

THE MOTIVATION EFFECT OF NON-FINANCIAL
INCENTIVES AMONG EMPLOYEES

BY

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A final year project submitted in partial fulfillment of the
requirement for the degree of

BACHELOR OF INTERNATIONAL BUSINESS (HONS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT
DEPARTMENT OF INTERNATIONAL BUSINESS

APRIL 2019

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ACKNOWLEDGEMENT

We would like to express our sincere gratitude to everyone who has contributed their time and efforts by helping us to complete the thesis throughout the duration time. We are appreciative for their kindness in giving us advice, encouragement, recommendation, assistance and thoughtful contribution on every stage in completing this research project.

First and foremost, thousands of thanks to our supervisor, Dr Komathi Munusamy who guided and supervised us patiently and tolerantly. She continually provided timely, insightful and helpful feedbacks which have created a great value to us. She had dedicated her valuable yet precious time and efforts to guide us in completing this research project. Thus, we would like to convey our special thanks to her for assistance, encouragement and guidance.

In addition, we would also like to express our gratitude to University Tunku Abdul Rahman (UTAR) by giving us the opportunity to conduct this research project. We are able to learn and gain more experiences in conducting a research which is beneficial in the future. Next, we also have developed a clearer image of the non-financial incentives affect motivation among employees.

Last but not least, we would also like to express our deepest appreciation to all the respondents who had contributed their time and efforts in filling up the questionnaires. They have given their valuable feedbacks that help us in completing this research project. Besides that, with the assistance and support from the respondents, we have successfully completed the parts of questionnaires.

Thank you.

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LIST OF ABBREVIATIONS

A	Agree
D	Disagree
N	Neutral
SA	Strongly Agree
SD	Strongly Disagree
SPSS	Statistical Package for Social Science

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Appendix I: Independent Variables' Resources

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PREFACE

This research project unit UKMZ3016 Research Project is done by two Bachelor of International Business students in order to complete their degree program. The title of the thesis is “The Motivation Effect of Non-financial Incentives Among Employees”. It is also a project that assembles their intellectual interest and critical thinking among the undergraduates besides their regular responsibilities. This improves the integration of capabilities and abilities of the undergraduates in the application of theoretical elements.

This study is conducted in order to investigate the significance of relationship of the non-financial incentives affect motivation among employees. In this research, the researchers have identified four factors that are recognition, respect, achievement and interesting duties that affect motivation among employees. The emerging number of studies in various parts of the world has given a chance for the researchers to conduct this study in order to understand this area and wider context. Result of the reference for the employees motivated based on the non-financial incentives offered by the organizations or employers.

Finally, with hope, this research study can provide a better understanding on the motivation effect of non-financial incentives among employees.

ABSTRACT

The research intends to investigate the influencing power of Recognition, Respect, Achievement and Interesting duties affect motivation among employees. The target respondents in the study are Malaysians in 2019. In addition, 200 sets of questionnaire were distributed through online by applying non-probability sampling. A total of 200 questionnaires were collected.

The actual data collected will be analyzed using Statistical Package for Social Science (SPSS) version 23. Then, the reliability test and multiple regression analysis are conducted. In this research, result shows that independent variables that are Recognition, Respect, Achievement and Interesting duties have positive relationship with motivation among employees. In addition, this research provides a few reasons that there is significance relationship between both independent variables and dependent variables. Last but not least, the limitations related with this research project were identified and implications for further research were recommended.

CHAPTER ONE

RESEARCH OVERVIEW

1.0 Introduction

Chapter 1 will present an overview of the whole research project. The purpose of this research is to understand the motivation effect of non-financial incentives among employees. It consists of six components of the studies which include the research background, problem statement, research objectives, research questions, significant of the study and conclusion. The first part of the study will start with a research background, problem statement and objectives to give a basic understanding of the overall study. Next, the research questions offer arguments and inquiries which needed to examine for further investigation. The significance of the study will explain the importance and contribution of the study.

1.1 Research Background

In this globalization era today, employees are the main assets of an organization as they played an important role to ensure that the performance and growth of the organizations. Employees motivation is the most critical factor to ensure that the organizations to operate effectively and efficiently. According to Orga, Mbah, & Chijioke (2018), it stated that management recognizes that motivation as a major responsibility nowadays. The motivation of employees is not only restricted to physical and tangible things such as money, but it also extends to intangible things such as psychological factors. It also stated that what motivates is also affected by the situation, it includes the inner drivers, the needs and objectives and goals of people and these things will bring the employees to work to the best of their ability which can be classified as motivational tools. According to Ezewuzie (2008), it stated that financial incentives are no longer the exclusive motivator it was formerly believed to be cited by Orga, Mbah, & Chijioke (2018). Therefore, appropriate non-financial incentives will also be a way to enhance the performance of employees and organizations. Non-financial incentives are the types of rewards that are not one of the parts of an employee's pay. It inspires and engages

the employees in ways that money is incapable of doing. In other words, non-financial incentives are intangible rewards that used in an organization to motivate employees without direct payment in cash or money. According to Maicibi (2007), non-financial incentives that offered or provide to employees are believed in a way that to influence the job commitment either positively or negatively cited by Doreen Kathure (2014). Based on Armstrong (2009), it stated that ‘essentially the notion of total reward says that there is more to rewarding people than throwing money at them’ which cited by Doreen Kathure (2014). Non-financial incentives can make the staff more comfortable on the job as it encourages the staffs to contribute extra effort by developing a deal that addresses a broad of issues.

Today's, organizations and companies must understand the importance of improving employees' motivation. Firstly, motivated employees can lead to an increased productivity and allow the company to achieve a higher level of output. It will also help to increase the reputation of the company. Let's imagine the employee who is not motivated at work and this will probably the employee using the time to desk surfing the Internet for personal pleasure or even looking for others things they are interested. Thus, it will lead to the wasting of the time, energy and resources of the organizations. According to Tahani, Bernard and Ondabu (2015), it stated that the overall success of an organization relies heavily on the motivation to achieve its strategic objectives. If an employee is not motivated, he or she is unlikely to put in little or no efforts on the job or duties. They will even produce low quality of works and even quit the organization if provided opportunities. However, employees who are motivated, they will be determinant, innovative and competent. According to Farooq-E, Sobia and Rafia (2013), it stated that consequently, one of the challenges facing today's organizations is how to make sure that employees are highly motivated. Some of the studies have proved that rewarding employees is one of the best ways to keep employees motivated said by Farooq-E, Sobia and Rafia (2013) and it has been found through these studies that connection between rewards, recognition and motivation of employees are significant to the success of the organization. Motivate employee and reward them in a way of non-financial incentives are significance for them too as it is a type of action that shows the management care about their feelings. Not only that, it will also help to lead to complete the goals of the organization, able to build friendly relationship and leads to stability of the work force. Non-financial incentives to motivate the employees may be a powerful tool especially in public sector. Based on Herzberg 1968, it said that some human resource managers even argue that workers should be given a salary that is sufficient; the motivation for productivity are being induced by other

types of incentives cited by Tahani, Bernard and Ondabu (2015). As Kohn 1998 said that 'pay people well, pay people fairly, and then do everything in your power to take people's mind off of money' cited by Tahani, Bernard and Ondabu (2015). Employees who stay loyal to the organizations, they will speak positively about the organization compared to the new employees. According to Robbins and Judge (2007), it indicated that satisfied employees drive the organization to increase productivity cited by Tahani, Bernard and Ondabu (2015).

Based on the review of Gagne and Deci (2005), it shows that employee with high intrinsically motivated are more involved in their jobs and demonstrate greater effort and goal attainment than those who are less intrinsically motivated. It also stated that, employees with these characteristics suggest that intrinsically motivated employees will respond more actively and positively to HR practices that depend on employees' self-regulated behavior and discretionary effort (Kuvass 2006; Dysvik and Kuvaas 2008). Today's, Performance Appraisal Process is becoming one of the methods used for employees' development. Performance appraisal is very important as it helps to evaluate the employees according to their tasks. It is to ensure that the employees conduct their job or tasks at a required standard according to Liza (2012). Based on to Liza (2012), the performance appraisal system should be up-to-date with the improvement of the companies and to achieve the company's goals. It also stated that, in this Appraisal system, the managers will conduct the employee evaluation according to their work tasks. After that, it will pass to the Human Resource Management and the department will rate for the employees' performance. Moreover, the annual assessment is being conducted to appraise the employees' performance so that the continuous improvement may be affected to meet the demands of changing environment.

1.2 Research Problem

According to Waqas & Saleem (2014), high performance of the organization always links with the high employee engagement and cited by Perera (2017). In the recent economic environment, organization and its management have to take many decisions such as cost cutting, restructuring decision as well as downsizing decision. Simultaneously, the organization and its management have to take the action which helps to motivate and also enhance loyalty of the employees in the organization. Normally, the concept of incentive is one of the first things that easy come to the people mind, which refers to any resources that make an employee desire to do better, try harder and expend more energy when there is the issue of motivation. According to Syptak, Marsland, & Ulmer (1999), fulfilled and motivated employees incline to be more dedicated and productive to the organization and cited by Amare (2016). Furthermore, the organizations should attempt to maintain their motivated employees which in order to improve or enhance employee work performance.

In addition, employees' recognition programs are experimental essentially to motivate the employees to obtain the greatest from employees in every organization in the world. Based on the research, there are a number of recognition programs have been unsuccessful in the organizations. Therefore, the management in the organizations is encouraged to taking steps toward initiating a new recognition system (Shariful, Shahrani, Sahabuddin & Selina, 2013). People play very important roles in an organization. People can play a role as the resource and people can also play a role as the burden in an organization People can be of great advantage for some organizations if people are effectively motivated through recognition. However, the management must analyze the perception, attitude as well as the intelligence of the people of the organization in order to avoid any mismatch (Shariful et al, 2013). Accordingly, there is a mismatch between the general business strategy, human resource function as well as the ability to deal with the any changes in the external environment. One of the issues that often faced by the organizations which are the organizations sometimes getting the wrong person for the wrong position. In addition, many employees always mentioned that organizations are weakening to attract and preserve with potential employees which a declination in between organizational and individual expectations.

