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**THE RELATIONSHIP BETWEEN NON-MONETARY REWARDS AND  
EMPLOYEE PERFORMANCE: A CASE STUDY OF PERCETAKAN  
NASIONAL MALAYSIA BERHAD**



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In Partial Fulfillment of the Requirement for the Master in Human Resource Management

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## ABSTRACT

The purpose of this study was to identify the relationship between non-monetary rewards and employee performance. This study emphasized on the relationship between recognition, training and good work environment with employee performance. The literature review revealed that the non-monetary rewards had a significant relationship with the employee's performance. Therefore, quantitative research has been conducted at Percetakan Nasional Malaysia Berhad (PNMB) to identify the impact of the non-monetary rewards on employee performance in this company. The sample of this study involved 88 respondents from PNMB in East Malaysia. The data were collected through questionnaires and analysed with statistical analysis such as reliability analysis, descriptive analysis, correlation analysis and multiple regression analysis. Hence, the findings show that there were two independent variables such as training and good working environment had significant relationship with employee performance. Meanwhile, one of the independent variable which is recognition was not significant relationship with employee performance.

**Keywords:** Recognition, Training, Good working environment, Employee Performance

## ABSTRAK

*Tujuan penyelidikan ini adalah untuk mengenalpasti hubungan ganjaran bukan kewangan dengan prestasi pekerja. Kajian ini menekankan tentang hubungan antara pengiktirafan, latihan dan persekitaran kerja yang baik dengan prestasi pekerja. Sorotan karya yang lepas membuktikan bahawa pemberian ganjaran bukan kewangan mempunyai hubungan yang signifikan dengan prestasi pekerja. Oleh itu, kajian kuantitatif telah dilakukan di Percetakan Nasional Malaysia Berhad (PNMB) bagi mengenalpasti impak ganjaran bukan kewangan ke atas prestasi pekerja di syarikat ini. Sampel kajian ini melibatkan responden daripada staf PNMB Malaysia Timur seramai 88 orang. Data dikumpul melalui soal selidik dan dianalisis dengan beberapa ujian statistik dijalankan seperti ujian kebolehppercayaan, analisis deskriptif, analisis korelasi dan analisis regresi berganda. Justeru, dapatan kajian menunjukkan dua pembolehubah tidak bersandar seperti latihan dan persekitaran kerja mempunyai hubungan yang signifikan dengan prestasi pekerja. Manakala, satu daripada pembolehubah tidak bersandar iaitu pengiktirafan tidak mempunyai hubungan yang signifikan dengan prestasi pekerja.*

**Kata Kunci:** *Pengiktirafan, Latihan, Persekitaran Kerja Yang Baik, Prestasi Pekerja*

## ACKNOWLEDGEMENT

First and foremost, Glory to Allah the most High, the most Merciful, may His peace and pleasant blessings be upon our sacred prophet, Muhammad (S.A.W). Alhamdulillah without Allah's grace, my dreams would have turned to illusions.

I would like to express my gratitude to my supervisor, Mr. Mohd Rasul Bin Mohammad Noor, for his guidance and willingness to share his experience and knowledge. I am really thankful for his advice and support throughout the completion of this research paper.

To my late father, Enji Bin Uttik, who sacrificed and invested a lot in me, he sent me to the best of schools; he had high hopes in me but did not live to see this date. I pray for him for Allah's mercy and May Jannat al Firdausi be his final abode.

To my mother, Indah Irah Binti Ungkong, who always loved and sacrificed to make me grown up as a useful person. I also did not forget to my other family members who always give me mentally and financially support.

I also would like to express my appreciation to the management of *Percetakan Nasional Malaysia Berhad* (PNMB) for giving me approval to conduct study in their organization.

I thank you all.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Over the years, the topic about employee performance has become a subject of study by many scholars and practitioners within the field of management such as Nassazi (2013), Ngatia (2014) and Hassan (2016). Employee performance is an important guideline and factors which place the foundation for high performance that should be analysed by organizations (Abdikarin, Hussein, & Ali, 2013). According to Noel (2009), employee performance can be defined as a process whereby superior is responsible to ensure the employee activities and productivity is align with organizational goals. Meanwhile, Viswesvaran and Ones (2000), illustrated that employee performance as scales, work results and behaviours of employees in line with their contribution to organizational goals. Moreover, Okoth (2014), stated that managing of rewards is crucial for organization to increase employee performance. Tsui, Lin and Yu (2013), said that employee performance could assist in deciding the extent to which organizations achieve their goals like improvising customer satisfaction, perceived service quality, customer loyalty and brand image. Therefore, these arguments have strong points that the issues regarding employee performance is important for organization in order to improve employee performance.

In addition, Wang (2004) opined that employee performance is benefit of return from rewards system. The author argued that rewards system plays important roles such as to build and sustain the employee commitment towards organization and to maximise employee loyalty. According to Ngulube (2003), employee performance is also being affected by the rewards system in an organization. From this statement we can see that previous researcher also argue that there is relationship between rewards and performance.

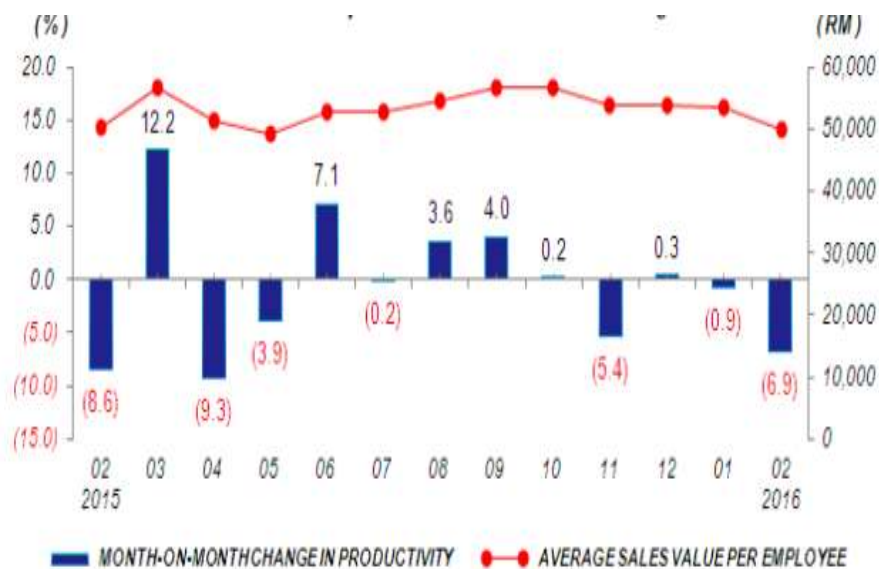


Figure 1.1  
 Productivity Performance of the Manufacturing Sector  
 Source: Department of Statistic Malaysia, (2016)



Figure 1.2  
 Number of Employee and Salaries & Wages in Manufacturing Sector  
 Source:) Department of Statistic Malaysia, (2016

Department of Statistic Malaysia (2016), reported that during January until February 2016, the sales value of the Manufacturing sector declined to 2.4%. Thus, the number of employees engaged during the period was declined by 0.2% while the productivity declined by 2.2%. Thus, it shows that other alternative is needed as an initiative to improve employee performance especially in manufacturing sector. According to Pincus (1986), productivity is related to the employee performance. It is in line with Farooq and Khan (2011), which concluded that employee performance is influenced by rewards given by employer. Meanwhile, Figure 2.2 shows the total employees engaged in the manufacturing sector in February 2016 was 1,028,301 persons, a decrease of 0.2% or 2,183 persons as compared to 1,030,484 persons in February 2015. On yearly basis, salaries and wages paid in February 2016 increased by 7.9% (RM236.1 million) as compared with the corresponding month of the previous year. For monthly basis, the total amount paid in February 2016, decreased by 1.3% (RM41 million) to register RM3,210

million. Thus, it shows even the salary and wages increased yearly but the productivity still drops down. Therefore, other option than monetary rewards should be identified in line with the suggestion from McShane and Glinow, (2010). Luthans (2000), pointed out that there are two types of rewards which are monetary rewards (extrinsic rewards) and non-monetary (intrinsic rewards) and a medium for increasing employee performance. According to Luthans (2000), monetary rewards consist of pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts while non-monetary rewards comprise of non-cash items such as social recognition, praise and genuine appreciation.

Some researchers (Farooq and Khan, 2011; Bushiri 2014; Nelson, 2004; McMullen and Stark, 2007) highlight that non-monetary rewards such as good working environment; training and recognition have impact on employee performance. Farooq and Khan (2011) concluded that practitioners should do their best to increase employee performance by promoting good working environment within the organization. According to Bushiri (2014), the good working environment can improve employee performance where it influence employee to work comfortably and perform their job effectively. Meanwhile, Nassazi (2013), affirmed effective training programs such as desired knowledge, skills, competencies and abilities could increase the employee performance. Nelson (2004), mentioned that praise and recognition are the most efficient intrinsic rewards that enhances employee performance while Jensen, McMullen and Stark, (2007), opined that intrinsic rewards as a medium to increase employee performance. So, we can see that the



component on non-monetary rewards like good working environment, recognition and training has a good potential in promoting employee performance improvement.

Several researchers have conducted the study regarding the existence of a significant relationship between employee performance and rewards (Agwu, 2013; Mensah and Dogbe, 2011; Sajuyigbe, Bosed and Adeyemi, (2013). Moreover, Dzuaranin, (2012), concluded that non-monetary rewards could give benefit to employers as a supplement to monetary rewards in order to increase employee performance.

On the other hand, Hafiza, Shah, Jamshee and Zaman (2011), stated that employee and employer relationships, working conditions, training and development, job security as well as company guidelines and procedures in terms of rewarding employee have an impact on employee performance. According to McShane and Glinow, (2010), organizations use non-monetary rewards to boost their employees' efficiency and performance in order to achieve their goals and increase organizations' productivity. Morrell (2011) highlighted that the main advantage of non-monetary rewards among others is the effect that they have on an employee's intrinsic motivation. Brooke, Russell and Price (1988), mentioned that employees' commitment to the organization can be improved through the efforts undertaken by organizations such as improving the social atmosphere and the destination (Sense of Purpose). Therefore, non-monetary rewards can be a medium to increase employee performance.

### **1.1.1 Brief Information about Percetakan Nasional Malaysia Berhad**

Percetakan Nasional Malaysia Berhad (PNMB) is the biggest printing company in Malaysia. Previously, PNMB was known as *Jabatan Percetakan Negara* and established during the British occupation in Malaya in 1888 (Pandey, 2017). Pandey (2017), stated that PNMB was corporatized on 1st January 1993 and changed its name to PNMB when it entered the open market and the company's clients are primarily ministries and government departments where it provides a variety of printing services, including digital imaging and archiving solutions, managing print services and print room services, information products, card printing as well as A4 paper supplies. PNMB was a fully government owned company under the Ministry of Finance before it going and continues to undertake all the printing and press work for various government ministries, offices and agencies (Farah Adila, 2017). On top of that, most of Malaysian exam papers also printed there. However, the Minister of Finance Inc (MoF) is believed to have finalised the sale of Percetakan Nasional Malaysia Bhd (PNMB) to Sutera Bakti Sdn Bhd which a company linked to tycoon Tan Sri Syed Mokhtar Albukhary by the end of year 2016 (Pandey, 2017).

## 1.2 Problem Statement

The issue of non-monetary rewards and employee performance is an issue that has been raised by previous researchers such as Al-Ameryeen (2015) and Ngatia, (2014). Based on the Figure 1.1, shows that the productivity in manufacturing sector was dropped compared to the previous year. This the crucial issues to be discussed in order to find out what the solution to improve productivity in this sector. According to Waqas and Salem (2014), monetary and non-monetary rewards play important for overall performance which includes the employee performance.

Giving monetary rewards are a major practice for organization in order to increase employee performance (Armstrong, 2012). However, the interviews conducted by researcher concluded that non-monetary rewards such as recognition from the company, good training program and better good working environment can increase employee performance. Based on the interviews conducted by researcher on 10 current employees and 10 former employees of PNMB, 95% of them believe that non-monetary rewards could increase employee performance. Therefore, these rewards are part of non-monetary rewards that an employer can give to employees. Aktar, Sachu, and Ali (2012), mentioned that nonmonetary rewards such as recognition, chances of learning, exciting work and advancement of career were found out as an effective tool in order to increase the employee performance. Meanwhile, Beardwell and Claydon (2010) suggested that few other factors of non-monetary rewards such as employee working conditions,

employer-employee relationship, job security, training and development have been influenced employee performance.

The congressional secretary of the Malaysian Trades Union Congress (MTUC), N. Gopal Krishnam said that rewards could raise the spirit of the employee and enhance the performance of the company (Hasli, 2016). He also added that giving such a bonus can increase employee loyalty to the organization. Thus, Hashim, A. Halid and Abd Aziz (2008), pointed out that the achievement of an organization depends on the performance of an employee in the organization. Therefore, Danish and Usman (2010) suggested in their study that an effective rewards system and good recognition of performance in an organization creates suitable working conditions for employees as well as become employee's key motivator to maximize their performance.

Additionally, previous studies conducted in the area of rewards such as, Shujat and Alam (2013) which studied about non-monetary rewards and motivation of employee concluded that non-monetary rewards such as effective internal communication and job security have positively significant relationship on the job related motivation of employee. Richard (2014) agrees that motivated employee will improve the employee performance and it can be done with good monetary and non-monetary rewards. Besides, it is a driving force for researcher to discover more about these issues in a different perspective.

On the other hand, Ngatia (2014) studied about the influence of non-monetary rewards on employee performance concluded that non-monetary rewards are an effective tool in motivating employee and consequently boost their performance. This argument also supported by Neelam Bari, Uzma Arif and Almas Shoaib (2013), companies which only have monetary rewards need introduce non-monetary rewards as their performance rewards systems in order to increase the employee performance.

