

## **A CASE STUDY OF NON-MONETARY REWARDS AND EMPLOYEE PERFORMANCE IN A PHARMACEUTICAL COMPANY IN KINGSTON AND ST. ANDREW, JAMAICA**

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### **ABSTRACT**

The purpose of this study is to determine the impact of non-monetary rewards on employee performance in a case of one of the leading pharmaceutical distribution company in Kingston, Jamaica. The study employed a correlational design and data were collected from 33 of the 60 employees. Data were obtained by way of a validated performance index survey instrument that was modified with permission to facilitate the study (Cronbach  $\alpha = 0.772$ ), and these were entered, stored and retrieved using SPSS for Windows, Version 25.0. Descriptive statistics and percentages were employed to present the results using tables and graphs. Factor analysis was used to determine the degree of importance employees placed on selected non-monetary reward, and their influence on performance. The Kaiser-Meyer-Olkin value was 0.605 exceeds the recommended value of 0.6 by Kaise (1970, 1974) and the Bartlett's Test of sphericity (Bartlett, 1954) reached statistical significance ( $<0.0001$ ), supporting the factorability of the correlation matrix. Most of the items used for assessing non-monetary rewards display relative good-to-excellent internal consistency, which ranged from 0.484 to 0.802 with only two being less than the estimated reliability estimates ( $\alpha = 0.70$ ) recommended by Nunnally (1967) or  $\alpha = 0.6$  recommended by Nunnally & Bernstein (1994). The findings of the study revealed that non-monetary rewards have a strong influence employees' performance. Four non-monetary reward categories were examined for this study. They are organizational benefits, work performance and recognition, career development and work life balance were explored. Organizational benefits were the most dominant non-monetary reward category that has strong relational ties with employee performance (Cronbach  $\alpha = 0.802$ ). Career development (Cronbach  $\alpha = 0.668$ ) and work performance and recognition (Cronbach  $\alpha = 0.599$ ) also had a strong relationship to employee performance.

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Employees' performance is influenced on the combination of various non-monetary rewards and managers should understand they how they can positively influence job performance using the utilization of money.

**KEYWORDS:** Career Development, Employee Performance, Job Recognition, Non-Monetary Rewards, Organizational Benefits, Work Life Balance, Work Performance.

## **BACKGROUND TO STUDY**

Human resources are the most important assets to any organization. Without the contribution of human resources businesses will not thrive at its optimum. Rajendran, Mosisa and Nedelea (2017) posited that employees are deemed the most precious resources in every organization. The performance of each employee is critical to the success or failure of the organization. Many organizations are being forced to take an interest in every aspect of the business as the threat of globalization and emerging technologies have led industries to be transformed. The concept or phenomenon termed employee performance has been under the microscope of many researchers, see for example Ngulube (2003) and Ballentine McKenzie, Wipocki& Kepner (2007).

The organization's internal customers who are the employees are becoming increasingly vigilant and are mindful that they do not have to tolerate bad treatment meted out to them by their employers. This is due in part to the fact that these employees do have suitable alternatives not just in their country of origin, but in other countries that are in desperate need of several categories of qualified workers. In addition, entrepreneurship is becoming more entrenched in school curricula exposing young individuals to create their own businesses for many reasons including not having to tolerate many issues prevalent in today's organizations.

It is on this premise that managerial staff of organizations are paying keen attention to the

relationships they build and try to maintain with employees. It is evident that the mentality of managerial staff to employees is an improvement over what obtained in the past 20 years. However, organizations are working assiduously to find innovative ways to maintain working relationships, taking into consideration the value or worth of the employees. In examining working relationships, Robbins and Judge (2013) stated that the effectiveness of employee performance is undermined or affected in a negative way when the employees are not fed with the requisite leadership and support to guide them.

Thus, more organizations are now structured with Human Resource Units charged with the implementation of social welfare initiatives, which serve as a means of motivating employees and to ensure a rich and wholesome experience is delivered to employees during and outside of working hours. Ballentine et al (2007) posited that successful organizations have conceptualized employee reward systems and have designed these systems in alignment with companies' mission, vision, and strategic objectives and core values. According to Robbins and Judge (2013) "Employee recognition programs range from a spontaneous and private thank-you to widely publicized formal programs in which specific types of behavior are encouraged and the procedures for attaining recognition are clearly identified" (259). Research previously conducted indicated that financial incentives serve as a short-term motivation to employees

and non-financial incentives offered to employees is the better option especially when viewed from the long term (Robbins and Judge, 2013). Thus, organizations design their rewards systems to ensure maximum satisfaction for staff. The design is entrenched within the organizations' culture as well as the expected or desirable behaviors and the benefits of enacting the same.

According to Ballentine et al (2007), a rewards system that is carefully designed, is one that aligns the rewards in a way that is meaningful to the employees. By so doing, one can judge the effectiveness of this reward system. Robbins and Judge (2013) posited that recognition is one of the elements of a good reward system (p. 258). The advantage of recognition is that, it is cost effective because simply praising an employee is free. Reddy (2000) supports this view by stating that worker recognition is not only beneficial as a powerful motivating tool but also propels employees to have a strong belief in their ability to conduct themselves on the job, and deliver the finest of goods and services to both internal and external customers which solidifies their loyalty to the organizations.

Contemporary organizations have taken a right turn to getting employees more involved in operations. According to Ehrler, Gillis, Huesemann, Sandoval, and Turckes, (2015), Tesla, a motor vehicle manufacturer, had employees so deeply involved that the technicians could design the cars they wanted to drive if they were external customers. The reward from this initiative was beyond the expectations of management as the performance rate increased significantly, technicians were happy and so too management as the profits of the company soared in 2013. Thus, looking to employees for innovative ideas and rewarding them for their contribution not only proves their worth but

serve as motivation, propelling higher levels of performance.

Ngulube, (2003) suggests that offering employees non-monetary rewards results in a reduction of factors such as occupational stress, the rate of absenteeism from work, and the rate of attrition. On the contrary, provision of non-monetary rewards to employees makes way for a positive correlation or, is directly proportional to increase work morale, organizational productivity, revenue and profits as well as employee competitiveness. Employee performance is an important issue requiring more research in the Jamaican context. On September 28, 2013 Gleaner editorial revealed that whilst productivity is not viewed as highly as it ought to, both productivity and efficiency are key factors to be considered for achieving successful economies (Jamaica Gleaner, 2013). The editorial further outlines that there is a need for Jamaica to improve its levels of productivity in every sector.

Dunn-Smith (2010) postulated that in the 2011 presentation to the Jamaica Chamber of Commerce, the then Bank of Jamaica Governor, Brian Wynter, posited that productivity in Jamaica is low due to a myriad of problems, one of which is the huge gap between managers and their workers. Productivity in the context of the workforce speaks to a measure of the efficiency and how much the individual can contribute to the output of the business" (Dunn-Smith, 2010). There are many factors that significantly impact workforce productivity chief among them monetary rewards. Many studies including (Mehta (2014) and Saleem (2011) have been done, assessing the impact of monetary rewards and employee productivity, the findings of which indicate that there is a positive significant impact in the short term. Employees' Performance is highly productive when offered non- monetary rewards not only short term but for long term.

There is no evidence, however, of research that has examined the relationship between non-monetary rewards and employee performance in pharmaceutical based organizations. On this premise, the researchers are intrigued at determining whether non-monetary rewards such as employee recognition, organizational benefits (such as offering health insurance and staff discount on medication), career development and work life balance have a significant relationship on the performance of the employees in a selected and leading Jamaican pharmaceutical distribution company in Kingston, Jamaica.

## THEORETICAL FRAMEWORK

One of the pillars upon which a research stands is the theoretical framework. The theoretical framework holds the assumptions, perspective, and structure of a research study. In this study Maslow's Hierarchy of Needs a motivational theory will be employed (Maslow, 1943). Five (5) different levels of needs individuals yearn to satisfy in fulfilment of their basic needs are: Physiological needs, Security needs, Love and Belonging Needs, Esteem Needs and Need for Self-Actualization (Maslow, 1943), which are captured in Figure 1.



Figure 1. Maslow theory of motivation

In order to understand how Maslow's theory of motivation is applicable to this research, its various components must be comprehensively examined. The most basic of the five levels proposed by Maslow is physiological needs. This level indicates basic needs which are essential for individuals to survive at least its minimum. These needs constitute food, air, clothing and shelter. These basic needs must be satisfied at minimum before pursuit to the next level. These needs are critical to employees and that failure to achieve or satisfy these needs is a risk and their lives are negatively affected. There is the prospect of employees being

stressed which in turn impact employee output and the organization's level of productivity.

Subsequent to the fulfilment of physiological needs, individuals are often desirous of pursuing security needs. Employees engaged in duty, need to be reassured and have evidence of such that they are operating in a secure environment; one free from harm, harassment and abuse in all forms. Sadri and Bowen (2011) indicated that salaries and wages propel employees to fulfil needs including securing a safe environment, ensuring their physical and mental wellbeing. Further, the study indicated that companies have forged ahead to provide

health insurance and retirement schemes or retirement plans, not just for a certain category of employees, but all employees. This aids in the building of employee to employer bond-trust, loyalty and productivity.

