THE INFLUENCE OF MONETARY AND NON MONETARY REWARD ON DESIRED EMPLOYEE OUTCOME AMONG NURSES AT HOSPITAL IN KUANTAN

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Abstract

This paper aims at analysing the influence of monetary and non-monetary rewards on desired employee outcomes. The research objective attempts to provide relationship between monetary rewards and non-monetary rewards towards desired employee outcomes as well as enhancing the validity and reliability of the existing research. This study is using quantitative data in order through collecting online questionnaires to analyze influence of monetary rewards and non-monetary rewards towards employee productivity, employee turnover and employee engagement containing a time lag of three months among nurses at Hospital in Kuantan. Realibility analysis, correlation analysis, deccriptive analysis and multiple regression analysis was used to measure the outcome between monetary rewards and non-monetary rewards towards desired employee outcomes. The results of the study reveal a positive relationship between the employee engagement and the independent variables which are monetary rewards and non-monetary rewards while the results rejected the influence of monetary rewards and non-monetary rewards towards employee productivity and employee engagement.

Keywords: Desired employee outcomes, employee productivity, employee turnover, employee engagement, monetary rewards, non-monetary rewards.

Abstrak

Kertas kerja ini bertujuan untuk menganalisis pengaruh ganjaran kewangan dan bukan kewangan ke atas hasil pekerja yang diingini. Objektif kajian cuba menyediakan hubungan antara ganjaran kewangan dan ganjaran bukan kewangan ke arah hasil pekerja yang diingini serta meningkatkan kesahan dan kebolehpercayaan penyelidikan sedia ada. Kajian ini menggunakan data kuantitatif mengikut urutan melalui pengumpulan soal selidik dalam talian untuk menganalisis pengaruh ganjaran kewangan dan ganjaran bukan kewangan terhadap produktiviti pekerja, lantik henti pekerja dan penglibatan pekerja yang mengandungi durasi masa tiga bulan maklum balas dalam kalangan jururawat di Hospital Kuantan. Analisis kebolehpercayaan, analisis korelasi, analisis deskriptif dan analisis regresi berganda digunakan untuk mengukur hasil antara ganjaran kewangan dan ganjaran bukan kewangan terhadap hasil pekerja yang diingini. Hasil kajian mendedahkan hubungan positif antara penglibatan pekerja dan pembolehubah tidak bersandar iaitu ganjaran kewangan dan ganjaran bukan kewangan manakala keputusan menolak pengaruh ganjaran kewangan dan ganjaran bukan kewangan terhadap produktiviti pekerja dan penglibatan pekerja.

Kata kunci: Hasil pekerja yang diingini, produktiviti pekerja, kadar lantik henti pekerja, penglibatan pekerja, ganjaran kewangan, ganjaran bukan kewangan.

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May God grant the aforementioned individuals success and honour throughout their lives.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

HRM practises (e.g., job design, HR planning, hiring and selection, performance appraisal, promotion, work-family balance programmes, etc.) accomplish desired employee outcomes. The area of intended employee outcomes includes attitudes towards employee productivity, engagement, and turnover as a result of HRM techniques. (Kerdasi & Azam, 2020). One can determine how engaged or dissatisfied they are with their current jobs by examining how productive they are at work. When an individual is happy in their role within an organisation, they are less likely to want to quit and look for another one. (Shivhare, 2019). Employees' greater job productivity is probably the reason for their improved work attitudes and commitment to the organisation. (Statistics et al., 2023).

Without a doubt, companies everywhere are striving for success and to surpass their competitors within the same industry. (Anzazi, 2018). To do this, organisations need to effectively acquire and use their human resources. Organisations need to understand the real difficulties they encounter in retaining their human resources. The accomplishment of the organization's goals and the intended results for employees depend heavily on managers giving careful attention to all of the core elements of human resource management as they carry out this task. Organisations are forced to establish a competitive edge for survival or to exit the market as a result of the intense rivalry brought about by globalisation in the business sector. (Patnaik & Padhi, 2012). This increased competitiveness has also highlighted the significance of human resources and targeted employee outcomes because people are a critical source of competitive advantage. (Nabilah et al., 2022).

Employee productivity, employee turnover, and employee engagement are considered to be related to desired employee outcomes from different perspectives. Additionally, your productivity with a particular aspect of your work can affect how engaged your employees are. (Rajgarhia & Student, 2020).

Whether or not organisational goals are achieved depends on how the productivity process is implemented. Without a doubt, employee productivity boosts company performance. Employee productivity is the quantity of work that a person or group of people within an organisation can produce in terms of both quality and quantity while still carrying out their designated roles, responsibilities, and authorities in order to further the goals of the organisation. (Lakshmita et al., 2022). Employee work productivity is the ability of a person to manage resources and use them effectively in carrying out tasks for the company. (Bernard et al., 2022). More production will boost worker productivity, which will enhance worker performance. (Yan Fang & Taien Layraman, 2022). According to company standards, the ability to generate quality output with the least amount of input is also a definition of work productivity (Singh & Chaudhary, 2022).

Both statistically and qualitatively, one of the most significant effects of job dissatisfaction is one of the most significant effects of employee turnover. Naturally, this could result in extended absences, irregular entry and exit procedures, unemployment, and subpar quality, all of which would have a detrimental effect on high turnover rate (I. Rothmann & Cooper, 2021).

Turnover can be defined as "the departure of an employee from the formally defined organization," other models have been put forth to explain turnover. Voluntary or involuntary turnover is divided into functional and dysfunctional categories

(Whillans & Stein, 2021). Voluntary turnover, or the process by which an individual chooses to remain or leave an organisation, is usually dysfunctional because it can be so detrimental to the latter. The dysfunctional effects are supported by empirical evidence because they are associated with a decline in organisational performance. (Whillans & Stein, 2021).

A review of turnover research conducted in the 20th century, research typically focuses on the factors that influence an individual employee's decision to leave their job, such as employee demographics, job attitudes (such as job satisfaction and organisational commitment), and the ease of movement. turnover is the term used to describe the process of involuntary turnover, which is when an organisation takes control over an employee's decision about whether to stay or leave (and decides whether to fire the employee (Whillans & Stein, 2021).. This happens when underperforming employees or those who don't fit the company culture are fired and replaced by relatively higher performing new hires. As a result, low poor performing employees would likely experience involuntary turnover. Terminating underperforming employees in most cases may enhance overall employee effort but this is not a given (Whillans & Stein, 2021).

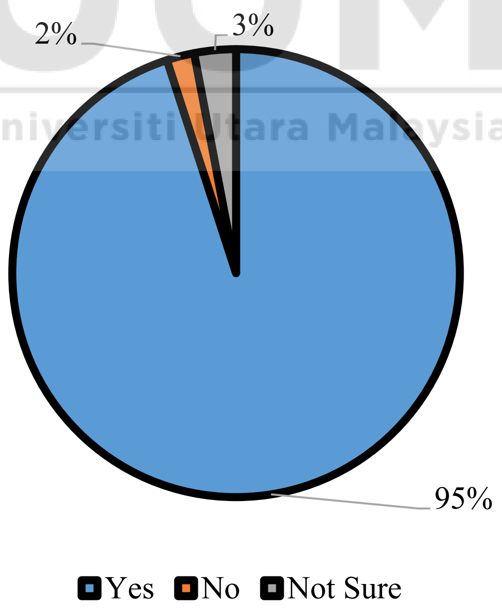
One of the key management issues that has attracted a lot of academic study attention and is regarded as a key mechanism to boost organizational success is employee engagement (Whillans & Stein, 2021). If you want to ensure long-term success, it is essential to comprehend the key factors that influence engagement in an organization. Increasing employee engagement has been one of many businesses' main concerns (Hanaysha, 2016). Better levels of employee engagement will benefit both a company and its employees as a result.

In both management theory and practise, employee engagement is a crucial topic. Recent years have seen a rise in interest in the study of employee engagement from desired employee outcomes, human resource experts, and management professionals (MARIN, 2021). Work engagement is becoming more and more well-liked in occupational health psychology as a result of the rise of positive employee outcomes. Employees that are engaged feel energetic and productively connected to their work activities and believe they are capable of handling the responsibilities of their position (Uniyal & Karmakar, 2021).

1.2 Problem Statement

Employee outcomes are made up of behavioural outcomes like effort, motivation, cooperation, and organisational citizenship as well as attitudinal outcomes like commitment, work satisfaction, employee productivity, employee engagement, employee satisfaction, employee motivation, intention to leave and others (S. Li et al., 2019). One of an organization's most precious assets, aside from cash and tangible assets, is its people. Its qualities make the organisation stand out since they are difficult to replicate. An organization's strategic and operational aspects will be lacking without strong human capital, which could ultimately cause it to fail.

Figure 1. 1
Dissatisfaction among Health Care Professionals and Workers in Malaysia's Government Health



Source: CodeBlue Survey By Health Human Right (2023)

According to figure 1.1, not just doctors, but all government health care professionals in Malaysia are reporting high feelings of rage and displeasure over the state of the public health care system. CodeBlue Health is Human Right (2023) also stated that the government will face difficulties in retaining public health care workers is shown by the fact that more respondents are inclined to resign than to strike. In contrast to employees who quit peacefully without indicating what may be done to keep them, people who engage in industrial action may be able to stay in the workforce provided their demands are met.

This shows that workplace issues in the public health system, especially in the MOH, affect people of all seniorities and professions, and are not merely a problem for junior and contract doctors who went on a one-day strike in the middle of 2021. Health care employees in Malaysia are at capacity due to the country's persistent refusal to invest in public health care facilities and workforce, notwithstanding Covid-19's exposure of the negative effects of a chronically underfunded health care system.

The fact that the government of Prime Minister Anwar Ibrahim seems to view health as unchanging, a staggering 95% of 1,652 respondents in a recent online poll conducted by CodeBlue among only public health care workers from every state and federal territory in the nation said that Malaysia's public health care system is currently in "crisis". The purpose of CodeBlue's poll, "Dissatisfaction Among Health Care Professionals and Workers in Malaysia's Health Service," was to ascertain whether government health care personnel experienced workplace frustration and what kinds of problems they dealt with.

1.3 Research Questions

This study aims to study the influence of compensations practices towards desired employee outcomes. This study's research question is in line with its goals. The following research questions can help to accomplish the goal:

1. Do monetary rewards influence the employee productivity of desired employee outcomes?
2. Do monetary rewards influence the employee turnover of desired employee outcomes?
3. Do monetary rewards influence the employee engagement of desired employee outcomes?
4. Do non-monetary rewards influence the employee productivity of desired employee outcomes?
5. Do non-monetary rewards influence the employee turnover of desired employee outcomes?
6. Do non-monetary rewards influence the employee engagement of desired employee outcomes?

1.4 Research Objectives

This study aims to study the influence of compensations practices towards desired employee outcomes.

The objective of the study is:

1. To examine the relationship between monetary rewards and employee productivity of desired employee outcomes.
2. To examine the influence of monetary rewards towards employee turnover of desired employee outcomes.
3. To examine the influence of monetary rewards towards employee engagement of desired employee outcomes.
4. To examine the influence of non-monetary rewards towards employee productivity of desired employee outcomes.
5. To examine the influence of non-monetary rewards towards employee turnover of desired employee outcomes.
6. To examine the influence of non-monetary rewards towards employee engagement of desired employee outcomes.

1.5 Significance of the Study

This study is to know either the three desired employee outcomes that have been select will be influenced by monetary and non-monetary rewards among nurses. This study also has important impact to verify with the issues on lack of nursing workforce at hospitals in Malaysia. More spesifically, the result of the current research enhance the understanding and confirmation either the statement of high turnover and not enough nurses in Malaysia are also happen in Hospital Kuantan.

However, because of changes in the public hospital sector and the need to address issues of cost effectiveness and efficiency, public officials have demanded alternative approaches to managing public hospitals, which has resulted in political demands and a decrease in the level of productivity, engagement, and job performance among nurses. The behavioural and attitudinal outcomes that comprise employee outcomes include commitment, work satisfaction, employee productivity, employee engagement, employee motivation, intention to leave, and others. Behavioural outcomes include effort, motivation, cooperation, and organisational citizenship.

There is low number of research in desired employee outcomes and there are a lot of example can be investigate under desired employee outcome but this research will only shoose theree desired employee outcomes which are employee productivity, employee tunrover and employee engagement. So this is the main reason as I am doing this research to prove the problem statement and the influence of compensations practices towards desired employee outcomes among nurses at Hospital in Kuantan.

1.6 Scope of the Study

The purpose of this study is to examine how compensation practises affect the intended results for employees. The elements of desired employee outcomes employee productivity, employee turnover, and employee engagement will be explored while compensation practises are explained in terms of monetary and non-monetary rewards.

It is rather impossible for the researcher to conduct the research among those hospitals in Malaysia since the number of Registered Nurses in Nursing Board Malaysia is too large and consists of public hospital and private hospital distributed over Malaysia. As a result, the researcher intends to gather information from the public hospitals in Kuantan, Malaysia, as that city is close to the researcher's home town and he wants to confirm whether the problem of a shortage of nurses in hospitals throughout Malaysia also exists in Kuantan.

1.7 Definition of Key Terms

The terminology used in the fields of desired employees outcomes and compensation practices is explained in this section.