According to Pollitt (2011), the role of respect for the employees within the leadership process is become important and respect for employees in the organizations with the purpose

to raise satisfaction in employees and also enhance organizational effectiveness and cited by Sara, Ishak, John, Mohammad & Jomana (2017). According to Rock (2009), it is mentioned that offering opportunities for employees to contribute, satisfy the higher order needs of employees, such as self-expression, self-dependence as well as benefits the employees to sense more respected by the supervisors or managers. and cited by Sara et al (2017). According to Schmidt (2010), there are a number of researchers assume that utilizing participative leadership encourages the employees' implication and also advice the employees to apply the voice and be part of management, which ultimately promotes job satisfaction and cited by Sara et al (2017).

According to the research, the research shows that there are a lot of the researchers have completed research on employee motivation and there is research on financial incentives and non-financial incentives. However, the researchers do not make the connection between employee incentive preferences and the definite needs and organization levels which becomes a gap in that (Ajayi, 2015). There is limited past research on non-financial incentives which compared to financial incentives. Hence, this study will mainly focus on the utilize of non-financial incentives as a motivational tool to drive up employees' job performance basing on the employment levels and needs. Therefore, the effect is achieved by investigating the appropriate employee incentives and incentives that fulfill the varied needs at the varied organizational levels (Amare, 2016).

Moreover, the motivation of employees in the organization which in some certain country is overwhelmed with a myriad of unethical practices. These unethical practices involve bias when motivating employees, discrimination, and favouritism. Management motivates rewards, develops and trains the employees and these make possible to improved productivity of the employees in many organizations. Challenges frequently arise either because those allocated to handle this responsibility are corrupt or might neglect to handle it appropriately. In addition, there are a number of human resource managers in the organizations do not possess the adequate human relations skills necessary to handle such a sensitive responsibility (Orga, Mbah & Chijioke, 2018).

If employee motivation is not given serious attention and more focus from the management of the organization, it might suppress creativity; lead to low productivity, and absenteeism and the organization might have low competitive advantage. All these may

culminate in the low employee productivity as well as invariably poor organizational performance (Orga, Mbah & Chijioke, 2018).

1.3 Research Objectives and Research Questions

The main objective of this research is to replenish the gap that have stated above in the problem statement. Based on the research problem, the following objectives are identified to the main objective to achieve through this research. In order to get more information to achieve the objective of this research, the researchers have conducted the literature review to understand the concept of each variable in this research.

1.3.1 Research Objective

According to the previous research done by other researchers, they have identified some factors of the effect of non-financial incentives on motivation among employees. Non-financial incentives are an independent variable while employee's motivation is a dependent variable in this research. Researchers have extracted some factors of non-financial incentives that affect employees' motivation from the previous research as independent variables in this research. The aim of researchers is to ensure that the relationship of the effect of non-financial incentives on motivation among employees. Therefore, the specific objectives of this research are to find out the relationship of those factors of the effect of non-financial incentives on motivation among employees. The factors of non-financial incentives have extracted from the previous research are recognition, respect, interesting duties and achievement.

1.3.2 Specific Objective

The specified objectives are as below:

- i. To determine the relationship between recognition and motivation among employees.
- ii. To determine the relationship between respect and motivation among employees.
- iii. To determine the relationship between interesting duties and motivation among employees.

- iv. To determine the relationship between achievement and motivation among employees.
- v. To determine the relationship between independent variable and dependent variable.
- vi. To access employees' perception of non-financial incentives in the organization.
- vii. To access types of non-financial incentives valued most by employees of the organization.
- viii. To access non-financial incentives on motivation of employees.

1.3.3 Research Questions

Based on the problem that has been identified in the problem statement lead to create the objectives of this research. In order to conduct this research, researchers have developed few questions as below:

1. What are the relationships between recognition and effect on motivation among employees?
2. What are the relationships between respect and effect on motivation among employees?
3. What are the relationships between interesting duties and effect on motivation among employees?
4. What are the relationships between achievement and effect on motivation among employees?
5. What are the relationships between independent variables and dependent variable?
6. What is the significance of employee motivation?
7. What are the different of non-financial incentives that can be used to motivate employees?
8. How non-financial incentives impact on employees' motivation?

1.4 Research Significance

According to Aamodt (2007), it is being recognized the importance of understanding motivation of employees, because employee motivation directly associated with improvements of employee performances and organizational productivity and cited by Perera, (2017). On the other hand, according to Abassi and Hollman (2000), it is also found that if the organization fails to motivate employees, the result would be high level of employee turnover and cited by Perera, (2017).

One of the important assets to an organization is motivated and committed employees with high levels of job involvement. Keeping employee's motivation, commitment and job involvement up is always satisfying to business as motivated as well as committed employees are more productive. However, higher productivity generally results in higher profits. Employees' motivation is very important to enhancement job performances and productivity. Incentives becomes one of the mechanisms used to achieve utmost employees' performances. Similarly, non-financial incentives also are cost-effective mechanisms to enhance employees' performance. This study has an important endeavour in promoting a good work environment in the workplace and motivations. The result of the research can be used as a starting point to focus on the significance of non-monitory rewards for a better performance at different workplaces. Therefore, organizations shall be in a position to evaluation their non-financial policies.

This research is important to the society as it provides a vision and understanding non-financial motivation and hence contributing to awareness and knowledge. It is also of benefit for students and future researchers through knowledge contribution. There are a lot of the challenges and misconceptions concerning money as a motivator across all levels of employees. A number of managers willing to spend time searching for methods to generate a motivational environment which might be challenging. The study is important to all the employers because it focuses on how to motivate employees in the current weak national economy and where there is no incentive to guide them to perform more than what is expected. This research will be significant to company policy makers in formulating organizational motivation policies by serving them understand as well as suggest non-financial incentive systems in organizations and incorporate it into the company culture. Moreover, the research will also be cooperative to the government as it is directly included in formulating industrial policies & regulations that effect employer-employee relations. In

short, it will help other researchers to do more on the same topic by refining or carrying out in-depth research in the related area of study. Accordingly, the outcome of this study is important in numerous respects.

- It helps the organizations to understand the importance of non-financial incentives in relation with respect, interesting duties, achievement and recognition.
- The study may serve as the benchmark for further studies on non-financial incentives.
- It can also be used as a source of information or document for later use by the Human Resource Department for any further action related to non-financial incentives.

1.5 Conclusion

This chapter outlines the brief overview of the research study. It acts as foundation and introduction of the research project. It clearly defined the research background and problem statement, research objectives, research questions as well as significance of the study. The next chapter will review the literary work that related to this study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

Researchers have finished discussing about chapter one which is to introduce the study. In this chapter, it is about the literature review of the variables from secondary sources. Furthermore, chapter two also enables the researchers to build the theoretical framework, analyze its content and develop the hypotheses. Apart from that, the researchers will develop the theoretical models from the literature review that link between the dependent variable of motivation and the independent variables which are respect, recognition, achievement and interesting duties. This chapter presents the concepts of compensation, motivation and related concepts. It provides a clear information that are related to the specific topic of the study. Herzberg's motivational theory, Maslow's hierarchy theory and McClelland's motivational needs theory were chosen to support the study as it has a direct relevance to the study.

2.1 Review of Literature

2.1.1 Compensation

Motivating employees can be challenging for any organization. In some organizations, financial incentives are enough to get the most out of employees, while in other industries, other types of incentives may be more effective. Compensation is a systematic approach to provide financial or non-financial value to employees in exchange for task performed. Employee compensation is the total amount an employee may expect to obtain when working for an organization.

According to Armstrong (1998), compensation can be used for many purposes and it can be used in recruitment, job performance, and job satisfaction and cited by Amare (2016). Normally, the intention of financial and non-financial incentives is much more similar. There are only slight differences may exist between the financial incentives and non-financial incentives in what these two are planned to accomplish.

A financial incentive is generally awarded for an employee who has completed the job successfully and the employee who is frequently can strive for something. On the other hand, the goal of a non-financial incentive is to typically recompense the employee who is implementing a good job and performance.

2.1.2 Non-financial incentives

Non-financial incentives are the non-cash compensations that are aimed at motivating an employee so that an individual's performance is enhanced in a direction that achieves and also meets the organization objectives and goals (Mukaram, Anam, & Syed, 2016). The main determination of non-financial incentives is to reward associates for excellent and great job performance through opportunities. Non-financial incentives consist of flexible work hours, training, pleasant work environment, as well as sabbaticals.

Differences between financial and non-financial incentives are simple to differentiate. However, in some respects, the impacts on an employee's performance might be a bit more difficult to measure. Of all the different types of incentives, wages are the most common, and the reason why most people work. Non-financial incentives can be just as effective in motivating employee behaviour. Some of the non-financial incentives are flexible working arrangements, provision of extensive training plans, recognition, day off, monthly office theme day to boost morale, rewards (gym), timeout (work on the project out of normal working hours), regular awards event, volunteer work and so on.

Incentives are considered as a technique to show staff appreciation for their hard work, and whilst extra money is often cited as a motivator for employees, it's often the intangible, non-financial incentives which have the most influence on staff morale. Regardless of the benefits which provide to staff, seek to make the workplace an atmosphere where hard work is recognized and rewarded on a regular basis.

People are mainly focused on the usefulness of non-financial incentives in motivating among employees in an organization. According to Keller (1999), non-financial recognition can be very motivating for employees because it helps in building feelings of satisfaction and confidence and satisfaction for every employee in

the organization and cited by Rodrigo (2015). Considering that organizations design and implement reward systems for the purpose of boosting the employees' performance and capacity to understand business objectives and goals through employees' behaviours. It is worthwhile to also examine the benefits of non-financial incentives for organizations.

2.1.3 Theoretical review of incentives and motivation from Herzberg point of view

Motivational theory can assist people to consider the different investments which can be made in people. According to Opu (2008), through the motivational measures of investment in workers which are made nowadays with the expectation of future profits for an organization and cited by Amare (2016). According to Shannon (2005), and motivational theories have been categorized into two main groups which are content theories and process theories and cited by Amare (2016).