### **1.3 Research questions**

Based on the problem discussed above, the research question this study would be as follows:

- 1) To what extent does recognition impact on employee performance?
- 2) To what extent does training impact on employee performance?
- 3) To what extent does good working environment impact on employee performance?

### **1.4 Research Goal**

The research goal of this study was to establish the impact of non-monetary rewards on employee performance in private sector.

## **1.5 Research Objectives**

The objectives of this study are as follows:

- 1) To measure the relationship between recognition and employee performance.
- 2) To measure the relationship between training and employee performance.
- 3) To measure the relationship between good working environment and employee performance.

## **1.6 Scope of the Study**

In this study, Percetakan Nasional Malaysia Berhad (PNMB) Company was selected as a case study. The study only focused on PNMB staff from east Malaysia branches which are Sabah and Sarawak only. This study is conducted to examine the impact of non-monetary rewards on employee performance in private sector. This study involved permanent staff from Kota Kinabalu branch in Sabah and Kuching branch and Miri branch in Sarawak.

## **1.7 Significance of the Study**

Researcher believes this study will give some benefits to organization and employees.

The benefits are as follows.

### **1.7.1 Theoretical Contributions**

From the theoretical perspectives, this study offered the knowledge of importance of job performance among the employees in organization so that readers will know the relevant issues about performance in order to improve the current employee performance. According to Alvesson and Deetz (2000), what we are continuously doing is developing informed knowledge frameworks about how to act on things in our world, thereby formulating ways in which to understand and address issues and problems in the world around us. Thus, the informed knowledge and experience frameworks that we apply to our world are simply personal theories-in-use (Argyris & Schon, 1974). The theoretical contribution of this study involves the understanding of the Herzberg's Two-Factor Theory that can be applied to relate the non-monetary rewards and employee performance. This study will also elaborate on the findings of past studies with regards with the topics about the non-monetary rewards and employee performance. Thus, it will give an overview of the research gaps in this study.

### **1.7.2 Practical Contributions**

A lot of initiatives to improve employees' job performance and services in organizations have been done, in order to serve the people and satisfying their needs (Bianca, Marc and Celesta, 2012). This study will be using the quantitative and survey method. Thus, the result can give a great reference for the practitioners and organization in order to improve the employee performance by giving the valuable recognition, effective training and a good working environment. This study also can helps employer to make decision on what is the best way that they can improve their employee performance via rewards. Therefore, the result of this study is suitable for the similar industry because it can indicates the outcome that can be useful for mangers and decision maker to provide better rewards for their employees in order to increase employee performance.

### **1.8 Organization of the Thesis**

This study is divided into five chapters. Chapter One introduces the research background, significance of the study, provides an overview of the research background, problem statement, research questions, research objectives, and explains the purpose and the rationale of the study. Chapter Two reviews the previous literatures in terms of the non-monetary rewards and employee performance. The review also presents the findings from previous research in different organizational context and at different levels in order to provide more argument of the literature. Chapter Three describes the methodology used of this study. It comprises the research framework, hypothesis statement, research design,



population and sample, operational definition of variables, questionnaire development, pilot test, data collection, technique of data analysis and conclusion. Chapter Four presents the finding from statistical analysis, and offers details interpretations. Chapter Five describes the discussion of the findings focuses on the research question and objective of this study. This chapter also includes with a summary of the research and its key findings. Limitation and suggestions for future research also discussed at the end of the chapter.

### **1.9 Definition of Key Terms**

**Non-monetary rewards-** Non-cash rewards of a high level of accomplishments or performance (Rose, 1998).

**Employee-** A person in the service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed (Henry, 1991)

**Employee performance-** The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement (Appelbaum & Rammie, 2000).

**Rewards-** Refers to all the monetary, non-monetary and psychological payments that an organisation provides for its employees in exchange for the work they perform (Bratton, 2007).

**Recognition-** It refers is a process of giving an employee a certain status within an organization and describe how the work of an employee is evaluated and how much the appreciation he receives in return from the organization (Danish & Usman, 2010)

**Training-** Training refers to bridging the gap between the current performance and the standard desired performance (Asfaw, A.M., Argaw, M.D. and Bayissa, L., 2015)

**Working environment-** The surrounding conditions in which an employee operates. It refers to three major sub-environments which is the technical environment, the human environment and the organizational environment (Opperman, 2002; Bushiri, C.P., 2014)

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter illustrates a review of literature related to the impact of non-monetary rewards on employee performance. The components presented in this section included the empirical review of past researched on literature as well as theoretical framework.

#### **2.1 Theory and Concept**

##### **2.1.1 Employee Performance**

The success of an organization is usually depends on the performance of employee in the organization. Aguinis (2009), described that definition of performance is comprise of employee behaviour instead of the results of an employee's behaviour. Thus, he stated that performance is about behaviour in respect of what the employee does instead of what the outcome from employee' work.

According to Hersey and Blanchard (1993), employee performance is determined during job performance reviews with the consideration factors of time management, leadership skills and productivity to assess each employee on an individual basis. They also

mentioned that this technique was to measure the level of achievement of business and social objectives and responsibilities from the perspective of the judging party.

Generally, the terms of employee performance can be defined as the individuals' ability to realize their goals of work, to achieve work expectations as well as to accomplish job standards by the organization (Campbell, 1990; Viswesvaran and Ones, 2000). Koopmans, Bernaards, Hildebrandt, Shaufelo, Henrica and Allard (2011), emphasized employee performance in terms of behaviour rather than results; second, behaviours that are relevant to the organisation's goals, and third, performance related to multidimensional task, contextual, adaptive and counterproductive behaviours. According to Van Scotter, Motowidlo, and Cross (2000), task performance consist of behaviour that provide direct support for the organization's core technical processes.

Koopmans et al, (2011), emphasized the employee performance in four categories which are task performance, contextual performance, adaptive performance and counterproductive behaviour. Task performance comprised of employee contribution on organizational performance (Williams & Karau, 1991). Task performance can be defined as the competency of employee which performs central job tasks (Koopmans et al, 2011). Task performance needs extra cognitive ability and is primarily provided through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the

performance) (Conway, 1999). According to SJ Motowildo, WC Borman and MJ Schmit (1997), there are two types of task performance which is consisting of activities whereby transform the raw materials into the goods and service that produce by organization. The second type consist of activities that service and maintain the technical core by replenishing its supply of raw materials.

In addition, contextual performance can be defined as individual behaviours that support the social, organization and psychological environment with functional technical core (Borman & Motowidlo, 1993). Several labels exist for this dimension, such as non-job-specific task proficiency, extra-role performance, organizational citizenship behavior, or interpersonal relations. The concept refer to behaviours that go beyond the formally prescribed work goals, such as taking on extra tasks, showing initiative, or coaching newcomers on the job (Koopmans et al, 2011). Meanwhile, the concept of adaptive performance is defined in general terms as an individual's ability to adapt to dynamic work situations (Hesketh & Neal, 1999). Employees demonstrate adaptive performance by adjusting their behaviours to the requirements of work situations and new events (Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000).

Furthermore, counterproductive work behaviour is identified as behaviours that negative impacts on the organizations (Rotundo & Sackett 2002). Moreover, the ability of individual to adapt and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh, & Neal, 1999). Koopmans et al (2011) defined counterproductive work behaviour as a behaviour that harms the well-

being of the organization which includes behaviours like absenteeism, not punctual, engaging in off-task behaviour, theft, and substance abuse. Counterproductive work behaviour can consist of engaging in physical and verbal aggression, directing hostile and nasty behaviour at co-worker, destroying organizational property, purposely doing work incorrectly, stealing, sabotage, theft, and withholding task performance (Spector & Fox, 2010).

### **2.1.2 The concept of monetary and non-monetary rewards**

Rewards divided by Armstrong (2007) into two categories which are monetary rewards and non-monetary rewards. The monetary rewards include base pay, merit pay, rewards, commission, bonus and healthy allowances. Non-monetary rewards include recognition, decision making roles, promotion, flexible working arrangement and company uniforms. Armstrong (2007), affirmed that employees should be rewarded in accordance with their contribution, skill and competence and their market worth (Harunavamwe, Martha & Kanengoni, Herbert, 2013). Monetary rewards are one of the rewards for employees as a result of their creditable performance at work via money (Ballentine, McKenzie, Wipocki & Kepner, 2007). They also stated that these kinds of rewards can be given by salary, wages, allowance, project bonus, scheduled bonus, profit sharing, stock options, as well as insurance program.

According to Pattanayak (2005), non-monetary rewards can be categorized into tangible non-monetary rewards and intangible non-monetary rewards. Tangible non-monetary

rewards are usually in the form of treats, awards, knick-knacks and tokens. Meanwhile, intangible non-monetary rewards refer to the form of informal recognition, friendly greetings, more responsibility, meaningful work, job rotation, performance feedback, special assignments, and training. Nonmonetary rewards are rewards for employees due to their excellence in job performance (Kepner, 2001).

Burgess and Ratto (2003), stated that monetary rewards enhance the direct satisfaction of employees and non-monetary rewards are helpful for the recognition of employees and that recognition is a motivational tool for the employees and leads to the work engagement. Kohn (1993), argued that monetary rewards encourage compliance rather than risk-taking because most rewards are based only on performance and employees are discourage from being creative in the workplace. Thus, informal rewards like non-monetary rewards are highly desired by today's employees.

### **2.1.3 Herzberg's Two-Factor Theory**

According to Ruthankoon (2003), Frederick Herzberg adapted the theory from Maslow's Hierarchy of Needs Theory and modified it as well as came up with his famous Motivation-Hygiene Theory of Job Enrichment. He also stated that Frederick Herzberg emphasized that "the motivating factors has the six job content factors that include achievement, recognition, work itself, responsibility, advancement, and personal growth. Meanwhile, hygiene factors has the job context factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers,

salary, personal life, relationship with subordinates, status, and job security”. Thus, Berberian (2008), also agreed that nonmonetary such as recognition program is also, considered as an intrinsic factor based on Herzberg’s elements.

On top of that, this theory can be applied in terms of employee performance and rewards. For example, Chris and Awonusi (2004) have linked rewards and employee motivation. They argued that extrinsic rewards have positively significant on employee motivation while intrinsic rewards did not have any significant relationship to employee motivation. However, Reio and Callahon (2004) conclude that both intrinsic and extrinsic rewards motivates the employee resulted in higher productivity. Therefore, if employer or manager trying to increase their employee performance, they have to address Two-Factor Theory that effect on job satisfaction. Kwasi Dartey-Baah (2011), pointed out that management has a responsibility in order to ensure that employee are treated fairly and helping employee to grow within their jobs and giving those opportunities for their achievement. Thus, Kwasi Dartey-Baah (2011) affirmed that the organizations need to focus in terms of accomplishment, responsibility as well as appreciation.

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 (Yavuz, 2004). In the Herzberg’s theory, the motivator needs played a more important role in employee performance (Bassett- Jones& Lloyd, 2005).



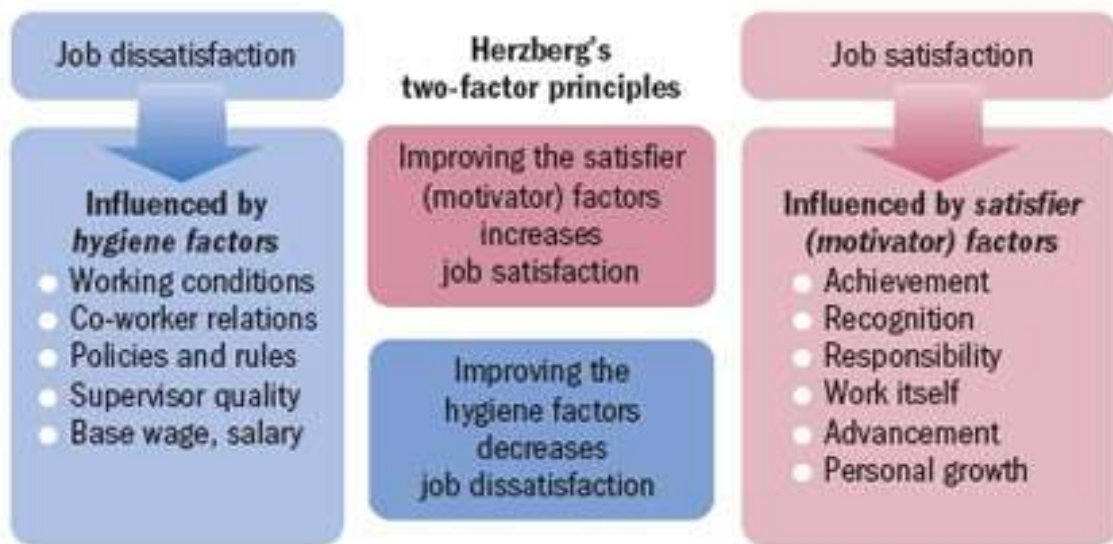


Figure 2. 1: Herzberg's Two-Factor Theory

Sources: Kamar, Ahmed (2016)

The extrinsic and intrinsic rewards are interconnected to motivation when extrinsic rewards are offered by the organisation leadership and are in a job then employee will be encouraged by these positive external motivators to develop a positive relation to his or her job therefore creating the intrinsic rewards that are derived from that relationship of the worker and his job as well as lead to good employee performance (Stella, Opu, 2008).

## **2.2 Past research on non-monetary rewards and employee performance**

### **2.2.1 Non-Monetary Rewards and Employee Performance**

Jeffery (2002), discovered that non-monetary rewards have higher impact to control the various psychological needs and non-monetary rewards also have a deeper and long-term effect than monetary rewards on motivation. Heyman and Ariely (2004), stated that non-monetary rewards provides a strong sense of security and stability of employment for the workers or employees. They argued that by giving non-monetary rewards, employee will know that their positions are secure and stable as well as employee internally feels motivated and inspired. Organizational performance can be increased to the highest level by offering non-monetary rewards to employees (Heyman & Ariely, 2004). Similarly, Allen and Helms (2002), confirmed that the terms of non-monetary rewards such as regular expressions of appreciation from superior could encourage behaviour of employees to achieve strategic company goals as well as to increase their performance.