1.7.1 Desired Employee Outcomes

Desired employee outcomes include behavioural traits like effort, motivation, interaction, and organisational citizenship as well as attitudinal outcomes like commitment, work satisfaction, and intention to leave (Sheehan et al., 2020). The targeted employee outcomes are improved by using human resource management techniques such job design, planning of human resources, recruiting and hiring, performance review, promotion, and work-family balance programmes (Gogoi & Baruah, 2021).

1.7.2 Employee Productivity

Productivity is a term used to describe the effectiveness and efficiency with which a person or group of people transform input resources into output (Almulaiki, 2023). The amount of time a person devotes to fulfilling the objectives specified by their employer can also be considered productivity (Gibbs et al., 2021). The accomplishment of organisational objectives through the integration of personal and professional environments is known as employee productivity. (Taufan Andri et al., 2021). In other words, employee productivity is not confined to a single operational definition but rather takes into account the nature of the organisation and the environment in which the job is performed (Lecturer, 2020). A few factors that influence employee productivity are the workplace, HR's motivating policies, supervision from a supervisor, employee capacity, and organisational structure. Sometimes, performance-based metrics are employed in its measurement. (Kibebsii & Chufi, 2022).

1.7.3 Employee Turnover

Employee turnover is the term used to describe the total number of workers who leave an organisation over a specific time frame, usually one year (Mamun & Hasan, 2017). Both employees who leave on their own accord and those who are dismissed or laid off are included (Abebe, 2019). A company typically counts the total number of departing or resigning personnel, however turnover can also refer to subgroups like individuals, departents, or demographic groupings within a company. It was discovered that staff turnover is a result of the lower pay scale (Statistics et al., 2023). Turnover that could have been avoided by organisational measures like wage increases or job changes is referred to as possible turnover (Crisp, 2021).

1.7.4 Employee Engagement

The utilisation of an employee's own personality and self attributes throughout work inside the company, including those of a physical, cognitive, and emotional nature, was characterised by the author as employee engagement (Marin, 2021). Based on the results of earlier studies, involvement in a role is taken into consideration as the focus on the position's activities (Othman et al., 2019). A person's complete commitment to their work, emotional intimacy, focus on long-term goals, and physical, emotional, and cognitive performance in their role are all indicators of employee engagement. (Kalokar, 2022). Three categories can be used to categorise employee engagement: engaged workers, non-engaged or disengaged workers, and disengaged workers. (Vandana & Murthy, 2021).

1.7.5 Monetary Rewards

Pay has the power to significantly affect employee satisfaction, engagement, and turnover. These factors can then improve the performance of the entire business. (Chinyio et al., 2018). Pay, bonuses, allowances, incurances, incentives, promotions, and job security are all examples of monetary rewards (Tomar & Sengupta, 2020). Money may be a very effective motivator, and its impact on motivation frequently has a beneficial knock-on effect on other outcomes like staff retention (Ponta et al., 2020). A few forms of financial rewards are base pay, cost-of-living adjustments, short- and long-term incentives. (Tomar & Sengupta, 2020). Monetary compensation is the system of financial rewards that employees see as being just and appropriate to their abilities and expectations (Employee Non-Financial, 2022). The primary requirement in human resource management is that employees receive money as payment for their services (Allahem, 2018).

1.7.6 Non-Monetary Rewards

Incentives that are typically unrelated to compensation are included in non-monetary rewards (Rajgarhia & Student, 2020). Non-monetary rewards seek to increase the employees' sense of empowerment and recognition at work (Mai, 2020). Promotions, paid time off, recognition, the chance to participate in decision-making, letters of gratitude, diplomas and trophies, office get-togethers, training and development initiatives, and special tasks are a few examples of non-monetary rewards (Kerdasi & Azam, 2020). Benefits that are not monetary are seen as complements to pay and benefits (Shivhare, 2019). Non-monetary rewards include flexible work schedules, training, a positive work environment, relationships with superiors and coworkers, authority, participation in decision-making, various types of leave, etc (Sabina et al., 2015).

1.8 The Organisation of the Chapter

Chapter One is the introductory chapter describes the background of the study, problem statement, research questions, research objectives, significance of the study, scope of the study and the definition of terms that used in the present study.

Chapter Two provides the literature review. It discusses a review of the research findings indicated by other researchers on employee desired outcomes, productivity, turnover, engagement, monetary rewards, and non-monetary benefits. It also describes the structure for the study, how the hypotheses were developed and also the theory selected to support the present study.

Chapter Three provides the methodology of this study. The current study is adopting quantitative approach. The explanation begins with the research design and process. The discussion continues with study design, sampling procedure and data collection procedure. It ends with the data analysis techniques and statistical packages are being used in this study.

Chapter Four presents the data analysis of the survey using SPSS approach. The results of the data analysis and hypotheses testing are reported in this chapter together.

Chapter Five discusses the results, interpretation and discussions. It presents the theoretical and practical contributions. This final chapter also discusses and summarizes the research, discusses the research limitations, suggests possible future research directions, and highlighted the significance of the results in this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of the literature review presents, in particular, the details of the outgoing literature on desired employee outcomes, employee productivity, employee turnover, employee engagement, monetary reward and non-monetray reward.

2.2 Research Framework

Figure 2. 1
Research Framework

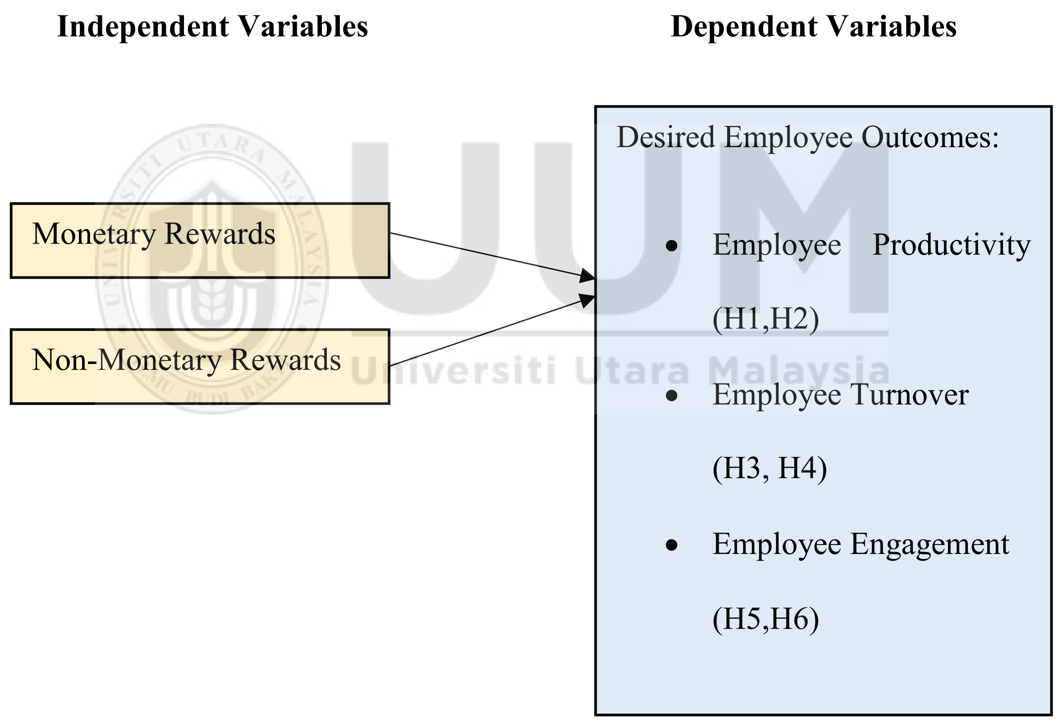


Figure 2.1 shows the framework that have independent and dependent variable. Based on this framework, the hyphothesis have been construct. Independent variable involve monetary and non-monetay rewards while dependent variable involve employee productivity, employee turnover and employee engagement.

2.3 Desired Employee Outcomes

2.3.1 Definition of Desired Employee Outcomes

Desired employee outcomes are made up of behavioural outcomes like effort, motivation, cooperation, and organisational citizenship as well as attitudinal outcomes like commitment, work satisfaction, group performance, operational perforamance and intention to leave (Vance, 2006). Desired employee outcomes is a big scale of outcomes that can be anything that connect to the employee. Customer satisfaction also is a metric that shows how well a business can satisfy its clients or consumers ad this is consider as one of the employee outcomes. The company's products and services are measured for quality, and the rate at which new products, services, or solutions are introduced is measured for new product or service development. The specific outputs or accomplishments that a company seeks from its employees in order to achieve its strategic goals and objectives are known as desired employee outcomes (Mostafa, 2017).

Higher levels of each of the employee outcomes covered are correlated with increased use of HR techniques. Accordingly, workers at organisations that use good HR practices are more likely to exhibit: greater dedication to the manager, greater confidence in the management team, increased effort and involvement in the business, increased cooperation, and a decreased propensity to quit the organisation.A precise framework for defining and evaluating employee performance is provided by desired employee outcomes, which is crucial for effective performance management and staff motivation (Ogbonnaya & Valizade, 2018). The capacity of workers to express themselves creatively, emotionally, and physically at work also can be considered as employee outcomes. They will be alert, invigorated, and feel a sense of community if they are able to express themselves; if not, they will become withdrawn (Gogoi & Baruah, 2021).

One of the desired employee outcomes is employee engagement, which has come to be associated with ideas like employee satisfaction and the employee experience, which is more about the whole employee journey from recruiting and recognition until the time of departure (Mostafa, 2017). Desired employee outcomes are crucial for boosting employee performance, increasing productivity, and lowering turnover costs (Bishop, 2000). Organisations may increase employee engagement, performance, and loyalty as well as their contribution to the prosperity of the company by providing them with straightforward and significant goals (Bhatia & Mohsin, 2020).

2.3.2 Previous Studies of Desired Employee Outcomes

Ingenuity is essential to achieving desired staff results, according to prior research that may enhance business creativity and success (Sheehan et al., 2020). Research indicates that creativity plays a crucial role in growth and positively impacts engagement, output, and job satisfaction (S. Li et al., 2019). A competitive full-time or, when appropriate, part-time job in the integrated labour market (including achieving the supported employment vocational outcome) or any other appropriate vocational outcome can be the targeted employee outcome, according to previous research (S. Li et al., 2019).

Previous study showed it is often measured, say in the customer service industry, through the quality of call an agent makes (Ogbonnaya & Valizade, 2018). How he or she deals with a client, how he or she handles conflicts and manoeuvres into resolving those conflicts (Ogbonnaya & Valizade, 2018). Studies indicated that organisations ought to keep an eye on work quality, individual employee objectives, training efficacy, and worker productivity as these factors can have a favourable effect on worker outcomes like job satisfaction, productivity, performance, and employee turnover rate. (Kassim et al., 2015).

Evaluating productivity and work quality lowers waste of time, resources, and effort, increases the likelihood that your staff will meet deadlines, and helps you avoid costly errors (Bishop, 2000). Assessing training efficacy and individual work objectives can assist you in determining whether staff members are most qualified to carry out their duties and provide assistance when required (Mostafa, 2017). The relationship between performance and employee outcomes, however, is a contentious one (Collins et al., 2005). When evaluating earlier studies, it was discovered that the performance-employee outcomes relationship has been outlined in many ways (Bhatia & Mohsin, 2020). The University Framework, which is philosophically supported, and earlier literature that has objectively explored the relationship between employee outcomes concentrating on individual attitudes and behaviours, play a mediating function within HR-performance connection (Gogoi & Baruah, 2021).

Insufficient knowledge as to wether and how effective HRM would result in more favourable and long-lasting desired employee outcomes, such as increased employee well-being and enhanced staff efficiency, has been provided by current literature (Sheehan et al., 2020). This research employs the job demands-resources model and common good values to theorise and assess the relationships between sustainable HRM practises, employee resilience, work engagement, and employee performance (Ogbonnaya & Valizade, 2018).

The results of previous study showed that sustainable HRM practises have a beneficial impact on staff adaptability and result in desired employee outcomes

(Mostafa, 2017). Through involvement in the workplace, teamwork also has a consequential effect on performance (Bhatia & Mohsin, 2020).

2.4 Employee Productivity

2.4.1 Definition of Employee Productivity

Because productivity has an impact on employee and organisational performance as well as an organization's ability to maintain a competitive advantage over other businesses, academics around the world are becoming more interested in this topic (Joseph & Chinedu, 2022). The ratio of input costs to output value has been a major emphasis of the traditional definition of productivity. on the exchange rate between input and output prices (Nosike & Okerekeoti, 2022). In the field of management, productivity has been described as a barometer of efficacy and efficiency. (Lakshmita et al., 2022). It's crucial to identify the productive personnel as a result. Employee productivity is the amount of time spent actively by staff members on projects that need to be completed and produced (Fithri et al., 2019). Employee productivity is the measure of an employee's performance in terms of attendance, the quality of their work, their performance capacity, and their personal traits. (Asio, 2021).