Maslow's third tier in the hierarchy is that of a sense of affection and belonging. Employees feel a sense of love and belonging by the relationships they are able to create and maintain. The camaraderie that develops yield healthy working relationships-teamwork is encouraged and practiced. The application of teamwork to accomplish or fulfil organizational goals is highly probable in comparison to individuals undertaking tasks independently (Walsh, 2011).

As each need becomes satisfied there arises an urgent yearning for other needs to be fulfilled. Among these needs is the need for esteem, whether it is self-esteem or the esteem that comes from others. Respect, acknowledgement or recognition from our peers, co-workers or family members play a very important part in our journey to self-actualization. Esteem satisfies the basic need of human beings to feel valued and accepted by others. It ignites a sense of confidence within an individual which is empowering. Maslow (1943) suggests that people with low self-esteem are likely to develop psychological imbalances like depression which can cause an individual to not gain a higher level of self-esteem or to detour from the path to self-actualization.

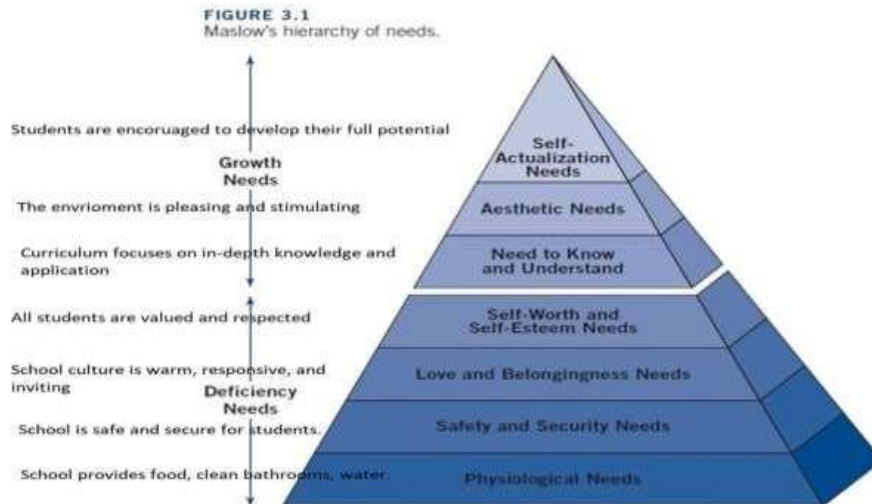
At the top of the hierarchy or the pyramid lies the need of self-actualization. The urge for this need only arises when all the other needs have been satisfied. The need to be self-actualized is rarely fulfilled completely and not many adults achieve self-actualization. (Martin and Joomis, 2007). In the working world, employees who have the desire for self-actualization are

looking forward to growth that will enable them to become better not only professionally but as an individual.

According to Ganta (2014), each level proposed had to be fulfilled prior to graduating or having a desire for things in higher levels. This graduation or intense desire is driven by effort on the part of the individual to acquire or fulfil needs (p.227). Haque, Haque and Islam (2014) posited that Maslow's theory outlines that all parameters at one level of needs does not have to be totally fulfilled before a person moves to the next level. When some degree of satisfaction or partial fulfilment of needs is accomplished by individuals, there is often a desire to pursue aspects or all the parameters included at the other level (p. 64). Jerome (2013) established that benefits offered by organizations to various employees can have a lasting effect on work output. Organizations that provide employees with monetary or non-monetary rewards, stimulate motivate and thus propel employees to meet objectives.

With reference to Figure 2, which groups the five needs into two major categories (i.e. growth needs and deficiencies need), it can be concluded that growth needs constitute non-monetary issues including love and a need for belonging, and the monetary issues would have physiological, safety and security needs.

It can be deduced from Maslow Theory of Motivation that people would be motivated to work based on their needs, which could be non-monetary and monetary needs. Furthermore, Maslow's theory was chosen as the framework for this research as it is the pillar upon which many modern motivational theories are conceptualized and shaped, and this aptly explains employee engagement or performance (Figure 3).



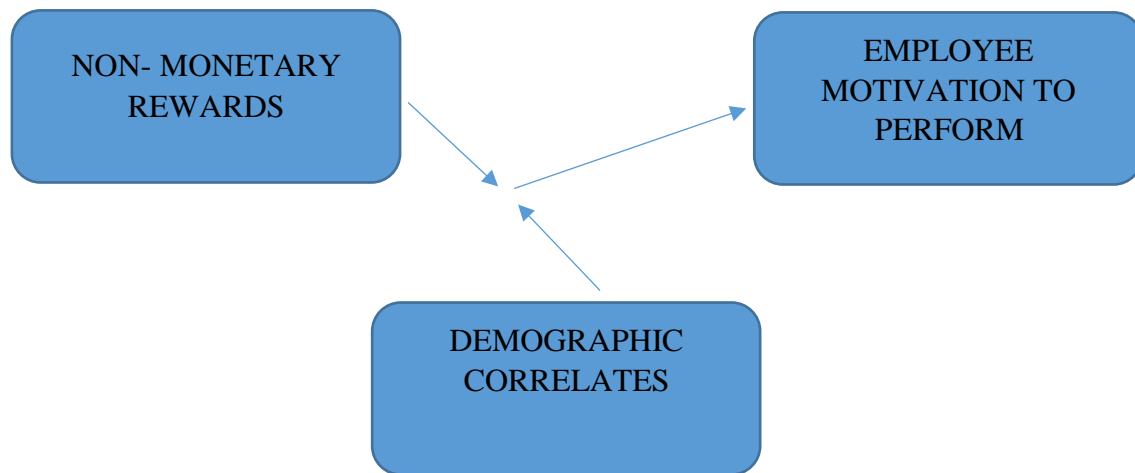
**Figure 2. Maslow theory of motivation**



**Figure 3. Maslow hierarchy of employee engagement**

Maslow's Theory of Motivation, therefore, sets the foundation for this research. The matter as to whether organizations satisfying self-esteem needs of employees especially as it pertains to respect and recognition is crucial as it determines if there will be changes in employees' performance. Many studies have been conducted that address rewarding employees and their performance and contribution to company productivity (Abdullah and Wan, 2013; Orga, Mbah and Chijioke,

2018), which is the justification why this study equally employs Maslow Theory of Motivation to explain non-monetary rewards and their influence on job/employee performance in a pharmaceutical distribution company in Kingston and St. Andrew, Jamaica, and whether this differs based on selected demographic correlates. As such, the current conceptual model for this research can be best embodied in Figure 4 as seen below.



**Figure 4. Conceptual Research Model**

The conceptual framework to assess employee performance in this study, is derived from several combinations of factors. By way of this proposed framework, the researchers examined some 14 non-monetary reward in an effort to ascertain the degree to which they influence job performance among a group of employees in one of the leading pharmaceutical distribution company in Kingston and St. Andrew, Jamaica. This research is guided by a primary research and secondary research questions. The primary question is Which non-monetary rewards contribute the most to employee motivation to perform in a selected pharmaceutical distribution company in Kingston and St. Andrew, Jamaica?

## **LITERATURE REVIEW**

### **EMPLOYEE PERFORMANCE**

In their study, Abdullah and Wan (2013) proposed employee performance as the dependent variable which is synonymous to that of the present study. Abdullah and Wan (2013) defined job performance as “behaviors and actions that are relevant to the goals of the organization” (p.1087). This phenomenon referred to as job performance or employee performance alludes not just one type of demonstrable behavior but all actions contributing to the overarching fulfilment of

the established criteria and performance standards. In addition to this, Emenike (2013) proposed in his study that parameters including the availability of tools and resources for work, access to training interventions for improved knowledge and skills, good working conditions, a handsome rewards system and a sense of recognition are critical ingredients for worker performance.

Employee Performance in organizations is imperative and top management plays a critical role in shaping the behaviors desired or expected of the employees and by extension the achievement of organizational targets, strategic objectives and goals. Linstead, Fulop and Lilley (2009) write that “management is the management of relationships” (p.19). Management also alludes to shaping the culture of the organization, creating a working environment conducive for employees to demonstrate positive behaviours. Managers that fail to identify positive behaviours and provide rewards as a means of promoting positive behaviours (positive reinforcement) leave room for employees to be dissatisfied with the activities for which they have been tasked and performance diminishes. Chandrasekar (2011) highlighted that working environment that is not conducive for growth, that is, having unclear duties, lack of appreciation to staff and lack of opportunities

for staff to make decisions on a personal or an impersonal standpoint, leaves employees displeased and unhappy and hence results in dwindling job performance. Further, Abdullah and Wan (2013) addresses employees' performance being enhanced when they are kept abreast of organizational happenings and take an active part in decision making activities.