The content theories are more focus on the needs of the individual and trying to describe the different factors that contribute to either encouraging or halting a behaviour within that individual. These theories are also appropriately named as "need-based theories". For instance, according to Shannon (2005), Herzberg's Two-Factor Theory (1959), Maslow's Hierarchy of Needs Theory (1954) and McClelland's Needs Theory (1961), these are some of the more well-known theories within this category and cited by Amare (2016).

Herzberg divided these factors into two main categories which are namely hygiene factors (dissatisfiers) and motivators (satisfiers). Under the hygiene factors, the factors already stated working conditions, company policies and administrative practices, salary and benefits, supervision, status, job security, co-workers and personal life while the motivators involve factors such as recognition, achievement, advancement, growth, responsibility as well as job challenge. According to Opu (2008), one set of needs is connected with what a person does but the other is concerned with the situation in which it is done and cited by Amare (2016).

Herzberg's motivation theory becomes one of the content theories of motivation. This research offerings the impact of motivation on job performance

based on Herzberg's theory of motivation. Frederick Herzberg theory is mainly to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. Herzberg initiate that the factors producing job satisfaction and presumably motivation were different from that causing job dissatisfaction. Frederick Herzberg established the motivation-hygiene theory to describe these results. Frederick Herzberg named the satisfiers motivators and the dissatisfies hygiene factors by means of the term "hygiene". Normally, the satisfiers motivators are considered maintenance factors that are essential to prevent dissatisfaction nevertheless that by themselves do not provide satisfaction.

According to John (2003), this theory attempts to describe and clarify the factors that motivate individuals through categorizing and satisfying their individual needs, desires and the purposes pursued to satisfy these desires and cited by Amare (2016). Herzberg's Two-Factor Theory of motivation is known as a two-factor content theory. It is based upon the deceptively simple awareness that motivation could be dichotomized into hygiene factors and motivation factors and is frequently mentioned to as a 'two need system'. Furthermore, according to Hall and Williams (1986), the motivating factors are the six 'job content' factors that include achievement, recognition, work itself, responsibility, advancement, and the possibility of growth work which according to Frederick Herzberg and cited by Amare (2016).

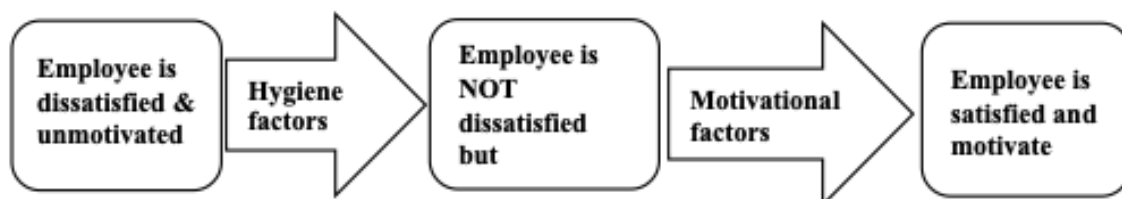
Essentially, the theory distinguishes the factors between intrinsic motivators and extrinsic motivators. On the other hand, the job context factors are the extrinsic factors that the employee as an employee does not have much control over. According to Schermerhorn (2003), the employees concern and relate more to the environment in which people work than to the nature of the work itself which cited by Amare (2016). The two feelings cannot directly be treated as opposites of one another which Hertzberg assume that since the factors causing satisfaction are different from those lead to dissatisfaction. The opposite of satisfaction is definitely not dissatisfaction and there is satisfaction. In the same way, no dissatisfaction is the opposite of dissatisfaction. Hence, Herzberg states that satisfaction and dissatisfaction are not on the same continuum and are therefore not opposites.

According to Herzberg, managers of an organization do not usually motivate employees by rewarding employees' higher wages or salary, more benefits or status

symbols. Relatively, employees are motivated by their own inherent need to accomplish something and achieve objective at a challenging task. The manager's job then is not to motivate employees to become their tasks and objectives achieved. On the other hand, according to Marchington and Wilkinson (2005), the manager should provide and offer opportunities for people to achieve their task so that they will become motivated which cited by Amare (2016). Moving employees through a diversity of jobs, departments or functions is especially an excellent technique to expose the employees to a challenging task. This is very suitable for employees who have been on a job for a long time and are no longer challenged by the job but rather who have a strong need for activities or changes. By open-handed, the opportunity to change a job or works position, the manager has definitely exposed the employees to new challenges and it will enable the employees to put in their best in order to achieve the organization's goals and meet up to expectations of an organization. Therefore, according to Akah (2010), this will build an enabling environment for greater motivation and performance within the organization which cited by Amare (2016).

Herzberg's two-factor theory

Figure 2.1.3 Illustration of Fredrick Herzberg's two-factor theory



The Two-factor theory by Fredrick Herzberg (1964) is also referred to as the motivator hygiene theory and has its investigation based on employee satisfaction in organizations. The theory stated that “hygiene and motivational factors are responsible for satisfaction and discontentment of the employees in the organizations” (Zachary, 2014). Factors for motivation are those aspects on work that lead people in concentrating on performance in the work and also give people the performance standards that are predictable in an organization. According to Carmines, Edward and Richard (1999), factors for motivation are those well thought out to have a direct relationship with the work done and cited by Zachary (2014).

According to Mackey (2007), in Herzberg's theory, there are two sets of factors which are Hygiene factors or motivators factors and cited by Eric (2015). Motivators are defined as intrinsic, Herzberg (1996) summed this up in the phrase "motivation by work itself". On the other hand, hygiene factors represent as extrinsic, these factors relate to the job context which involving working conditions.

According to Viorel (2009), Herzberg states the crucial difference between these factors is that the first psychological growth while the second involves physical and psychological pain avoidance. Hygiene factors can be defined as those job factors which are important for the presence of motivation among employees at the workplace and these are not brought about positive satisfaction for long-term in the future (Edmund, 2013). Moreover, Herzberg states Hygiene factors do not motivate employees, but might lead to dissatisfaction of employees if they are not there. According to Udechukwu (2009), it stated that if they are there generally will increasing satisfaction of employees in an organization.

On the other hand, according to Herzberg (1959), the motivational factors bring about positive satisfaction and employees are more inherent to work cited by Edmund (2013). According to Smith & Shields (2013), the motivators factors are getting people to do the best at work, by motivating employees which improves job satisfaction and it is cited by Eric (2015). This also consist of increasing employees' responsibility and provide opportunities for growth in an organization. The motivators stand for some point of view about the psychological needs that were recognized as supplementary benefits.

2.1.4 Maslow's Hierarchy Theory

According to Abraham Maslow research in 1943 on motivation, desired to understand what really motivates individuals or gives them the drive to do something. Maslow's hierarchy of needs theory states that people have a pyramid hierarchy of needs that the people will satisfy from bottom to top. Abraham Maslow classifies human needs into five levels of the pyramid which mentioned that the hierarchy of needs that individuals go through in life. According to Faiola (2009), starting from mere

physiological subsistence the Maslow hierarchy of needs covers belonging to a social circle to pursuing the talent through self-actualization and cited by Catherine (2018).

According to Maslow (1943) to be able to sit in this layer of hierarchy one must principal the previous needs and the hierarchy of needs was further developed which cited by Suhendro (2018). The theory of hierarchy proposed by Maslow (1943) stresses and points out things that motivate people especially in the work place (Suhendro, 2018). Wages are typically one of the most general motivators toward an employee based on Maslow's hierarchy of needs. However, according to Gabriel (2010), people are not necessarily associated with money and people are essential for the higher levels of needs. According to Maslow, people are motivated to achieve the needs and when one is fulfilled, people pursue to fulfill the others need on the pyramid and so on while one achieves self-actualization which is the top of the pyramid. Maslow's Hierarchy of needs as shown in the diagram below:

Figure 2.1.4 Illustration of the Maslow's Hierarchy of needs



Physiological needs

The most basic needs that are physiological needs which involve water, food, air, clothing, salaries for people and so on. Physiological needs are primary for the human and thus absolutely essential to sustain their life. According to Barrow (2009), another need above the hierarchy will not think about before the physiological needs of people are satisfied cited by Shahrawat and Shahrawat (2017). This becomes a most significant point to note deliberate on that in many organizations and a lot of the

lower level employees fall at this level of the Maslow's hierarchy (Shahrawat and Shahrawat, 2017).

Mulwa (2008) mentioned that Abraham Maslow's hierarchy of needs is established on the premise that human behaviour is motivated by the want to satisfy particular human needs in society cited by Aruma and Melvins (2017). In addition, Rondinelli (1993) states that the basic needs consist of two components of minimum family requirements for consumption which involve adequate food, shelter, household equipment as well as clothing; and necessary community services such as water, sanitation, health services, educational services, public transport services among others in the society which cited by Aruma and Melvins (2017). Essentially, some needs are a benefit and necessary to retain people alive in this society. It shows that if without those needs that life of people will not only be difficult nevertheless the people will also go into extinction in the society.

Safety Needs

Safety needs to handle protection and survival from social disorder, social disturbance, chaotic situations as well as physical dangers in human environment (Aruma & Melvins, 2017). Chaotic situations, social disorder and social disturbance usually intimidate peaceful co-existence and harmonious living of people in many communities in the society (Aruma et al, 2017).

Hope and Timmel (1995) stated that when people beings are really frightened by the social or physical disturbance that the people do not focus on otherwise which other than the safety of people cited by Aruma et al (2017). This tends to point out the uncertainties regarding the people who are in the participating communities in the future. And there are also lead to many consideration in making the people not to be worried about anything regarding the promotion of community development in this society.

In short, an insecure workplace will make the employees feel insecure and harm and they would probably do not perform well in the work tasks or above the expectations. As an alternative, the employees tend to be less motivated and this will affect the employees to look for other job offers in another company.

Social Needs

When people have the perception of safe enough in an environment. The tendency is that the people feel the necessity to categorize and be part of a social organization of family, community, community-based organization and others in this society. Mulwa (2008) mentioned that when people have the perception of reasonably safe, that is when people tend to concern about belonging a social group. And which people can love and be loved in this society which cited by Aruma et al (2017). Anyanwu, Omolewa, Adeyeri, Okanlawon and Siddiqui (1985) stated that love and belonging show the need to be a part of a group. For instance, the family, group of colleagues in a workplace, friendship, social group and others in this society which cited by Aruma et al (2017). Furthermore, love and belonging also help people to have the confidence in making a reasonable decision that facilitates community development in different communities in society.