Sani (2013), pointed out that non-monetary rewards can be more effective than monetary rewards because it can help the employee with their self-esteem, given deserved recognition, and a feeling of fulfilment with their jobs. According to Ryan, R. M., and Deci, E. L. (2000), non-monetary rewards can be very significant to employees and very motivating for performance improvement. He stated that creative use of personalized non-monetary rewards reinforces positive behaviours and improves employee retention and performance.

On the other hand, Axelsson and Bokedal (2009), did a study on rewards in motivating different generations at Volvo Car Corporation. Their findings indicated that challenging work and non-monetary rewards could motivate the employee while bonuses and shares are not very motivating to the employee. Meanwhile, Kandula (2006), also argued that employees who financially well rewarded look for some kind of non-monetary rewards like recognition in order to fulfil their self-esteem and self-actualization needs while employee who may not very well rewarded get stimulated for better performance through recognition rewards.

The argument about the impact of non-monetary rewards on employee performance was explored in a study by Ngatia, (2014) whereby he conducted a study to explore the influence of non-monetary rewards and employee performance which involved of 87 of respondents in Muranga Water and Sanitation Company. From his study, he found that the majority of the respondents agreed that non-monetary rewards are an effective tool in motivating workers and consequently increase their performance. The study showed that the majority of the respondents have chosen, followed by career development at a rate of independence and autonomy, flexible schedules and opportunities to contribute in organizational decisions. Therefore, the study also has shown that non-monetary rewards have positively significant relationship to employee performance.

Okwudili (2015), also studied about the effect of non-monetary rewards on productivity of employees whereby comprised of 120 respondents randomly selected from the

organization. The study summarized that higher productivity and efficiency of employees in government is possible with the effective exploitation of human resources through non-monetary rewards strategy. He also suggested that the government and private sector organizations should implement intensive training programmes so that can give awareness regarding high efficiency and productivity.

Mochengo, Atambo and Abuga, (2016) conducted study about non-monetary rewards towards teacher's performance which involved 94 respondents. Their study found that non-monetary rewards strategies significantly influence teachers' performance. This study revealed that recognition encourages employee of the organization to bring their best performance. They also argued that non-monetary rewards can make employee more comfortable on the job and it promotes employee performance.

On the other hand, Al- Ameryeen (2015), study produced conflicting results about non-monetary rewards. He studied about non-monetary rewards and distributive fairness on employee performance which comprised of 251 respondents was successfully retrieved. However, he found that non- monetary package is not the important factor to employee performance in organization that he selected. Thus, he concluded in his study that there was significant relationship between distributive fairness and employee performance while monetary rewards as well as non-monetary rewards showed negatively related with employee performance.

Flamm and Kihl, (2004) said that the company might create a short-term mentality employee if they depend solely on monetary rewards. Therefore, they also argued that the company should balance the monetary rewards and non-monetary rewards program. According to Fay and Thompson (2001) “Rewards systems is crucial in determining the organization’s ability to attract high potential employees and to retain high performing employees.

Meanwhile, Waqas and Saleem (2014), studied about the effect of monetary and non-monetary rewards on employee engagement and firm performance, argued that non-monetary rewards are very important for high employee engagement. Their study involved of 250 respondents. The result form their study also showed that the effect of non-monetary rewards on perceived organizational performance is significant. They revealed that non-monetary rewards are very important for high employee engagement. Therefore, this study is intended to explore about the non-monetary impact on employee performance in difference perspective.

### **2.2.2 Recognition and Employee Performance**

Alam, Ahmed Saeed, Sahabuddin and Akter (2013), defined the recognition as the identification or acknowledgement given for something. They also stated that employee must be recognized and rewarded for their good work and contribution to the organization. A study by Mason (2001) illustrated that recognition in any forms is a powerful motivational and retention strategy for any organization. He also argues that it

was not expensive strategies for an organization adopted this method to motivate their talented employees by recognizing their efforts as well as to increase employee performance.

According to research by Wiscombe (2002), employees should give recognition in order to help them to become more productive. This study also revealed that 69.3% respondents from manager position agreed that providing non-monetary recognition them to achieve their organizational goals. Stone (2002), opined that recognition was a proactive programme that focused on person's behaviour by establishing performance objective and rewarding the achievement of employee performance. Muchiri, Hellen (2016), suggested that the organizations can offer recognition to their employees by acknowledging the employee performance publicly, giving a day off, and providing a good working environment.

McAdams (1995) agreed with Serino (2002), Stajkovic and Luthans (2003) which claimed that non-monetary recognition rewards were not just more to be motivated but also more economical than monetary rewards. McAdams on his study discover that non-monetary recognition based rewards increased sale performance in same level with monetary rewards but with lower cost. Similarly, Jeffrey and Schaffer (2007) conclude that non-monetary recognition based rewards are favoured for most employer caused by it does not pay out any cash since the monetary rewards was scarce resource for most organizations.

According to Durz, Neckermannx and Non (2015), employee performance will increase when recognition is exclusively provided to the best performers. They conducted the survey which involved 300 of respondents whereby the results clearly show that performance responds positively to the provision of recognition and they suggested that recognition might be a cost-effective tool to stimulate employee's effort.

De Cenzo, (1996) stated that recognition based rewards can build and bring the good feelings, strong confidence and ultimate satisfaction among the employees of the organization. Nelson (2004) noted that praise and recognition are the most efficient intrinsic rewards that enhance employee performance. Therefore, recognition systems are an essential tool to integrate employee efforts with strategic business objectives by encouraging them to do the right things (Schuler and MacMillan, 2006). Thus, based on the arguments above, researcher believes that recognition is a form of rewards that can promote employee performance. Therefore, the following hypothesis was tested in this study:

**H1: There is significant relationship between recognition and employee performance.**

### **2.2.3 Training and Employee Performance**

According to Onyango and Wanyoike (2014), there is a strong positive relationship between training and employee performance. They also discovered that non-monetary

rewards such as training have the potential to affect the motivation of employee in order to increase their performance.

As stated by Heathfield (2008), training is an important element in order to create a high work performance culture. Rosli Ibrahim, Ali Boerhannoeddin, Kazeem Kayode Bakare, (2017) stated that that training is one of the solutions that enable organizations to achieve a high work performance culture. They also highlight that the kind of training program should identified by the organizations in order to change the culture attitude and behavior of the employees in the organization and to enhance their employee performance.

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). According to A.G. Khan, F. A. Khan, and M.A. Khan (2011), on job training, training design and delivery style has positively related with organizational performance as measured by empirical data. The study of Raja Abdul, Furqan, and Muhammad (2011), showed that there is a positive significant relationship between the two variables training and organizational performance. This argument also supported by Black and Lynch (2001) which discovered that there is a positive effect of training system on productivity for employees and their companies. They also stressed that training plays an important roles in every company and industry like construction industry in order to increase their profit and cost reduction.



Athar and Maqbool Shah (2015), found that the factors of training have positive impact on employee performance whereby proper training could enhance employee knowledge, skills and abilities. Meanwhile, Adongo (2013), mentioned organization that ignore the importance of training will face high turnovers and increasing in the hiring cost of new employees as well as the slowdown of the organizational profitability.

According to Wright and Geroy (2001), employee's competencies have change through effective training programs. They also highlight that when employee competencies are developed, it enable them to work efficiently, and achieve firm objectives in a competitive manner. Similarly, Najeeb (2013), pointed out that there is impact of training, information and communication technology on employee performance. He concluded that the importance level of training is very high because an employee realized well about the nature of their work when they have done training. Engetou (2017), proved that if training being identified, the employee performance could be increased. Therefore, researcher opined that the medium of training as non-monetary benefits are important factor that impact on employee performance. Therefore, the following hypothesis was tested in this study:

**H<sub>2</sub>: There is significant relationship between training and employee performance.**

#### **2.2.4 Good working environment and Employee Performance**

Opperman (2002) defined working environment as composition of three major sub-environments which include the technical environment, the human environment and the organisational environment. They also pointed out that technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements of the working environment. On top of that, the human environment includes the peers, relative of employee, team and work groups, interactional issues, the leadership and management. Meanwhile, Yusuf and Metiboba (2012), argued that organizational environment includes systems, procedures, practices, values and philosophies which operate under the control of management.

Al-Omari and Okasheh (2017), highlight that working environment such as ventilation and indoor air quality, temperature, noise, light and colour as well as space and spatial arrangement could affect the employee performance. Thus, they suggested that motivate employees by improving work environments in order to increase employee performance.

Roelofsen (2002) concluded that improving the working environment may decrease number of absenteeism, complaints and encouraging employee productivity through improving the employee performance level. Chandrasekar (2011) also stated that the relationship between the work, workplace, tools of work had becomes the major concerned aspect in employee work itself. Haynes (2008), discovered that the behaviour components of working environment have more impact than the physical components of working environment and in the environment where level of interaction is high, supports creativity and transfer of transactional knowledge. Meanwhile, Arokiasamy (2013), highlighted that the factors such as rewards, compensation, job security and good

working environment may increase the level of commitment and sense of belonging with the organization.

According to Chandrasekar (2011), there are key factors in the good working environment that could give a great impact towards the performance level which is lifestyle, work-life balance as well as the health fitness whether towards the positive or negative impact. He also determined the factor of good working environment towards employee performance such as job aid, supervisor support or relationship, opportunity to get promoted, performance feedback, goal setting, workplace rewards, mentoring, coaching as well as the physical work environment.

According to the Gagnon and Michael (2004), the factor of good working environment in terms of supervisor support could increase the employee performance. They argued that when employees have a supportive relationship with their immediate supervisor it tends to encourage employee for higher performance. Good working environment is a place where employees perform their activities, where it can bring positive and negative effects for the employees to achieve their results (Pawirosumarto, Sarjana & Gunawan, 2017). They also argued that a good working environment will give a good impact on the continuity of the employment, while a less conducive working environment will bring a negative impact on the continuity of its employment. Besides, Barry and Heizer (2001), highlight that good working environment is the physical environment where it affects the employee performance, security and quality.

Bushiri (2014), was conducted a study about the impact of working environment on employee performance revealed that working environment had an impact on employee performance. His study found that the organization needs to improve its physical working environment so that to influence employees to stay in the office, work comfortable and perform their job in order to improve employee performance. Thus, good working environment is a key determinant of the quality of their work and their level of performance (Haynes, 2008). On top of that, this is an important non-monetary rewards that should be emphasized as another option than giving a monetary rewards. Therefore, the following hypothesis was tested in this study:

**H<sub>3</sub>: There is significant relationship between good working environment and employee performance.**

## **2.4 Summary**

In conclusion, the literatures from previous study such as Ngatia (2014); Okwudili (2015); Mochengo, Atambo and Abuga, (2016) and Al- Ameryeen (2015); were used to prove the impact of non-monetary rewards on employee performance. Most previous study such as Ngatia (2014); Okwudili (2015); Mochengo, Atambo and Abuga, (2016), showed that there is positive relationship among non-monetary rewards on employee performance. The theory such as Herzberg's Two-Factor Theory also can be applied in order to examine the importance of non-monetary rewards on employee performance.



## CHAPTER THREE

### RESEARCH METHODOLOGY

Research methodology was recognized as a process that integrates the scientific process of gathering and analysing data for the purposes of understanding of the subject matter. Research methodology needs to be conducted in this study. According to Naoum (2007), the methodology of the research is clear to specific procedures that need to be followed. An effective methodology is important because the research's validity as well as its findings depends on the approach, design, and how the data is collected and analysed to get the finding.

#### 3.1 Research Framework

Basically, the research framework is the basis for researcher to state their direction of study. Based on the discussion of previous literature in chapter 2, the framework for this research has been developed. This study has two categories of variables which are independent variable and dependent variable. In this study, employee performance has been selected as the dependent variable, while recognition, training and good working environment are independent variables. The relationship of these variables was outlined in Figure 3.1.

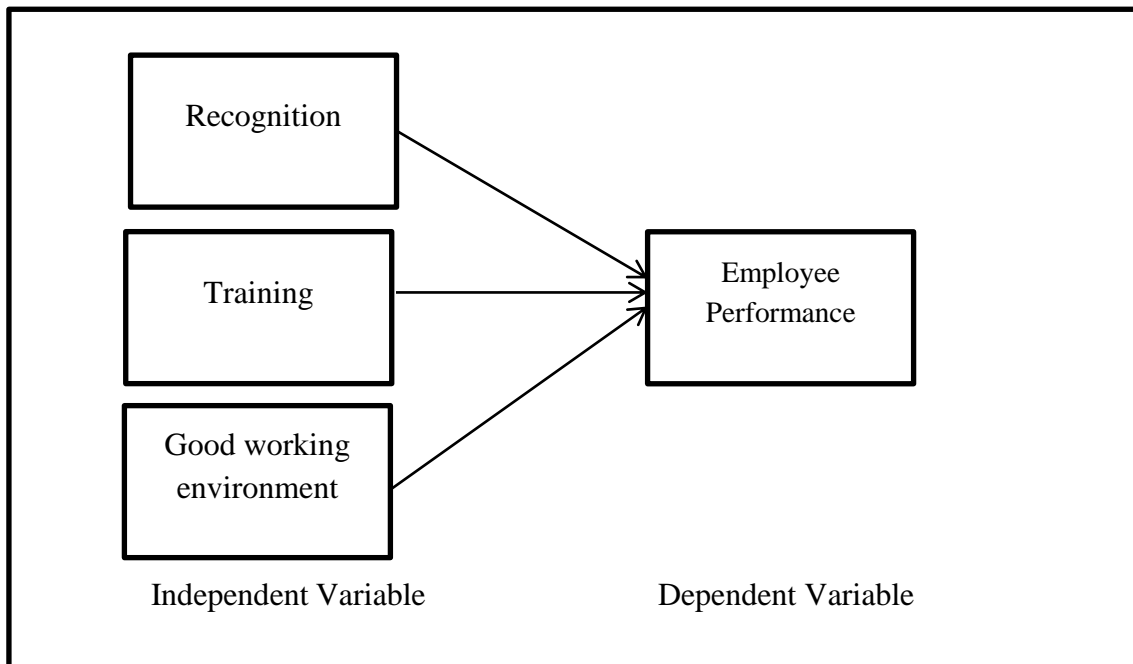


Figure 3.1  
Research Framework

### 3.2 Hypothesis Statement

Hypotheses can be defined as an explanation of the research problem, a possible outcome of the research, or an educated guess about the research outcome (Sarantakos,1993). Based on past research from Ngatia (2014); Okwudili (2015); Mochengo, Atambo and Abuga, (2016), there are positive relationship between non-monetary rewards and employee performance. Ali and Ahmad (2009), also argued that there is positive relationship between recognition and employee performance. Athar and Maqbool Shah (2015), discovered there is positive relationship between training and employee performance. According to Gagnon and Michael (2004), there is positive relationship

between good working environment and employee performance. Therefore, the following hypotheses were identified from the previous literature in order to answer the research question.