Thus, the setting of culture and the enactment of positive behaviours aid employee performance.

### **INTRINSIC AND EXTRINSIC REWARDS AND EMPLOYEE MOTIVATION TO PERFORM**

A reward or incentive is often the primary thing that blooms in the mind of individuals when discussing motivation (Rajendran, Mosisa and Nedelea, 2017). Rajendran et al further proposed the concept of rewards as being any means that make employees desire to do better, try harder and expend more energy. The concept of rewards was examined by Armstrong (2007). The study made a distinction between monetary rewards and non-monetary rewards. Armstrong (2007) explained by providing examples of parameters, such as recognition, decision making roles, promotion, flexible working hours and provision of company uniforms which are categorized as non- monetary rewards.

Like Armstrong (2007), Reiss (2012) divided or categorized rewards into two (2) headings, however the titles of the categories differ. Whilst Armstrong (2007) gave the headings as monetary and non-monetary, Reiss (2012) referred to the two categories as intrinsic and extrinsic. An intrinsic reward is one that guarantees satisfaction based on the outcomes. Examples include feelings of achievement and personal growth while an extrinsic reward speaks to the outcomes provided by an organization including salary, fringe benefits,

status and job security (Reiss, 2012, p. 64). Arora, Ujakpa, Nooni, Fianko, Hammond, Bayuasia and Abubakar (2015) postulated that intrinsic rewards are "job inherent, intangible, non-financial rewards which are included in the job itself" (p. 64). Khan (2013) joined the discussion stating that employees' view rewards, in particular non-monetary rewards, as an important part of the workplace climate.

### **MOTIVATION AND EMPLOYEE PERFORMANCE**

According to Ifinedo (2003), a motivated employee is one who is recognized by a demonstration of their level of agility, dedication, focus, zeal and performance on a general level. On this premise, motivation is the engine that drives employee behaviour and the outcomes of those observed behaviours determine their performance. Although Orga, Mbah and Chijioke (2018) addresses non-financial rewards and its effect on Staff Productivity at a Shoprite Company, the paper brought to the fore that organizations are diverting much attention to nonfinancial rewards and the impact it has on staff and by extension the organization.

Orga et al (2018) embraced a mixed method approach to garner data from 275 persons to determine the impact of non-financial benefits in particular, medical benefits on absenteeism and the provision of relaxation areas on employee productivity. The research employed a personal interview and survey in the form of administration of questionnaires. Guided by Maslow's Hierarchy of Needs Theory, the research placed extensive focus on motivation as the key to stimulating the performance of employees. The motivation of employees is done by way of not just financial rewards but the intangible or non-financial awards such as psychological factors, job flexibility, medical care, organizing staff parties and also providing social welfare initiatives such as relaxation



areas. Satisfaction of these factors propels employees to behave and perform better.

Management is implored to ensure that the needs of employees as described by Maslow are met to guarantee better performance and productivity not just from the employees' perspective but that of the organization's; that is, the organizational goals and targets are being met. Thus, whilst financial rewards are very important to employee performance, the article stresses that money is not the exclusive motivator to staff as is the view held by many individuals (Orga et al p. 952). The researchers outlined a twist when challenges were mentioned. Unethical practices by management or those individuals in organizations tasked with the responsibility to motivate employees often hinder employee job performance and overall productivity. The researchers also stressed the importance of employee motivation and indicate that failure to give attention to staff motivation makes it highly probable to stifle employee creativity and henceforth diminished performance. Further, Orga et al (2018) revealed that training and employee promotion were two of the factors studied that proved to be the great motivators driving performance of the employees studied. The same study posited that intrinsic motivational factors were considered more important when compared to extrinsic factors.

According to a study conducted by Biswas and Bhatnagar (2013), 67 percent of workers considered being commended and praised by their immediate supervisor an effective way of keeping them motivated. Arora et al (2015) added to the list by highlighting in their study that recognition, training, participation in goal setting, interesting work, job security, open communication, promotion, good working conditions, pension benefits and health insurance are the non-monetary factors that

motivate employees performance in one construction company, that of Justmoh (p.63).

## **NON-MONETARY REWARDS AND EMPLOYEE PERFORMANCE**

Non-monetary rewards refer to the compensation given by the business, which does not involve cash, to its workers in an effort to award and continuously motivate them for their hard work (Woodruffe, 2006). Even though monetary rewards are said to be the main motivator for employees' performance, non-monetary rewards also play a major role. Orga et al (2018) studied non-monetary rewards. This quantitative study employed ANOVA (F- Test) as the primary analysis tool used to make meaning of the data and test research hypotheses. The researchers concluded that the independent variables being studied such as the provision of medical benefits, having relaxation areas, levels of absenteeism due to sick leave had a significant positive relationship with employee work output. Non-financial rewards impact staff productivity, their commitment to work and efficiency with which these tasks are undertaken. Thus, in keeping with Maslow's theory, employers are encouraged to conceptualize programmes and other staff initiatives that are aimed at empowering employees to give of their best to the organization and its productivity.

Abdullah and Wan (2013) conducted a study pertaining to non-monetary rewards. The study presents theoretical depositions as to key concepts and their relationships surrounding non-monetary incentives and job performance among other factors such as job satisfaction. Further, the action behind this research was to put forward three (3) propositions for future research; the second of which was that non-monetary incentives positively influences job performance. The researchers set the stage of the paper positing a definition of non-monetary

rewards as “ a non- cash award given in recognition of a high level of accomplishments or performance such as customer care or support to colleagues which is not dependent on achievement of a predetermined target” (Abdullah & Wan, 2013, p. 1085). The influence or impact of non-monetary incentives on employee performance and productivity should never be overlooked. Abdullah and Wan (2013) further suggest that organizations that regard or place high importance on non-monetary tools including family benefits and holidays, their employees are mindful that the employer is caring and has their interest at heart and as such stimulate the employees to perform.

Nass (2000) joined the discussion surrounding non- monetary rewards. Nass (2000) stated that recognition and praising employees are the most efficient intrinsic rewards. Employees who have experienced these rewards perceive they are contributing value to the organization and boost their morale and positively aids productivity. Arora et al (2015) opine that organizations that focus on non-monetary tools including training, recognitions, participating in goal setting, good working conditions, pension benefits and health insurance, employees view of the organization as one that supports and cares for them (p.65).

Like Orga et al (2018) study, Okwudili (2015) highlighted two types of rewards monetary or financial rewards and non-monetary rewards. The financial rewards are extrinsic rewards extended to employees as payment in keeping with their performance. The other reward is nonfinancial or intrinsic rewards. These are non-monetary benefits offered to employees to include praise, social recognition and genuine appreciation. The study further highlighted other research that proves that financial incentives motivate employees and has a positive effect on employee performance. However, Okwudili (2015) also postulated that

whilst financial rewards do motivate employees, financial rewards are not the most prominent factor driving employee performance. This is in keeping with the findings posited by Orga et al (2018).

As it pertains to intrinsic rewards, praise and recognition meted out to employees are the most efficient means to enhance staff performance. Other research concludes that the nonfinancial rewards, such as the aforementioned, are simply tools employed by employers as a means of motivating employees to perform to the set standards. A close review of the findings indicates that, as it pertains to the Nigerian Government parastatals used for the study, the type of non-monetary reward has a negative significant contribution to employee productivity. On the contrary, factors such as educational qualification, job position / rank as well as the number of no monetary rewards received had a positive significant contribution to productivity of the government parastatals in Nigeria (Okwudili, 2015). Further the study highlighted a positive relationship at 5% between non-monetary rewards received and employee productivity.

Okwudili (2015) postulates that the public sector does not pay keen attention to rewarding its employees. Among the reasons, the study mentions the difference in goals crafted by public sector as opposed to those of the private sector. This postulation puts the present study into context as it seeks to address non- financial rewards on employee productivity in a private sector pharmaceutical distribution company. Whilst the study did not specify the type of non-monetary reward neither does it highlight the number of rewards received by employees, non-monetary rewards were encouraged to boost productivity. Recommendation was also proposed such as getting staff more involved in developmental activities.

## **RECOGNITION AND EMPLOYEE PERFORMANCE**

Arora, et al (2015) postulated that recognition is a very powerful tool that is commonly used by many organizations as a means of enhancing employee productivity. The researchers further opine that employees perceive recognition as a quality signifying their worth, work effort, value and appreciation. Being recognized, employees are driven to excel and perform better than expected and increases organizational efficiency. Employees can be recognized by their organizations in many different ways other than being compensated monetarily. Some employees eagerly yearn to be acknowledged by way of just being mentioned so as to provide some sort of reassurance that they are appreciated and valued.

A previous study done by Sun (2013) highlighted that recognition is effective when utilized frequently. Additionally, Sun (2013) highlighted that recognition of employees should not only be done frequently but ought to be specific and done immediately or in very close timing to the desired action demonstrated by employees.