Social needs often refer to the need for friendships, team togetherness, belonging to associations, clubs or other groups and the need to offer and obtain love. Barrow (2009) stated that social needs which relate to other employees come to the fore compared with the other lower needs have been met before which cited by Shahrawat et al (2017). In short, the supervisors of an organization need to come up with team building activities with the employees to reinforce respect, trust, and also accountability with each other.

Esteem Needs

Esteem needs are the natural that people look for respect and prestige in the human environment. When it is marked that the people perceive secure in the respective social groups in this society. Anyanwu, Omolewa, Adeyeri, Okanlawon and Siddiqui (1985) mentioned that respect and prestige needs are typically pursue when people essentially have the perception of secure in a group in this society which cited by Aruma et al (2017). When people achieve social needs or love and belonging needs by belonging to a family group, social group, group of friends and colleagues, professional group and others. Then, people would tend to seek for self-respect, self-worth, recognition, reputation, status, and others in the respective social groups in this society (Aruma et al, 2017).

Self-respect and prestige needs are general in the need for recognition, reputation, respect and admiration for higher status or position of the people in the community in the society (Aruma et al, 2017). Other than that, the appearance of the need for respect, recognition, status, reputation and others stimulates a desire in people to promote reasonably to community development at the community level in this human society (Aruma et al, 2017).

Employees are focused on all the issues of respect which involve achievement, attention, self-respect, recognition and reputation (Aruma et al, 2017). Employees mostly need the sensation that others will think better of employees or others will value the efforts at the workplace. This is the reason stated that how motivation is critical to excellent employee performance. It focus on non-financial incentives. For instance, recognizing an employee for good performance in presence of the other employees in an organization.

Self-Actualization

Self-actualization is belonging at the top of Maslow's hierarchy model. There are some of the employees constantly reach the self-actualization where employees are prepared to pay much money from the organizations and these employees are less and might involve in the company of the top management or even they can become the director of the company.

Self-actualization needs support people to develop the desire to achieve all the abilities that are undercover from the people. Onah (2015) perceives self-actualization as self-fulfillment is the need to develop a person's full potential cited by Aruma et al (2017). And it is in order to enable the people to become the best that the people are capable of being in the society (Aruma et al, 2017). Onah (2015) states that self-actualization needs also to stimulate people to be more creative in the society with the intention of improving the living conditions in the society cited by Aruma et al (2017). In this perspective, self-actualization needs demand for the expansion of human capacity with the purpose of enhancing the living status of people in the global environment.

The enjoyment of human life is the capability of people to practice the potential innovatively in a powerful and more efficient way. Nevertheless, the challenge of the engaging communities, community invention practitioners as well as relevant stakeholders is to be innovative in this society.

2.1.5 McClelland's Motivational Needs Theory

McClelland's theory is to discuss about further on what are the needs to motivate employees. There have three types of motivational needs theory for David McClelland which are need for achievement, need for power and need for affiliation. McClelland is not same with Maslow, McClelland did not differentiate between any certain transition among the needs. McClelland indicates that some people have higher levels of one need than others.

According to McClelland (1985), McClelland's theory has been defined as the extent to which individuals differ in the need to strive to attain rewards, such as physical satisfaction, praise from others and feelings of personal mastery which cited by Andrews (2017). In addition, Schermerhorn (2003) states that McClelland's theory explores the idea that there are three major needs that working employees in schools irrespective of the level will acquire over their lifetime as a result of the experiences in their career or in their own personal lives which cited by Andrews (2017). Schermerhorn strongly believes that appropriate for managers to understand human behaviour and how people can be motivated, the managers must first understand the needs and inclinations of the employees.

Need for achievement

According to McClelland, Atkinson, Clark, and Lowell (1958) states that the definition of need for achievement as "success in competition with some standard of excellence of the people which cited by Andrews (2017). Specifically, the goal and objective of some individual in the story is to be successful in terms of competition with some standard of excellence. The individual might fail to achieve this goal or objective, nevertheless the concern over competition with a standard of excellence still enables to categorize the goal sought as an achievement goal. Moreover,

according to McClelland and Koestner (1992), when individuals high in achievement needs understanding joy or sadness contingent upon the identifiable outcomes of the efforts which cited by Todd et al (2012).

Similarly, Daft (2008) stated the need for achievement comprises four main areas namely; the desire to accomplish something difficult, attain a high standard of success, master complex tasks and surpass others which cited by Andrews (2017). Normally, individuals who exhibit the need for achievement seek to achieve realistic but challenging goals. Schmidt and Frieze (2007) state that such people will act in ways that will help the people to outperform others, meet or surpass some standard of excellence, or do something unique which cited by Andrews (2017). This describes that an individual's need for achievement is driven by the challenge of success as well as the fear of failure. People need for achievement is moderate and the people set for themselves moderately difficult tasks. In addition, people are analytical in nature and take calculated risks. Such people are motivated to perform when the people see at least some chances of success. It can be deduced from the various definitions that employees with high achievement needs seek to excel in the work and appreciates the recognition of the efforts. People tend to avoid situations where there is only a small gain even though also preventing high-risk situations where failure is a possibility.

Need for power

The need for power represents individuals' desires to be influential. According to McClelland (1961, 1975, 1985), this might show itself it tries to make others behave either as one would like or in an aspect that they might not exist otherwise which cited by Todd et al (2012). Veroff (1992) mentioned that those high power of needs choose to be in a competitive, status-driven situation as well as the active search for the apparel of status cited by Todd et al (2012). However, according to Yamaguchi (2003) that is in order to maintain viable interdependent relationships with others and individuals with high power needs must frequently restrain these desires which cited by Todd et al (2012).

According to Daft (2008), it stated that the need for power is the desire to affect or control others, presence responsible to others and also having authority over others which cited by Andrews (2017). Of course, people who show the need for

power have a desire to be persuasive and need to cause an impact. McClelland maintained that a person's need for power can be one of two types which are personal and institutional. For the people who need personal power want to direct from the others. Person who need institutional power want to establish the efforts of others to further the goals and objectives of an organization. According to McClelland (1965), managers with a high need for institutional power tend to be more effective than those with a high need for personal power which cited by Andrews (2017). Basically, employees with high need for power are persuaded towards influence and control. The employees like to be at the centre and are good orators. Employees are demanding in nature, forceful in manners and ambitious in life. The employees can be motivated to perform if the employees are given key positions or power positions.

Need for affiliation

In the definition of the need for affiliation, McClelland (1961) stated that the need for affiliation is establishing, maintaining or restoring a positive affective relationship with another person and this relationship is most adequately labelled by the word of friendship which cited by Andrews (2017). Therefore, according to Lussier and Achua (2007) which stated that "the need for affiliation is the unconscious concern for developing, maintaining and restoring close personal relationships" which cited by Andrews (2017). According to Daft (2008) also well-defined the need for affiliation as "the desire to form close personal relationships, avoid conflict as well as establish warm friendships" which cited by Andrews (2017).

Robbins (2003) mentioned that affiliation needs have assemble quite less critical scholarly attention than the other two of McClelland's needs theory which is the need for achievement and need for power cited by Todd et al (2012). However, they still ensure discussion with respect to accountability (Todd et al, 2012). Past research distinguished the effect of affiliation on leadership. Definitely, McNeese-Smith (1999) stated a positive relationship between high affiliation needs and allow others to demonstrate in means take for acceptable cited by Todd et al (2012).

In the direction of social interaction, people pass along major information with reference to how to behave. According to Gouldner (1960); Meyer & Allen (1997) mentioned that cope with that people would interchange functional information because the people sense a debt of liability which cited by Todd et al (2012). An

understanding of the expectation associated with not formal accountability for others is well accepted in those high affiliation needs. This is because such people are extremely motivated to cultivate social ties.

2.2 Review of variables

2.2.1 Motivation

Motivation has many different definitions, but it is really important to focus on those that are related to the workplace of the employees. Burton (2012) stated that understanding exactly what motivation is will help managers decide what actions to take to encourage the employees in an organization cited by Perera (2017). The definition of motivation starts with the root word which is motive. Webster's Dictionary describes motive as, something that causes a person to act. Therefore, according to Shanks (2012), motivation can be defined as, the act of providing a motive that causes someone to act cited by Perera (2017). In other words, according to Nancy Shanks, motivation causes someone to act and someone else cannot make someone motivated (Perera, 2017). It is the decision of the people to decide if people are going to be motivated or not. Motivated and unmotivated are not opposites, but instead, there are defining factors that might cause someone to be unmotivated, such as life events and attitudes towards a specific job.

According to Garg and Rastogi (2006), in order to compete effectively in the global marketplace, companies should design jobs so that stress can be reduced, and the motivation and satisfaction of employees and also the performance can be increased and cited by Rozman, Treven and Cancer (2017). According to Bartol and Martin (1998), motivation "energizes behaviour, provides direction to behaviour as well as underscores the tendency to persist" cited by Rozman et al (2017). Furthermore, Islam and Ismail (2008) suggested that motivation is an important part by leading function in influence on others to work toward companies' goals and objectives cited by Rozman et al (2017).

According to Mullins (2005), it is concerned with why people indicate a specific course of action in preference to others, and why the people continue with chosen action, frequently over a long period, and in the face of difficulties and problems cited by Osabiya and Babatunde (2015). Motivation can therefore be supposed to be at the heart of how innovative and productive things become completed within an organization (Osabiya & Babatunde, 2015). It has been recognized that motivation is adapted to the various factors that influence people to behave in certain ways.

Motivation theory helps to examine the process of motivation. It describes the reason that the people at work behave in the way the people do in terms of the efforts of people and the directions the people are taking (Amare, 2016). In addition, it also defines what organizations can do to encourage or motivate people to contribute the efforts and abilities in ways that will further the achievement of the organization's goals or objectives as well as satisfying the people's needs (Amare, 2016). Therefore, the major objective is to gain added value through people in the sense that the value of the output exceeds the cost of generating it by understanding and applying motivation theory.

Unfortunately, the methods to motivation are too frequently underpinned by simplistic assumptions about how it works. Every employee will satisfy themselves according to their different needs to achieve organizational and management goals.