H<sub>1</sub>: There is significant relationship between recognition and employee performance.

H<sub>2</sub>: There is significant relationship between training and employee performance.

H<sub>3</sub>: There is significant relationship between good working environment and employee performance.

### **3.3 Research Design**

According to Leedy (1997), research design can be defined as a plan for study, providing the overall framework for collecting data. LoBiondo-Wood and Haber (1998) stated that choosing a good research design should be guided by an overarching consideration, namely whether the design does the best possible job of providing trustworthy answers to the research question. Durrheim (2004), concluded that research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy.

This study is a quantitative research method. A quantitative method involves mostly on numerical data (Chua, 2012). Therefore, the quantitative method of analysis was suitable in collecting data and analysing data. The data collected is analysed using descriptive statistics and inferential statistics. A cross-sectional study has been selected in this study due to time constraint and limited time for collecting the data.



According to Creswell (2016), Christensen, Johnson and Turner (2014), the usual approach that used to gather information in the study is descriptive survey research by using questionnaires. Creswell (2016) stated that the use of the questionnaire also can involve many samples with low cost and allow comparison of the study. The research become more detail and able to achieve higher degree of objectivity. Cohen, Manion and Morrison (2011), affirmed that descriptive research allows information collected at the same time, low cost as well as easy to handle. Besides, researcher used self-administrated questionnaires. A questionnaire is an appropriate tool to be used because of several factors such as less expensive, time consuming, truthfulness and explicit as well as confidentiality of respondent information (Sekaran & Bougie, 2013). Therefore, researcher was distributed the questionnaires to selected respondents in PNMB. The procedure of research design is based in Figure 3.2.



Figure 3.2

Procedure Flow

Source: Tanima Dutta, 2014

### 3.4 Population and Sample

Parahoo (1997) stated that population can be defined as “the total number of units from which data can be collected”, such as individuals, artefacts, events or organizations. The current population for PNMB across Malaysia was 970 as data retrieved from Human Capital Department of PNMB on 23<sup>rd</sup> August 2017. However, PNMB in East Malaysia was used as target population with 114 of employees. This study involved staff from branches in Sabah and Sarawak. Thus, all department regardless gender and position were involved as researcher believed all of them were played an important role in determining the success in achieving the goals of the organization.

#### 3.4.1 Sample Size

According to Singh and Masuku (2014), sample size determination is the technique of electing the number of observations to include in a sample. For the sampling purpose, the researcher used the approach from Krejcie & Morgan (1970) in order to determine the sample size based on the formula as follows:

$$S = \frac{X^2 NP (1 - P)}{d^2 (N - 1) + X^2 P (1 - P)}$$

Where:

S = Required Sample size

X = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%))

d = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error

Therefore, the sample size for the population of 114 should be 88. The researcher has personally distributed 88 sets of question to the selected respondents according to this sample size.

### **3.4.2 Sampling Technique**

According to Sekaran (2003), probability sampling or random sampling means that each element in the population is unidentified and each of members in the population has the same probability to be selected. Non-probability sampling means the probability of any member in the population to be chosen is unidentified. Therefore, non-probability sampling is used in this study because of unavailability of sampling list which specifies every element in a population. There are three types of non-probability sampling techniques which a Convenience sampling, Judgment sampling and Quota sampling. Thus, non-probability sampling was used in this study are convenience sampling. Researcher selected the convenience sampling because is easily accessible like attending staff meeting for this study participation as mentioned by Etikan, Musa and Alkassim, (2016).

### **3.4.3 Unit of Analysis**

The unit of analysis is the major entity that projects or promotes analysing in the research (Sekaran, 2003). The unit of analysis of this study are the individual employees from various departments and multiple positions located at PNMB branches from Sabah and Sarawak. It also divided in three categories of employees which are senior management level (Branch Manager, Senior Manager and Manager), and middle management level (Executive, Supervisor and Consultant Executive) as well as non-management level (Technician, Consultant assistant, Non-Executive Graphic Designer and Administrative Assistant or Clerk).

### **3.5 Measurement of Variables / Instrument**

This study used questionnaires as the instrument to get the information or the results of the study. The instrument is comprised of two variables which are dependent and independent variables. Employee performance is the dependent variable while recognition, training and good working environment are independent variables.

There are four types of measurement, which are nominal scale, ordinal scale, interval scale, and ratio scale. However, only three measurements scale used in this study, such as nominal, interval and ratio. Nominal scale allow researcher to assign subject to certain category or groups such as gender education and designation. Meanwhile, interval scale allows researcher to perform certain arithmetical operations on the data collected.

Therefore researcher used interval scale to measure a dependent variable and independent variables that can be tapped on five-point scale which is Likert scale. Ratio scale is used in this research to indicate the length of services and age categories.

### 3.5.1 Questionnaire Design

This study will be consisted closed-ended questions and Likert scale questions. The question is formulated related to the objectives, research questions and the hypothesis of this study. According to According to Zikmund, Babin, Carr and Griffin (2013), the main benefits of using this survey method are inexpensive and it enables researchers to collect large amount of primary data from respondents in a short period of time. A cover letter is attached in order to distribute the questionnaires and it explained the purpose of this study as well as to seek their agreement of respondents to participate in this research. The questionnaire is divided into three sections which is section A for general information, section B for employee performance and section C for non-monetary rewards. The questionnaire layout is shown as follows:

Table 3.1

Questionnaire Layout

<b>Section</b>	<b>Variables</b>	<b>Number of items</b>
A	<b>General information:</b>	<b>5</b>
	1. Gender	
	2. Age	
	3. Education	

	4. Designation	
	5. Length of service	
<b>B</b>	<b>Dependent variable:</b>	<b>25</b>
	Employee Performance	
<b>C</b>	<b>Independent variables:</b>	<b>16</b>
	Non-monetary rewards:	
	1) Recognition	5
	2) Training	7
	3) Good working environment	4

The Likert Scale is used for Section B and C to examine how strongly subjects agree or disagree with statement on a five-point scale with the following anchors.

Table 3.2  
Measurement Scale

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

Section A consist of general information about respondent and nominal scale is used for obtaining demographic data. Section B contains questions relating to employee performance of 25 items as shown in table below.

Table 3.3  
Employee Performance Items

<b>Variables</b>	<b>Operational Definition</b>	<b>No.</b>	<b>Items</b>	<b>References</b>
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<b>Employee Performance</b>	The job related activities expected of an employee and how well those activities were executed.	<ol style="list-style-type: none"> <li>1. I managed to plan my work so that it was done on time.</li> <li>2. My planning was optimal.</li> <li>3. I kept in my mind the result that I had to I was able to separate main issues from side issues at work.</li> <li>4. I was able to separate main issues from side issues at work.</li> <li>5. I knew how to set the right priorities.</li> <li>6. I was able to perform my work well with minimal time and effort.</li> <li>7. Collaboration with others was very productive.</li> <li>8. I took on extra responsibilities.</li> <li>9. I started new tasks myself, when my old ones were finished.</li> <li>10. I took on challenging work tasks, when available.</li> <li>11. I worked at keeping my job knowledge up-to-date.</li> <li>12. I kept looking for new challenges in my job.</li> <li>13. I did more than was expected of me.</li> <li>14. I actively participated in work meetings.</li> <li>15. I complained about unimportant matters at work.</li> </ol>	Koopmans et. al., (2011)
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16. I made problems greater than they were at work.
  17. I focused on the negative aspects of a work situation, instead of on the positive aspects.
  18. I spoke with colleagues about the negative aspects of my work.
  19. I spoke with people from outside the organization about the negative aspect of my work.
  20. I worked at keeping my job knowledge up-to-date.
  21. I worked at keeping my job skills up-to-date.
  22. I have demonstrated flexibility.
  23. I was able to cope well with difficult situations and setbacks at work.
  24. I recovered fast, after difficult situations or setbacks at work.
  25. I came up with creative solutions to new problems.
- 

Section C contains questions relating to non-monetary rewards which are consisting of recognition, training and good working environment. The layout of this section is shown in table below.



Table 3.4  
Non-Monetary rewards items

<b>Variables</b>	<b>Operational Definition</b>	<b>No</b>	<b>Items</b>	<b>References</b>
<b>Recognition</b>	The acknowledgement of an individual behaviour, effort and accomplishments.	1. 2. 3. 4. 5.	1. I feel really appreciated working with organization. 2. I feel that the organization value the staff effort and give recognition fairly. 3. I think staff in the organization will appreciate non-monetary form of recognition. 4. I personally feel that staff efforts and performance been recognized and rewarded adequately. 5. I agree that being recognized and appreciated will boost my performance.	Danish and Usman (2010)
<b>Training</b>	The process of learning and improve the skills, abilities and behaviour to do a particular job or activity with a good quality.	1. 2. 3. 4. 5.	1. In my opinion training helps me to increase productivity. 2. The training I received helped me to enhance high quality of product / service. 3. The training provided by my organization helped me to improve quantity. 4. I feel the training enables me to improve skills, knowledge, attitude change, new capability. 5. In my opinion training helps me to enhance the use of tools machine, and	Asfaw, A.M., Argaw, M.D. and Bayissa, L. (2015)

		operational safety.	
		6. After the training I feel it reduces possible accidents.	
<b>Good working environment</b>	A positive work environment where employees feel secure and eager to work every day in order to perform better.	<ol style="list-style-type: none"> <li>1. I have a good relationship with my supervisor and the training reduces lateness and absenteeism.</li> <li>2. The office building space and infrastructure influence me to stay in the office and work comfortably.</li> <li>3. Good relationship with my fellow workers influences to perform better.</li> <li>4. I felt that job security in this organization influence me to give more focus on my job.</li> <li>5. The office environment helps me to complete my daily task easily.</li> </ol>	Chandrasekar, K. (2011)

### 3.6 Data Collection Procedures

Primary data was collected through the questionnaire and secondary data from journals, previous theses and book. Zikmund, (2003) defined that data analysis is an application of reasoning to understand, clear and interpret the data or information that have been collected through the questionnaires. On top of that, this study was collected data through the questionnaire and was analysed statistically by using the Software Package for Social Science (SPSS Version 21.0). SPSS was also used to test the relationship between the

independent variables and dependent variable using methods such as Pearson's Correlation Analysis and Multiple Regression Analysis. Hypothesis findings of this research can be evaluated using SPSS to determine whether the hypothesis is supported by our research.

On top of that, the researcher was distributed 88 questionnaires to the employees in PNMB. Thus, they were given a period of two weeks to complete the questionnaire before the collection will be done. Besides, a personal administered questionnaire is used as data collection method in this study.

### **3.7 Techniques of Data Analysis**

Data analysis is the application of reasoning to understand the data that have been gathered. In its simplest form, analysis may involve determining consistent patterns and summarizing the relevant details revealed in the investigation (Zikmund et al, 2013). In the beginning of this study, researcher was distributed 25 copies of questionnaires in order to evaluate validity and any lacking questionnaire. Thus, 88 copies of questionnaires were distributed once the pilot study was done. After all the data is collected, Statistical Package for the Social Sciences (SPSS) 21.0 is used to analyse the data. Researcher uses SPSS for statistical data analysis such as Descriptive analysis, reliability analysis, Pearson's Correlation Coefficient Analysis and multiple regression analysis. The techniques of data analysis were involved the analysis as follows:

### **3.7.1 Descriptive Analysis**

Descriptive analysis can be defined as the transformation elementary of data in a way that describes the principle characteristics such as central tendency, distribution and variability (Zikmund et al., 2013). Central tendency measurement refers to the average response (mean); the middle value, when the distribution is sorted from lowest to highest (median); and the most frequently occurring value (mode) (Cooper & Schindler, 2008). Descriptive analysis was used by researcher to dependent variable and independent variables in order to summarize the data.

### **3.7.2 Reliability Analysis**

Reliability refers to the degree to which a research instrument produces consistent result. Garson (2006) stated that reliability could be measured by Cronbach's Alpha. Cronbach's Alpha can be defined as variance percentage where the observed scale would explain in hypothetical true scale comprised of all possible items in the universe. Therefore, reliability analysis was used in this study to test the instrument during pilot study and actual study. Alias (1997) indicated that the Cronbach's alpha coefficient for internal consistency of variables can be determined as shown in Table 3.5.