According to a study, assessing employee productivity aims to boost organisational effectiveness by raising income for businesses with a limited number of employees (Kibebsii & Chufi, 2022). Employee productivity is crucial since the industry depends on it and because it directly affects how well businesses perform. (Wanigasekara & Mendis, 2021). The most popular is labour productivity, which is determined by dividing output by the total number of hours worked or, more commonly, by the number of employees (Nosike & Okerekeoti, 2022). Productivity is defined as the degree to which resources (inputs) are combined and used in an efficient and effective manner to produce the long-term, high-quality goods and services (outputs) that society requires (Sena, 2020).

2.4.2 Previous Studies of Employee Productivity

The productivity of the workforce can be impacted by the workplace culture and incentives (Muhammad et al., 2011). The physical surroundings, such as the office's design and layout, may provide the staff with a positive work atmosphere (Lakshmita et al., 2022). A manager can promote higher production and foster a happier workplace by showing understanding (Fithri et al., 2019). He is crucial in fostering a positive work environment that motivates staff members to remain with the company (Asio, 2021). The productivity of the workforce will increase at the company that offers attractive rewards (Kibebsii & Chufi, 2022). They will therefore try to excel and provide the greatest goods and services.

Employee productivity is crucial to achieving the company's objectives and vision (Wanigasekara & Mendis, 2021). It not only has a big influence on how someone develops their career, but it also ensures that the company can run smoothly and compete with its competitors (Olajide et al., 2021). The best monetary and non-monetary rewards have a significant impact on employees' productivity, according to the findings of the previous study (Tamunosiki-Amadi et al., 2020).

According to the study, a decent salary, a positive working environment, and a strong working relationship all contribute significantly to an employee's satisfaction at work and directly affect that employee's intention to stay committed, which will enhance productivity (Ezeamama, 2019). From these findings, it is accurate to draw the conclusion that job productivity and the dedication to both an employee's perks are related (Daramola & Daramola, 2019).

Depending on how well the organisation leads its people and oversees their career development, employee productivity may endure or even rise. Increased employee compensation may impact the productivity of the business (Singh et al., 2022). Only humans are capable of increasing labour productivity. However, human resources can also contribute to waste and inefficiency in a variety of ways (Matui, 2017). As a result, one requirement in the overall attempt to boost productivity is paying attention (Priya, 2022).

One indicator of a business's success in reaching its objectives is productivity (Anggoro KR, 2022). In an organisation, human resources are the most strategically important component, especially when it comes to remuneration and benefits, which management must acknowledge and respect (Hanaysha, 2016). Only humans are capable of increasing labour productivity (Puji Utami et al., 2020). While it is very difficult to reach those goals using other resources, employee productivity is a key indicator of achieving anticipated organisational goals, objectives, strategies, tactics, etc (Almaamari & Alaswad, 2021). According to the idea of decreasing marginal productivity, if a corporation places a lot of emphasis on maintaining a high level of productivity in its physical resources, that productivity will start to decline after a certain point (Anthonia & Ugochukwu, 2020).

2.5 Employee Turnover

2.5.1 Definition of Employee Turnover

It has been observed that employee turnover is an issue that costs a lot of money, time, and energy, especially for organisations in the public sector. (Ait Alla & Rajaa, 2019). For HR professionals, this could be a major obstacle when creating their HR policy (Al-Suraihi et al., 2021). Employee exit from an organisation is referred to as employee turnover. It is a drawback that could make organisations' employee retention tactics ineffective. Instead of prospects for advancement into better jobs, leaving a job seems to represent serious issues at work (Al-Suraihi et al., 2021).

Employee turnover disrupts teams, drives up expenses, lowers productivity, and results in knowledge loss (Abebe, 2019). As such, it is imperative that management comprehends the importance of the desired employee outcomes. to organisational elements including sector, type of occupation, size, pay, degree of supervision, site, recruiting process, work environment, job duties, benefits, and expansion (Abebe, 2019).

Retrenchments, involuntary turnover, or voluntary turnover are all possible. (Statistics et al., 2023). When an employee decides to leave the company on their own initiative, it is voluntary. This situation could be brought on by things like job dissatisfaction or the belief that the new job is better than the old one. (Anzazi, 2018). There are situations when an employee voluntarily leaves their job due to pressure from management. the period when studies on employee turnover began to draw greater interest (Iqbal, 2010). The phenomena became a crucial topic for management academics and business professionals as a result of this turn of events (Anzazi, 2018).

2.5.2 Previous Studies of Employee Turnover

Turnover can have both beneficial and negative effects on an organisation and an individual. (Trisyulianti et al., 2022). Negative consequences for organisations can be attributed to both direct and indirect costs, such as those related to hiring and selection, training and development, and low productivity, as well as moral impact, future turnover promotion, work load effects, team disruption, and distraction from job performance. (Co & Co, 2022). The rising trend in turnover raises costs and lowers an organization's productivity and efficiency (Mishra, 2022). Therefore, it is essential to research the variables influencing employee turnover in organisations. Human resource management becomes a crucial component of the organisation because of its opulence (Ruth, 2015).

The most significant assets and key contributors to attaining the government goal of providing the public with the most health facilities in the health sector are nurses. The correct management is necessary for human assets, too, like other assets. Therefore, it is challenging to manage and retain nurses without a well-developed system of human resources (Crisp, 2021).

Researchers investigated the relationship between job autonomy, leadership style, promotion system, and demographic traits in addition to job satisfaction. (Al-Suraihi et al., 2021). I came to the conclusion that the elements significantly affect how satisfied employees are with their jobs. Both governmental and non-governmental organisations are having issues with high labour turnover (Abebe, 2019). Professionals with extensive experience and qualifications quit their jobs.

Turnover is a major issue for human resources in every sector of the economy. (Ruth, 2015). Staff turnover is a significant problem for a lot of companies worldwide.

In fact, historically, the analysis of employee turnover intentions has been a major concern for the management of an organisation. (Crisp, 2021). Today's organisations are highly concerned about turnover due to the intense global competition. It has recently been found that turnover is a persistent problem for organisations. (Rehman, 2012). The organization's productivity and profitability would suffer as a result. Employee turnover, on the other hand, raises the possibility of losing talented workers (Andrews & Mohammed, 2020).

Furthermore, a variety of factors which can be classified as internal or external have an impact on workers' decisions to quit their jobs (Mamun & Hasan, 2017). The equilibrium between work and family obligations, the labour market, and macroeconomic factors are examples of external determinants; internal factors include things like pay satisfaction, administrative support, perceived organisational support, and organisational attractiveness (Crisp, 2021).

2.6 Employee Engagement

2.6.1 Definition of Employee Engagement

In business, the words engagement are increasingly used in favour of job satisfaction, motivation, and commitment since they seem to have more descriptive power and face validity (Vandana & Murthy, 2021). It is easy to see why employee engagement has emerged as the newest buzzword in management. Engaged workers and those with a positive attitude towards their work provide better results for their employers and can support them in establishing their business as an employer of choice (George, 2021).

Employee engagement is defined as the organization's members tying their own selves to their work roles; in engagement, individuals use and express themselves physically, mentally, and emotionally during role performances (Khalid, 2021). The cognitive component of employee engagement relates to workers' perceptions of the company, its executives, and working conditions (Dr. PratimaSarangi & Dr. Bhagirathi Nayak, 2016).

Because different definitions exist and different studies use different methodologies to examine employee engagement, it is difficult to evaluate the current state of knowledge regarding this topic (Marin, 2021). Employee engagement cannot be controlled and efforts to develop it cannot be known to be effective until it can be generally defined and assessed (Makera, 2018).

Employee engagement is a top-notch instrument that assists every organisation in making every effort to outperform their competitors (Othman et al., 2019). When managed and utilised properly, people can be considered the most valuable asset because they cannot be reproduced by competitors (Tran, 2018).

2.6.2 Previous Studies of Employee Engagement

Dedication and employee involvement have several positive outcomes. Certain employee engagement metrics are connected to other intense workplace reactions (Sallberg & Henrik, 2011). Companies are concerned about employee engagement because a plethora of research indicates that it is linked to behaviours such as optimising free will, assuming initiative, wanting to advance, and coordinating actions with organisational needs (Tomar & Sengupta, 2020).

Employee engagement is greatly influenced by organisational advantages to employees. When employees are engaged, they help the business achieve its objectives, carry out its plan, and make a lot of money (Alimawi & Muda @ Ismail, 2022). People's engagement in their work may be aided by job design, recruiting, selection, pay, training, and performance management. To flourish, businesses and employees must cooperate (Alimawi & Muda @ Ismail, 2022). Participation shouldn't be limited to just one occasion. It ought to develop into organisational culture instead. Employee engagement may be increased by providing opportunities for career advancement, encouragement, communication, acknowledgement, flexible work schedules, a just remuneration plan, an honest and open work environment, and decision-making authority (Khatri & Khatri, 2022).

Due to the challenges faced in today's workplace, decision-makers are now considering investing in the concept of employee engagement, which has gained popularity as a means of increasing labour productivity, competing fiercely in the global economy, and achieving organisational goals (Landry et al., 2022). As a result, employee engagement is regarded as a widespread issue in HR, and research into the many variables that may affect employee engagement in organizations particularly leadership, compensation, and organisational culture should be continued (Nabilah et al., 2022).

Compensation systems are recognised as one of the most effective management tools for encouraging employee participation, forming, and correcting employee attitudes because they send important messages about the organization's values and practises (Odunlami & Matthew, 2014). Employees who believe they are being paid appropriately will feel obligated to do their tasks and contribute completely to the success of the company if their compensation is fair given the nature of their work (Touma, 2022).

In the modern day, compensation has a limitless influence on employee engagement (Holly Buttner & Lowe, 2017). The previous study demonstrated that if employees were paid in accordance with their performance and capabilities, compensation and benefits, whether monetary or non-monetary, might boost employee engagement with the organisation (Gamal El Din Radi, 2020).

2.7 Monetary Rewards

2.7.1 Definition of Monetary Rewards

Financial incentives receive monetary compensation. An example of this would be a salary, which has many divisions, including Basic Pay, Fuel Allowance, Utilities Allowance, Hour Rent Allowance, Special Pay, Title Allowance, and so on (Mishra, 2022). These are all distinct financial incentives or benefits that are paid collectively as a wage, salary, or package at various intervals as decided upon by the employer and the employee. To prevent misunderstandings, the offer letter discloses all of these details (Alleid Telesis, 2019). Another type of financial perk that has a particularly unique impact on employees is bonuses (Sittenthaler, 2019).

Financial compensation is a gauge of how strongly a person is motivated to perform in the desired direction (Sallberg & Henrik, 2011). Monetary rewards are all perks that have a monetary value and go towards total compensation (Alimawi & Muda @ Ismail, 2022). These consist of base pay, performance-based, contribution-based, competency- or skill-based pay, pay related to service, financial recognition programmes, and benefits like health insurance, pensions, and sick pay (Tomar & Sengupta, 2020). Herzberg and the majority of cognitive theories consistently downplay the importance of money as a motivator by emphasizing the importance of challenging work, positive feedback, supportive work teams, and other non-financial factors as motivational stimulants (Sittenthaler, 2019). However, as it allows employees to purchase the numerous need-satisfying items they seek, money is the essential motivator for work motivation (Ponta et al., 2020). The main goal of financial incentives for successful completion is to inspire and motivate employees to perform at the highest levels possible (Tomar & Sengupta, 2020).

2.7.2 Previous Studies of Monetary Rewards

When necessary, the staff is lavished with payments that are many times their base compensation (Jeffrey, n.d.). Some companies choose to give bonuses during holidays like Eid-ul-Adha and Eid-ul-Fitr to support their workers' families and assist them with covering additional costs like purchasing new clothing or sacrificing animals (Khatri & Khatri, 2022). Additionally, these companies value the contributions of their employees' various religions and honour their holy days by giving them bonuses, such as Holi and Diwali for Hindus, Christmas and Easter for Christians, etc (Bello & Jakada, 2017).

According to past research, a truly monetary incentive system needs to be developed with a few requirements in mind (Alimawi & Muda @ Ismail, 2022). In order to boost staff engagement and productivity, it needs to give workers a clear path of sight, give them the authority to define their own performance, and keep its word (Landry et al., 2022). Rewards should be linked to achieving specific productivity levels in addition to being awarded for doing predetermined tasks. It should have purpose and be advantageous to the individual based on goals and objectives. A fair compensation can also slow the pace of employee turnover (Chinyio et al., 2018).

Rewards are not based on intra-office rivalry or the effectiveness of individual desires compared to inherent working conditions (Seng & Arumugam, 2017). The incentive amounts must be large enough to cover everyone's needs for survival and security (Yousaf et al., 2014). The requirement for firms to choose rewards that are acceptable and over which they may potentially offer results to their employees has also been covered in earlier research (Mokhniuk, 2016).

Compensation is a significant source of performance (Tomar & Sengupta, 2020). Rewards that are given as bonuses can be enticing to those who have a high need for affiliation. According to Adams' equity theory, payment is a subject of social judgement that has the power to affect one's perception of equity (Ponta et al., 2020). Both companies and employees need a robust compensation strategy. As a result, complaints from employees are rarely addressed (Kang & Lee, 2021). Employee expectations should be taken into account in any proposed solution to this enduring unhappiness (Dziuba et al., 2020).

Given that the lump sum payment an employee receives upon retirement helps them meet all of their resettlement demands, it is evident how important gratuities are to their job satisfaction (Kang & Lee, 2021). Due to the fact that they will at least continue to receive or make some money each month after retirement, pensions are important to employees' job satisfaction and engagement (Gamal El Din Radi, 2020). The automatic payment of a gratuity and pension upon retirement gives workers in the public sector some solace (Axelsson et al., 2017).