In organizations where employee recognition is practiced, the employees know that their work is valued and appreciated hence they exude more confidence and tend to work assiduously and normally become more engaged in the organization (Atambo, Kabare, Munene & Nyamwamu, 2012). Atambo et al (2012) further stated that to improve the performance of the organization, relationships have to be enhanced and employee recognition plays a crucial role in this regard. The literature outlined several findings befitting themes deemed relevant to the study in particular non-monetary rewards and motivation, recognition and employee performance.

## **MATERIALS AND METHODS**

### **RESEARCH DESIGN**

The study is that of a case study which adopted a correlational research design. This design was appropriate as this research aims to determine the extent of the relationship between the variables being studied, i.e. non-monetary rewards and employee performance. Creswell (2012) posited that correlational research is the plan of action or the strategies employed by researchers in quantitative studies. Further, researchers use this design to measure the degree of association between two variables by way of a single group of individuals (p. 21). Marczyk, DeMatteo and Festinger (2005) concur by purporting that correlational research design is utilized by researchers whose aim is to determine whether two variables are related. Thus, a correlational design was selected as the researchers aimed to determine if the same results obtained by previous researchers were forthcoming in this study. It is noteworthy that this type of research design does not provide researchers the avenue to make causal conclusions about the variables and the relationship between both being studied. Further the research was designed to investigate the relationship that exists between the two variables of interest, that is, non-monetary rewards and employee performance, rather than simply describing what exists. This is in keeping with work surrounding correlational research (Porter and Carter, 2000).

### **POPULATION**

The population for this study will be all the members of staff permanently employed to the Pharmaceutical Company based in Kingston Jamaica Limited, which is a total of 60 people. Creswell (2012) posited that the members of the population should exhibit the same characteristics (p. 141). This was true for this study on the basis that the characteristic that

ties the population together is that, all participants are employees of the pharmaceutical company. These 60 employees are members of staff documented on the company's payroll and were not on vacation or duty travel but were all available to participate in the study. In keeping with this knowledge, researchers were able to successfully assess the correlation between the variables-non monetary rewards issued to employees and their performance.

**SAMPLE**

Sample is defined as “a portion of a population or universe also refer to total quantity of the things or cases which are the subject of our research” (Etikan, Musa and Alkassim, 2016). Marczyk, DeMatteo & Festinger (2005) postulated that many researchers are unable to study the entire target population and thus seek to focus on a sizeable portion of the population. This sizeable portion is referred to as the sample (p.18). In this study, the sample is indicative of the employees who voluntarily responded via the instrument subsequent to permission granted by University Supervisors and the Management of the Pharmaceutical Distribution Company.

The researchers utilized Total Population Sampling for the study. Total Population Sampling (TPS) is a technique in which the entire population that meets the criteria

(specific skill sets or experiences, for example) are included in the research being conducted (Etikan, Musa and Alkassim, 2016). This sample design is more commonly used where the number of cases being investigated is relatively small. As it pertains to the use of this technique in this study, it imperative to highlight that with the sample used for this study (thirty-three) being small, this technique was fit for purpose considering the statistical tests for which the data would be subjected to, for example, cross tabulation and factor analysis.

Whilst the researchers sought to utilize all sixty (60) employees, the research had the participation of thirty-three (33) employees. It is noteworthy that had the researchers garner the full participation of employees, the study would have more weighting. Additionally, the researchers would have been better positioned to analyze data which would be more representative of the population. Further, the inferences purported by the researchers would be even more wholesome.

**CONCEPTUALIZATION AND OPERATIONALIZATION**

Conceptualization and operationalization were two (2) fundamental concepts which guided this intuitive study. These concepts were elements used in concretizing the foundation for data collection and the analysis of same.

**Table 1. Research Concepts and Associated variables**

Concept	Definition	Level of Measurement	Indicators
Non-Monetary Rewards	Recognition-the acknowledgement and appreciation meted out to employees as a symbol of value and worth contributed to the organization	ORDINAL	1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree
	Organizational Benefits-the lifelong process of managing learning, work, leisure and transitions in order to move toward a personally determined and evolving preferred future (Gyansah and Guantai, 2018).	ORDINAL	1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

## **DATA COLLECTION**

Data was projected to be collected in 2 days. However, data was collected from the employees constituting the sample over a 5-day period. This was in part to officer deciding to complete at a later time due to exigencies of the service at work. This collection was done subsequent to permission being granted from the University and the Management of the Pharmaceutical distribution company under study. The survey instruments were distributed to employees in all units including the distribution centre also known as the warehouse.

## **INSTRUMENT**

A survey was the sole means of collecting data (Appendix A). Survey refers to "a research technique where information requirements are specified, a population is identified, a sample selected and systematically questioned and the results analyzed, generalized to the population and reported to meet information needs" (Alreck & Settle, 2004). Creswell (2012) alludes to surveys being administered to a sample or the entire population to garner quantitative data pertaining to the attitudes, behaviours, opinions or characteristics of the population (p.376). It is important to highlight that whilst there are various forms by which a survey is done, this research employed the use of a questionnaire as the specific means of garnering data. The questionnaire strengthens statistical procedure utilized for analysis. The questionnaire displays items or variable being studied in a format which made it easier to ascertain the association between the two variables being studied. Creswell (2012) postulated that subsequent to the analysis, researchers are able to interpret the meaning

of the association between the scores from the variables (p.345).

The performance index selected to aid data collection for this study was carefully selected by the researchers. Chief among the criteria for the selection was that the index had a Cronbach Alpha value greater than 0.7 or 70%. Further, the index selected was in keeping with the topic for this research. The index selected was discussed with a methodologist and statistician who guided the researchers as to the context in which the index was used and the context for which the index was to be used. Subsequent to approval for use, the researchers modified the questionnaire to suit the context within which this present study was being conducted (Appendix A).

## **PROCEDURE**

The researchers adhered to the data collection procedure outlined by Marczyk, DeMatteo & Festinger. Marczyk, DeMatteo & Festinger (2005) purported that the data collected in a study should be done at one general point in time, to one group of participants with clearly defined variables. This procedure was enacted subsequent to the approval of the University and Research supervisors. The researchers applied for official correspondence from the University's College of Graduate Studies. This correspondence was submitted to the Managing Director of the Pharmaceutical Company being studied. The researchers and management of the pharmaceutical company arrived at a consensus as to the most convenient time for employees to participate in the study. The researchers thought this was very important as consideration had to be given to the company, primarily as it pertains to not disrupting the routine operations of the company and employees.

**Table 2. Summary of Research Questions and Data Collection Methods**

<b>Research Question</b>	<b>Data Collection Method</b>
1. Is there a correlational relationship between organizational benefits and employee motivation to perform?	Questionnaire for employees of pharmaceutical company
2. What is the relationship between employees' recognition and their performance?	Questionnaire for employees of pharmaceutical company
3. Is there a significant relationship between career development and employee performance?	Questionnaire for employees of pharmaceutical company
4. Is there a relationship between employees' work life balance and their performance?	Questionnaire for employees of pharmaceutical company

### **PRETESTING**

The modified questionnaire was distributed to seven 7 Medical Technologists to obtain input. Input was also received from Faculty Advisor and Course Leader. Subsequent to the receipt of feedback, the questionnaire was modified, that is, questions were eliminated, and others modified to reflect the context of the present study.

### **RELIABILITY AND VALIDITY**

Determination of Cronbach Alpha value in any research is critical to the success of a research. The Cronbach Alpha value indicates the reliability and validity of the survey instrument. According to Jain and Angural (2017), Cronbach alpha measures the consistency of a test. This consistency speaks to its repeatability or ability of the test to produce consistent data. It is noteworthy, that Cronbach alpha value for the survey done in this study was done after the instruments were retrieved from the employees constituting the sample. Cronbach alpha was determined by way of SPSS Software. The Cronbach alpha value for the instrument in this study was greater than 70% which satisfied the requirements to proceed with the study.

### **DATA ANALYSIS**

The questionnaire was divided into two sections, the first of which was designed to obtain demographic data. The second section was centered on monetary and non-monetary rewards. More specifically the instrument was crafted to highlight statements surrounding the financial and organizational benefits, work performance, work environment and work life, career development and recognition and the impact on employees' job performance.

Data collected from the entire sample was manually inputted and subjected to rigorous analysis via Statistical Package for the Social Sciences (SPSS) for Windows Version 25.0. The data was analyzed by the software's descriptive analysis feature. Frequencies, ANOVA, Multiple Comparisons were done, the results of which provided data in a more understandable form, from which the researchers were able to objectively draw inferences and make conclusions. Factor analysis was also used in this study to determine the suitability of the 14 factors that assess non-monetary rewards as well as their contribution to the overall job performance.