Table 3. 5  
Description Value of Cronbach's Alpha

<b>Value of alpha</b>	<b>Description</b>
0.00 to 0.20	The lowest level of consistency and can be neglected.
0.21 to 0.40	A lower level of coefficient.
0.41 to 0.60	Coefficient at moderate level.
0.61 to 0.80	A higher level of coefficient.
0.81 to 1.00	The highest level of coefficient

Source: Alias, (1997)

### 3.7.3 Pilot Study

Pilot study is an important component in the process of the data collection which is a small-scale trial run off of all procedures planned for use in the main of study (Monette, Sullivan & Dejong 2011). The aim of a pilot study is to evaluate the validity, duration and estimate cost incurred in order to revise any lacking in the questionnaire or the process of gathering information. This pilot study also intended to ensure the validity of this study whether the items are suitable or not to the respondents. Before the data collection process, researcher distributed questionnaires to 25 employees in PNMB, Sabah to test the reliability of this instrument. The pilot was done to check the possible errors in the instrument. Table 3.6 indicated the reliability of the variable after pilot test was done.

Table 3.6  
Pilot Test Reliability Analysis

Variables	Number of Items	Cronbach's Alpha
Employee Performance	25	0.849
Recognition	5	0.735
Training	7	0.895
Good working environment	4	0.860

Based on Table 3.6, the value of Cronbach's Alpha for employee performance, recognition, training and good working environment are above 0.7 which indicated that variables are firm scale and higher level internal consistency.

### 3.7.4 Pearson's Correlation Coefficient Analysis

Pearson's Correlation Coefficient Analysis is a technique for investigating the relationship between two variables. Pearson's Correlation Coefficient Analysis is a method that measures the strength of the linear relationship between two variables. Hair, J., Money, A., Samuel, P., and Page, M. (2007), mentioned that the Pearson's Correlation Coefficient Analysis indicates the direction, strength and significance of the bivariate relationships among all the variables that were measured on an interval scale. It indicates the direction, the strength and significance of the relationship among all variables. The value of a Pearson's correlation is between 0.00 and 1.00. The value of 0.00 means there is no correlation whereas 1.00 means that is a perfect correlation. Null hypothesis ( $H_0$ ) is

rejected when, Pearson's correlation (P) value  $<0.01$ , otherwise accepted The relationship between dependent variable and independent variables can be shown in Table 3.8.

Table 3.7  
Pearson's Correlation Coefficient Interpretation

<b>Coefficient Range</b>	<b>Strength of Association</b>
$\pm 0.91$ to $\pm 1.00$	Very strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship
$\pm 0.00$ to $\pm 0.20$	Slight, almost negligible

Source: Hair et al. (2007). Research methods for business, New York: John Wiley & Sons, Inc.

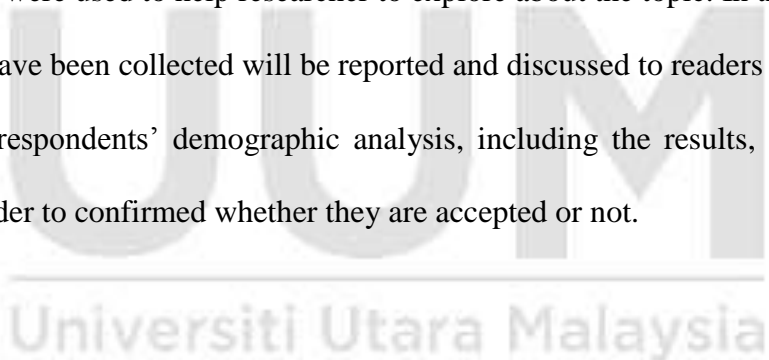
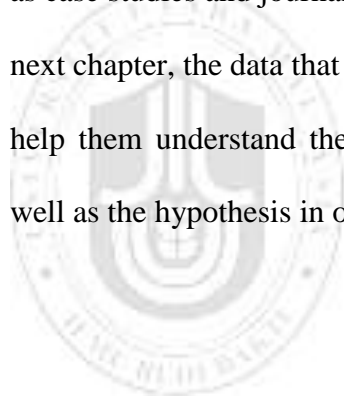
### 3.7.5 Multiple Regression Analysis

According to Higgins (2005), Multiple Regression Analysis is a statistical tool that allows us to identify the relationship of multiple independent variables and dependent variable. Regression analysis is known as a good and effective method for analysing the relationship of association between dependent variable and independent variables (Malhotra, 2007). Sekaran (2003), stated that the square of multiple R square explained

the dependent variable by predictors which known as Multiple regression. Thus, the F statistics and its significant level are known through square and then the result can be interpreted.

### **3.8 Conclusion**

In short, this research used quantitative approach whereby questionnaire was used to obtain information from respondents. Apart from using primary data, secondary data such as case studies and journals were used to help researcher to explore about the topic. In the next chapter, the data that have been collected will be reported and discussed to readers to help them understand the respondents' demographic analysis, including the results, as well as the hypothesis in order to confirmed whether they are accepted or not.





## CHAPTER FOUR

### DATA ANALYSIS AND FINDINGS

This chapter highlights the research findings of the relationship of non-monetary rewards and employee performance. It's includes the data analysis and the results of the data collected. Data analysis was conducted based on the objectives and hypotheses. The results of this study demonstrated in descriptive and inferential analysis. Hypotheses of this study are tested using correlation analysis and regression analysis.

#### 4.1 Survey Response Rate

Based on the sample size, a total of 88 sets of questionnaires were distributed to the desired sample of this study. Thus, this survey successfully obtained 100% response rate with a total of 88 sets of questionnaires returned as shown in table 4.1. These results have been reached after some follow-up action is made.

Table 4.1  
Response rate of respondents

Item	Frequency	Percentage
Distributed Questionnaire	88	100%
Returned Questionnaires	88	100%
Analysed Questionnaire	88	100

## 4.2 Demographic Analysis

The demographic analysis of this study focused on personal background in terms of gender, age, level of education, designation level, as well as length of services at PNMB.

The findings are demonstrated in Figure 4.1.

### 4.2.1 Gender

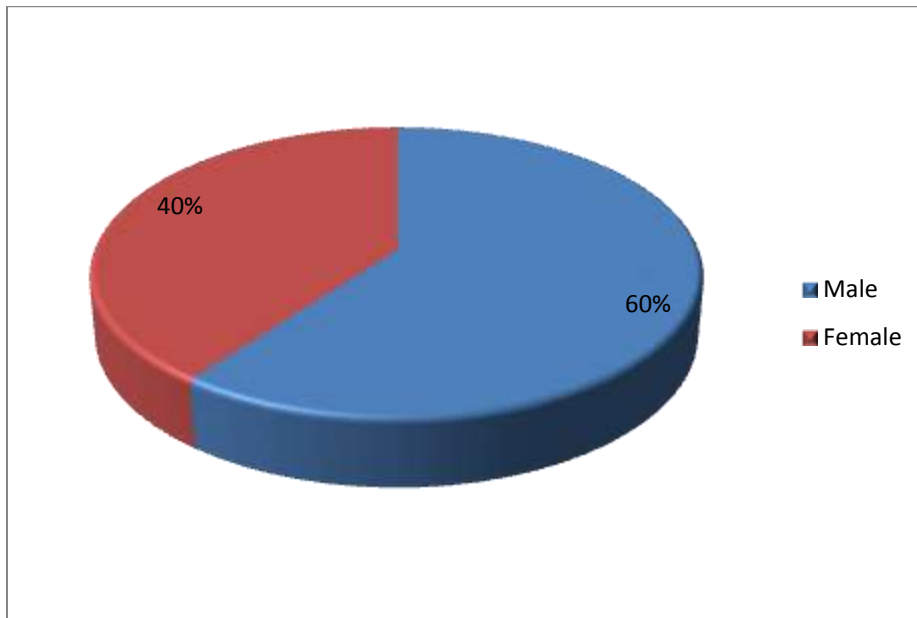


Figure 4.1  
Gender of respondents

The pie chart on Figure 4.1 shows the number of male respondents is higher than female respondents, which respectively accounted for 60% of male and 40% of female respondents who involved in this survey. This is because of most of employees in this company were involved in technical and physical work and most of them were male.

## 4.2.2 Ages

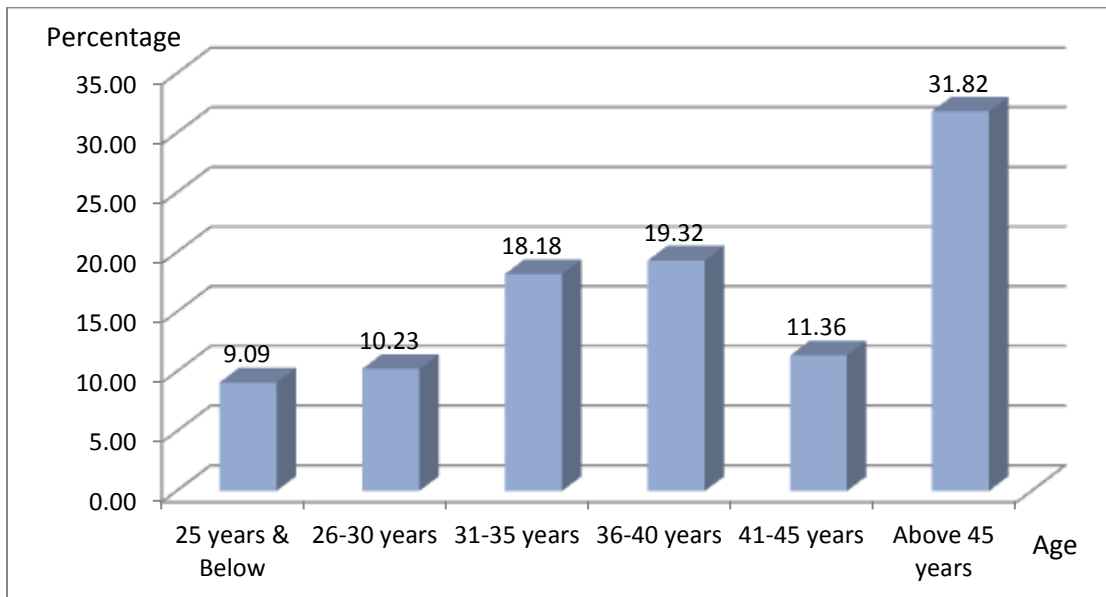


Figure 4.2  
Age of respondents

The bar chart shows that the respondents' age between 25 years and below were 8 (9.09%) of respondents. The ranges between 26 to 30 years were 9 (10.23%) respondents while the ranges between 31 to 35 years were 32 (18.18%) of respondents. Meanwhile, 36 to 40 years were 33 (19.32%) of respondents. 10 (11.36%) of respondents were the age between 41 to 45 years olds. The remaining 28 (31.8%) of respondents were above 45 years.

#### 4.2.4 Education

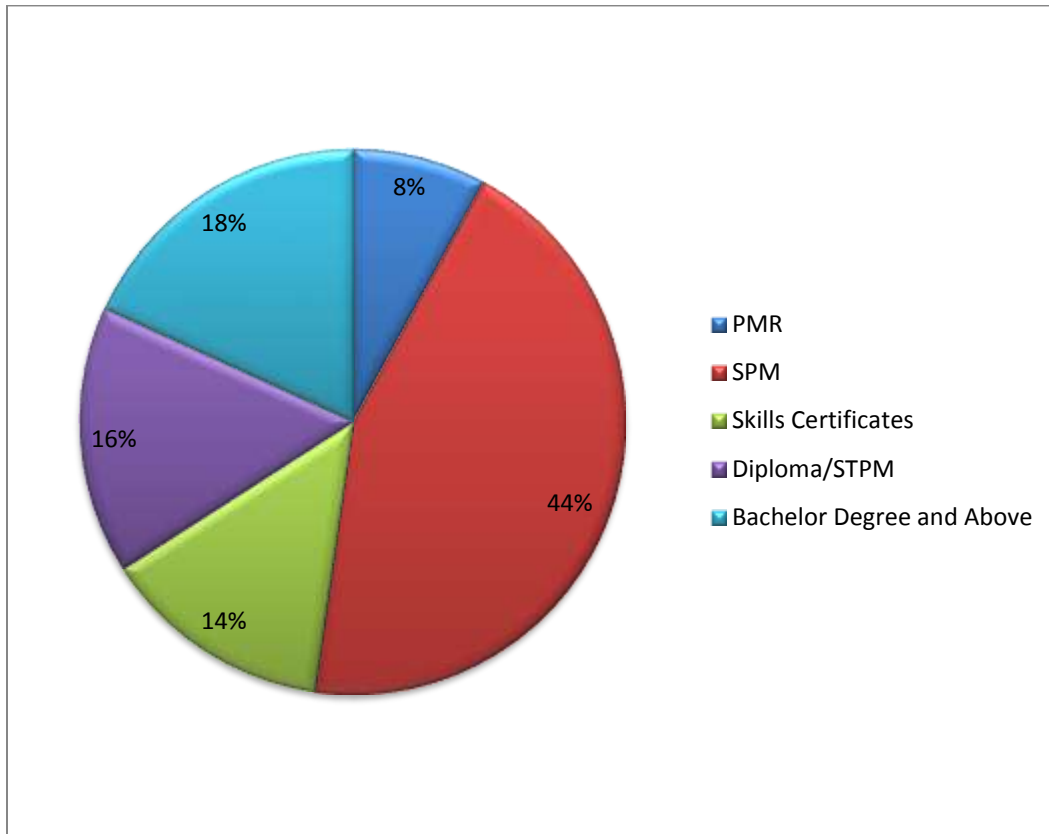


Figure 4.3  
Education level of respondents

Figure 4.3 shows that most of respondents had Malaysian Certificate of Education (SPM) by 39 (44%) of respondents followed by 16 (18%) of respondents who had Bachelor Degree and above. On top of that, 14 (16%) of respondents had Diploma or Malaysian Higher School Certificate (STPM); 12 (14%) of respondents had skills Certificates, while the remaining 7 (8%) of respondents had Lower Secondary Assessment (PMR).