Many public sector personnel hold onto their jobs for a long time, mostly to be eligible for a gratuity payment upon retirement (Schifman et al., 2021). The monthly income (pension) that employees will receive after retirement has also had a significant impact on their commitment to work and retention. This is due to the mandatory contributory pension scheme (Levine et al., 2018).

In the real world, rewards have a big influence on workers' performance because they can change their output, level of engagement, and rate of retention (Corman et al., 2019). Therefore, a manager needs to understand the importance of financial incentives in inspiring and motivating employees (Ihinmoyan, 2022). Managers believe that the best tool at their disposal for motivating employees to perform well and modifying their behaviour to support organisational goals is financial compensation (Touma, 2022).

Numerous studies have shown the effect of financial incentives on employee productivity and turnover for overall corporate performance (Chinyio et al., 2018). Incentives for employees are another effective tactic for preserving a fully engaged workforce, as numerous studies have demonstrated (Tomar & Sengupta, 2020). The relationship between employee productivity and rewards and recognition has been demonstrated to be strategically significant for achieving good performance in an organisation (Ponta et al., 2020).

One of the employees' needs that affects their motivation has been identified as financial incentives for the services rendered (Collings et al., 2021). Financial incentives played a crucial role in helping employers keep the produtivity and most capable workers and rewarding them for their performance work may elevate them above their competition (Al-Khaled & Fenn, 2020). Salary, bonuses, transportation, medical, and health insurance are all examples of financial compensation (Kadir et al., 2019). Retirement plans, employee stock options, and profit sharing are further financial benefits that may help an organization keep its personnel and reduce the employee turnover (Uzair et al., 2021). One important factor has been the recognition of the need for financial incentives for employees. (Y. Li, 2020).

2.8 Non Monetary Rewards

2.8.1 Definition of Non Monetary Rewards

The impact of non-monetary rewards on an employee's perception of the work's rewards culture is significant. In essence, non-monetary incentives are non-cash benefits that an organisation offers to its staff to encourage and retain them when they perform exceptionally well. Since they are viewed as a sign of respect and gratitude for the employees' efforts, non-monetary incentives are valued more than monetary ones (Ait Alla & Rajaa, 2019). Studies show that opportunities for growth and training, along with a positive work environment, are examples of non-monetary incentives. Training and development were given high priority due to financial limitations and the ongoing global conflict, which further strained personnel investments (Ait Alla & Rajaa, 2019).

Non-monetary incentives are aspects of a job, social norms, or material benefits that an organisation uses to entice people without paying them directly in cash. Non-financial rewards motivation, commitment, and performance are more likely to be improved when work environments are enjoyable, stimulating, and enable employees to use their skills to complete meaningful tasks for which they are recognised and appreciated, according to research (Ait Alla & Rajaa, 2019).

Non-monetary rewards include autonomy, praise, feedback, recognition, and learning opportunities, among other forms of appreciation or recognition that are not monetary in nature (Ait Alla & Rajaa, 2019). They are useful in human resource management (HRM) to motivate, retain, and involve employees. However, there are a few challenges and limitations that need to be considered (Ait Alla & Rajaa, 2019).

2.8.2 Previous Studies of Non Monetary Rewards

The use of non-cash benefits, such as praise, bonuses, and privileges, is thought to be the most effective strategy for motivating employees (Khatri & Khatri, 2022). Non-monetary incentive programs are generally seen as a way to show appreciation for outstanding performance or employee achievement (Adeeb Abdullah & Lai Wan, 2013). These systems, however, usually rely on predetermined objectives rather than ones that are dependent on earning compensation. As a result, individuals may see the benefits of utilising vision as a tool for compensation and how it can aid in luring, inspiring, and keeping talent (Shivhare, 2019).

The non-financial aspect of a business is the most important one to consider because it encourages people to work harder and more honestly (Mai, 2020). Non-monetary incentives are one of the strategies for outstanding performance that guarantee employees feel fair and secure in their positions (Rajgarhia & Student, 2020). They are highly regarded perhaps because they allow workers the possibility to develop their abilities (George, 2021).

Recent changes in the nature of work have altered how much incentive employees require, both financially and in terms of non-financial rewards (Nubia, 2020). It was also mentioned how important it is for managers to know what their employees want and to provide a range of incentives (Cainarca et al., 2019). While not all employees want financial compensation, they will still feel valued if managers offer them other types of benefits, such as recognition. In addition, employees that excel in their assigned role may receive career development opportunities, challenging tasks, and simply congratulations (Khan et al., 2017). Employees are particularly concerned with non-monetary rewards that show their support for their family members by offering services like elder care or daycare centers (Decker et al., 2015).

One non-monetary reward that may be required to inspire employees is creating and implementing staff training program (Kwizera, 2020). Effective management and staff communication are further ways to ignite motivation. Training is the most important component in the business sector because it increases individual and organisational productivity and effectiveness (Victor & Hoole, 2017). On-the-job training, however, saves money and time since people learn more effectively from actual experience than from theoretical knowledge (Trisyulianti et al., 2022).

In essence, non-monetary incentives are non-cash benefits that an organisation offers to its staff to recognise and retain them for exceeding performance standards (Kerdasi & Azam, 2020). Since non-monetary incentives are viewed with more respect for employees' accomplishments than monetary ones, they are perceived as having greater value (Mai, 2020). Non-monetary incentives and employees' job engagement are strongly related, supporting the argument. Studies showed Training and growth opportunities as well as a good workplace atmosphere are non-monetary incentives (Allahem, 2018). Due to financial constraints and the ongoing global conflict, training and development received top priority, which in turn put additional strain on personnel investments (Mamatha, 2018). Non-monetary rewards that are suggested in the literature include training and development, a pleasant workspace and working conditions, a furnished office, an official colleague such as a personal assistant or secretary, preferred lunch hours, and personal visiting cards (I. Rothmann & Cooper, 2021).

2.9 Hypotheses Development

2.9.1 Monetary and Non Monetary Rewards toward Employee Productivity

Numerous authors have examined the connection between financial incentives and worker productivity (Matui, 2017). According to a study, knowing they can be fairly compensated for the amount of labor they put in improves the likelihood that employees will feel rewarded and motivated (Al-Belushi & Khan, 2017). The effectiveness of the work completed, and the job happiness of the employees are related to the rewards provided by a company's management (Gikonyo, 2020). In the real world, rewarding excellent achievement is essential since it stimulates and controls behavior (Gikonyo, 2020). Indeed, incentive plans demonstrate the level and combination of financial benefits required to recruit, keep, and inspire talented, experienced employees who will productive to the company's success (Ponta et al., 2020). Some of these benefits are monetary, such as competitive compensation and salary sacrifice choices that employers may provide to their staff. They do make up a small number of potential good productivity (Syed, 2020). A manager must thus comprehend what actually motivates employees, which may differ from what excites other employees (Khan et al., 2017).

The following hypothesis was proposed:-

H*$_1$*: *There is a significant relationship between monetary rewards and employee productivity of desired employee outcomes.*

In essence, non-monetary incentives are non-cash benefits that an organisation offers to its staff to recognise and retain them for exceeding performance standards (Kerdasi & Azam, 2020). Since they are seen as expressing gratitude for the work that employees do, non-monetary incentives are thought to be more valued than monetary ones (Tshepang Tshube et al., 2012). The argument also shown a strong link between non-financial incentives and employees' outcomes (Shivhare, 2019).

According to the findings, employee happiness and non-cash rewards have a favorable link. The results showed a relationship between the management of a company's incentives, the degree of job satisfaction that staff members feel, and the calibre of the work that is produced (Kerdasi & Azam, 2020). Removing incentives that are "unique to certain organizational performance" could lead to a decrease in an employee's productivity, job discontent, and "a lack of position clarity (Rajgarhia & Student, 2020).

Thus, the preceding discussion leads to the following hypothesis:

H*$_2$*: *There is a significant relationship between non-monetary rewards and employee productivity of desired employee outcomes.*

2.9.2 Monetary and Non Monetary Rewards toward Employee Turnover

Staff turnover is a significant problem for a lot of companies worldwide. In fact, historically, the analysis of employee turnover intentions has been a major concern for the management of an organisation (Ait Alla & Rajaa, 2019). It has recently been found that turnover is a persistent problem for organisations (Tsadik, 2013). As a result, the company's profitability and productivity would decline. But a high staff turnover rate increases the chance of losing skilled employees (Al-Suraihi et al., 2021). Consequently, businesses consider keeping valuable skilled employees to be essential to the performance and success of their business (Abebe, 2019). In addition, a major personnel turnover rate has always made managing an organisation difficult (David, 2008) .

Employees' intentions to quit Malaysian palm oil fields are influenced by a variety of variables (Andrews & Mohammed, 2020). The results demonstrated that the seven factors that impact employee turnover intention are pay and well-being, working conditions, insecurity, insufficient organisational support, strict rules and regulations, and a lack of personal drive (Anzazi, 2018). Additionally, researched the elements that affect Malaysia's medical industry workers' turnover (Statistics et al., 2023). Employees often leave their jobs for a variety of reasons, including the leadership, work environment, compensation, and rewards (Ait Alla & Rajaa, 2019).

H*$_3$*: *There is a significant relationship between monetary rewards and employee turnover of desired employee outcomes*

Despite the fact that any organisation that has staff turnover suffers from it, voluntary turnover seems to worsen the situation and is the most dangerous (Ait Alla & Rajaa, 2019). Voluntary turnover results in significant direct costs related to staff replacement, hiring and training temporary workers, and management time. In addition, there are indirect costs related to higher morale, pressure on exceptional employees, learning costs, and subpar goods and services (Al-Suraihi et al., 2021).

A number of uncontrollable factors contribute to employee turnover, including death of an employee, national unrest, challenges in providing basic needs, health issues, and other factors that impact an employee's capacity to find personal fulfilment in their work, such as satisfaction with non-cash rewards, nature of work and supervision, organisational commitment, distributive justice, and procedural justice (Anzazi, 2018).

The current study's findings may offer vital information about the factors that contribute to voluntary turnover (Abebe, 2019). Information on how companies could reduce the direct and indirect costs of employee turnover will be provided by the study (Al-Suraihi et al., 2021). Reduced turnover may lead to better use of funding for leadership development, decreased costs for recruiting and retraining, and an all-around boost in morale (Iqbal, 2010). The findings, particularly in the area of non-monetary rewards, will help identify potential areas for organisational failure from the viewpoint of the workforce (Crisp, 2021).

H_4: *There is a significant relationship between non-monetary rewards and employee turnover of desired employee outcomes.*

2.9.3 Monetary and Non Monetary Rewards toward Employee Engagement

According to prior study, a corporation rewards each employee based on the results of the performance review (Seid, 2019). These rewards take the shape of salary, incentives, benefits, and amenities like office pickup and official housing, among others (Money et al., 2020). This serves as a contractual commitment between the employee and the business. Employees of the company support the incentive mentioned above (Habib et al., 2017).

The two primary financial inducements are pay increases and stock options (Seid, 2019). Pay hike was chosen because it has been well-established management practise to motivate employees through pay-for-performance and engagement, which has a major positive impact on employees' engagement (Ponta et al., 2020).

Compensation is a measure of an employee's worth to the business and their level of influence over various areas of decision-making (Alimawi & Muda @ Ismail, 2022). In terms of symbolism, pay reflects the idea of position and succession. Pay-for-performance incentives are designed to inspire every employee and will raise employee engagement (Allahem, 2018). They will vary depending on the management level and their tasks (Allahem, 2018).

H_5: *There is a significant relationship between monetary rewards and employee engagement of desired employee outcomes.*

Non-monetary incentives are non-cash benefits that an employer offers staff members to keep them on board, acknowledge and reward exceptional work, and increase employee engagement (Money et al., 2020). Non-monetary incentives and employees' job engagement have a substantial relationship, according to past research that has been done (Seman & Suhaimi, 2017).

Strong employee engagement depends on how well workers get along, interact, and participate in the workplace, therefore a pleasant work environment is essential (Shivhare, 2019). Employee engagement is positively correlated with trust, justice, and fairness, according to a study. This is because employees must have confidence that their labour will be valued and compensated on an equitable basis (Kerdasi & Azam, 2020).

H_6: *There is a significant relationship between non-monetary rewards and employee engagement of desired employee outcomes.*

A favourable response from the business could influence the overall socioemotional climate of the organisation and foster a happy work atmosphere. Thus, this will encourage worker involvement and productivity (Kerdasi & Azam, 2020). A successful feedback system within the firm will ensure trust between the company and the employees, provide support for the employees, and be sensitive to the variations between the employees, which might assist promote and raise the level of engagement among the employees (Shivhare, 2019).

2.9.4 Summary of Hypothesis Development

Table 2. 1
Summary of Hypothesis

Hypothesis	
Hypothesis 1:	There is a significant relationship between monetary rewards and employee productivity of desired employee outcomes.
Hypothesis 2:	There is a significant relationship between non-monetary rewards and employee productivity of desired employee outcomes.
Hypothesis 3:	There is a significant relationship between monetary rewards and employee turnover of desired employee outcomes.
Hypothesis 4:	There is a significant relationship between non-monetary rewards and employee turnover of desired employee outcomes.
Hypothesis 5:	There is a significant relationship between monetary rewards and employee engagement of desired employee outcomes.
Hypothesis 6:	There is a significant relationship between non-monetary rewards and employee engagement of desired employee outcomes.