**ETHICAL CONSIDERATIONS**

Prior to data collection, the participants were given a copy of the informed consent procedure. The informed consent procedure advised participants of the risks, benefits, research procedures and their rights as it pertained to the study (Marczyk, DeMatteo & Festinger, 2005, pg. 40). Members of the research team took the time, honouring their commitment, to clarify misconceptions and to answer question posed by the employees. More importantly, the researcher emphasized the Confidentiality Statement which was critical to garner the confidence of the participants who subsequent to reiterating the statement was permitted to participate. It is imperative to also highlight that participants were informed of the right to voluntarily withdraw from participating in the survey.

This section of the paper highlighted the research design, strategy and methodology undertaken in fulfilment of this study. The research site, design, population, instrument utilized to guide the researchers in their quest for answers to the relationship between non-monetary rewards and employee performance at the pharmaceutical company were highlighted.

**FINDINGS**

Table 3 presents the demographic characteristics of the sampled respondents. Of the sampled respondents (n=33), the majority were females (63.7%, n=21), had a first degree (45.5%, n=15), had 1-5 years or 16+ years of service at the studied company (29.0%, n=9), and were in marketing and sales (59.4%, n=19).

**Table 3. Demographic characteristics of the sample, n=33**

<b>Details</b>	<b>% (n)</b>
<b>Gender</b>	
Male	11 (33.3)
Female	21 (63.7)
<b>Educational level</b>	
Certificate	12 (36.4)
Frist Degree	15 (45.5)
Second Degree	6 (18.2)
<b>Occupational status</b>	
Clerical/Administrative position	7 (23.3)
Junior Manager	6 (20.0)
Senior Manager	3 (10.0)
Executive	2 (6.7)
Other	12 (40.0)
<b>Duration of employment</b>	
Less than 1 year	1 (3.3)
1-5 years	9 (29.0)
6-10 years	7 (22.6)
11-15 years	5 (16.1)
16+ years	9 (29.0)
<b>Age cohort</b>	
18-29 years	3 (9.1)
30-39 years	9 (27.3)
40-49 years	11 (33.3)

50-59 years	9 (27.3)
60+ years	13.0)
<b>Employment status</b>	
Information Technology	1 (3.2)
Human Resource	2 (6.3)
Administration	3 (9.4)
Finance	7 (21.9)
Marketing (distribution & supply chain)	19 (59.4)

A cross tabulation of selected demographic variables by gender is presented in Table 4. For the sampled company, the females are more qualified than their male counterparts (Second degree: 9.1%, males; 23.8%, females). However, males are more likely to be executives (males,

12.%; females, 4.8%), employed for a longer period (16+ years: males, 44.4%; females, 23.8%), older (60+ years old: males, 9.1%; females, 0.0%), and being marketers (males, 81.8%; females, 50.0%).

**Table 4. Demographic characteristics of the sample by gender, n=33**

Details	% (n)	
<b>Gender</b>		
<b>Educational level</b>	Male	Female
Certificate	6 (54.5)	6 (28.6)
First Degree	4 (36.4)	10 (47.6)
Second Degree	1 (9.1)	5 (23.8)
<b>Occupational status</b>		
Clerical/Administrative position	1 (12.5)	5 (23.8)
Junior Manager	3 (37.5)	3 (14.3)
Senior Manager	1 (12.5)	20 (9.5)
Executive	1 (12.5)	1 (4.8)
Other	2 (25.0)	10 (47.6)
<b>Duration of employment</b>		
Less than 1 year	1 (11.1)	-
1-5 years	1 (11.1)	8 (38.2)
6-10 years	2 (22.3)	4 (19.0)
11-15 years	1 (11.1)	4 (19.0)
16+ years	4 (44.4)	5 (23.8)
<b>Age cohort</b>		
18-29 years	1 (9.1)	2 (9.5)
30-39 years	1 (9.1)	8 (28.1)
40-49 years	5 (45.5)	5 (23.8)
50-59 years	3 (27.2)	6 (28.6)
60+ years	1 (9.1)	-
<b>Employment status</b>		
Information Technology	-	1 (5.0)
Human Resource	-	2 (10.0)
Administration	-	2 (10.0)
Finance	2 (18.2)	5 (25.0)
Marketing (distribution & supply chain)	9 (81.8)	10 (50.0)



Table 5 presents the descriptive statistics for the constructs that comprised the indexed variables. It should be noted here that only one item has a mean of less than 3 (Organization

Preference to Reward categories), which means that the items are more than the mid-point (2.5) and this indicates that they suitable for principal component method/factor analysis.

**Table 5.Descriptive Statistics for the components to construct the indexed variables**

	<b>Mean</b>	<b>N</b>
Basic Salary	4.82±0.390	28
Quarterly Incentive	4.61±0.737	28
End of year Bonus	4.86±0.356	28
Gas Allowance	4.04±1.290	28
Uniform Allowance	4.32±0.945	28
Health Insurance	4.93±0.262	28
Staff Discount on Medication	4.29±1.013	28
Casual Leave	4.54±0.637	28
Fringe Benefits	4.21±1.197	28
Staff Party	3.00±0.861	28
Certificate of Appreciation	3.86±0.970	28
Staff Training	4.54±0.637	28
Promotion	4.50±0.745	28
Job Rotation	3.61±1.227	28
Overseas Assignment &Conferences	3.54±1.170	28
Educational Assistance	4.50±0.745	28
Flexible Working Hours	4.32±0.905	28
Health & Wellness Programmes	4.43±0.836	28
Paid Maternity Leave	4.64±0.870	28
Organization Preference to Reward categories	2.43±1.620	28

Table 6 shows that all the items for indexation had a normal distribution, which is one of the assumptions for factor analysis.

**Table 6. Tests of Normality for the components to construct the indexed variables**

	Kolmogorov Statistic	df	Smirnov <sup>a</sup> Sig.	Shapiro-Wilk		
				Statistic	df	Sig.
Basic Salary	.498	28	<0.0001	.468	28	<0.0001
Quarterly Incentive	.417	28	<0.0001	.596	28	<0.0001
End of year Bonus	.513	28	<0.0001	.419	28	<0.0001
Gas Allowance	.308	28	<0.0001	.758	28	<0.0001
Uniform Allowance	.335	28	<0.0001	.731	28	<0.0001
Health Insurance	.536	28	<0.0001	.287	28	<0.0001
Staff Discount on Medication	.295	28	<0.0001	.718	28	<0.0001
Casual Leave	.374	28	<0.0001	.699	28	<0.0001
Fringe Benefits	.316	28	<0.0001	.693	28	<0.0001
Staff Party	.321	28	<0.0001	.836	28	<0.0001
Certificate of Appreciation	.204	28	0.004	.857	28	0.001
Staff Training	.374	28	<0.0001	.699	28	<0.0001
Promotion	.392	28	<0.0001	.673	28	<0.0001
Job Rotation	.197	28	0.007	.885	28	0.005
Overseas Assignment & Conferences	.190	28	0.011	.899	28	0.011
Educational Assistance	.392	28	<0.0001	.673	28	<0.0001
Flexible Working Hours	.345	28	<0.0001	.743	28	<0.0001
Health & Wellness Programmes	.360	28	<0.0001	.712	28	<0.0001
Paid Maternity Leave	.445	28	<0.0001	.480	28	<0.0001
Organization Preference to Reward categories	.311	28	<0.0001	.774	28	<0.0001

a. Lilliefors Significance Correction

On examination of the correlation matrix in Table 7, below, many of the coefficients were very weak to weak ( $r_{xy} \leq 0.5$ ) and/or below moderate ( $r_{xy} \leq 0.6$ ). However, there were two cases of strong statistical correlations ( $r_{xy} \geq 0.7$ : health programme and health insurance,  $r_{xy} = 0.769$ ; overseas assignment and conference, and promotion,  $r_{xy} = 0.694$ ), which means that these could be homogeneous and influence the distinctness of construct/variable. Simply put, there is a likeliness of the strongly correlated variables measuring same concept and as such there is distinctiveness between the different

variables. Hence the various constructs will be analyzed by way of factor analysis for their appropriateness, suitability and measurability of distinctive non-monetary or monetary construct/ variable. Tables 4-6 support appropriateness and suitability of using factor analysis to examine some 40 items that will construct either monetary or non-monetary rewards. In this research, there is no interest in assessing monetary variables and so only non-monetary variables will be examined and analyzed.