#### 4.2.4 Employment Level

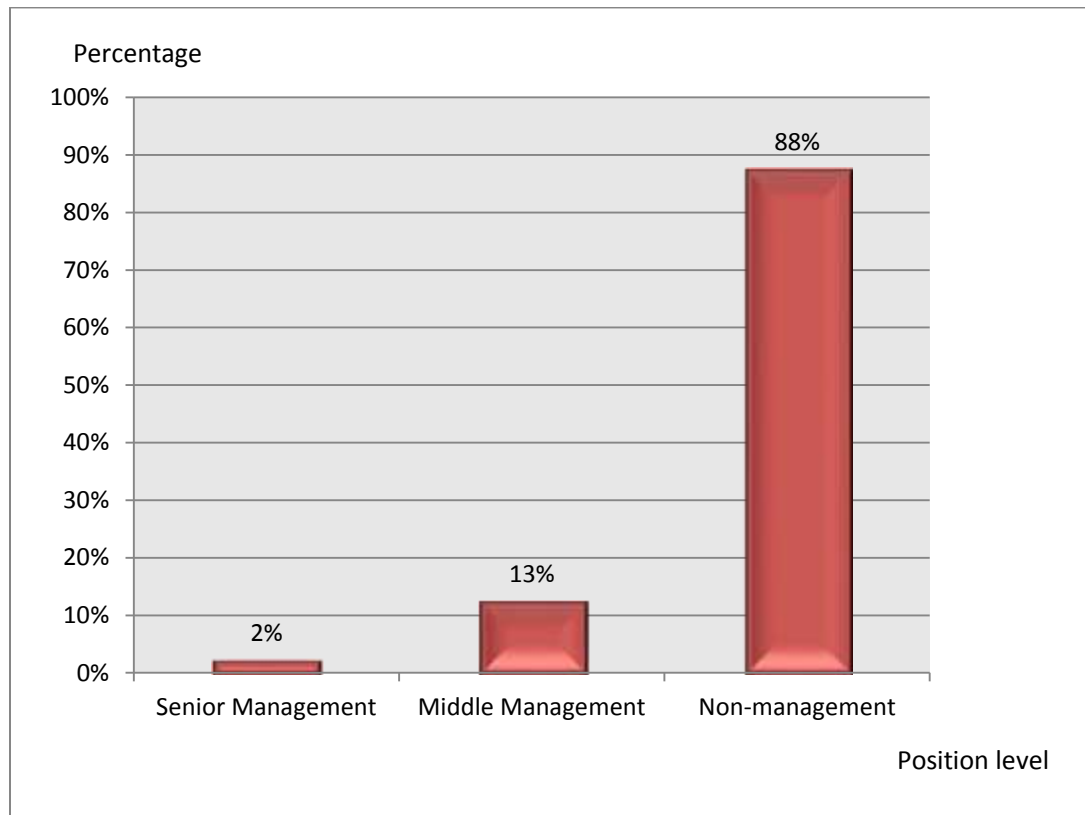


Figure 4.4  
Respondents employment level

Figure 4.4 shows 75 (88%) of respondents of this study were from non-management. This employment level divided in three categories of employees which are senior management level (Branch Manager, Senior Manager and Manager), and middle management level (Executive, Supervisor and Consultant Executive) as well as non-management level (Technician, Consultant assistant, Non-Executive Graphic Designer and Administrative Assistant or Clerk). The second highest respondents were from

middle management by 11 (13%) of respondents. The remaining respondents were from senior management by 2 (2%) of respondents.

#### 4.2.5 Length of Service

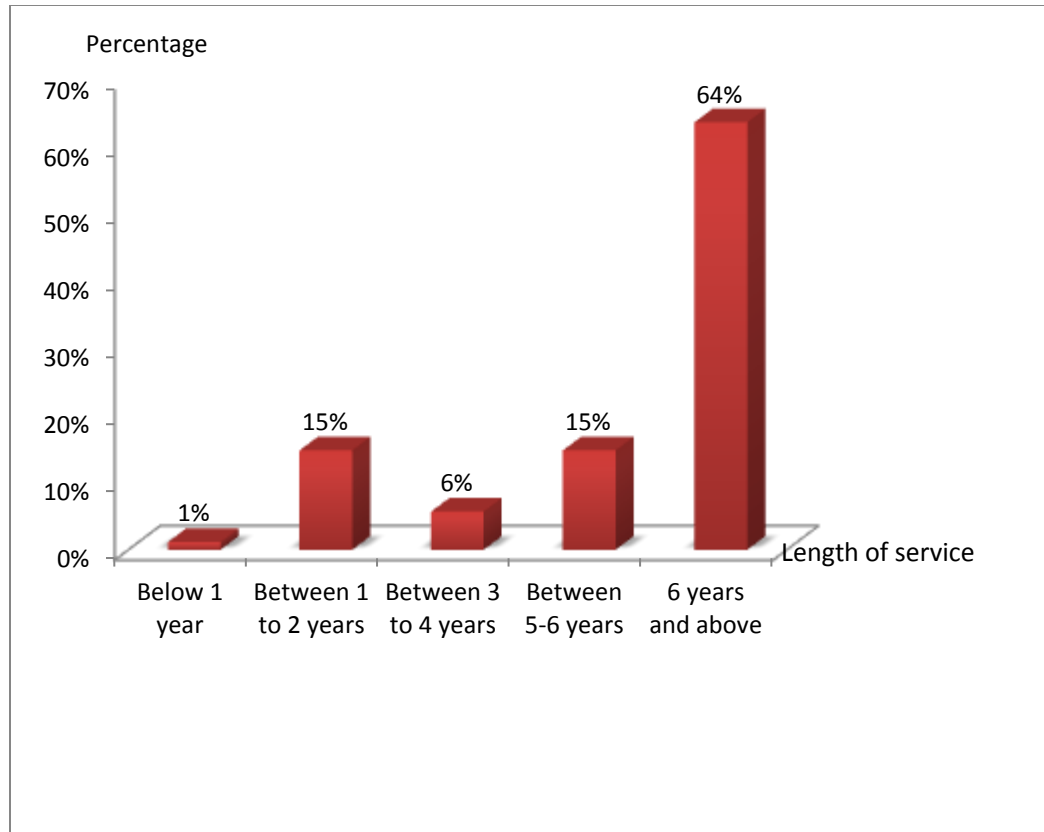


Figure 4.5  
Length of respondent's service

In terms of the length of service, Figure 4.5 shows 1 (1%) of respondent had spent below 1 year of service. Meanwhile, 13 (15%) of respondents were between 1 to 2 years of service. Similarly, 13 (15%) of respondents were between 5 to 6 years while 5 (6%) of

respondents were between 3 to 4 years of service. The highest respondents were involved in this survey are 56 (64%) of respondents had spent more than 6 years working at PNMB.

Table 4.2  
Length of Service Cross Tabulation

		<b>Length_of_services</b>					<b>Total</b>
		Below 1 year	Between 1 to 2 years	Between 3 to 4 years	Between 5-6 years	6 years and above	
Age	25 years & Below	0	5	0	1	1	7
	26-30 years	1	6	2	0	0	9
	31-35 years	0	1	0	6	8	15
	36-40 years	0	1	1	4	6	12
	41-45 years	0	0	0	2	5	7
	Above 45 years	0	0	2	0	18	20
<b>Total</b>		<b>1</b>	<b>13</b>	<b>5</b>	<b>13</b>	<b>38</b>	<b>70</b>

In terms of the cross tabulation between ages and length of services, the range of 45 years and above shows the highest number of respondents who served more than 6 years. However, the range of age below 1 year shows the least number of respondent where only 1 respondent who served below 1 year. The length of service between 1 to 2 years and 5 to 6 years shows similar total number of respondents which were 13 of respondents. The ranges of age above 31 years old can be classified as maturity age of employee where most of them were served more than 6 years.

### 4.3 Reliability Analysis

Table 4.2  
Reliability analysis

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach Alpha (Actual study)</b>	<b>Cronbach Alpha (Pilot study)</b>
Employee Performance	25	0.913	0.849
Recognition	5	0.814	0.735
Training	7	0.871	0.895
Good working environment	4	0.801	0.860
	41	0.849	0.835

In this study, the average of Cronbach's Alpha for reliability analysis was 0.849 and it is slightly higher than previous pilot study which is from 0.835 as show in table 4.2. Therefore, the reliability considered reliable and accepted with the highest level of coefficient since the Cronbach's Alpha value was above 0.7. According to Sekaran (2013), for Cronbach's Alpha less than 0.7 considered as poor while Cronbach's Alpha value above 0.8 is considered to be good range with higher internal consistency. Thus, all of variables in this study are considered higher internal consistency.



#### 4.4 Descriptive Analysis

Descriptive analysis was used to measures of central tendency between variables. These include the mean and standard deviation of those variables as shown in the table 4.3 below.

Table 4.3  
Descriptive analysis of dependent and independent variables

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Standard Deviation
Employee Performance	88	3	5	4.0868	0.43005
Recognition	88	2	5	3.9568	0.70496
Training	88	3	5	4.1867	0.50814
Good working environment	88	3	5	4.0398	0.60159
Valid N (listwise)	88				

The table 4.3 above shows that the mean value for dependent variable which is employee performance is 4.08. For independent variables, the mean scores are 3.96 (recognition), 4.19 (training) and 4.04 (good working environment). In that case, most of respondents agreed on the items in non-monetary rewards as well as in employee performance. However, recognition mean indicates slightly lower than others. Meanwhile, the standard deviation of all variables are 0.43 (employee performance), 0.70 (recognition), 0.51 and

0.6 (good working environment). Therefore, the descriptive analysis that shows the item of each variable is normally distributed and the item used is good.

#### 4.4.1 Descriptive Analysis Employee Performance

Table 4.4 indicates the mean and standard deviation value of all items from dependent variable (employee performance). The purpose of this analysis is to demonstrate the normal rate of each item used from dependent variable.

Table 4.4  
Descriptive analysis of employee performance

	N	Minimum	Maximum	Mean, (M)	Std. Deviation, (SD)
I managed to plan my work so that it was done on time.	88	3	5	4.14	.610
My planning was optimal.	88	3	5	3.97	.535
I kept in my mind the result that I had to achieve in my work.	88	1	5	4.24	.695
I was able to separate main issues from side issues at work.	88	2	5	4.05	.659
I knew how to set the right priorities.	88	3	5	4.18	.617
I was able to perform my work well with minimal time and effort.	88	1	5	4.06	.701

Collaboration with others was very productive.	88	1	5	4.25	.887
I took on extra responsibilities.	88	2	5	4.22	.686
I started new tasks myself, when my old ones were finished.	88	1	5	4.00	.758
I took on challenging work tasks, when available.	88	3	5	4.02	.694
I worked at keeping my job knowledge up-to-date.	88	3	5	4.19	.584
I kept looking for new challenges in my job.	88	3	5	4.14	.647
I did more than was expected of me.	88	2	5	4.07	.691
I actively participated in work meetings.	88	2	5	3.66	.801
I complained about unimportant matters at work.	88	1	5	3.76	1.028
I made problems greater than they were at work.	88	2	5	4.31	.862
I focused on the negative aspects of work situations, instead of the positive aspects.	88	1	5	4.22	.964
I spoke with colleagues about the negative aspects of my work.	88	2	5	4.01	1.000
I spoke with people from outside the organization about the negative aspect of my work.	88	2	5	4.11	.863
I worked at keeping my job knowledge up-to-date.	88	2	5	4.15	.704
I worked at keeping my job skills up-to-date.	88	2	5	4.22	.651

I have demonstrated flexibility.	88	3	5	4.16	.585
I was able to cope well with difficult situations and setbacks at work.	88	3	5	4.02	.660
I recovered fast, after difficult situations or setbacks at work.	88	3	5	3.94	.701
I came up with creative solutions to new problems.	88	2	5	3.93	.724
Valid N (listwise)	88				

Based on table 4.4, the item “I made problems greater than they were at work” gave the highest mean ( $M = 3.31$ ) among others. However, this item is the reversed items from negative question of counterproductive work behaviour category of employee performance variable which means that most of respondents show their disagreement of this item. Meanwhile, the item “I actively participated in work meetings” from contextual performance category gave the lowest mean ( $M = 3.66$ ). This indicated that some respondents are not actively participated in work meetings. The standard deviation of items “I complained about unimportant matters at work” and “I spoke with colleagues about the negative aspects of my work” have extensive response as value shows ( $SD = 1.028$  and  $SD = 1.00$ ) respectively. Thus, this figure indicates that the items are low of dispersion caused by most of the respondents were answered their disagreement of these items.

#### 4.4.2 Descriptive Analysis of Recognition

Table 4.5 indicates the mean and standard deviation value of all items from independent variables (recognition).

Table 4.5  
Descriptive analysis of recognition

	N	Minimum	Maximum	Mean, (M)	Std. Deviation, (SD)
I feel really appreciated working with organization.	88	1	5	4.30	.730
I feel that the organization value the staff effort and give recognition fairly.	88	1	5	3.90	.971
I think staff in the organization will appreciate non-monetary form of recognition.	88	1	5	3.83	.962
I personally feel that staff efforts and performance been recognized and rewarded adequately.	88	1	5	3.69	1.118
I agree that being recognized and appreciated will boost my performance.	88	1	5	4.07	.828
Valid N (listwise)	88				

Table 4.5 shows the item “I feel really appreciated working with organization” is the higher mean than others (M = 4.3). Therefore, it indicates that this item is slightly more

important than others. Other items also were in high mean but item “I personally feel that staff efforts and performance been recognized and rewarded adequately” indicates slightly lower than others. However, this item also shows the highest standard deviation (SD = 1.118) which means that lower dispersion.

#### 4.4.2 Descriptive Analysis of Training

Table 4.6 indicates the mean and standard deviation value of all items from independent variables (training).