2.10 Theoretical Background

2.10.1 Related Underpinning Theories

The core idea of this philosophy is that workers compare their output to input ratio to that of their peers. According to him, injustice results from a person's perception that their output to input ratio and the output to input ratios of other relevant people are not equal (Kimball, 2018).

The Pay Model of Pay and Benefits aids managers in the structural design and comprehension of the compensation scheme for their workforce. Pay model describe compensation as monetary gains, intangible advantages, and services that employees receive in exchange for their work. An organization should utilize a pay plan that is consistent with its goals (Ponta et al., 2020). This can help determine which design will ultimately be most beneficial. This means that different compensation model components are sometimes combined. Additionally, the pay plan needs to be on par with or better than the competitors'. It is also imperative to abide by all laws and regulations. (Sallberg & Henrik, 2011).

It is evident that working conditions can vary greatly between organisations because the end outputs of modern labour are so different, ranging from the provision of personal health care to the optimisation of search engines. Despite these distinctions, the theory of job demands and resources (Dixit & Upadhyay, 2021).

According to scientific research, there is a significant correlation between psychological stress and illness and the combination of high job demands and limited job control (Hamid et al., 2014). While the buffer hypothesis which holds that control can lessen the negative effects of high demands on wellbeing has less evidence in the literature than the strain theory, which is supported by a large body of research (Wingerden, 2001).

In fact, it was found that burnout, moderate psychiatric issues, psychological well-being, and cardiovascular health were all at risk when high effort and little reward were combined at work. Unlike the DCM, the ERI-model has a personal component as well (Bauer & Hämmig, 2014). A group of attitudes, actions, and emotions that show excessive striving combined with a strong desire to gain the respect and approval of others are collectively referred to as overcommitting (Bakker & Demerouti, 2018).

The fundamental premise of the model is that all job characteristics can be classified as work requirements or employment resources, which have an effect on well-being and performance-related outcomes like burnout and engagement through direct or indirect processes. Each profession and environment has a distinct set of significant risk factors (Sarwar et al., 2021).

The basic idea behind the model is that, although each profession and setting has its own unique set of important risk factors, all job characteristics can be categorised as either employment supplies or job demands, which have an effect on wellness and are linked to performance outcomes like burnout as well as involvement through direct or indirect means (S. Rothmann & Joubert, 2007).

Many models in the literature on occupational health are predicated on the idea that job strain arises from a disturbance of the balance between the resources available to employees and the demands placed on them (Dixit & Upadhyay, 2021). Using the well-known demand-control paradigm as an example, job strain is primarily caused by the interaction between high job demands (such as workload overload and time constraints) and low job control, or the working individual's potential control over his tasks and his conduct during the working day (Naidoo-Chetty & Plessis, 2021).

2.11 Summary of the Chapter

The literature review for the research study was covered in this chapter. The literature review elucidated the theoretical basis for the subject under investigation, along with an overview of prior research and its relevance to the matter at hand. Using published books, journals, and the internet, a review of the literature was done. Throughout the chapter, explanations of the theoretical orientation, empirical review, and conceptual framework were provided.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology used in the study that looked at how monetary and non monetary reward affected the intended employee outcomes. This chapter covered the research design, population and sampling, study population, sample size, operations definitionas and measurement, layout of questionaire, data collection process, and strategy for data analysis. This methodology will help in investigate the influence of monetary and non monetary rewards towards desired employee outxomes.

3.2 Research Design

This paper have utilize quantitative approach to fullfill the study regarding the influence of monetary and non-monetary rewards towards desired employee outcomes. An online survey have been used used by utilise google form and construct the questionaire to collect the data from the respondent. The reason quantitaive data have been used is because it is more easier and the data can be inteprate compared to qualitative data where need to do an interview session. Individual nurses from the Hospital in Kuantan, Pahang, will serve as the study's unit of analysis.

3.3. Population and Sampling

3.3.1 Study Population

The term "population" refers to the whole set of people or individuals that the researcher intends to study and to whom information relevant to the research situation is applied (Sekaran & Bougie, 2016). Asserts unequivocally that for a group of people or individuals to be considered a population, they must share traits and attributes that the researcher is able to recognise and examine (Creswell, 2018).

Table 3. 1
Number of nurses by state, sector and ratio of nurse to population, Malaysia as at 31 December 2020

State	Public Sector			Private Sector	Total	Nurse to Population Ratio
	Moh	Non Moh	Total			
Pahang	4090	33	4123	1569	5692	1295

Source: Planning Division, Ministry of Health Malaysia

The nurses at a particular Pahang public hospital are the population in this study. Nurses from specific public hospitals who have a current licence from the Malaysian Nursing Board, which allows them to practise in public hospitals, and who have a minimum requirement of a nursing degree or diploma. Based on table 3.1, number of nurses at Pahang are 4090 which are from public sector.

Table 3. 2
List of Public Hospital at Pahang

No	Name of Hospital at Pahang
1	Hospital Bentong
2	Hospital Cameron Highlands
3	Hospital Jengka
4	Hospital Jerantut
5	Hospital Kuala Lipis
6	Hospital Muadzam Shah
7	Hospital pekan
8	Hospital Raub
9	Hospital Sultan Haji Ahmad Shah Temerloh
10	Hospital Tengku Ampuan Afzan Kuantan

Source: Directory, Ministry of Health Malaysia

Based on table 3.2, the data show that at Pahang they have 10 public hospital. For this study we will only focus on Hospital Tengku Ampuan Afzan Kuantan. The google servey will be distribute among the nurses at this hospital. The sample will be taken from the department of Hospital Tengku Ampuan Afzan Kuantan.

3.3.2 Sample Size

Table 3. 3
Number of Nurses at Hospital Pahang

Noumber of Nurses	Sample
4090	351

Source: Directory, Ministry of Health Malaysia

Table 3.3 shows the number of nurses at hospital in Pahang while table As per sample 351 needed to answer the quetionaire (Krejcie and Morgan, 1970). However, this research may take extra respondent as it may be useful in case of is there any error with the data collection. Extra sample is important to make sure that the accurate result can be analyze.

3.3.3 Sampling Technique

Table 3. 4
List of Department at Hospital Tengku Ampuan Afzan Kuantan

No	Name of Department
1	General Surgery
2	Neurology
3	Gastroenteo
4	Emergency Department
5	Cardiology
6	Urology
7	Anasthetics
8	Outpatient Department
9	Intensive Care Unit
10	Pharmacy
11	Ward

Source: Official Portal, Hospital tengku Ampuan Afzan Kuantan

Respondents were then separated into strata, where in this study departments at Hospital Tengku Ampuan Afzan Kuantan , which were mutually exclusive groupings. Table 3.4 shows the department at Hospital Tengku Ampuan Afzan Kuantan. This led to the assumption that while there was homogeneity within each category, there was variation across groups. The stratified sampling technique was adopted because it yields accurate and rich data from respondents in various strata. When a study wants to gather distinct information from different strata, this sampling technique was thought to be useful.

3.4 Operations Definitions and Measurements

Eighty-four instrument items, measuring from "Strongly Disagree" to "Strongly Agree," on a five-point Likert-type scale, were included in this survey instrument, or questionnaire, along with demographic data. Numerous studies on cultural orientation and non-monetary and monetary rewards have made use of the five-point Likert scale (Creswell (2018).

The questionnaire is divided into four sections (Appendix A contains a copy of the survey instrument). Respondents were requested to submit personal and organisational information in section A (Creswell (2018). This section consists of 7 questions. These were all categorical questions, asking for information about gender, race, organisational size, length of employment, number of employees, department of work, and position within the organisation, among other things (Creswell (2018). The participants/respondents were asked to provide the duration of their employment at their current hospital in the single open-ended question. (Creswell (2018).

The statement regarding desired employee outcomes, which is rated on a five-point Likert scale with 1 denoting strongly disagree and 5 denoting strongly agree, was the subject of an instruction to respondents in section B (Creswell (2018) . The three sub-variables of the desired employee outcomes employee productivity, employee turnover, and employee engagement are included in this section (Creswell (2018). The section's thirty-two categorical question items addressed the topics of desired employee outcomes, including employee engagement with regard to non-monetary and monetary rewards, employee productivity, and employee turnover (Creswell (2018).

A five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, was used to gauge respondents' opinions and views on the statement about monetary rewards in section C. This section included four categorical questions that addressed all of the financial incentives that the hospital was paying (Creswell (2018).

Respondents were also asked to share their thoughts on the statement in section D regarding how they perceive monetary and non-monetary rewards (Creswell (2018). This was done using a five-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree (Creswell (2018). This section consisted of eighteen categorical questions that addressed both monetary and non-monetary rewards (Creswell (2018).

3.5 Layout of Questionaire

The organization's non-monetary and monetary reward programmes have an impact on the construct of desired employee outcomes. Three dimensions were used to measure this construct: employee productivity, employee turnover, and employee engagement. This construct was measured in the questionnaire using the following three item measures:

Table 3. 5
Variable of Employee Productivity

Definition	Variable	Items	Authors
Employee Productivity			
The ability of an employee to accept input and turn it into output.	EP 1	I cannot use my abilities or previous experiences.	Antikainen (2005)
	EP 2	I cannot use other staff's experience.	
	EP 3	The organizations working method stops my work from being effective.	
	EP 4	There are gaps and disorders in my working environment.	
	EP 5	My working environment makes me stressful.	
	EP 6	I cannot express my opinion in my working environment.	
	EP 7	My criticims are either neglected in my working environment.	
	EP 8	I am not motivated, and this worsens my productivity.	
	EP 9	I do not receive sufficient remuneration for what I do.	

Table 3. 6
Variable of Employee Turnover

Definition	Variable	Items	Authors
Employee Turnover			
The percentage of employees who leave your company in a certain time period is known as employee turnover.	ET 1	I feel that the current industry in which I work is economically depressed.	Mobley (1977)
	ET 2	I feel that there is a very limited room for growth in my current career.	
	ET 3	I feel that there are very limited quality resources within the workplace.	
	ET 4	I am highly competetive workplace environment with a narrow upward mobility path.	
	ET 5	In a highly competitive environment, I am always worried about falling behind.	
	ET 6	The fierce competition among colleagues creates an invisible sense of oppression and powerless that drives me to put in more effort.	
	ET 7	Colleagues will climb the working hours among themselves.	
	ET 8	Colleagues often blindly follow each other at work because they will not be eliminated only if everyone is at the same level.	
	ET 9	Much of the work is meaningless lean.	
	ET 10	I work several jobs at my job, but my salary has not increased accordingly, and I am not rewarded by my efforts.	
	ET 11	I think that much of the content and form of work nowadays is meaningless.	
	ET 12	In addition to my job, I haveto deal with many other tasks.	

Table 3.6 (Cont.)

Variable of Employee Turnover

Definition	Variable	Items	Authors
Employee Turnover			
The percentage of employees who leave your company in a certain time period is known as employee turnover.	ET 13	When in irrational competetive environment, my enthusiasm for work can be extremely drained.	Mobley (1977)
	ET 14	The irrational competition at work makes me feel physically and mentally exhausted.	
	ET 15	When I bury my head in the sand for a work assignment, I do not feel joy of it	
	ET 16	I am sick to death of the current work environment, which full of vicious competition.	

Table 3. 7
Variable of Employee Engagement

Definition	Variable	Items	Authors
Employee Engagement			
How enthusiastic and committed an employee is to their work	EE 1	Open and free communication from my supervisor assists in increasing job cretiveness and peformance.	Dennick (2011)
	EE 2	The furniture within the office is flexible and comfortable enough so that I can work without getting tired during working hours.	
	EE 3	The physical conditions at work influence my performance positive.	
	EE 4	A goof relationship with my fellow colleagues increases my performance.	
	EE 5	The level of feedback received from my supervisor motivated me toward better perforamance.	
	EE 6	The presence of working tools influences my performance in my workplace environment.	
	EE 7	I have opportunities to provide input into decisions that affect my work.	

Table 3. 8
Variable of Monetary Rewards

Definition	Variable	Items	Authors
Monetary Rewards			
A particular sum of money is given to an employee as payment for accomplishing a task or objective.	MR 1	My salary satisfactory in relation to what I do.	De Beer (1987)
	MR 2	I earn the same as more than the other people in similar job.	
	MR 3	The basic of payment for example overtime payment is reasonable.	
	MR 4	Salary increses are decided on a fair manner.	