Table 7. Correlation matrix for the components to construct the indexed variables

		Correlation Matrix <sup>a</sup>																					
		Basic Salary	Quarterly Incentive	End of year Bonus	Gas Allowance	Uniform Allowance	Health Insurance	Staff Discount (in Medication)	Casual Leave	Fringe Benefits	Staff Party	Certificate of Appreciation	Staff Training	Promotion	Job Rotation	Diversion Assignment & Conferences	Educational Assistance	Flexible Working Hours	Health & Wellness Programmes	Parent Maternity Leave	Organizational Incentive to Reward categories		
Correlations	Basic Salary	1.000	.532	.343	.307	.061	.239	-.354	.101	.244	.000	.224	.101	.448	-.152	-.020	.181	.274	-.397	-.086	.067		
	Quarterly Incentive	.532	1.000	.342	.093	.025	.041	-.882	-.226	-.068	.000	-.038	-.387	.161	.110	.046	.065	-.182	-.258	-.177	.084		
	End of year Bonus	.342	.342	1.000	-.069	.291	.263	.228	.349	-.088	.721	.753	.188	.418	-.208	.102	.418	.033	-.338	.427	.110		
	Gas Allowance	.307	.093	-.069	1.000	.081	-.102	-.512	.291	.810	-.167	.034	-.254	-.172	-.435	-.381	-.086	.117	-.118	-.021	.028		
	Uniform Allowance	.061	-.025	.291	.081	1.000	-.053	.328	.503	-.002	-.137	.172	.257	.237	.081	-.085	-.131	.891	.054	-.280	.003		
	Health Insurance	.239	.041	.263	-.102	-.053	1.000	.488	.016	-.267	.000	.385	.016	.188	.370	.371	.378	.258	.483	.371	-.100		
	Staff Discount (in Medication)	-.354	-.882	.228	.220	.328	.488	1.000	.041	-.352	.085	.457	.158	.198	.070	.522	.498	.088	.788	.248	.038		
	Casual Leave	.101	.226	.349	.291	.503	.016	.041	1.000	-.232	.278	.248	.998	-.038	-.005	.048	-.038	.284	-.398	.358	.056		
	Fringe Benefits	.244	-.068	-.089	.810	.002	-.067	-.852	.232	1.000	.144	.187	.038	-.041	-.218	-.244	-.166	.185	-.021	-.244	.008		
	Staff Party	.000	.000	.121	-.107	-.137	.000	.888	.270	.144	1.000	.177	.138	.172	.856	.478	.088	.008	.000	.089	.133		
	Certificate of Appreciation	.224	-.038	.153	.034	.172	.385	.457	.248	.187	.177	1.000	.488	.387	.511	.331	.307	.348	.444	.201	.017		
	Staff Training	.101	.387	.198	-.204	.257	.016	.158	.088	.038	.135	.488	1.000	.585	.421	.296	.195	.284	.189	-.177	-.015		
	Promotion	.448	.161	.418	-.172	.237	.188	.188	-.038	-.041	.172	.387	.585	1.000	.884	.448	.408	.882	.119	-.118	.123		
	Job Rotation	-.152	.110	.208	-.435	.081	.378	.078	-.005	-.218	.456	.811	.421	.344	1.000	.694	.606	-.882	.387	.170	.001		
	Diversion Assignment & Conferences	-.020	-.046	.102	-.381	.085	.371	.522	.048	.144	.478	.331	.296	.448	.694	1.000	.573	.748	.552	-.049	-.106		
Educational Assistance	.181	.065	.418	-.098	-.131	.378	.488	-.038	-.188	.058	.267	.188	.468	.806	.573	1.000	-.027	.297	.057	-.081			
Flexible Working Hours	.274	-.182	.833	.117	.061	.258	.898	.204	.105	.000	.348	.258	.892	-.082	.146	-.327	1.000	.358	.198	-.087			
Health & Wellness Programmes	.181	-.284	-.038	-.118	.054	.463	.788	-.098	-.021	.000	.444	.188	.118	.387	.852	.367	.368	1.000	.187	-.004			
Parent Maternity Leave	-.086	-.177	.427	-.021	.380	.371	.248	.358	-.244	.048	.281	-.177	-.114	.178	.048	.267	.188	.187	1.000	.088			
Organizational Incentive to Reward categories	.067	.084	.110	.028	.003	-.188	.038	.066	.008	.133	.017	-.015	.122	.051	-.106	-.061	-.887	-.084	.088	1.000			
Sig. (2-tailed)	Basic Salary		.248	.337	.056	.378	.117	.383	.204	.108	.588	.128	.384	.088	.220	.448	.185	.278	.311	.332	.367		
	Quarterly Incentive			.337	.319	.450	.418	.321	.122	.364	.500	.441	.329	.364	.288	.408	.600	.183	.093	.183	.328		
	End of year Bonus				.368	.098	.202	.120	.024	.308	.270	.218	.171	.013	.187	.024	.013	.434	.429	.012	.288		
	Gas Allowance					.340	.303	.223	.086	.000	.188	.432	.148	.188	.010	.023	.313	.277	.275	.457	.444		
	Uniform Allowance						.394	.845	.003	.495	.244	.188	.893	.113	.341	.316	.252	.322	.383	.074	.493		
	Health Insurance							.884	.488	.367	.500	.018	.468	.187	.028	.026	.023	.084	.085	.028	.207		
	Staff Discount (in Medication)								.418	.366	.394	.067	.214	.188	.001	.002	.004	.318	.088	.103	.429		
	Casual Leave									.117	.062	.182	.328	.422	.490	.404	.422	.148	.387	.031	.388		
	Fringe Benefits										.232	.171	.424	.417	.133	.106	.188	.267	.457	.108	.484		
	Staff Party											.233	.171	.183	.183	.247	.188	.007	.005	.000	.250		
	Certificate of Appreciation												.171	.183	.043	.058	.003	.043	.068	.034	.089	.153	.466
	Staff Training													.183	.085	.013	.083	.188	.148	.288	.184	.468	
	Promotion														.001	.036	.008	.017	.329	.273	.281	.267	
	Job Rotation															.038	.000	.003	.338	.321	.188	.389	
	Diversion Assignment & Conferences																.000	.001	.228	.001	.401	.286	
Educational Assistance																	.000	.001	.001	.398	.879		
Flexible Working Hours																		.229	.445	.934	.188	.311	
Health & Wellness Programmes																			.001	.001	.001	.402	
Parent Maternity Leave																				.188	.187	.331	
Organizational Incentive to Reward categories																					.492	.371	

a. N=1000

Table 8 presents the reliability statistics for the items that are intended to construct non-monetary variables. A Cronbach alpha of 0.772 indicates that likelihood of the 14 items being suitable and appropriate to construct a single variable called non-monetary rewards.

**Table 8. Reliability statistics for the non-monetary constructs**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.772	0.789	14

Principal Component Analysis will definitely provide absoluteness to the appropriateness of all 14 items that are intended to construct non-monetary rewards. The Kaiser-Myer-Oklin value was 0.605 exceeds the recommended value of 0.6 by Kaise (1970, 1974) and the Bartlett's Test of sphericity (Bartlett, 1954) reached statistical significance (<0.0001), supporting the factorability of the correlation matrix (Table 10)-(see also Hair, Black, Babin, Anderson, & Tatham, 2006).

**Table 9. KMO and Bartlett's Test for items for non-monetary rewards**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.605
Bartlett's Test of Sphericity	Approx. Chi-Square	159.972
	df	91
	Sig.	.000

Table 10. Correlation Matrix for Non-monetary rewards components

## Inter-Item Correlation Matrix

	Health Insurance	Staff Discount on Medication	Casual Leave	Fringe Benefits	Staff Party	Certificate of Appreciation	Staff Training	Promotion	Job Rotation	Overseas Assignment & Conferences	Educational Assistance	Flexible Working Hours	Health & Wellness Programmes	Paid Maternity Leave
Health Insurance	1.000	.498	.016	-.067	.000	.395	.016	.189	.370	.371	.379	.256	.483	.371
Staff Discount on Medication	.498	1.000	.041	-.052	.085	.457	.156	.196	.570	.522	.490	.098	.769	.246
Casual Leave	.016	.041	1.000	.232	.270	.248	.088	-.039	-.005	.048	-.039	.204	-.099	.358
Fringe Benefits	-.067	-.052	.232	1.000	.144	.187	.038	-.041	-.218	-.244	-.166	.105	-.021	-.244
Staff Party	.000	.085	.270	.144	1.000	.177	.135	.173	.456	.478	.058	.000	.000	.049
Certificate of Appreciation	.395	.457	.248	.187	.177	1.000	.488	.307	.511	.331	.307	.349	.444	.201
Staff Training	.016	.156	.088	.038	.135	.488	1.000	.585	.421	.296	.195	.204	.109	-.177
Promotion	.189	.196	-.039	-.041	.173	.307	.585	1.000	.344	.446	.400	.082	.119	-.114
Job Rotation	.370	.570	-.005	-.218	.456	.511	.421	.344	1.000	.694	.506	-.082	.387	.176
Overseas Assignment & Conferences	.371	.522	.048	-.244	.478	.331	.296	.446	.694	1.000	.573	.146	.552	.049
Educational Assistance	.379	.490	-.039	-.166	.058	.307	.195	.400	.506	.573	1.000	-.027	.357	.057
Flexible Working Hours	.256	.098	.204	.105	.000	.349	.204	.082	-.082	.146	-.027	1.000	.350	.198
Health & Wellness Programmes	.483	.769	-.099	-.021	.000	.444	.109	.119	.387	.552	.357	.350	1.000	.167
Paid Maternity Leave	.371	.246	.358	-.244	.049	.201	-.177	-.114	.176	.049	.057	.198	.167	1.000

Table 11 presents the possible items for the construction of a single variable called non-monetary rewards. With all the items having a value of at least 3.5, which is more than the midpoint, they are suitable and appropriate for usage in factor analysis via Principal Component Analysis (PCA).