Table 4.6  
Descriptive analysis of training

	N	Minimum	Maximum	Mean, (M)	Std. Deviation, (SD)
In my opinion training helps me to increase productivity.	88	3	5	4.35	.626
The training I received helped me to enhance high quality of product / service.	88	2	5	4.22	.702
The training provided by my organization helped me to improve quantity.	88	2	5	4.13	.708
I feel the training enables me to improve my skills, knowledge, attitude change, new capability.	88	2	5	4.20	.664
In my opinion training helps me to enhance the use of tools machine, and operational safety.	88	2	5	4.23	.638

After the training I feel it reduces possible accidents.	88	2	5	4.10	.679
I have a good relationship with my supervisor and the training reduces lateness and absenteeism.	88	2	5	4.08	.715
Valid N (listwise)	88				

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Based on table 4.6, the mean of all items indicated above ( $M = 4.00$ ) due to most of respondent shows their agreement about these items. The highest mean was the item “In my opinion training helps me to increase productivity” which is the mean value is ( $M=4.35$ ,  $SD = 0.626$ ) while the item “I have a good relationship with my supervisor and the training reduces lateness and absenteeism” indicates the lowest mean ( $M = 4.08$ ,  $SD = 0.715$ ). Overall, the standard deviation also indicated within same range which is each variable was a normal and the diversity of the items also was good.

#### 4.4.3 Descriptive Analysis of Good working environment

Table 4.7  
Descriptive analysis of good working environment

	Descriptive Statistics				
	N	Minimum	Maximum	Mean, (M)	Std. Deviation, (SD)
The office building space and infrastructure influence me to stay in the office and work comfortably.	88	2	5	3.77	.906
Good relationship with my fellow workers influences me to perform better.	88	2	5	4.24	.711
I felt that job security in this organization influence me to give more focus on my job.	88	2	5	4.13	.675
The office environment helps me to complete my daily task easily.	88	2	5	4.02	.727
Valid N (listwise)	88				

Based on table 4.7, the responses of the item “The office building space and infrastructure influence me to stay in the office and work comfortably” indicates the lowest mean ( $M = 3.77$ ,  $SD = 0.906$ ). This is due to some of respondents who gave their disagreement of about this item is slightly higher than others. However, the mean of “Good relationship with my fellow workers influences me to perform better” indicates the highest ( $M = 4.24$ , the  $SD = 0.711$ ).



#### 4.4.4 Descriptive Analysis of All Variables

Table 4.8  
Descriptive analysis of all variables

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Performance	88	3	5	4.09	.430
Recognition	88	2	5	3.96	.705
Training	88	3	5	4.19	.508
Good working environment	88	3	5	4.04	.602
Valid N (listwise)	88				

Table 4.8 shows the range for employee performance was between 3 to 5 scales. The standard deviation for employee performance was 0.430 and the mean was 4.09. The standard deviation for recognition was 0.705 and the mean was 3.96. The range for training was from 2 to 5 scales where the minimum value was 3 and maximum value was 5. The mean for training was 4.19 and the standard deviation was 0.508. The range for good working environment was between 3 to 5 scales. The mean for good working environment was 4.04 and standard deviation is 0.602.

## **4.5 Inferential Analysis**

### **4.5.1 Pearson's Correlation Coefficient Analysis**

Correlation analysis in this study was used to quantify the association between two independent variables and dependent variable. The correlation test calculated the coefficient of correlation ( $r$ ) which describes the level of relationship between the variables. Correlation coefficient value is between +1.00 to -1.00. Therefore, the relationship between the variables becomes stronger when the correlation coefficient is approaching +1.00 or - 1.00. Table 4.9 showed that the relationship between the variables of this study is positively significant with different level of strength. Recognition was found the lowest correlation ( $r = .292$ ;  $p < .01$ ) with employee performance. The highest correlation was the training ( $r = .663$ ;  $p < .01$ ) with employee performance. Followed by working environment ( $r = .588$ ;  $p < .01$ ). Therefore, the recognition, training, and working environment were significantly connected to employee performance.

Table 4.9

## Pearson's Correlation Coefficient Analysis Result

	Employee performance	Recognition	Training	Good Working Environment
Employee Performance	1			
Recognition	.292**	1		
Training	.663**	.364**	1	
Good Working Environment	.588**	.492**	.662**	1

#### 4.7 Multiple Regression Analysis

Multiple regression analysis was performed to analyse relationship between independent variables and dependent variables. This analysis is important to analyse whether independent variable has an impact on the dependent variable. This analysis is also carried out to answer the objective and the hypothesis in this study. It also helps researcher to explore how well the independent predict the dependent variable. The model summary of multiple regressions analysis is demonstrated in Table 4.12 while multiple regression coefficient result demonstrated in Table 4.13.

Table 4.10

## Model Summary of Multiple Regression Analysis

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692 <sup>a</sup>	.479	.460	.316

a. Predictors: (Constant), Good working environment, Recognition, Training

b. Dependent Variable: Employee Performance

Table 4.10, indicates that the independent variables of good working environment, recognition, training is significant as predictor whereby,  $R = 0.692$  (69.2%) and the R Square indicates the 0.479 (47.9%) of the variance was significant by independents variables. Meanwhile, Adjusted R Square are significant as 0.460. The standard error of the regression is 0.316 which means the average distance of the data points from the fitted line is about 31.6% of employee performance. Thus, the remaining (52.1%) of employee performance is attributable to other factors not considered in this study.

Table 4.11

## Multiple Regression Coefficient Result

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
	(Constant)	1.613	.298		5.417	.000
	Recognition	-.013	.055	-.021	-.228	.821
1	Training	.413	.089	.488	4.641	.000
	Working Environment	.196	.080	.275	2.440	.017

a. Dependent Variable: Employee Performance

A multiple regressions were performed to assess the recognition, training, and good working environment to predict the employee performance which is presented in Table 4.11. Based on Table 4.11, it shows training has a significant and positive relationship with employee performance, ( $\beta= 0.413$ ,  $p =0.000$ ,  $p < 0.05$ ). The study also revealed that good working environment has a significant relationship with employee performance, ( $\beta = 0.196$ ,  $p = 0.017$ ,  $p < 0.05$ ). Meanwhile, recognition has insignificant relationship with employee performance. It is shows that recognition was negative and statistically insignificant by ( $\beta = -0.013$ ,  $p = 0.821$ ,  $p>0.05$ )



## 4.8 Summary of the Hypothesis

Table 4.11, shows a summary of the hypothesis analysis that has been carried out on this study. The results indicate that all hypotheses in this study were accepted.

Table 4.11  
Summary of hypothesis

Hypothesis	Statement	Result
H <sub>1</sub>	There is significant relationship between recognition and employee performance.	Not accepted
H <sub>2</sub>	There is significant relationship between training and employee performance.	Accepted
H <sub>3</sub>	There is significant relationship between good working environment and employee performance.	Accepted

## 4.9 Conclusion

In short, In conclusion, this chapter presented the findings from the data analysis that has been carried out by researcher. The demographic, descriptive and reliability analysis were done in order to complete this study. For the inferential analysis, correlation result showed that there was a strong and moderate coefficient of correlation between

independent variables which is training and good working environment between dependent variable which is employee performance. However, the value of correlation analysis for recognition and employee performance showed a low level of coefficient. On the other hand, multiple regression analysis showed there was negative and insignificant relationship between recognition and employee performance while the rest independent variables such as training and good working environment showed positive significant relationship with dependent variable. The next chapter demonstrated summary of study, discussion, limitations, conclusions and recommendations.



## CHAPTER FIVE

### DISCUSSION AND CONCLUSION

This chapter summarized overall the results of this study. The aim of this study was examined the relationship between non-monetary rewards and employee performance with PNMB staff from East Malaysia as respondents in this study. This chapter also comprised of the summary of findings, research discussion, limitations, conclusion as well as recommendation for future research.

#### 5.1 Summary of Findings

The goal of this study was to establish the relationship between non-monetary rewards and employee performance. Thus, the first research question assessed the impact between recognition on employee performance. The second research question assessed the impact between training and employee performance, while the third research question assessed the impact between good working environment and employee performance.

This study adopted a descriptive survey design which targeted population of this study was 114 of respondents and a sample size was 88 of respondents. The Researcher adopted a non-probability sampling which is a convenience sampling. The outcome of this survey yielded 100% of response rate. On top of that, descriptive statistics was used



to determine the frequencies, mean as well as to analyze the inferential statistics for the purpose of Pearson Correlation and Multiple Regression analysis.

The demographic analysis also indicated most of respondents of this study were from male respondents. This is because the work environment was more on physical and technical task which is the area most commonly dominated by male employee. Therefore, the gender difference will contribute to the preference on the type of rewards.

Based on the Table 4.2, cross tabulation in terms of length of service and ages showed most of employees with 31 years old and above have served in PNMB more than 6 years. Meanwhile, employees with 30 years old and below have served with PNMB in 4 years and below. This indicated that the employee above 30 years old shows their loyalty to this organization for more than 6 years and have received various rewards given by the company. Employees under the age of 30 still start their career in this company and have the potential to be rewarded with more various rewards such as non-monetary rewards.

In terms of reliability of the instruments, all the variables involved in this study have shown coefficient value greater than 0.7, which can be interpreted as good internal consistency. The result was expected by researcher because of the instruments taken from scholars which is a prominent in their own field of interest. Reliability results for actual study have also shown a higher value than the reliability from the pilot study.

The findings of the study for Pearson's Correlation Analysis also shown that there was positive relationship between training and employee performance, followed by the relationship between good working environment and employee performance,. However, the correlation between recognition and employee performance considered in low range which means that the correlation

On the other hand, Multiple Regression Analysis was carried out and the result indicated that there were statistically positive significant relationship between training and employee performance as well as good working environment and employee performance. In contrast, there was statistically negative and insignificant relationship between recognition and employee performance. Hence, two hypotheses were accepted in this study which means that non-monetary rewards such as training and good working environment have impact on employee performance. According John M. Cimbala, (2014), if p-value is greater than 0.05, it shows the result is statistically insignificant and unable to reject the null hypothesis. This study revealed that alternative hypothesis 1 that "there is significant relationship between recognition and employee performance" was not accepted in this study since the p-value is greater than 0.05. Thus, in terms of recognition rewards, the respondents of this study were more preferred on the other options of rewards and it could be preferred on the monetary rewards or other non-monetary rewards options. The other factor contribute of rejection the  $H_1$ , because most of respondents of this study were from non-management groups and most of them from the average salary which considered that recognition not very important as compared to other rewards.

## 5.2 Discussion

### 5.2.1 The Impact of Recognition on Employee Performance

One of the objectives of this study was to assess the relationship between recognition and employee performance. The finding shows that there was negative significant relationship between recognition and employee performance in this organization as shown in Multiple Regression Analysis result in table 4.11 and statistically insignificant after researcher done the regression analysis. This finding has contradiction with the findings from Ngatia, Z. M., (2014) whereby he argues that recognition as non-monetary rewards was an effective tool to increase the employee performance while the finding from researcher was shown different result where recognition was insignificant relationship with employee performance. This might cause by the respondents who involved this study were from different nature of business and sector. The results of finding also have conflict with argument of Bradlery, Durz, Neckermannx and Non (2015), whereby he discovered that the recognition has positive significant relationship with employee performance. This difference result may due to the different of sampling size between Bradlery, Durz, Neckermannx and Non (2015), and researcher caused by the researcher conducted this study involved 88 of respondents as compared to their study involved 300 of respondents. In terms of the hypothesis, this result had similarities with the finding of Al-Ameryeen (2015) where the non-monetary rewards were not important factor on employee performance. On top that, this study also not supported the argument from Jeffrey and Schaffer (2007), Stone (2002), Mason (2001) to justify their statement

about positive relationship of recognition towards employee performance caused by researcher discovered negative relationship on coefficient analysis and insignificant relationship on regression analysis. Hence, the findings of this study also not supported the Herzberg's Two Factor Theory to prove recognition as motivating factor to increase the employee performance. Thus, it suggested that this company should find another option of rewards to give for their employee especially for non-management level since the recognition is not very significant to them.

### **5.2.2 The Impact of Training on Employee Performance**

The second objective of this study was to assess the relationship between training and employee performance. The findings show that there exists a strong significant relationship between training and employee performance in this organization as shown in Multiple Regression Analysis result in table 4.10. Hence, Hypothesis 2 was accepted in this study. The findings of this study were in line with the study conducted by Athar, Rida and Maqbool Shah, Faiza (2015), where the result found out that training have positive impact on employee performance. On top of that, rewarding the sort non-monetary rewards such as proper training could gave employee platform in increasing their performance. This statement also supported by Wright and Geroy (2001), which argued that training have positive impact on employee performance. The findings of this study was supported the Herzberg's Two Factor Theory to prove training in terms of the personal growth as motivating factor to increase the employee performance. The literature review was supported since the result shows there a positive significant

relationship between training and employee performance. Therefore, the respondents in this study still think that training is a good medium for them to increase their performance. On top of that, the company can increase the training program and find the appropriate training in order to encourage the employee to perform better.

### **5.3.3 The Impact of Good working environment on Employee Performance**

The last objective of this study was to assess the relationship between good working environment and employee performance. The findings show that there exists a moderate significant relationship between good working environment and employee performance in this organization as shown in Multiple Regression Analysis result in table 4.11. The findings of this study had similarities with the study conducted by Bushiri, C.P., (2014) which revealed that there was relationship between good working environment and employee performance. This finding also supported by Roelofsen (2002) concluded that improving good working environment could improve the employee performance. On top of that, these findings affirmed that good working environment as positive significant relationship with employee performance. This means that increasing the quality of good working environment will lead to increasing of employee performance. Thus, the findings revealed that the Herzberg's Two Factor Theory in terms of hygiene factor was supported in this study since there was positive relationship which means increasing quality of good working environment will increase employee performance. Besides, the organization especially the company of this study should provide a good working environment to ensure the employee can improve their performance.