Table 3. 9
Variable of Non Monetary Rewards

Definition	Variable	Items	Authors
Non Monetary Rewards			
Can include any benefit an employee receives from an employer or job that does not involve tangible value.	NMR 1	The opportunities offered to you by your company for learning and career development outside of your current job, e.g., sabbaticals, coaching, mentoring,leadership training	
	NMR 2	The opportunities offered to you by your company for career advancement, e.g., job advancement/promotions, internships, and apprenticeships with experts, internal job posting	
	NMR 3	The opportunities offered to you by your company for training within your current job, e.g., skills training	
	NMR 4	The quality of performance feedback and performance discussions you have had with your supervisor	
	NMR 5	The degree to which your employer encourages and organizes team building or other social networking activities amongst employees	
	NMR 6	Having social friendships at work	Cattell's (1966)
	NMR 7	Your employer's provision of employee health and wellness programs, e.g., Employee Assistance Programs, counselling services, fitness centers	
	NMR 8	The provision of recognition via non-financial means, e.g., certificates of recognition	
	NMR 9	Your employer's provision of medical aid, retirement, and pension benefits	
	NMR 10	The provision of a competitive pay package (i.e., basic salary plus benefits, allowances, or variable pay)	
	NMR 11	Your employer's provision of incentive bonuses/variable pay	
	NMR 12	Your employer's provision of work/life programs such as flexible working arrangements, flexible hours	

Table 3.9 (Cont)
Variable of Non Monetary Rewards

Definition	Variable	Items	Authors
Non Monetary Rewards			
Can include any benefit an employee receives from an employer or job that does not involve tangible value.	NMR 13	The extent to which your employer supports a balanced lifestyle (between your work and personal life)	Cattell's (1966)
	NMR 14	Having a manageable workload and reasonable workplace	
	NMR 15	Recognition provided to you by your employer, e.g., financial recognition such as a cash, paid travel	
	NMR 16	The level of challenge and interest you derive from your job	
	NMR 17	The extent to which you are provided with challenging targets	
	NMR 18	The extent to which you believe your contribution and work is valued	

3.6 Data Collection Process

The data were analysed using SPSS version 26 in this study, The study from previous research have been done to make sure that researcher can source some knowledege and data. To get more clear understanding and accurte data, a survey given to respondent with the target of sample 351 respondents among nurses. Quantitative data were collected based on the respondent results. Quantitative data were analysed, and result were presented. Based on the data researcher will make a conclusion and finalise the result of the research. 351 nurses make up the study's sample size for its quantitative component. Researcher had considered the need to ensure that the sample size is sufficient to accurately reflect the populations.

Descriptive statistics, reliability tests, Pearson's correlation analysis, and multiple regression analysis were the techniques used for data analysis.

3.6.1 Pre Test

Based on the questionaire a pre test have been done to make sure people are understand to answer the repondent and no technical issue occurs during the collection of data. If there any error, immediate amendment can be done to solve the issue. From the pre test also will be process for pilot test.

3.6.2 Pilot Study

A pilot study is carried out that replicates every step of the main study and verifies the viability of the research by assessing the participant's inclusion and exclusion criteria, preparing the medication and intervention, storing and testing the study's equipment for measurement, and training studies and research assistants (In, 2017).

The main purpose of a pilot test like this is to collect data (implicitly incomplete since only core studies allow collecting all the data needed to verify the theses adopted in the work), validate the chosen course of action, establish work assumptions, or, in the case of surveys, validate the correctness of the questionnaire developed (Dźwigoł, 2020). State that a sample size of up to 50 is needed for a population of 428. (Dźwigoł, 2020).

Table 3. 10
Relibility Analysis

Realibility Analysis		
Variables	Number of items	Alpha value
Employee Productivity	9	0.930
Employee Turnover	16	0.933
Employee Engagement	7	0.822
Monetary Rewards	4	0.873
Non Monetary Rewards	18	0.948

Since all variables' Cronbach Alpha values are greater than 0.60, all variables are deemed accurate.The findings of the reliability test showed that all the variables exceeded a coefficient level greater than 0.80.

3.6.3 Actual Data Collection

Based on the pilot test, it show this questionaire are accepted to proceed for actual survey. Based on the result of respond, the data that have been collected are 428 where it is more than sample size that required. This is a good feedback as the extra data can be used for the actual test.

3.7 Summary of the Chapter

The research methodology has been built on and explained in this chapter, encompassing the conceptual research framework, the research hypotheses, the research design, the operational definition, data sampling, and data analysis. In this quantitative study, the survey instrument utilized questionnaires, and the sampling technique used was stratified random sampling and analyzed using SPSS 26. The findings will be presented in the next chapter.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter covers the study's findings, which should be compared to the proposed hypotheses. Five different methods were used to analyse the data: descriptive analysis, reliability analysis, correlation analysis, and the respondents' demographic profile. The goal of the analysis output was to address the research objectives that were outlined in Chapter 1. The SPSS V.26 programme was used to process the collected data, which was then included in the tables.

4.2 Total Number of Respondents

428 respondents in total have answered the research's questionnaires. Every respondent who works at a government hospital is a nurse. It should take between ten and fifteen minutes to complete the questionnaires. The respondent is higher than sample size because of as per mentioned it will help to increase the posibility to have a better result for the data analysis.

Table 4. 1
Total Number of Respondents

Total Number of Respondents	
Items	No
Total Number Of Respondents	428

4.3 Data Screening

The 428 responses will be analyse using descriptive analysis, realibility analysis, correlation analysis, and multiple regression analysis. These analysis will generate outcome to verify the relationship between independent and dependent variable and either hyphothesis are accepted.

4.4 Demographic Profile

The 428 responses that were gathered were used in the descriptive analysis to look at the respondent profile. To complete the analysis process, the collected data was entered into SPSS. Frequency and percentage values were used to describe the respondent's demographic. Seven questions about the respondent's background were posed, covering topics such as gender, race, number of employees, size of organisation, length of employment, department of work, and position within the company.

With reference to Table 4.2, which shows the study's demographic profile, women made up 79.20% of the respondents, while men made up 20.80%. In terms of respondents' race, the Malay race has a higher percentage (80.80%, or roughly 346 respondents). Chinese racial respondents (11.40% or 49) came next. Indian respondents have the lowest percentage of respondents (7.7%, or 33 respondents).

Other than that, in terms of length of employment, the largest number of respondents represent by range of 1 – 5 year which is about 62.90% or 269 respondents. Followed by range of 6 – 10 year which is about 28.30% or 121 respondents. After that the range for 11 – 15 year respondents is 6.30% or 27. The least respondents goes to range of more than 15 year respondents which is 2.60% or 11.Next, in terms of size of organization, Medium size has the highest respondents which is 49.1% or 210. It follow by small size of organization which is 32.5% respondents or 139. The least respondents represent from the large size of organization which is 18.5% or 79.

Other than that, in terms of number of employee in organization represent 201 – 300 employees, it shows the largest number of respondents which is 28% or 120. For number employee that range less than 100 shows the second largset number which is 22.40% or 96. Followed by number of employee range from 101 – 200 employoess which is 17.10% or 73. Next for number of employee range from 301 – 400 employees is the fourth ranking which is 14.70% or 63. Followed by number of employee range from 401 – 500 employess which is 9.30% or 40. Employee in organization represent greater than 500 employees shows the lowest number of respondents which is 8.40% or 36.

Afterward , demographic profile for in what department you work shows that Outpatient department have the largest respondent which is 14.70% or 63. Followed by Urology department which is 12.60% or 54. Next is Cardiology department which is 11.20% or 48. Followed by Emergency department which is 10.70% or 46. Next is Intensive Care Unit which is 9.80% or 42. After that, Anesthetics department which is 9.60% or 41. Next is Pharmacy department which is 11.20% or 48. Followed by Emergency department which is 7.50% or 32. Next is Gastroenterology department and Other Department shows the same amount of respondents which is 6.80% or 29. Morover, Neurology department shows amount of respondents which is 5.60% or 24. The least respondents goes to General Surgery Department which is 4.70% or 20.

Lastly in term of length of service, the largest respondent goes to Junior Nurse which is 47% or 201. Next followed by respondents from Senior Nurse position which is 35% or 150. Respondents from Nursing student position shows on the third rank which is 13.60% or 58. Next followed by respondents from Sister position which is 4.20% or 18. The least respondent goes to Matron level which is 0.20 or 1 and no respondent from Chief Matron.

Table 4. 2
Demographic

Demographic Background	Frequency	Percentage (%)
Gender		
Male	89	20.80
Female	339	79.20
Race		
Malay	346	80.80
Chinese	49	11.40
India	33	7.70
Others	0	0
Length Of Employment		
1 – 5 Year	269	62.90
6 – 10 Year	121	28.30
11 – 15 Year	27	6.30
More than 15 year	11	2.60
Size Of Organization		
Small	139	32.5
Medium	210	49.1
Large	79	18.5
Number Of Employee In Organization		
Less Than 100 Employees	96	22.40
101-200 Employees	73	17.10
201-300 Employees	120	28.00
301-400 Employees	63	14.70
401-500 Employees	40	9.30
Greater Than 500 Employees	36	8.40
In What Department You Work		
General Surgery	20	4.70
Neurology	24	5.60
Gastroenterology	29	6.80
Emergency Department	46	10.70
Cardiology	48	11.20
Urology	54	12.60
Anesthetics	41	9.60
Outpatient Department	63	14.70
Intensive Care Unit	42	9.80
Pharmacy	32	7.50
Others	29	6.80
Position		
Nursing Student	58	13.60
Junior Nurse	201	47.00
Senior Nurse	150	35.00
Sister	18	4.20
Matron	1	0.20
Chief Matron	0	0

4.5 Realibility Analysis

The test is used to develop measurement scales and variables, to support the current scale, and to gauge the reliability value. As long as the Cronbach Alpha values are greater than 0.60, all variables are considered accurate (Taherdoost, 2018).

Table 4. 3
Realibility Analysis

Realibility Analysis		
Variables	Number of items	Alpha value
Employee Productivity	9	0.899
Employee Turnover	16	0.952
Employee Engagement	7	0.890
Monetary Rewards	4	0.900
Non Monetary Rewards	18	0.940

The results indicate that the Cronbach's Alpha value, which falls between 0.890 and 0.952, achieved a high reliability coefficient (see Table 4.3). Divided scores into four categories: below 0.6 is poor, between 0.60 and 0.70 is acceptable and satisfactory, between 0.70 and 0.90 is good, and above 0.90 is excellent (Taherdoost, 2018).. Table 4.3 demonstrates that the dependent variable, monetary rewards, has four items with a Cronbach Alpha value of 0.900 and the non-monetary rewards category has eighteen items with a Cronbach Alpha value of 0.940.

The next set of independent variables is employee productivity, which has nine items and an acceptable Cronbach's Alpha value of 0.899. Employee engagement received a Cronbach's Alpha value of 0.890 with seven items, while employee turnover received the highest Cronbach's Alpha value of 0.952 with sixteen items. As a result, the reliability of each variable in this study can be regarded as respectable and good.

4.6 Correlation Analysis

Based on table 4.4 it hows that the correleation that will explain the relationship betweeen dependent variable and independent variable.There is a negative relationship betwewn Monetary and non-monetary rewards toward employee productivity and employee turnover. Only for employee engagement thare is a positive relationship with monetary and non-monetary reward.

Table 4. 4
Correlations Analysis

Correlations		MEAN EP	MEAN ET	MEAN EE	MEAN MR	MEAN NMR
MEANEP	Pearson Correlation					
	Sig. (2-tailed)					
	N	428				
MEANET	Pearson Correlation	.771**				
	Sig. (2-tailed)	.000				
	N	428	428			
MEANEE	Pearson Correlation	-.500**	-.394**			
	Sig. (2-tailed)	.000	.000			
	N	428	428	428		
MEANMR	Pearson Correlation	-.506**	-.564**	.432**		
	Sig. (2-tailed)	.000	.000	.000		
	N	428	428	428	428	
MEANNM	Pearson Correlation	-.667**	-.606**	.608**	.631**	
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	428	428	428	428	428

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

4.7 Multiple Regression Analysis

Based on table below it shows that is a normal plot of regression for the three dependent variable whsich are employee engagement, employee turnover and employee productivity. Figure 4.1 and table 4.1 shows the normal regression for employee engagement with positive coefficients value towards monetary and non-monetary rewards.

Figure 4. 1 Plot of Regression Standard Residual Employee Engagement

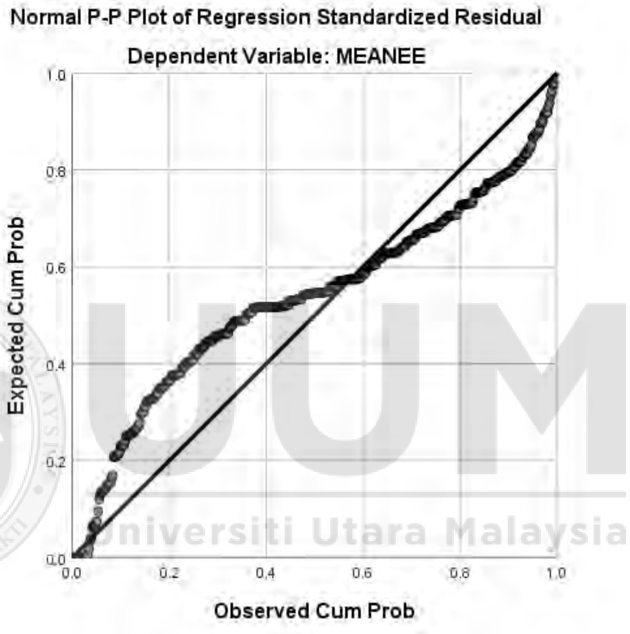


Table 4. 5
Coefficients Employee Engagement

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.106	.172		6.423	.000
	MEANMR	.067	.041	.081	1.633	.103
	MEANNM	.651	.058	.557	11.252	.000

a. Dependent Variable: MEANEE

Figure 4.2 and table 4.2 inteprate the normal regression for employee engagement with negative coefficients value towards monetary and non-monetary rewards.