**Table 11. Descriptive statistics for Non-monetary rewards components**

	Mean	Std. Deviation	N
Health Insurance	4.93	0.262	28
Staff Discount on Medication	4.29	1.013	28
Casual Leave	4.54	0.637	28
Fringe Benefits	4.21	1.197	28
Staff Party	3.00	0.861	28
Certificate of Appreciation	3.86	0.970	28
Staff Training	4.54	0.637	28
Promotion	4.50	0.745	28
Job Rotation	3.61	1.227	28
Overseas Assignment & Conferences	3.54	1.170	28
Educational Assistance	4.50	0.745	28
Flexible Working Hours	4.32	0.905	28
Health & Wellness Programmes	4.43	0.836	28
Paid Maternity Leave	4.64	0.870	28

The 14 items identified in Table 11, above, they can be classified into five sub-scale and these would account for 74.4% of the total variance to assess non-monetary reward indexation (Table 12).

**Table 12. Total Variance Explained for Non-monetary rewards components**

Rotation Sums of Squared Initial Eigenvalues Extraction Sums of Squared Loadings Loadings<sup>a</sup>

Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.456	31.831	31.831	4.456	31.831	31.831	4.072
2	1.819	12.996	44.827	1.819	12.996	44.827	2.936
3	1.734	12.388	57.215	1.734	12.388	57.215	1.839
4	1.361	9.718	66.933	1.361	9.718	66.933	2.193
5	1.050	7.503	74.436	1.050	7.503	74.436	1.689
6	.821	5.867	80.303				
7	.694	4.957	85.260				
8	.600	4.286	89.546				
9	.443	3.167	92.713				
10	.352	2.511	95.225				
11	.260	1.855	97.079				
12	.189	1.348	98.427				
13	.141	1.005	99.433				
14	.079	.567	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

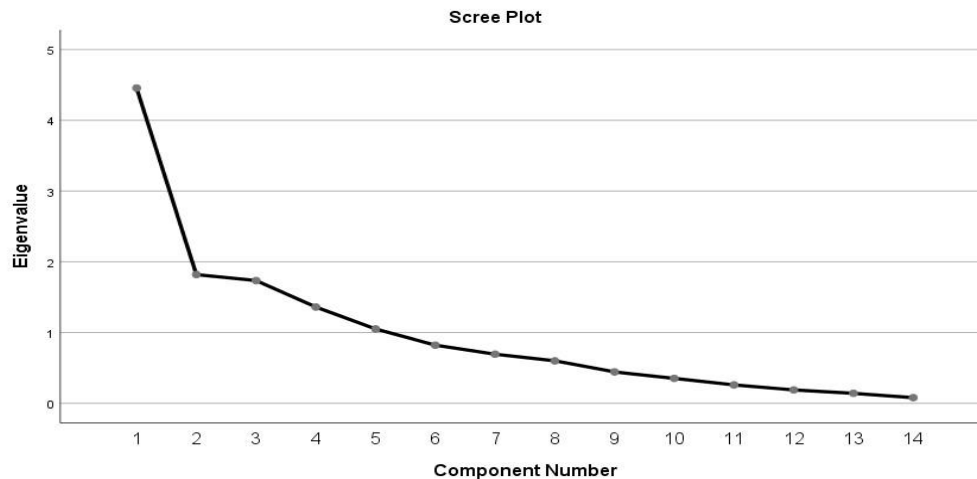


Figure 5. Scree plot of items to assess non-monetary reward variable

The Scree plot (Figure 5) shows that after the fifth component, the curve flattens that means that the other items contribute little or nothing

to the model. The five components are presented in Table 13 and how they are classified.

Table 13. Structure Matrix for the five components to index non-monetary reward construct

Component	1	2	3	4	5
Health Insurance	.716	.200	.330	.020	-.215
Staff Discount on Medication	.866	.278	.124	.277	-.166
Casual Leave	-.033	.077	.735	.191	.263
Fringe Benefits	-.121	.034	.133	-.077	.889
Staff Party	.118	.222	.138	.811	.050
Certificate of Appreciation	.608	.630	.454	.168	.211
Staff Training	.227	.884	.055	.209	.102
Promotion	.311	.809	-.100	.301	-.147
Job Rotation	.671	.521	.004	.726	-.397
Overseas Assignment & Conferences	.707	.526	-.013	.662	-.361
Educational Assistance	.638	.425	-.133	.388	-.401
Flexible Working Hours	.291	.328	.608	-.370	.320
Health & Wellness Programmes	.856	.258	.136	.040	-.024
Paid Maternity Leave	.294	-.161	.717	.001	-.355

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

The 14 items can be classified into five components, and collectively they can be used to construct a single variable called non-monetary rewards (Table 14).

Table 15, the table of Communalities, depicts the communalities for all 14 items that are used to assess the likelihood to constructing a single index called non-monetary rewards. Table 16

shows that no variable was below 0.50. An extraction value that is greater than 0.50 or 50% means that the item is suitable and appropriate for usage in constructing the single index, which in this case is non-monetary rewards. Hence no item that is placed in this study should be excluded from the indexation or construction of non-monetary rewards.

**Table 14. Labeling of factors (factor loading) for the five components to index non-monetary rewards construct**

Component	Organizational benefits I	Career development	Work life balance	Work performance & Recognition	Organizational benefits II
Health Insurance	0.716				
Staff Discount on Medication	0.866				
Overseas Assignment & Conferences	0.707				
Educational Assistance	0.638				
Health & Wellness Programmes	0.856				
Certificate of Appreciation		0.630			
Staff Training		0.884			
Promotion		0.809			
Casual Leave			0.735		
Flexible Working Hours			0.608		
Paid Maternity Leave			0.717		
Staff Party				0.811	
Job Rotation				0.726	
Fringe Benefits					0.889

Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.

**Table 15. Communalities for the items of non-monetary rewards indexation**

	Initial	Extraction
Health Insurance	1.000	0.594
Staff Discount on Medication	1.000	0.782
Casual Leave	1.000	0.727
Fringe Benefits	1.000	0.848
Staff Party	1.000	0.805
Certificate of Appreciation	1.000	0.697
Staff Training	1.000	0.819
Promotion	1.000	0.712
Job Rotation	1.000	0.806
Overseas Assignment & Conferences	1.000	0.770
Educational Assistance	1.000	0.556
Flexible Working Hours	1.000	0.641
Health & Wellness Programmes	1.000	0.828
Paid Maternity Leave	1.000	0.837

Extraction Method: Principal Component Analysis.



Table 16 presents a summary of the disaggregated Cronbach alphas for sub-scales for non-monetary rewards. Most of the items used for assessing non-monetary rewards display relative good-to-excellent internal

consistency, which ranged from 0.484 to 0.802 with only two being less than the estimated reliability estimates ( $\alpha = 0.70$ ) recommended by Nunnally (1967) or  $\alpha = 0.6$  recommended by Nunnally, & Bernstein (1994).

**Table 16. Summary of the Cronbach alpha reliability coefficients for each of the five components to index non-monetary rewards**

Component	Organizational benefits I	Career development	Work life balance	Work performance & Recognition	Organizational benefits II
Health Insurance	0.802 $\approx$ 0.8				
Staff Discount on Medication					
Overseas Assignment & Conferences					
Educational Assistance					
Health & Wellness Programmes					
Certificate of Appreciation		0.668 $\approx$ 0.7			
Staff Training					
Promotion					
Casual Leave			0.484 $\approx$ 0.5		
Flexible Working Hours					
Paid Maternity Leave					
Staff Party				0.599 $\approx$ 0.6	
Job Rotation					
Fringe Benefits					

Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.

Table 17 presents descriptive statistics for each sub-scale/component of non-monetary rewards.

Table 17 was used to determine the rank of each sub-component of the non-monetary reward variable, which are presented in Table 18. There was no statistical difference among

work life balance, organizational benefits, career development and fringe benefits ( $P > 0.05$ ), which means that they are all equal and as such are viewed the same way of the sampled respondents. However, the sampled respondents placed the least importance on work performance & recognition.

