hand, employees who considered that a promotion is likely to happen in the next years report higher level of job satisfaction. The structures of the companies reward system, that is, the means through which employees earn promotion, salary increases, or other rewards is important in determining performance. Reward structure that hinders professional development provides little promotion for employee's contribution to company success that leads to lower levels of performance.

Flexible Schedules

Allowing work schedules that are flexible help in increasing the morale and the motivation of employees. A schedule that is flexible or an afternoon off that is occasional is capable of helping workers in meeting some personal roles (Ngatia, 2014). Today's employees are being demanded by their friends, families, hobbies, sports, children as well as other activities. Flexibility also implies the number of hours that employees have worked whether in terms of part time, sharing jobs arrangements or even full time work. Flexibility can as well mean seasonal work or phased retirements in the workplace for employees.

According to (Burns & McKinnon, 1993), flexible schedules have a positive impact on employee performance, which leads to improved morale. Employee morale is important because when employees feel good about their jobs and their employers, they create a good working environment for others. Further, flexible working time leads to increased productivity. Workers are often willing to work even harder so that the company they work for can achieve its goals. Additionally, flexible hours enable better health for workers. Creating high quality self-confidence helps in keeping stress levels at a manageable level; consequently, employees become happier and healthier (Ngatia, 2014).

Career Development

The development of employees careers as a form of incentive used in organizations have mostly been considered as an efficient method of employee compensation, hence attracting as we as leading to workforce maintenance. Career development as a non-monetary reward is utilized in motivating employees and improving their morale towards their day-to-day business in the organizations that they work for. Employees usually comprehend that they need continual growth, learning and developing new skills so that they can advance in all ways of their lives (Ngatia, 2014). The opportunity to learn will show employees the organization cares about their development. If an organization has job openings that require a certain level of skill, learning and training opportunities can help them better equip current employees to fill the position. By continually increasing employee's knowledge and skills, an organization will stay on top of industry changes and advancements, leading to better quality products, services, and even improvements in processes. Employees who don't receive professional development opportunities become stagnant water (Krauel, 2014). In fact, career development is the primary reason people join a company. Think of Maslow's hierarchy of needs: an individual's fundamental needs must be met for him or her to survive. However, once the basic survival needs are met, then respect, recognition, reward, and ultimately, self-fulfillment become important.

Determinants of Reward

Numbers of empirical studies have identified the characteristics which determine the reward system of organizations based on the above theoretical stand points. Here are listed the most significant determinant factors as evidenced in many literatures.

Table 1: Determinants of Reward

S/N	NAME OF AUTHOR	SIGNIFICANT FACTORS
1	Behailu (2012)	Salary, bonus, recognition, work environment, carrier development opportunities.
2.	Tamene (2015)	Payment, benefit, promotion, work condition, recognition, supervision
3.	Sajuyigbe et al (2013)	Recognition, pay, praise, performance bonus.
4.	Aliya et al(2015)	Long working hours, training, stress, communication barriers.
5.	Serena et al(2014)	Recognition, learning opportunities, challenge of work, carrier advancement, basic pay, performance bonus.

Source: Researcher

The above table pointed out that several factors including the non-monetary and monetary benefits serve as factors that determine compensation. Based on the above summarized research work, recognition, learning opportunities, carrier advancement, promotion, basic pay, praise and others serve as major determinants of compensation.

Importance of Compensation on Employee Performance

It has been found out that there is a significant relationship between employee compensation and organizational performance. (Nebeker et al, 2001; Larbi, 2014) confirms that customer satisfaction and organizations performance is the result employee's satisfaction. Performance-based compensation is the dominant human resource practice that firms use to evaluate and reward employees' efforts (Collins & Clark, 2003; Larbi, 2014). Evidently, performance-based compensation has a positive effect upon employee and organizational performance.

Naidu & Satyanarayana (2018) identified the following as the benefits of employee compensation to an organization:

1. **Retention:** in a tight job market, employers have to be proactive in their efforts to retain talented employees. Compensation is directly tied to retention, because everyone is fiercely competing for top performers. Many workers have found out that they can receive a much more substantial pay increase by switching jobs. Therefore, employers may need to increase wages to retain their most important workers.
2. **Self-confidence:** individuals who have low self-esteem typically don't trust their own judgment, which creates more work for the manager, having to be very involved in their day to day tasks. Employees always need positive feedback and encouragement when they do good work. This makes them feel that they are valued, which in turn boosts their confidence and their performance.
3. **Job satisfaction:** compensation is the top contributor to job satisfaction, according to a report from the Society for Human Resource Management. Employers should regularly engage their workforce with surveys and feedback sessions to determine where everyone stands in terms of satisfaction.
4. **Motivation:** employees who feel they are under-compensated at work may not be motivated to work any harder. Human beings all have different kinds of needs. A compensation plan that hits workers needs is more likely to motivate them to perform in the desired way.
5. **Employee performance:** the quality and performance of your company's talent pool is usually directly dependent on how well you execute your compensation planning strategies. It offers them a reason to work hard and keep driving towards achieving the next milestone. Employee performance and efficiency can be drastically affected if a good compensation package is absent.
6. **Low absenteeism:** excessive absences can equate to decreased productivity and can have a major effect on company finances, morale and other factors. Organizations should consider implementing rewards that encourage good attendance practices, as these can be good motivators. Also, if employees enjoy the office environment and are happy with the compensation, their performance will be high and absenteeism will be very low.

Relationship between Non-Monetary Compensation and Employee Performance

According to Sani (2013), non-monetary incentive carry a significant 'trophy value' thus continue to reinforce the good performance and behaviours;

- i. It provides tangible symbol of achievement and serve as an encouragement to other employees
- ii. Reinforce the association with Sponsor Company and thus increase loyalty
- iii. Provide guilt-free enjoyment of reward thus increases the motivating impact
- iv. Both extrinsic and intrinsic motivators; provide strong emotional appeal to participant's personal wants and interests
- v. Carry a high perceived value because of the increased emotional attachment; therefore, stimulate performance better than cold cash
- vi. Can be attached to a particular behaviour thus stimulating a specific response in a long term
- vii. Participant's family is involved in selecting and sharing awards thus multiplying the emotional value of the reward and its impact on the participant
- viii. Do not become an expected part of an employee income or an entitlement; always seen as a reward for a particular accomplishment or performance

Non-monetary Compensation and Employee Performance in Federal Polytechnic Damaturu, Nigeria

Promotion

Federal Polytechnic, Damaturu do promote some of its staff every three years. The academic staffs are promoted as below:

- (7) Chief Lecturer
- (6) Principal Lecturer
- (5) Senior Lecturer
- (4) Lecturer I
- (3) Lecturer II
- (2) Lecturer III
- (1) Assistant Lecturer

The above diagram shows the promotion ladder of academic staff of Federal Polytechnic, Damaturu. This implies that academic staffs are promoted from assistant lecturer to lecturer III, to lecturer II, to lecturer I, to senior lecturer, to principal lecturer, and from there to chief lecturer. So also the promotion depends on the level of education, number of years, publications and other specifications met. Thus, the promotion makes the staff feel satisfied and improve their performance.

Training

Employees in the polytechnic are trained and developed as a means of non-monetary compensation through giving the staff fellowship leave to further their education, sending them for workshops, conferences and other means.

Recognition and Working Condition

The polytechnic also gives its staff certificates of recognition based on their merit. In terms of working condition, some of the staff offices are well designed in such a way that the staff feels compensated and motivated to perform better.

METHODOLOGY

The paper relies heavily on interview, observation, newspapers and magazines, textbooks and journal articles for reviews and findings. The paper reviewed Vroom expectancy theory of (1964), which base and support the concepts on rewards and performance.

FINDINGS

The paper was able to find out that there is a relationship between non-monetary compensation and organizational performance of employees in Federal Polytechnic, Damaturu, as one of the tertiary institutions in Nigeria. The findings are in line with the findings of Ngatia (2014), Sani (2013) and other prominent researchers.

CONCLUSION

The study concluded that compensation is one of the critical aspects of human resource management practices, because it seriously leads to employee performance in tertiary institutions in Nigeria. The study also concluded that non-monetary reward such as employee recognition, career development, and flexibility helps in encouraging the employees and improving organizational performance. Flexible working schedules render employees great flexibility in how their jobs are done, creating good morale and help in keeping stress at low levels. Additionally, the study concluded that career development rewards system influences employee performance in their workplace to a very great extent in that; the career level of employees in an organization determines the degree of employee performance. It also concludes that recognition has a significant impact on employee's satisfaction and productivity, and that employees attach great value to recognition as part of rewards.

RECOMMENDATION

The study recommends that the management of Federal Polytechnic, Damaturu and all other organizations at large evaluates the reward systems that are

currently in place as well as the kind of influence they have on employee performance. The study also recommends that the management minimizes their emphasis on monetary rewards like bonuses, to capitalize on non-monetary rewards, majorly by promoting, recognizing, offering flexible working hours as well as promoting career development for employees. These forms of rewards are likely to boost employee performance to a great extent, and in turn enhance organizational performance.

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