Figure 4. 2 Plot of Regression Standard Residual Employee Turnover

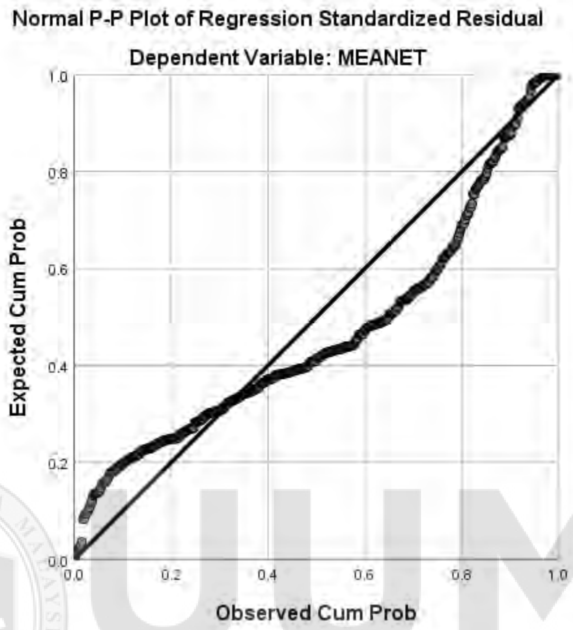


Table 4. 6
Coefficients Employee Turnover

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.332	.182		29.240	.000
	MEANMR	-.278	.044	-.303	-6.373	.000
	MEANNM	-.534	.061	-.415	-8.728	.000

a. Dependent Variable: MEANET

Figure 4.3 and table 4.3 inteprate the normal regression for employee productivity with negative coefficients value towards monetary and non-monetary rewards.

Figure 4. 3 Plot of Regression Standard Residual Employee Turnover

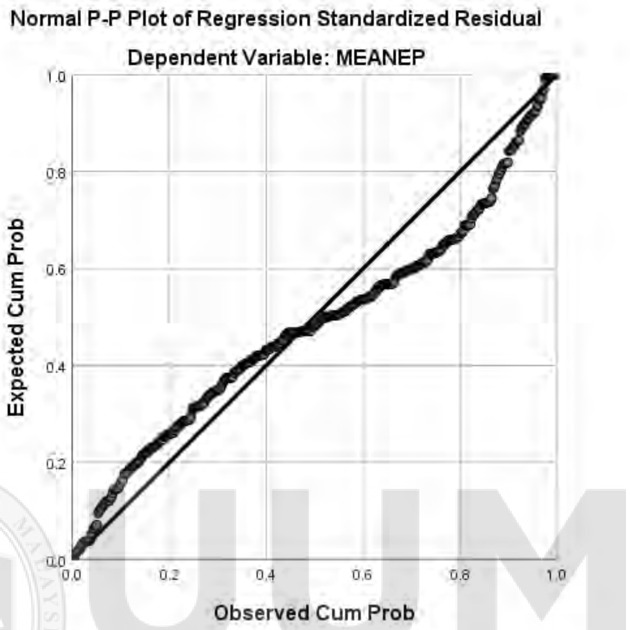


Table 4. 7
Coefficients Employee Productivity

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.012	.156		32.093	.000
	MEANMR	-.114	.037	-.141	-3.056	.002
	MEANNM	-.658	.052	-.578	-12.549	.000

a. Dependent Variable: MEANEP

4.8 Hypothesis Result

Based on Correlation and multiple regression test, so the hyphothesis are concluded.

4.8.1 Relationship between Monetary and Non Monetary Rewards toward Employee Productivity

Using the Pearson Correlation Coefficient and regression analysis, the relationship between monetary rewards and employee productivity is examined. The results indicate that there is no significant negative correlation ($r=-0.506$, $p<0.01$) between monetary rewards and employee productivity. Correlation analysis has demonstrated that there is no discernible negative relationship between monetary rewards and work productivity. It implies that just because workers received pay raises, it does not necessarily follow that their productivity at work will increase as well. H1 is therefore not supported. The following theory was put forth:

H_1: *There is no significant relationship between monetary rewards and employee productivity of desired employee outcomes.*

Using the Pearson Correlation Coefficient and regression analysis, the relationship between non-monetary rewards and employee productivity is examined. The association between non-monetary rewards and employee productivity is not significant and is negatively correlated ($r=-0.667$, $p<0.01$). Correlation analysis has demonstrated that there is no discernible negative relationship between non-monetary rewards and work productivity. It implies that receiving non-cash rewards does not guarantee that employees' productivity at work will increase, and vice versa. H2 is therefore not supported. The following theory was put forth:

H_2: *There is no significant relationship between non-monetary rewards and employee productivity of desired employee outcomes.*

4.8.2 Relationship between Monetary and Non Monetary Rewards toward Employee Turnover

Using the Pearson Correlation Coefficient and regression analysis, the relationship between monetary rewards and employee turnover is examined. The correlation between monetary rewards and employee turnover is not significant and is negative ($r = -0.564$, $p<0.01$). The correlation analysis has demonstrated that there is no discernible negative relationship between monetary rewards and employee turnover. It implies that receiving a pay rise does not automatically result in an employee leaving the company, and vice versa. As a result, H3 is not compatible. The following theory was put forth:

H_3: *There is no significant relationship between monetary rewards and employee turnover of desired employee outcomes.*

Using the Pearson Correlation Coefficient and regression analysis, the relationship between non-monetary rewards and employee turnover is examined. The association between non-monetary rewards and employee turnover is not significant and is negatively correlated ($r=-0.606$, $p<0.01$). Correlation analysis has demonstrated that there is no significant negative relationship between non-monetary rewards and employee turnover. It implies that receiving non-cash rewards does not guarantee that an employee will leave the company, and vice versa. H4 is therefore not supported. The following theory was put forth:

H_4: *There is no significant relationship between non-monetary rewards and employee turnover of desired employee outcomes.*

4.8.3 Relationship between Monetary and Non Monetary Rewards toward Employee Engagement

The Pearson Correlation Coefficient and regression analysis, is used to test the relationship between monetary rewards and employee engagement. Financial rewards and employee engagement have a strong, positive correlation ($r=0.432$, $p<0.01$) that is statistically significant. The correlation analysis has demonstrated that there is a strong positive relationship between employee engagement and monetary rewards. It implies that higher employee engagement will result from pay increases for staff members, and vice versa. As a result, H5 is accepted. The following theory was put forth:

H_5: *There is a significant relationship between monetary rewards and employee engagement of desired employee outcomes.*

The Pearson Correlation Coefficient and regression analysis, is used to test the relationship between non-monetary rewards and employee engagement. Non-monetary rewards and employee engagement have a significant and positive relationship with positive correlation ($r=0.608$, $p<0.01$). The correlation analysis has demonstrated the strong positive relationship between non-monetary rewards and employee engagement. This indicates that receiving non-cash rewards will increase employee engagement and vice versa. As a result, H6 is accepted. The following theory was put forth:

H_6: *There is a significant relationship between non-monetary rewards and employee engagement of desired employee outcomes.*

4.9 Chapter Summary

A limited number of tables have been created from all of the data in this chapter using the Statistical Package for the Social Science (SPSS) version 26. Reliability analyses were performed based on the collected data, and the findings showed that each variable was suitable for further research. The Pearson Correlation method has been used to analyse the relationship between the independent variables, monetary and non-monetary rewards, and the dependent variables, employee productivity, employee turnover, and employee engagement.

CHAPTER FIVE

DISCUSSION AND CONCLUSIONS

5.1 Introduction

The goal of the study's final section is to facilitate improved discussions of the findings and outcomes that were discovered during the investigation. The theoretical and practical implications that this study has provided will be the main topic of discussion. This section would cover the study's limitations, recommendations for additional research, and a summary of the main points covered in the investigation.

5.2 Recaptional of the Study Findings

The purpose of this study was to ascertain whether in-person employee engagement, turnover, and productivity would be impacted by monetary and non-monetary rewards. Three dependent variables employee productivity, employee turnover, and employee engagement were put forth in the research framework of the regression model that was previously proposed in this study in order to ascertain how they related to monetary and non-monetary rewards.

The effects of increased monetary and non-monetary rewards on employee productivity, employee turnover, and employee engagement have not been explicitly addressed at first. The correlation analysis indicates that there is no relationship between monetary and non-monetary rewards and increases in employee turnover and productivity. Nonetheless, it demonstrates that there is a positive correlation between monetary and non-monetary rewards in terms of raising employee engagement. The study was able to be completed and it demonstrated that there is no problem with regard to monetary rewards and non-monetary rewards towards employee productivity and employee turnover, despite the fact that there are few references regarding the intended employee outcomes. Research clearly demonstrates that nurses in Kuantan are more concerned with employee engagement, with positive correlations found between monetary and non-monetary rewards and employee engagement.

Below are the findings of the research:

1. Increase in monetary rewards have no effect towards the employee productivity.

2. Increase in non-monetary rewards have no effect towards the employee productivity.

3. Increase in monetary rewards have no effect towards the employee turnover.

4. Increase in non-monetary rewards have no effect towards the employee turnover.

5. Increase in monetary rewards have effect towards the employee engagement.

6. Increase in non-monetary rewards have effect towards the employee engagement.

SPSS software version 26 was used in this study in order to carry out the data analysis process and multiple regression was done by using the SPSS software in order to study the relationship between each variable.

5.3 Discussions

The purpose of this research was to examine the relationship between the dependent variables employee productivity, turnover, engagement and the independent variable monetary and non-monetary rewards. It was shown by the analysis carried out with SPSS software that there were no significant correlations between monetary and non-monetary rewards in terms of employee productivity and turnover. On the other hand, there is a strong correlation between monetary and non-monetary rewards in terms of employee engagement.

5.3.1 Relationship between Monetary Rewards and Employee Productivity

This study has shown that there is no significant relationship between pay incentives and worker productivity. There is a negative correlation between employee productivity and financial rewards, according to the findings of the correlation analysis, which was carried out using SPSS. Stated differently, monetary rewards would not increase employee productivity. An individual can still carry out their work and produce better outcomes even in the absence of higher financial compensation.

The productivity of employees and the dismissal of workers by employers may be related. The employers would be very likely to fire any workers with low productivity levels. Nonetheless, it has been demonstrated that the level of wages and salaries has not considerably increased worker productivity. productive as their pay rises. A company's ability to produce its workforce has always been crucial to its success. An employee who is productive will consistently yield better results, which will improve the organization's overall performance and allow it to continue for a longer amount of time. Given that financial incentives have no effect on the productivity of Kuantan nurses, there may be additional factors influencing employee performance.

5.3.2 Relationship between Non-Monetary Rewards and Employee Productivity

This study has demonstrated that there is no meaningful connection between employee productivity and non-cash rewards. The correlation analysis performed with SPSS has demonstrated a negative relationship between employee productivity and non-monetary rewards. Put differently, non-cash incentives wouldn't boost worker output. When there are fewer non-monetary rewards, a person can still perform his or her duties and achieve better results.

It has been demonstrated that non-monetary rewards do not considerably increase employee productivity. A company's ability to produce its workforce has always been crucial to its success. An employee who is productive will consistently yield better results, which will improve the organization's overall performance and allow it to continue for a longer amount of time. Given that non-monetary rewards have no effect on employee productivity among Kuantan nurses, there may be additional factors influencing employee productivity.

5.3.3 Relationship between Monetary Rewards and Employee Turnover

This study has demonstrated that there is no meaningful connection between employee turnover and monetary rewards. There is a negative correlation between monetary rewards and employee turnover, according to the correlation analysis done with SPSS. Put differently, financial incentives wouldn't lead to a rise in staff attrition. The nurse will continue to work at the hospital, even though her compensation has not increased.

It has been established that financial rewards have not considerably reduced employee turnover. Employee churn can pose a serious problem for the business. A high turnover rate indicates that there might be a problem or issues within the company that are the reason behind an employee's resignation. Given that financial incentives have no effect on the rate of employee turnover among Kuantan nurses, there may be additional factors influencing employee turnover.

5.3.4 Relationship between Non-Monetary Rewards and Employee Turnover

This study has demonstrated that there is no meaningful connection between employee turnover and non-cash rewards. There is a negative correlation between non-monetary rewards and employee turnover, according to the correlation analysis done with SPSS. Put differently, non-cash incentives wouldn't lead to a rise in staff attrition. The nurse will continue to work at the hospital despite the lack of an increase in non-cash benefits.

It has been demonstrated that non-monetary rewards do not considerably reduce employee turnover. Employee churn can pose a serious problem for the business. A high turnover rate indicates that there might be a problem or issues within the company that are the reason behind an employee's resignation. Since non-monetary rewards have no effect on the rate of employee turnover among nurses in Kuantan, there may be additional factors influencing employee turnover.

5.3.5 Relationship between Monetary Rewards and Employee Engagement

The research has demonstrated a noteworthy and robust correlation between monetary incentives and employee engagement. A person's complete commitment to their work, emotional intimacy, focus on long-term goals, and physical, emotional, and cognitive performance in their role are all indicators of employee engagement.