Rabideau (2005) stated that each person is motivated by different things and it is important to know how people are motivated in order to direct motivation towards the realization of organizational goals cited by Perera (2017). Reviewing the theories of motivation benefits people to understand what drives people to initiate action and to engage in certain practices in the workplace. After explaining on each of these processes, it would be possible to comment on the effectiveness of non-financial incentives as a motivational tool. According to Sani (2013), there are numerous theories of motivation which focus on different variables in an attempt to describe motivation in the organizational setting cited by Perera (2017). Each of these theories provides viewpoints that are not necessarily contradictory but complementary.

Types of Motivation

Motivation at work may take place in two methods. First, people can motivate themselves by seeking, finding and carrying out work that satisfies the needs or at least leads people to expect that the goals will be achieved. Secondly, people can be motivated by management through such methods which are pay, promotion, praise and among others.

There are two types of motivation as originally identified by Herzberg et al (1957) and cited by Amare (2016).

- **Intrinsic motivation**

Intrinsic motivation is the self-generated factors that influence people to behave in a specific way or to move in a particular direction. These factors involve responsibility, autonomy, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement (Amare, 2016). It also includes a sense of challenge and achievement, receiving appreciation, positive recognition, as well as being treated in a caring and considerate manner (Osabiya and Babatunde, 2015). According to Guay et al. (2010) intrinsic motivation refers to motivation that is energetic to by individual attentiveness, enjoyable and is usually various from extrinsic motivation which is operated by strengthening eventuality cited by Ali, Li, Huang and Ali (2016).

Deci and Ryan (1985) stated that intrinsic motivation is related to internal tendencies and could affect behaviour without need for using any rewards or incentives cited by Mohammad and Sualp (2015). According to Thomas (2000), usually, presence of intrinsic motivation has a special affirmative effect on employees, it enhances employees concerning about the work, make employees attempting to do the duties at the best ways and it also increase employee's willingness and adherence toward the works cited by Mohammad and Sualp (2015).

- **Extrinsic motivation**

Extrinsic motivation can be defined as what is done to or for people to motivate them. This involves rewards which are increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism (Amare, 2016). Extrinsic motivators might have an immediate and powerful effect, nevertheless it will not necessarily last long (Amare, 2016). The intrinsic motivators which are more concerned about the 'quality of working life' are likely to have a deeper and longer-term effect. This is because intrinsic motivators are inherent in individuals and not imposed from outside. Extrinsic motivation represents as tangible rewards such as salary, bonus, working environment and so on (Osabiya and Babatunde, 2015).

In addition, in additional aspect of extrinsic motivation also contain with the more figurative benefits and profits in relations of customer appreciation and communal endorsement and other community supports (Ali, Li, Huang and Ali, 2016). Appraisal of this dimension imitates an employee want for the satisfaction of public desires from the effort doings. Consequently, extrinsic motivation is disparities with intrinsic motivation (Ali, Li, Huang and Ali, 2016).

2.2.2 Respect

According to Facilitator's Guide (2012), respect can be defined as present in a work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public. Respect is based on showing esteem, care and consideration for others and acknowledging their dignity. Respectful workplace is much more related to a greater job satisfaction, perceptions of fairness, a more positive attitude, improved morale, better teamwork and greater interest in personal development as well as enhanced the relationship with supervisor, staffs, managers and so on stated by Facilitator's Guide (2012). It also stated that the by having a respectful organization, a positive atmosphere can mark by high spirits and work satisfaction for employees.

Company encourage respect with employees will help to reduce workplace stress, conflict and problems according to High Speed Training (2019). The respect of each other can help to improve communication between employees, increase teamwork and able to reduce stress as peace in the workplace. Furthermore, respect can also help to increase productivity, knowledge and understanding between each other. As mutual understanding and respect increasing, the exchange of ideas will rise and it will the knowledge and innovation of the company.

2.2.3 Recognition

Employee recognition as present in a working environment where there is appropriate acknowledgement and appreciation the effort of the employees in a fair and timely manner according to Facilitator's Guide Recognition and Rewards (2012). Recognition includes appropriate and regular financial compensation as well as employees or team celebrations, recognition of years served, and or or milestones reached. Recognition is important in a working environment is because recognition can encourage employees to exceed expectations and able to enhances team success. This, in turn, provides staff with more energy and enthusiasm and a greater sense of pride and participation in their work. Not only that, Facilitator's Guide Recognition and Rewards (2012) also stated that employees who received recognition seems to treat colleagues and customers with courtesy, respect and understanding.

An intrinsically motivated employee will be committed to his or her job to the extent to which the job inherently contains tasks or activities that are rewarding to them. Secondly, the extrinsically motivated employee will be committed to the extent that he or she can gain or receive the external rewards for their job (). It also stated that, to motivate employees in work there must be a need, which the individual would have to perceive a possibility of satisfying through some rewards.

2.2.4 Achievement

Achievement motivation forms to be the basic of life. People who are oriented towards achievement, in general, enjoy life and feeling control. To keep people motivated, it will keep people dynamic and gives them self-respect. The company set moderately difficult but easily achievable organizational goals and targets that will help the employees to achieve the objectives. By having these, it will help to ensure that the employees undertake the tasks or activities that can be achieved by them. Those employees with achievement motivated prefer to work on a problem rather than just leaving the company. It is also seen that achievement motivated employees will be more concerned with their personal achievement.

Employees who need achievement will take responsibility on finding the solutions based on the problem. Employees who seek for challenge tasks, who willing to work hard as well as who has the mental vigor to reach the ultimate goal will have a higher need for achievement in the organizations. Furthermore, achievement motivated employees will get more pay and get faster promoted because the employees are constantly trying to think of better ways on doing their tasks or activities according to O. Venugopalan (2007).

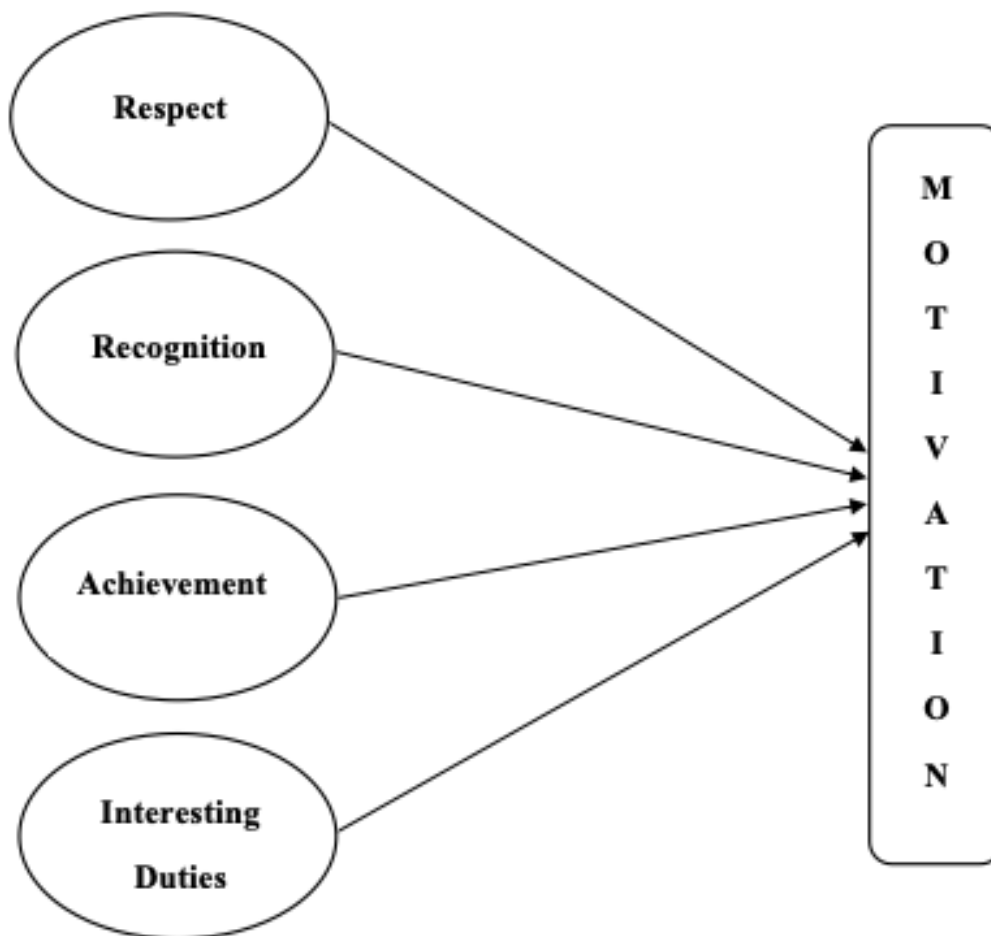
2.2.5 Interesting Duties

Managers often ask about motivating employees. Although managers like to think that money is the most important but it is not. Interesting works for employees is a top motivator for employees in the workplace stated by Louisville Business First (2019).

According to Hirut Tesfaye Amare (2016), it stated that managers do not motivate employees by awarding employees with high wages, more benefits or status symbols. Rather, employees are motivated by their own inherent need to accomplish something at a challenging tasks or interesting works. It also said that moving employees through a diversity of jobs, department of functions is an excellent approach to expose employees to challenging tasks. This moving is very suitable for the employees who have been working for a long time and have no longer challenged by the job.

2.3 Proposed Theoretical or Conceptual Framework

The study of the effect of non-monetary factors on employees' motivation and performance have the following conceptual frame work. Non-Financial Incentives such as Respect, Recognition, Advancement and Interesting Duties help to motivate employees without incurring financial cost. This creates motivation to work more which would increase job performances and goal achievement. Optimal job performances and goal achievements obviously result in higher productivity. Growth in productivity creates more demands for incentives.



Employees would be motivated in terms of how well they are respected, recognized, made achievement and given interesting duties. Consequently, the more employees are motivated, the more their performance boosts.

2.4 Hypotheses Development

2.4.1 Respect

Liker (2003) and Yukl (2010) indicated that participative leadership outstretches the sense of equality and fairness in the organization, which leads feeling more respect cited by Sara, Ishak, John, Mohammad and Jomana (2017). Hart (1995) mentioned that participative leadership aliens with high moral and more respect on motivation among employees cited by Sara, Ishak, John, Mohammad and Jomana (2017).