**Table 17. Descriptive Statistics for the sub-scale of non-monetary rewards**

	<b>Organizational Benefit1</b>	<b>Career Development</b>	<b>Work Life Balance</b>	<b>Work Performance and recognition</b>	<b>Fringe Benefits</b>
N Valid	31	32	32	30	30
Missing	2	1	1	3	3
Mean	4.3462	4.3646	4.5156	3.2667	4.23
Median	4.6000	4.6667	4.6667	3.5000	5.00
Std. Deviation	.66051	.61847	.55416	.89763	1.165
Skewness	-1.441	-0.598	-1.368	-0.345	-1.751
Std. Error of Skewness	0.421	0.414	0.414	0.427	0.427
95%CI	4.0947-4.5978	4.1334-4.5958	4.3085-4.7228	2.9182-3.6152	3.78-4.69

**Table 18. Ranking each sub-component of the non-monetary reward**

<b>Components</b>	<b>Mean</b>	
Work Life Balance	4.5156	1st
Organizational Benefits	4.3649	
Career Development	4.3462	
Fringe Benefit	4.2300	
Work Performance & Recognition	3.2667	

**Table 19. Paired Samples Test**

Paired Differences		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower Upper		t	df	Sig. (2-tailed)
Pair 1	Organizational Benefit1 -Career Development	.00215	.70037	.12579	-.25475	.25905	.017	30	.986
Pair 2	Organizational Benefit1 -Work Life Balance	-.15376	.75054	.13480	-.42906	.12154	-1.141	30	.263
Pair 3	Organizational Benefit1 - Work Performance and recognition	1.05778	.73040	.13335	.78504	1.33051	7.932	29	.000
Pair 4	Organizational Benefit1 -Fringe Benefits	.15172	1.42794	.26516	-.39144	.69488	.572	28	.572
Pair 5	Work Performance and recognition Work Life Balance	-1.21667	.99342	.18137	-1.58761	-.84572	-6.708	29	.000
Pair 6	Work Performance and recognition -Career Development	-1.05556	.86805	.15848	-1.37969	-.73142	-6.660	29	.000
Pair 7	WorkPerformance_and _rec ognition-Fringe Benefits	-.89655	1.52584	.28334	-1.47695	-.31615	-3.164	28	.004

## Discussion of Results

In the pharmaceutical distribution company being studied, there were more females (63%) who participated in the study than their male counterparts (33%). The grouping of the data via SPSS analysis into five categories accounted for 75% of the respondents. Additionally, the items outlined on the performance index were mathematically perfect to measure the variables. This inference is being made on the premise that Cronbach alpha for majority of items on the index had Cronbachalpha value greater than 70% as recommended by Nunnally (1967) and Nunnally & Bernstein (1994).

The study highlighted organizational benefits as the category of non-monetary rewards that is most significant to employee performance at the pharmaceutical company. Health insurance, offering staff discount on medication, participating in overseas assignment and conferences, provisions for educational assistance and Health and Wellness programmes contributed to this category being deemed the most significant. Cronbach alpha values for these factors were 80%.

Medical care was one of the factors proposed by Orga et al (2018), that if provided actually propels employees to perform. The provision of medical benefits had a significant positive relationship with employee performance. This was synonymous to the findings of Arora et al (2015) who mentioned health insurance as a factor that stimulates employees to perform.

Sadri and Bowen (2011) who examined Maslow's theory highlighted that in addition to fulfilling the regular psychological needs such as provision of a secure working environment, many companies have moved another rung in the ladder. These companies have taken the initiative to offer staff health insurance which they concluded builds employee to employer bonds and heightens work productivity.

Maslow's theory of needs highlights individual's needs for recognition from co-workers and family as it pertains to self-actualization. Atambo (2012) and Arora et al (2015) posited that recognition of employees promoted performance. The same is true for research done by Okwudili (2015) and Nass (2000) who stated that recognition was an efficient intrinsic reward and one that positively drives performance and productivity. This as well as that outlined by Maslow's is contrary to the finding in this study as it pertains to employee recognition. Employees of this pharmaceutical company did not deem recognition as important factor driving their performance. This had very little relation to their performance. Employees gave very little attention to staff parties and job rotation.

Like organizational benefits, employees emphasis on career development is necessary to guarantee strong performance. This category had strong relationship with employee performance. The factors such as training, offering promotions and certificate of Appreciation were valid at measuring the employee performance. This was based on the factors having 70% validity during the factor analysis via SPSS. Arora et al (2015) highlighted that training as a non-monetary tool that was effective at improving employee performance. Orga et al (2018) postulated that training of staff and employee promotion were factors that motivated employees to perform.

It is to be highlighted that the study conducted by Orga et al (2018) was conducted in a company in the manufacturing industry; the same proves to be true based on the findings of this present study in the pharmaceutical distribution company. Employees of this pharmaceutical company value training interventions, being awarded certificates and being promoted. These factors heighten their performance.

Employee work life balance was the most selected category of non-monetary rewards by the employees. Casual leave, flexible hours and paid maternity leave were of high interest to the employees and a strong positive relation to their performance. This finding validates that opined by Abdullah and Wan (2013) that organizations that regard family benefits and holidays as important to employees, are viewed as organizations that are caring. There was no previous research that examined worklife balance and employee performance. As such this finding adds to existing literature that within this pharmaceutical company, employees value worklife balance as an element that drives their performance on the job. Organizational benefits, career development and worklife balance are statistically the same and contribute more to employee performance than recognition.

## CONCLUSION

Non-monetary rewards are very important and do promote employee performance at this pharmaceutical company. The categories and the associated factors constituting non-monetary factors are within the ambit and control of the management team of the company. The management of the organization must address all three (3) categories-organizational benefits, career development and work life balance to guarantee greater performance by employees.

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### Appendix A: Questionnaire

The aim of this survey is to examine the role of selected Non-Monetary Rewards on Employee Performance in this Pharmaceutical Company in Kingston & St. Andrew, Jamaica. Your cooperation in this survey is greatly appreciated and information provided is expected to be as factual as possible. This survey is completely anonymous, and responses derived will only be used for the purpose of this research paper. Thank you for time and consideration.

<b>UNDERSTANDING EMPLOYEE REWARD PREFERENCES</b>
<b>DEMOGRAPHIC</b>
<p><b>1. What is your gender?</b></p> <ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> </ul>
<p><b>2. What is your age?</b></p> <ul style="list-style-type: none"> <li>• 18 -29</li> <li>• 30-39</li> <li>• 40-49</li> <li>• 50-59</li> <li>• 60 and over</li> </ul>
<p><b>3. What is your highest level of qualification?</b></p> <ul style="list-style-type: none"> <li>• Certificate</li> <li>• Degree</li> <li>• Masters</li> <li>• Doctorate</li> </ul>
<p><b>4. Which work sub- unit are you associated?</b></p> <ul style="list-style-type: none"> <li>• Information Technology</li> <li>• Human Resource</li> <li>• Administration Finance</li> <li>• Distribution &amp; Supply Chain</li> </ul>
<p><b>5. Which position best suits your routine duties?</b></p> <ul style="list-style-type: none"> <li>• Clerical/ Administrative</li> <li>• Junior Manager</li> <li>• Senior Manager</li> <li>• Executive</li> <li>• Other</li> </ul>
<p><b>How long have you been working with the Company?</b></p> <ul style="list-style-type: none"> <li>• Less than 1 year</li> <li>• 5 years</li> <li>• 6-10 years</li> <li>• 11-15 years</li> <li>• Greater than 15 years</li> </ul>
<b>UNDERSTANDING EMPLOYEE REWARD PREFERENCES</b>
<b>REWARD PREFERENCES</b>
Please indicate the extent to which the following factors are important to you as a reward. Kindly



indicate your preference on the scale provided by ticking the appropriate box.					
<b>1-Not at all important</b>					
<b>2- Low Importance</b>					
<b>3- Neutral</b>					
<b>4- Important</b>					
<b>5 – Very Important</b>					
<b>MONETARY REWARDS</b>					
7. Basic Salary	1	2	3	4	5
8. Quarterly Incentive	1	2	3	4	5
9. End of year Bonus	1	2	3	4	5
10. Gas Allowance	1	2	3	4	5
11. Uniform Allowance	1	2	3	4	5
<b>NON- MONETARY REWARDS</b>					
<b>Organizational Benefits</b>					
12. Health Insurance	1	2	3	4	5
13. Staff Discount on Medication	1	2	3	4	5
14. Casual Leave	1	2	3	4	5
15. Fringe Benefits (Cellphone/ Motor Vehicle)	1	2	3	4	5
<b>Work Performance &amp; Recognition</b>					
16. Staff Party	1	2	3	4	5
17. Certificate of Appreciation	1	2	3	4	5
<b>Career Development</b>					
18. Staff Training	1	2	3	4	5
19. Promotion	1	2	3	4	5
20. Job Rotation	1	2	3	4	5
21. Overseas Assignment & Conferences	1	2	3	4	5
22. Educational Assistance	1	2	3	4	5
<b>Work Life Balance</b>					
23. Flexible Working Hours	1	2	3	4	5
24. Health & Wellness Programmes	1	2	3	4	5
25. Paid Maternity Leave	1	2	3	4	5
<b>UNDERSTANDING EMPLOYEE REWARD PREFERENCES</b>					
<b>Organization Preference to Reward Categories</b>					
Please indicate which one of the following reward categories has the greatest benefit to enhance your work performance. Refer to the factors above about Reward Preferences. Please tick one box only.					
Monetary Rewards Organizational Benefits Work Performance & Recognition Career Development Work Life Balance					