(Kalokar, 2022). This clearly means that an increase in monetary rewards would make an employee to have higher level of engagement with his job and vice versa.

An actively working nurse is a sign of a highly engaged employee. The favourable work environment and good pay could be the reason for this, or it could be that the nurses get along well with each other. The high degree of commitment to work suggests that the worker is content and engaged in his work, and this finding validated the study's hypothesis that there is a positive correlation between financial incentives and worker engagement among Kuantan nurses.

5.3.6 Relationship between Non-Monetary Rewards and Employee Engagement

The results of the study have demonstrated a noteworthy and robust relationship between non-cash incentives and worker engagement. A person's complete commitment to their work, emotional intimacy, focus on long-term goals, and physical, emotional, and cognitive performance in their role are all indicators of employee engagement (Kalokar, 2022). This indicates unequivocally that an increase in non-cash benefits would raise employee engagement levels and vice versa.

An actively working nurse is a sign of a highly engaged employee. This could be as a result of the favourable non-cash benefits package, the pleasant work environment, or the positive relationships that the nurse has with all of them. The high degree of commitment to work suggests that the worker is content and engaged in his work, and this finding validated the study's hypothesis that there is a positive correlation between non-cash incentives and worker engagement among Kuantan nurses.

5.4 Implications of Findings

5.4.1 Practical Implications

5.4.1.1 Implications to Organizations

The study's conclusions have a number of ramifications for organisations throughout Malaysia. Rewards, both monetary and non-monetary, have made employers more mindful of the welfare of their workforce, especially with regard to pay and benefits. Prior to this, companies had always paid little attention to the salaries and wages of their employees. Organisations now have a better understanding of the impact of raising the minimum wage on employee engagement thanks to the study's findings.

Nevertheless, according to this study, employee engagement and productivity are unaffected by monetary or non-monetary rewards. Additionally, there are a number of drawbacks to the growth in financial and non-financial rewards for organisations. While employees welcomed the increase in monetary and non-monetary rewards, some employers have some unfavourable things to say about the matter. Some organisations are concerned about the increase in minimum wages, particularly in light of the rising cost of operations. The government's decision to raise the minimum wage forced businesses to completely rewrite their compensation plans. The Federation of Malaysian Manufacturers' president, Soh Thian Lai, made reference to this and said that the current minimum wage rate increase from RM1,200 to RM1,500 represents an immediate 25% increase on the basic wage, which will have an effect on both the cost of business and wages overall. (Malaysiakini, 2022).

5.4.1.2 Implications to Individuals

Both monetary and non-monetary rewards have an impact on individuals. Positively, people will be able to live better lives and make more money in the future. An increase in both monetary and non-monetary rewards will enable an individual to make more money from their work, improving their ability to support their family and leading a better lifestyle than they did previously.

In addition, from a career standpoint, people would gain from both monetary and non-monetary rewards. Employees would be able to enjoy their work more because they would be making more money than they were previously with an increase in wages and benefits. While the study suggests that there is no significant and robust correlation between monetary and non-monetary rewards and employee productivity and engagement, there is still a positive relationship with employee engagement. Employees would positively improve in all of these areas of their careers with an increase in monetary and non-monetary rewards, but we also need to identify other factors that might affect employee productivity and turnover. The workload, the work schedule, or the management style may all have an impact on employee turnover and productivity.

5.5 Limitations and Suggestions for Further Studies

It was discovered during the study's conduct that there were not many studies, especially in Malaysia, on the impacts of monetary and non-monetary rewards on desired employee outcomes. This has made it difficult for this study to locate references for case studies pertaining to the intended employee outcomes in Malaysia.

A few recommendations can also be made for additional research on how financial and non-financial rewards affect employee outcomes. Using the qualitative method in the research design is one of them. The researcher would be able to gain a deeper understanding of how financial and non-financial rewards affect employee outcomes by using a qualitative study design. In order to gain a deeper understanding of how financial and non-financial rewards affect the intended employee outcomes, the research may also need to include hospital nurses as respondents. This would undoubtedly increase the data collection's richness and improve the quality of the research.

Including additional variables in future research is another recommendation. Employee productivity and employee turnover are unaffected by monetary or non-monetary rewards. Researchers in the future may investigate this further to determine the reason behind Hospital Kuantan's employee turnover and productivity. By including additional variables, more variables could be investigated, which would help society understand how monetary and non-monetary rewards would affect them. It would also help future researchers who wish to investigate this matter further.

5.6 Conclusion

The purpose of this study was to investigate how employee productivity, employee turnover, and employee engagement are affected by monetary and non-monetary rewards. The study's findings indicate that there is no correlation between financial and non-financial rewards in terms of employee productivity or employee turnover among Kuantan nurses. However, there is a significant positive relationship between employee engagement and both monetary and non-monetary rewards. The data analysis in this study using SPSS version 26 produced these relationships between monetary and non-monetary rewards towards employee productivity, employee turnover, and employee engagement. The results of this investigation are supported by theoretical and empirical evidence in the study's discussion chapter. It also draws attention to the theoretical and empirical gaps in earlier research. It is hoped that this study's conclusions will be useful to both people and organisations. At the conclusion of the study, the research findings were applied to provide the constraints that were satisfied during the investigation. Additionally, a number of recommendations were made to guarantee advancements for upcoming researchers and investigations.

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Appendix A

QUESTIONNAIRE

Definition

The following definitions have been used operationally in this study.

- *Monetary rewards (MR)*
  A particular sum of money is given to an employee as payment for accomplishing a task or objective. These bonuses, commissions, or incentives may be given in accordance with seniority, merit, or performance.
- *Non-monetary rewards (NMR)*
  Non-monetary compensation can include any benefit an employee receives from an employer or job that does not involve tangible value. This includes career and social rewards such as job security, flexible hours and opportunity for growth, praise and recognition, task enjoyment and friendships.
- *Employee produtivity (EP)*
  The ability of an employee to accept input (instructions, directs, requirements, etc.) and turn it into output is sometimes referred to as employee productivity. In essence, it's a measurement of how quickly personnel can produce input and turn it into output.
- *Employee Turnover (ET)*
  The percentage of employees who leave your company in a certain time period is known as employee turnover. Organisations frequently compute their turnover rates on an annual or quarterly basis. They may also decide to compute new hire turnover in order to evaluate the success of their hiring practises.
- *Employee Engagement (EE)*
  The concept of employee engagement in human resources (HR) refers to how enthusiastic and committed an employee is to their work. Employees that are engaged are concerned about their work and the success of the organisation and believe that their contributions matter.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

The following questions deals with the basic characteristics of your business and some information about yourself.

1.1 Gender

Male	☐	Female	☐

1.2 Race

Malay	☐	Indian	☐
Chinese	☐	Others (Please specify):	____________

1.3 Length of employment in this company.

1 – 5 Years		11 – 15 Years	
6 – 10 Years		More than 15 Years	

1.4 Size of your organization

Small		Medium	
Large			

1.6 Number of employees in your company/organization is:

Less than 100 employees		301 – 400 employees	
101 – 200 employees		401 – 500 employees	
201 – 300 employees		Greater than 500 employees	

1.7 In what department (*function*) do you work?

General Surgery	1	Urology	6
Neurology	2	Anasthetics	7
Gastroenteo	3	Outpatient Department	8
Emergency Department	4	Intensive Care Unit	9
Cardiology	5	Pharmacy	10

Others (Please Specify): ______________________

1.8 Your position in your company/organization is:

Nursing Student	1	Sister	4
Junior Nurse	2	Matron	5
Senior Nurse	3	Chief Matron	6

How to complete the questionnaire?
Please answer the statements overleaf by placing a circle around the number which most closely matches your opinion or to the best of your knowledge.
Example of how to use the rating scales:

Every human being has five senses.

Strongly Disagree →				Strongly Agree
1	2	3	4	5

By circling the rating 5, therefore you would be saying that you are strongly agreed with the given statement.

SECTION B: DESIRED EMPLOYEE OUTCOMES

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
EMPLOYEE PRODUCTIVITY						
1	I cannot use my abilities or previous experiences.	1	2	3	4	5
2	I cannot use other staff's experience.	1	2	3	4	5
3	The organizations working method stops my work from being effective.	1	2	3	4	5
4	There are gaps and disorders in my working environment.	1	2	3	4	5
5	My working environment makes me stressful.	1	2	3	4	5
6	I cannot express my opinions in my working environment.	1	2	3	4	5
7	My criticisms are either neglected or rejected.	1	2	3	4	5
8	I am not motivated, and this worsens my productivity.	1	2	3	4	5
9	I do not receive sufficient remuneration for what I do.	1	2	3	4	5
EMPLOYEE TURNOVER						
10	I feel that the current industry in which I work is economically depressed.	1	2	3	4	5
11	I feel that there is very limited room for growth in my current career.	1	2	3	4	5
12	I feel that there are very limited quality resources within the workplace.	1	2	3	4	5
13	I am in highly competitive workplace environment with a narrow upward mobility path.	1	2	3	4	5
14	In a highly competitive environment, I am always worried about falling behind	1	2	3	4	5

15	The fierce competition among colleagues creates an invisible sense of oppression and powerless that drives me to put in more effort.	1	2	3	4	5
16	Colleagues will climb the working hours among themselves.	1	2	3	4	5
17	Colleagues often blindly follow each other at work because they will not be eliminated only if everyone is at the same level.	1	2	3	4	5
18	Much of the work is meaningless lean.	1	2	3	4	5
19	I work several jobs at my job, but my salary has not increased accordingly, and I am not rewarded by my efforts.	1	2	3	4	5
20	I think that much of the content and form of work nowadays is meaningless.	1	2	3	4	5
21	In addition to my job, I have had to deal with many other tasks.	1	2	3	4	5
22	When in (irrational) competitive environment, my enthusiasm for work can be extremely drained.	1	2	3	4	5
23	The irrational competition at work makes me feel physically and mentally exhausted.	1	2	3	4	5
24	When I bury my head in the sand for a work assignment, I do not feel joy of it.	1	2	3	4	5
25	I am sick to death of the current work environment, which is full of vicious competition.	1	2	3	4	5
No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
EMPLOYEE ENGAGEMENT						
26	Open and free communication from my supervisor assists in increasing job creativeness and performance.	1	2	3	4	5
27	Th furniture within the office is flexible and comfortable enough so that I can work without getting tired during working hours.	1	2	3	4	5
28	The physical conditions at work influence my performance positive.	1	2	3	4	5

29	A good relationship with my fellow colleagues increases my performance.	1	2	3	4	5
30	The level of feedback received from my supervisor motivated me toward better performance.	1	2	3	4	5
31	The presence of working tools influences my performance in my workplace environment.	1	2	3	4	5
32	I have opportunities to provide input into decisions that affect my work.	1	2	3	4	5

SECTION C: MONETARY REWARDS

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
33	My salary satisfactory in relation to what I do.	1	2	3	4	5
34	I earn the same as more than the other people in similar job.	1	2	3	4	5
35	The basic of payment, for example overtime payment is reasonable.	1	2	3	4	5
36	Salary increases are decided on a fair manner.	1	2	3	4	5

SECTION D: NON-MONETARY REWARDS

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
37	The opportunities offered to you by your company for learning and career development outside of your current job, e.g., sabbaticals, coaching, mentoring,leadership training	1	2	3	4	5
38	The opportunities offered to you by your company for career advancement, e.g., job advancement/promotions, internships, and apprenticeships with experts, internal job posting	1	2	3	4	5
39	The opportunities offered to you by your company for training within your current job, e.g., skills training	1	2	3	4	5
40	The quality of performance feedback and performance discussions you have had with your supervisor	1	2	3	4	5

41	The degree to which your employer encourages and organizes team building or other social networking activities amongst employees	1	2	3	4	5
42	Having social friendships at work	1	2	3	4	5
43	Your employer's provision of employee health and wellness programs, e.g., Employee Assistance Programs, counselling services, fitness centers	1	2	3	4	5
44	The provision of recognition via non-financial means, e.g., certificates of recognition	1	2	3	4	5
45	Your employer's provision of medical aid, retirement, and pension benefits	1	2	3	4	5
46	The provision of a competitive pay package (i.e., basic salary plus benefits, allowances, or variable pay)	1	2	3	4	5
47	Your employer's provision of incentive bonuses/variable pay	1	2	3	4	5
48	Your employer's provision of work/life programs such as flexible working arrangements, flexible hours	1	2	3	4	5
49	The extent to which your employer supports a balanced lifestyle (between your work and personal life)	1	2	3	4	5
50	Having a manageable workload and reasonable workplace	1	2	3	4	5
51	Recognition provided to you by your employer, e.g., financial recognition such as a cash, paid travel	1	2	3	4	5
52	The level of challenge and interest you derive from your job	1	2	3	4	5
53	The extent to which you are provided with challenging targets	1	2	3	4	5
54	The extent to which you believe your contribution and work is valued	1	2	3	4	5

ALL INFORMATION AND DATA THAT YOU PROVIDE WILL BE TREATED AS PRIVATE AND CONFIDENTIAL.
TAHNK YOU FOR YOUR COOPERATION AND SUPPOR