According to the study of Tore Ellingsen and Magnus Johannesson (2007), it said that a variety of employees' survey suggest that employees want more than just financial incentives and particularly employees want a sort of appreciation from the employers that conveys 'respect' and able to get motivation from work cited by Muhammad and Azhar (2013). Moreover, according to the study of Ijaz, Azhar (2013), a study showed that 47.5% of the respondents suggested that they are receiving respects that lead to high motivation and the same statement is followed by 43.75% who have shown the high satisfaction with the statements cited by Muhammad and Azhar (2013). Most of the employees take care of each other inside and outside of the organization.

According to Weatherly, incentives can be characterized as either financial or non-financial cited by Muhammad, Muhammad, Muhammad and Muhammad (2013). Weatherly (2002) stated that financial incentives submit to touchable, tangible or real items, such as pay, bonuses, promotions and proper recognitions, at the same time non-financial incentives are non-tangible and can be comprised as admire, individual recognitions and respect cited by Muhammad, Muhammad, Muhammad and Muhammad (2013). Chen et al. (1999) and Weatherly (2002) figured out that financial, as well as some non-financial rewards, can be measured extrinsic rewards cited by cited by Muhammad, Muhammad, Muhammad and Muhammad (2013). Therefore, there is a direct relationship between respect and employee motivation.

H1: There is a significance relationship between respect and motivation among employees.

2.4.2 Recognition

According to DeCenzo and Robbins (2010); Haile (2009); Severinsson and Hummelvoll (2001), research shows that both financial and non-financial incentives impact the job satisfaction and motivation of employees cited by Mussie, Kathryn and Abel (2013). Employees are likely to be motivated to improve the performance with non-financial incentives such as employee recognition. Caligiuri et al (2010); Nelson (2005); University of Iowa (2009) mentioned that recognition is the acknowledgement, appreciation, or approval of the positive accomplishments or behaviours of an individual or team cited by Mussie, Kathryn and Abel (2013). According to Gostick and Elton (2007), recognition refers to praise or a personal note acknowledging achievements including small gestures that are important to employees cited by Mussie, Kathryn and Abel (2013).

Deeprise (1994) argued that the motivation of employees and the productivity can be enhanced through providing employees effective recognition which ultimately results in improved performance of organizations cited by Rizwan and Ali (2010). Freedman (1978) is of the view that when effective incentives and recognition are implemented within an organization, favourable working environment is produced which motivates employees to excel in the performance cited by Rizwan and Ali (2010). Employees consider recognition as the feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases efficiency of organizations. Csikszentmihalyi (1990) stated that the state of motivation and satisfaction is achieved by the employees only when employees maximally put the abilities and efforts in performing the activities and functions at work cited by Rizwan and Ali (2010).

A major focus of recognition is to make employees feel appreciated and valued. Research has verified that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative (Baskar & Prakash, 2014). Therefore, there is a need for the employers or the companies to make an effort for showing the appreciation for the contribution of the employees. Therefore, there is a direct relationship between recognition and employee motivation.

H2: There is significance relationship between recognition and motivation among employees.

2.4.3 Achievement

The relationship between achievement and motivation has attracted considerable attention and discussion (Kelvin and Chin, 2018). When organizations review its performances, it uses job satisfaction or motivation as one of the measures. Wu, Tsai and Fu (2013) mentioned that an employee who has a positive attitude toward employees' job will have job satisfaction and a willingness to commit to people organization, thus increasing organizational performance and achievement cited by Kelvin and Chin (2018). Furthermore, Pettit, Goris and Vaught (1997) stated that under reasonable conditions, managers will meet employees' needs to enhance employees' job satisfaction and motivation so that employees will increase the efforts to attain a good organizational performance and achievement cited by Kelvin and Chin (2018). According to Shiu and Yu's (2010), achievement has a significant positive relationship on motivation, which includes financial performance, service performance and behaviour performance. Hence, achievement is positively related to motivation among employees.

Entwistle (1987) stated that if an employee performs excellently and it brings about organizational rewards and as a result, the motivational factor of employees lies in the performance and achievement cited by Rizwan and Ali (2010). Majority of the organizations require the employees to work according to the rules and regulations, as well as job requirements that comply with full standards. According to Ciscel (1974), the investigations that have been conducted to find the relationship between compensation and individuals were focused to increase the performance and achievement of employees cited by Rizwan and Ali (2010). The highly motivated employees become a competitive advantage for any company because the performance and achievement lead an organization to the good accomplishment of its goals.

According to Sirota, Mischkind and Meltzer (2006), Thomason (2006) and Kreitner and Kinicki (2001) stated that there is a positive relationship between achievement motivation and job satisfaction. Furthermore, according to Slocum & Hellriegel (2007) stated that individuals with a need for achievement are more likely to succeed in the organization. The success will come with a much higher salaries,

opportunities, recognition and so on. This in turn will contribute to higher levels of job satisfaction.

H3: There is significance relationship between achievement and motivation among employees.

2.4.4 Interesting Duties

According to Amabile (1993) and Deci and Ryan (1985), these positive impacts might affect employee's activity and make employee able to spend more time in specific and interesting duties to be accomplished well cited by Mohammad & Sualp (2015). Also, Thomas (2000) stated that intrinsic motivation makes employees more energized and accomplished to do the jobs well, when employees feel inherently motivated, employees can avoid work stress cited by Mohammad & Sualp (2015). Therefore, interesting duties has a significant positive relationship on motivation.

Armstrong (2007) stated that a nearer view on how employees are motivated indicates that the more people use rewards to motivate, the more employees tend to lose interest in whatever people had to do to get the rewards cited by Martha and Herbert (2013). The more reinforcing the reward is, the more it erodes intrinsic interest (Martha and Herbert, 2013). Hence, several devices could be used to get employees to do something. However, that is a far cry from making people want to do something in this regard, non-financial incentives apply. When addressing the subject of motivation in the workplace, theorists therefore highlight the value of interesting duties, challenging jobs, feedback, cohesive work teams as well as other non-financial factors as stimulants to motivation which may never be left out. Pfeffer 1998 as quoted by Armstrong (2007) also contends that employees do work for money but employees work even more for meaning in the lives cited by Martha and Herbert (2013). Where there is no meaning of work and there is larger loss of loyalty and commitment and pay should therefore not supernumerary for a working environment high on trust, fun, meaningful work and also interesting duties. In short, money should be used in conjunction with other motivating factors such as interesting duties in order to win the attention of employees.

According to Marcia Smith (2017), interesting duties can be a great motivator. It is because the interesting duties can keep the employees engaged and get interested in their role. Employees in the organization have to overcome the difficulty in their work is much preferable to the boredom of an easy and unchallenging job. Marcia Smith (2013) also stated that the positive effect of interesting duties on motivation the employees would go far if the work tasks or activities are very challenging and impossible.

H4: There is a significance relationship between interesting duties and motivation among employees.

2.5 Conclusion

In this chapter, the researchers have discussed about the literature review on non-financial incentives affect motivation among employees. In addition, the hypotheses are also discussed which are the relationship between dependent variable and independent variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter involves methodology that the researcher will practice through research study. This chapter includes research design, population, sample size and sampling procedure. It gives data collection instruments, procedures and type of sampling techniques as well as summary of the methods used in data collection.

3.1 Research Design

This study used a descriptive research design in collecting the data from respondents so as to identify the effects of non-financial incentives as a motivational tool, the design is preferred because it is concerned with answering questions such as how, what, when and how much. A descriptive study is carefully designed to ensure complete description of the effects of non-financial incentives as a motivational tool and to reduce errors in interpreting the data collected.

Descriptive and analytical study designs were used to assess the non-financial incentives and employee's motivation. The descriptive design presents both qualitative and quantitative tools to employee motivation. The analytical tool was used for identifying the relationship between variables.

3.2 Sampling Design

3.2.1 Target Population

Target population refers to all the members who meet the particular criterion specified for a research investigation (M. H. Alvi 2016). The target population in this study is concentrating on the employees in Klang Valley, Malaysia and foreign employees in Malaysia and foreign countries.

3.2.2 Sampling Frame and Sampling Location

In this study, the 200 respondents were the employees in Klang Valley, Malaysia and foreign employees in Malaysia and foreign countries. Therefore, the sampling location will not be adopted in the specific areas to conduct the survey for this study. Thus, the questionnaires were randomly distributed to 200 respondents from various locations in Klang Valley, Malaysia and foreign employees in Malaysia and foreign countries are through online Google docs survey.

3.2.3 Sampling Elements

The respondents will take part in this survey are referred to those employees who are now working in any industry and those who are staying in the area of Klang Valley, Malaysia and foreign employees in Malaysia and foreign countries. The sampling elements are only limited to those employees and have own financial income. Based on these requirements, the respondents have the ability to respond to the questionnaires accurately.

3.2.4 Sampling Technique

There are two types of sampling techniques that are probability and non-probability. In this study, the sampling technique used in this research was non-probability sampling technique. Non-probability sampling does not attempt to select a random sample from the population of interest (Battaglia, Micheal P., 2011).

Convenience sampling was used to select the target respondents in this study. Convenience sampling is one of the non-probability sampling techniques where the subjects are selected due to their convenient accessibility and proximity to the researchers. The researchers can collect the data where are nearby from the respondents. The advantages of convenience sampling are fast, inexpensive, easy and the subjects are readily available.

Furthermore, judgmental sampling method was also being used in this research. Judgmental sampling can also know as purposive sample and it is a form of convenience sampling that is selected based on the judgment of the researchers as to who will provide the best information to succeed for the study. The advantages of judgmental sampling are low cost, convenience and fast.

3.2.5 Sampling Size

A total of 200 questionnaires were randomly distributed among the working adults according to the judgment process. Questionnaires were distributed outside the shopping malls. Respondents were instructed to answer the questions based on the satisfaction of non-financial incentives that provided by the company. Before distributing 200 questionnaires to the working adults, a total of 30 pilot test samples were conducted.