## **5.5 Limitation of the Study**

This study had limited with several limitation. The findings of this study based on sample size from the target population in PNMB branches from East Malaysia region instead of all branches across Malaysia. Besides, the result of may vary if the researcher involve the respondents from Peninsular Malaysia due to the differences of geographical and cultural conditions. The sample size of 88 considered small to represent population. On top of that, this study also focused on respondents from selected organization in private sector and the result of findings could be varying for different organization. Furthermore, the researcher did not have the details figure about other rewards given from this organization to be considered in this study due to private and confidential terms. In addition, this study also had a general form and did not focus on the departments, gender and position in the organization.

## **5.6 Conclusion**

This study has successfully answered the objectives and questions to study the impact of non-monetary rewards on employee safety performance at PNMB. Using appropriate instruments, this study provides good insights into employee performance measurements although one hypothesis is not accepted. Non-monetary rewards are found to be linked and impacted on employee performance. Therefore, an organization should take note as the non-monetary rewards can be a supplement of rewarding employees. As a result of

this study, this organization proved effective training and good working environment caused by it gave a major impact on employee performance. In general, other non-monetary rewards options should have to be identified by employers to promote their efforts in improving their employee performance. This study also revealed that even though non-monetary rewards can be another option for company to rewards their employee, but some of them still think that monetary rewards is very important to boost their performance. Hopefully, this study can be a reference to students, academicians and organizations as a guide in promoting employee performance improvement through rewards.

### **5.7 Recommendations of Future Research**

This study was conducted only on workers in PNMB from East Malaysia. A more comprehensive study needs to be carried out in the future with regard to larger populations such as involving samples from the entire PNMB branch across Malaysia. This will give a clearer picture of the actual situation about the impact of non-monetary rewards on employee performance. On top of that, the scope of this study can also be extended to other sectors such as government, construction, agriculture and etc.

This study only examines the impact of non-monetary rewards on employee performance. Future research is expected to examine other factors that can contribute to performance such as monetary rewards. Meanwhile, independent variables can also be developed by

consider other factors such as flexible working hours, job security, work-life balance and so on.

In this study, the researcher only used the questionnaire method in get the data. Further studies in this area are recommended using the other methods that can offer more in-depth data such as observation and interviews. On top of that, researcher also recommends that the future study come with a larger sample involving several companies in order to get better result findings.





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**UUM**  
Universiti Utara Malaysia

## QUESTIONNAIRE

Dear Participant,

I am a student at University Utara Malaysia and seeking your assistance in an important conducting a study on “**The Relationship Between Non-monetary Rewards and Employee Performance**”. Hence, I would appreciate if you could spare 10 minutes of your time to answer this questionnaire. All information given will be kept **CONFIDENTIAL** and will only be used for academic purposes.

Your participation in this study is completely voluntary. The completion and return of the enclosed questionnaire is taken to constitute your consent to participate in the study. Instructions for completing the survey questions are provided at appropriate points throughout the survey.

Please complete ALL questions in the survey and thanks you for your support.

Yours sincerely,

***Misran Bin Enji (818530)***

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## Section A: General information

Please specify your answer by placing a tick (✓) on the relevant answers provided.

*Sila nyatakan jawapan anda dengan meletakkan tanda (✓) pada jawapan yang berkaitan yang disediakan.*

1. Please indicate your gender? *Sila nyatakan jantina anda?*

Male *Lelaki* [ ] Female *Perempuan* [ ]

2. What is your age? *Berapakah umur anda?*

Below 25 years *25 tahun* [ ] 26-30 years *26-30 tahun* [ ]  
 31-35yrs *31-35 tahun* [ ] 36-40yrs *35-40 tahun* [ ]  
 41-45yrs *41-45 tahun* [ ] Above 45 years *45 tahun keatas* [ ]

3. Indicate your level of education. *Nyatakan tahap pendidikan anda.*

PMR [ ] SPM [ ] Skills Certificate *Sijil Kemahiran* [ ] Diploma/STPM [ ]  
 Bachelor Degree and above *Ijazah Sarjana Muda ke atas* [ ]

4. What is your designation in this organization? *Apakah kedudukan anda dalam organisasi ini?*

Senior management *Pengurusan kanan* [ ]  
 Middle management *Pengurusan pertengahan* [ ]  
 Non-management *Bukan pengurusan* [ ]

5. For how long have you worked for this organization? *Berapa lamakah anda bekerja di organisasi ini?*

Below 1 year *Bawah 1 tahun* [ ]  
 Between 1-2years *Antara 1-2 tahun* [ ]  
 Between 2-4years *Antara 2-4 tahun* [ ]  
 Between 4-6 years *Antara 4-6 tahun* [ ]  
 Over 6 years *6 tahun keatas* [ ]

## SECTION B

The questions below are statements that might describe the employee performance. Please indicate the degree of your agreement or disagreement with each statement by circling the appropriate number below.

*Soalan-soalan di bawah adalah kenyataan yang mungkin menggambarkan prestasi pekerja. Sila nyatakan tahap bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan nombor yang sesuai di bawah.*

No.	Employee Performance <i>Prestasi Pekerja</i>	Strongly Disagree <i>Sangat Tidak Bersetuju</i>	Disagree <i>Tidak Bersetuju</i>	Neutral <i>Berkecuali</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat Bersetuju</i>
1.	I managed to plan my work so that it was done on time. <i>Saya berjaya merancang kerja saya supaya ia dilakukan tepat pada waktunya.</i>	1	2	3	4	5
2.	My planning was optimal. <i>Perancangan saya adalah optimum.</i>	1	2	3	4	5

3.	<b>I kept in my mind the result that I had to I achieve in my work.</b> <i>Saya berpegang pada, hasil yang harus saya capai dalam kerja saya.</i>	1	2	3	4	5
4.	<b>I was able to separate main issues from side issues at work.</b> <i>Saya dapat mengasingkan hal utama daripada hal sampingan di tempat kerja.</i>	1	2	3	4	5
5.	<b>I knew how to set the right priorities.</b> <i>Saya tahu bagaimana untuk menetapkan keutamaan yang sebenar.</i>	1	2	3	4	5
6.	<b>I was able to to perform my work well with minimal time and effort.</b> <i>Saya dapat melakukan kerja dengan baik dengan masa dan usaha yang minimum.</i>	1	2	3	4	5
7.	<b>Collaboration with others was very productive.</b> <i>Bekerjasama dengan orang lain adalah sangat produktif.</i>	1	2	3	4	5
8.	<b>I took on extra responsibilities.</b> <i>Saya boleh mengambil tanggungjawab tambahan.</i>	1	2	3	4	5
9.	<b>I started new tasks myself, when my old ones were finished.</b> <i>Saya memulakan tugas-tugas baru sendiri, ketika tugas yang lama selesai.</i>	1	2	3	4	5
11.	<b>I took on challenging work tasks, when available.</b> <i>Saya mengambil tugas kerja yang mencabar, sekiranya ada.</i>	1	2	3	4	5
12.	<b>I worked at keeping my job knowledge up-to-date.</b> <i>Saya bekerja dengan memastikan pengetahuan pekerjaan saya adalah terkini.</i>	1	2	3	4	5
13.	<b>I kept looking for new challenges in my job.</b> <i>Saya terus mencari cabaran baru dalam tugas saya.</i>	1	2	3	4	5
14.	<b>I did more than was expected of me.</b> <i>Saya telah melakukan lebih daripada apa yang dijangkakan kepada saya.</i>	1	2	3	4	5
15.	<b>I actively participated in work meetings.</b> <i>Saya aktif mengambil bahagian dalam mesyuarat kerja.</i>	1	2	3	4	5
16.	<b>I complained about unimportant matters at work.</b> <i>Saya mengadu tentang perkara-perkara yang tidak penting di tempat kerja.</i>	1	2	3	4	5
17.	<b>I made problems greater than they were at work.</b>	1	2	3	4	5



	<i>Saya membuat masalah yang lebih besar daripada mereka di tempat kerja.</i>					
18.	<b>I focused on the negative aspects of a work situations, instead of on the positive aspects.</b> <i>Saya memberi tumpuan kepada aspek negatif pada situasi kerja, dan bukannya aspek positif.</i>	1	2	3	4	5
19.	<b>I spoke with colleagues about the negative aspects of my work.</b> <i>Saya bercakap dengan rakan sekerja tentang aspek negatif kerja saya.</i>	1	2	3	4	5
20.	<b>I spoke with people from outside the organization about the negative aspect of my work.</b> <i>Saya bercakap dengan orang-orang dari luar organisasi tentang aspek negatif kerja saya.</i>	1	2	3	4	5
21.	<b>I worked at keeping my job knowledge up-to-date.</b> <i>Saya bekerja untuk memastikan pengetahuan pekerjaan saya adalah yang terkini.</i>	1	2	3	4	5
22.	<b>I worked at keeping my job skills up-to-date.</b> <i>Saya bekerja untuk memastikan kemahiran kerja saya adalah terkini.</i>	1	2	3	4	5
23.	<b>I have demonstrated flexibility.</b> <i>Saya telah menunjukkan fleksibiliti.</i>	1	2	3	4	5
24.	<b>I was able to cope well with difficult situations and setbacks at work.</b> <i>Saya dapat menangani dengan baik situasi yang sukar dan halangan di tempat kerja.</i>	1	2	3	4	5
25.	<b>I recovered fast, after difficult situations or setbacks at work.</b> <i>Saya pulih dengan cepat, selepas melalui keadaan yang sukar atau halangan di tempat kerja.</i>	1	2	3	4	5
26.	<b>I came up with creative solutions to new problems.</b> <i>Saya membuat penyelesaian kreatif untuk masalah-masalah yang baru.</i>	1	2	3	4	5

## SECTION C

The questions describe non-monetary reward aspects in relation to your performance at work. Please indicate the degree of your agreement or disagreement with each statement by circling the appropriate number below.

Soalan-soalan tersebut menggambarkan aspek ganjaran bukan kewangan berhubung prestasi anda di tempat kerja. Sila nyatakan tahap bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan nombor yang sesuai di bawah.

No.	Non-monetary Reward	Strongly Disagree <i>Sangat Tidak Bersetuju</i>	Disagree <i>Tidak Bersetuju</i>	Neutral <i>Berkecuali</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat Bersetuju</i>
1.	<b>I feel really appreciated working with organization.</b> <i>Saya berasa sangat gembira bekerja dengan organisasi.</i>	1	2	3	4	5
2.	<b>I feel that the organization value the staff effort and give recognition fairly.</b> <i>Saya rasa organisasi menghargai usaha staf dan memberi pengiktirafan secara adil.</i>	1	2	3	4	5
3.	<b>I think staff in the organization will appreciate non-monetary form of recognition.</b> <i>Saya berfikir staf dalam organisasi akan menghargai bentuk pengiktirafan bukan kewangan.</i>	1	2	3	4	5
4.	<b>I personally feel that staff efforts and performance been recognized and rewarded adequately.</b> <i>Saya secara peribadi merasakan bahawa usaha dan prestasi staf telah diiktiraf dan diberi ganjaran secukupnya.</i>	1	2	3	4	5
5.	<b>I agree that being recognized and appreciated will boost my performance.</b> <i>Saya bersetuju bahawa diiktiraf dan dihargai akan meningkatkan prestasi saya.</i>	1	2	3	4	5
6.	<b>In my opinion training helps me to increase productivity.</b> <i>Pada latihan pendapat saya, saya dapat meningkatkan produktiviti.</i>	1	2	3	4	5
7.	<b>The training I received helped me to enhance high quality of product / service.</b> <i>Latihan yang saya terima membantu saya meningkatkan kualiti produk / perkhidmatan.</i>	1	2	3	4	5
8.	<b>The training provided by my organization helped me to improve quantity.</b> <i>Latihan yang disediakan oleh organisasi saya membantu saya meningkatkan kuantiti.</i>	1	2	3	4	5
9.	<b>I feel the training enables me to improves skills, knowledge, attitude change, new capability.</b> <i>Saya merasakan latihan ini</i>	1	2	3	4	5

	<i>mbolehkan saya memperbaiki kemahiran, pengetahuan, perubahan sikap, keupayaan baru.</i>					
10.	<b>In my opinion training helps me to enhance the use of tools and machine, operational safety.</b> <i>Pada pendapat saya, latihan membantu saya meningkatkan penggunaan alat dan mesin, keselamatan operasi.</i>	1	2	3	4	5
11.	<b>After the training I feel it reduces possible accidents.</b> <i>Selepas latihan, saya merasakan ia mengurangkan kemungkinan kemalangan.</i>	1	2	3	4	5
12.	<b>I have a good relationship with my supervisor and the training reduces lateness, absenteeism.</b> <i>Saya mempunyai hubungan yang baik dengan penyelia saya dan latihan ini mengurangkan kelewatan, ketidakhadiran.</i>	1	2	3	4	5
13.	<b>The office building space and infrastructure influence me to stay in the office and work comfortably.</b> <i>Ruang bangunan dan infrastruktur pejabat mempengaruhi saya untuk tinggal di pejabat dan bekerja dengan selesa.</i>	1	2	3	4	5
14.	<b>Good relationship with my fellow workers influence to perform better.</b> <i>Hubungan baik dengan rakan sekerja saya mempengaruhi untuk melakukan yang lebih baik.</i>	1	2	3	4	5
15.	<b>I felt that job security in this organization influence me to give more focus on my job.</b> <i>Saya merasakan bahawa jaminan pekerjaan dalam organisasi ini mempengaruhi saya untuk memberi lebih tumpuan kepada tugas saya.</i>	1	2	3	4	5
16.	<b>The office environment help me to complete my daily task easily.</b> <i>Persekitaran pejabat membantu saya menyelesaikan tugas harian saya dengan mudah.</i>	1	2	3	4	5

**Thank You**