3.3 Data Collection Methods

Data collection is a term used to describe a process of preparing and collecting data. In this research, both of primary data and secondary data will be used to answer the hypotheses and research question.

3.3.1 Primary Data

According the Business Dictionary.com, primary data is defined as data observed or collected directly from first-hand experience. It is originated by the researcher for the specific purpose of addressing the research problem (Malhotra, 2006). In this research project, the primary data is obtained through survey method. Surveys are the most common method of primary data collection. A structured questionnaire is given to a sample of a population to elicit specific information from respondent. Survey method is able to accommodate large sample sizes at relative low costs and simple to administer (Hair et al., 2006). The survey of this research project took place in Klang Valley, Malaysia whereby 200 of questionnaires were distributed to respondents.

- **Research instrument**

In this research project, self-administered questionnaire is used in this study for conducting the survey. Self-administered questionnaires are considered cheaper and quicker way to surveying a large number of respondents than face to face interviews.

In addition, self-administered questionnaire does not require setting up interview appointment as once the questionnaires are delivered; the respondents are answering at their convenient. Besides that, it does not require the training of a large number of interviewers. According to Hair, Black, Babin, Anderson, and Tatham (2006), selfadministered survey is a data collection technique in which the respondents read and answer the survey questionnaire by his or her own without a trained interviewer.

The questionnaires were developed based on the literature reviewed and examine the effect of non-financial incentives in motivation among employees. Respondents are responsible for understanding all the questions and follow the instruction given to answer the question. Self-administered questionnaires require

careful planning of the instruction and question. The clear instructions are important to guide the respondents to answer the question since the respondents are responsible for answer the questionnaire.

3.3.2 Secondary Data

Secondary data is defined as historical data structures of variables previously collected and assembled for some research problem or opportunity situation other than the current situation (Hair et al., 2006). Secondary data was used in this research to obtain awareness and understand the motivation effect of non-financial incentives among employees. Taking advantages of the internet, we collected data via electronic journal, articles, presentation as well as the general information of companies that ensure availability, interactivity and accessibility for this research.

3.4 Proposed Data Analysis Tool

200 respondents were collected and analyzed and the software used to analyze the data is SPSS system, Statistical Package for the Social Science.

3.4.1 Descriptive Analysis

Descriptive analysis is applied to illustrate the characteristic of sample for respondents. It helps to disclose the general pattern of respondents. For Part A and Part C, the frequency analysis and percentage counts were used to evaluate the data. Frequency was generally obtained for nominal variable like gender. As for Part B, mean test, ranking, standard deviation and variance analysis were used to measure the data that had been collected as interval or ratio scale.

3.4.2 Scale Measurement

Scale measurement is used to check the reliability and validity of the data. Reliability is a test that is seen as being reliable when it can be used by a number of different researchers under stable conditions, with consistent results and yet the results are not varying. Reliability reflects consistency and replicability over time. Reliability has the characteristics of measurement concerning with accuracy, precision and consistency. Cronbach's alpha reliability coefficient is used to assess the reliability of constructs, which including recognition, achievement, respect and interesting duties. Cronbach's alpha was calculated by averaging the coefficients that result from all the possible combination of split halves. A correlation coefficient value is ranging from 0 to 1. The higher the coefficient value the more reliable the data measurement. With the value of 0.6 or less, it indicated unsatisfactory internal consistency reliability.

Table 3.4.2: Rules of Thumb of Cronbach’s Alpha Coefficient Size

Alpha Coefficient Range	Strength of Associations
<0.6	Poor
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 to <0.9	Very Good
0.9	Excellent

Sources: Hair et.al (2003) Essential of Business Research Method. United States of America: John Wiley and Sons.p.172

3.4.3 Inferential Analysis

- **Pearson’s Correlation Analysis**

Pearson’s correlation coefficient was used to measure the degree of linear association between two variables (Hair et al, 2003). In this research, it was used to measure the strength of relationship between independent variables such as recognition, achievement, respect and interesting duties. The Pearson correlation coefficient varies over the value of +1.00 through 0 to -1.00. the higher the correlation coefficient will indicate a stronger relationship between the variables. The correlation coefficient of value is 0 will have the absence of a relationship. Pearson’s correlation analysis was used due to the variable were measured using interval or ratio scales. The dependent variable and independent variable were measured by interval scale.

- **Multiple Regression Analysis**

Multiple regression analysis is a set of techniques for studying the straight-line relationships among two or more variables (NCSS, LC). Standard coefficient (Beta) indicates the relative importance of the independent variables. The higher the value of Beta will have the higher the impact of the predictor on the dependent variable.

Multiple regression method was adopted as there is only one dependent variable and five independent variables.

Multiple regression equation:

$$Y = a + bX_1 + bX_2 + bX_3 + \dots$$

Y = dependent variable

X(s) = independent variable(s)

a, b = constants to be estimated

3.5 Conclusion

Chapter 3 discussed about the methodology used in conduct the research study. The research project has targeted on the respondents surrounding the area of Klang Valley, Malaysia. The survey method was in questionnaire. In addition, the Statistical Package for the Social Science (SPSS) software was used for data analysis.

CHAPTER FOUR

DATA ANALYSIS

4.0 Introduction

In this chapter, results of the questionnaires surveyed respondents' data will be analyzed. Data collected from 200 respondents were analyzed by using Statistical Package for Society Science (SPSS) software. In addition, the elements that will be covered in this chapter include descriptive analysis, descriptive statistic, scale measurement and inferential analysis which consist of Pearson Correlation analysis, Multiple Regression analysis, and ANOVA. To ensure a clearer picture, results obtained will be presented in charts and tables form. Lastly, this chapter is concluded with a summary on the hypothesis findings.

4.1 Descriptive Analysis

4.1.1 General Information

This study consists of a series of 8 questions for the respondents to answer. The questions are gender, age, ethnic group, marital status, highest education level, gross income, working experience and staff category.

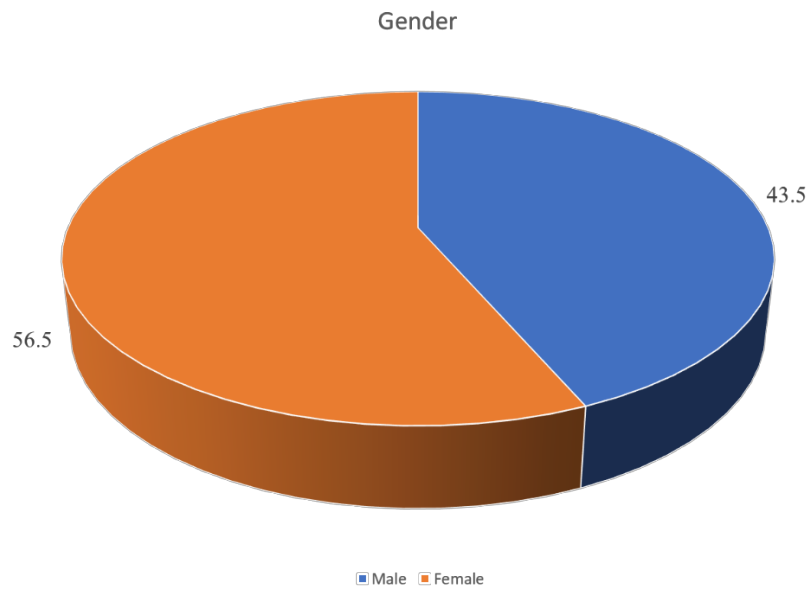
4.1.1.1 Gender

Table 4.1.1.1 Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	87	43.5	43.5	43.5
Female	113	56.5	56.5	100.0
Total	200	100.0	100.0	

Source: Developed for the research.

Figure 4.1.1.1: Frequency of Gender



Source: Developed for the research

According to Figure 4.1.1.1, result shows that the majority of the respondents are female. Female made up to 113 respondents which is 56.5% of the total respondents. The remaining 87 respondents are male.

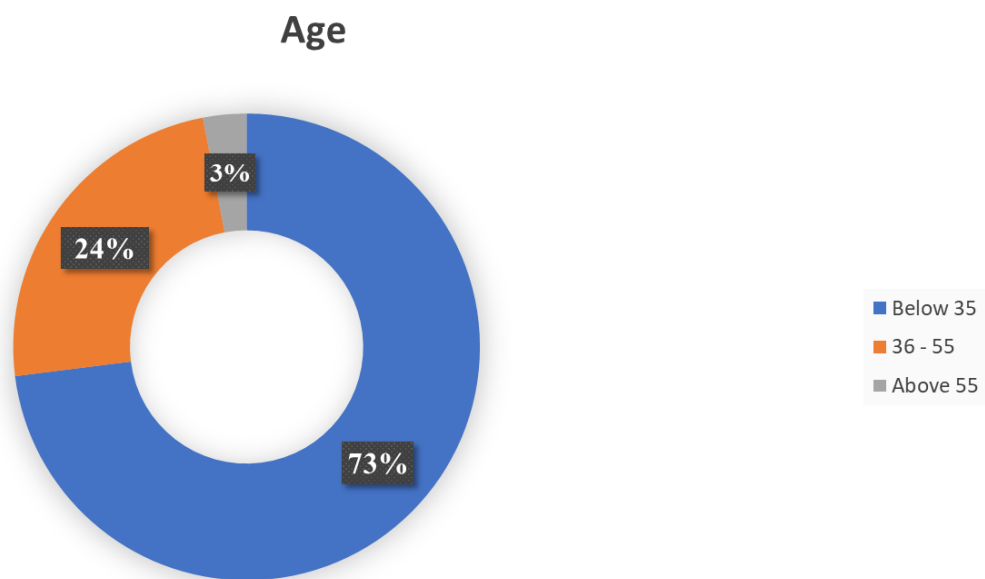
4.1.1.2 Age

Table 4.1.1.2: Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 35	146	73.0	73.0	73.0
36 – 55	48	24.0	24.0	97.0
Above 55	6	3.0	3.0	100.0
Total	200	100.0	100.0	

Source: Developed for the research.

Figure 4.1.1.2: Frequency of Age



Source: Developed for the research

Based on Figure 4.1.1.2, majority of the respondents are below 35 years old. They represent 73% out of 200 respondents. 48 out of 200 respondents are from age 36 to 55 years old, which accounted for 24%. This is followed by the age group of above 55 years old with 3% which accounted for 6 out of 200 respondents.

4.1.1.3 Ethnic group

Table 4.1.1.3 (a): Ethnic group

Ethnic Group	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	35	17.5	17.5	17.5
Indian	31	15.5	15.5	33.0
Chinese	71	35.5	35.5	68.5
Others	63	31.5	31.5	100.0
Total	200	100.0	100.0	

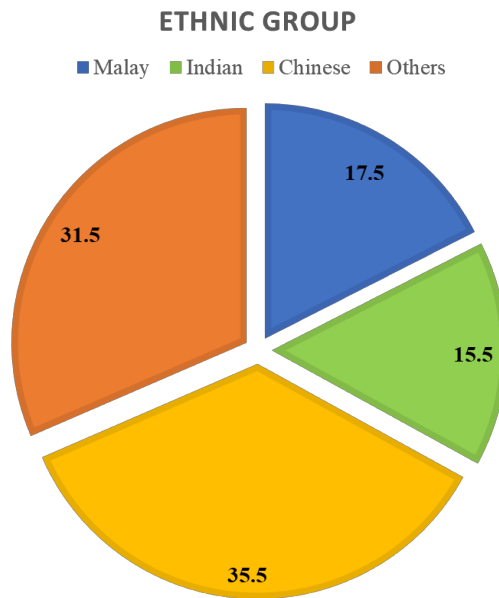
Source: Developed for the research

Table 4.1.1.3 (b): Others ethnic group

Others Ethnic Group	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	137	68.5	68.5	68.5
American	21	10.5	10.5	79.0
Australian	15	7.5	7.5	86.5
Taiwanese	27	13.5	13.5	100.0
Total	200	100.0	100.0	

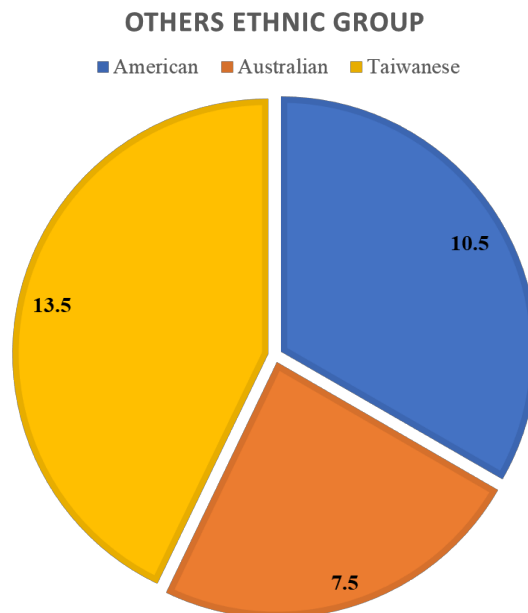
Source: Developed for the research

Figure 4.1.1.3 (a): Frequency of Ethnic group



Source: Developed for the research

Figure 4.1.1.3 (b): Frequency of Others ethnic group



Source: Developed for the research

Based on Figure 4.1.1.3 (a), there are 71 respondents who are Chinese. It represented the highest proportion among the other with 35.5% out of 200 respondents. Meanwhile, there are 35 (17.5%) and 31 (15.5%) respondents for Malay and Indian respectively. Others ethnic group for Americans are made up of 10.5% out of 200 respondents. For Taiwanese, there are 27 respondents which accounted for 13.5%. 15 respondents are from Australian which accounted for 7.5%.

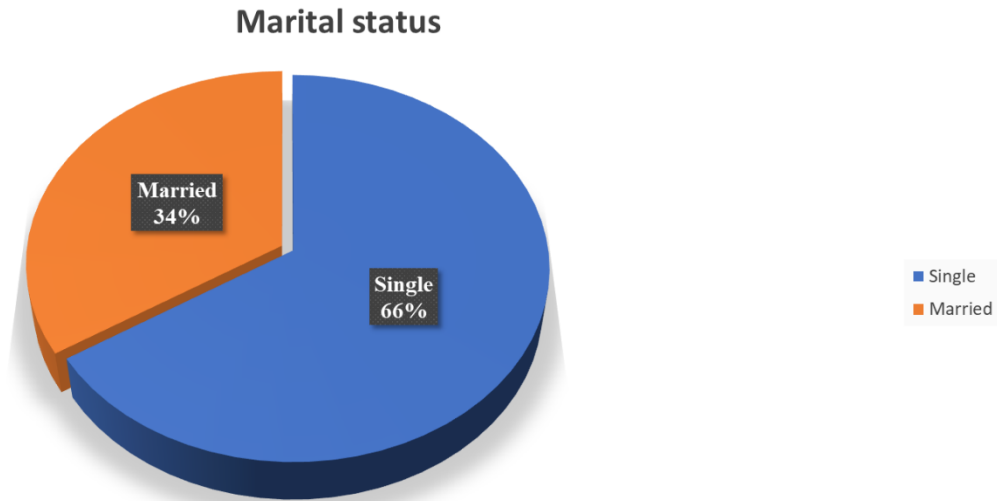
4.1.1.4 Marital status

Table 4.1.1.4: Marital status

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	132	66.0	66.0	66.0
Married	68	34.0	34.0	100.0
Total	200	100.0	100.0	

Source: Developed for the research.

Figure 4.1.1.4: Frequency of Marital status



Source: Developed for the research.

From Table 4.1.1.4, there are 66% of the respondents were single and the remaining 34% respondents were married. The 132 respondents made up the 66% of single respondents. Meanwhile, there is none respondents were in other marital status.

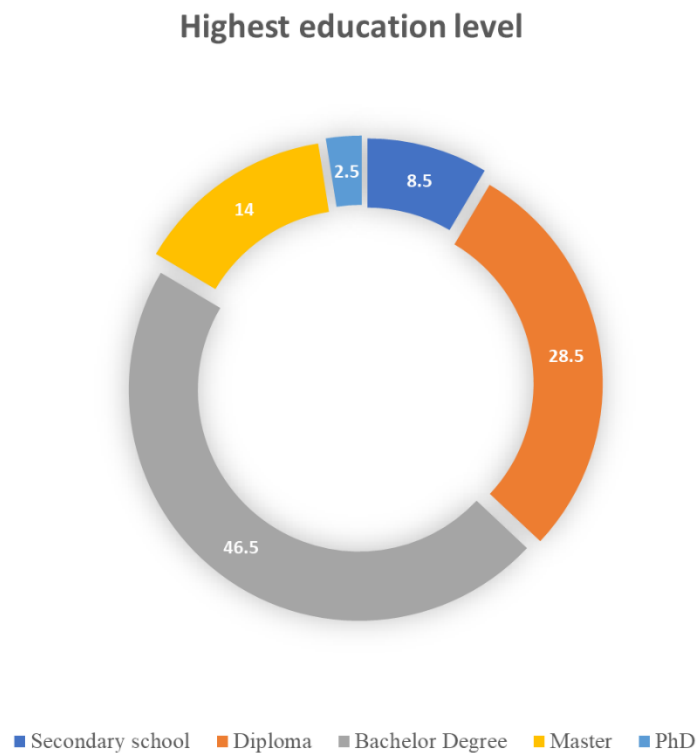
4.1.1.5 Highest education level

Table 4.1.1.5: Highest education level

Highest education level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary school	17	8.5	8.5	8.5
Diploma	57	28.5	28.5	37.0
Bachelor Degree	93	46.5	46.5	83.5
Master	28	14.0	14.0	97.5
PhD	5	2.5	2.5	100.0
Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.1.1.5: Frenquency of Highest education level



Source: Developed for the research

As shown in Figure 4.1.1.5, the majority of the respondents' highest education level are Bachelor Degree, which accounted for 46.5% of the respondents. Furthermore, 57 out of 200 respondents are diploma holder, followed by 28 respondents with Master Degree holder. 8.5% of the respondents are with Secondary school and only 2.5% of the respondents are PhD holder.

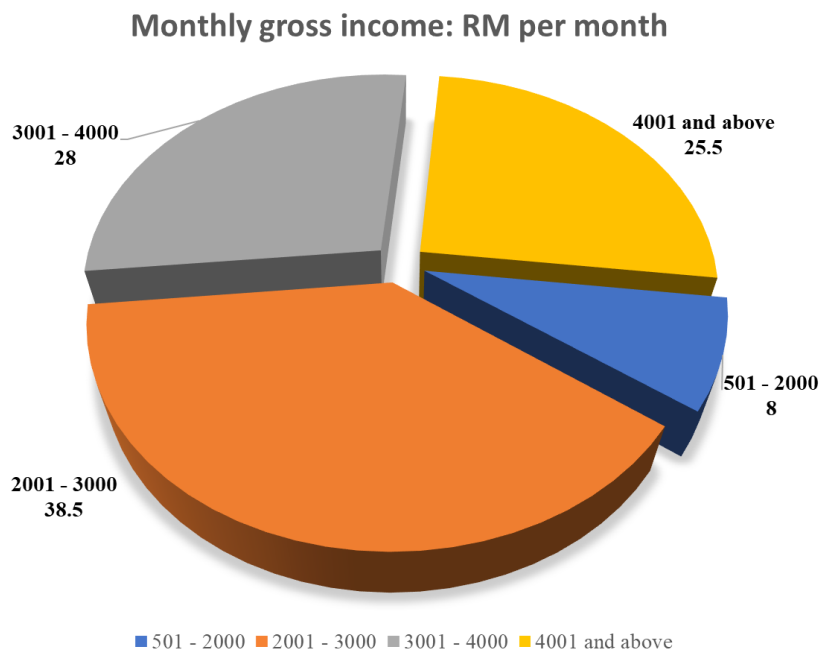
4.1.1.6 Gross income: RM per month

Table 4.1.1.6: Monthly gross income: RM per month

Monthly gross income: RM per month	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 501 - 2000	16	8.0	8.0	8.0
2001 - 3000	77	38.5	38.5	46.5
3001 - 4000	56	28.0	28.0	74.5
4001 and above	51	25.5	25.5	100.0
Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.1.1.6: Frequency of Monthly gross income: RM per month



Source: Developed for the research

According to Figure 4.1.1.6, 38.5% of the respondents obtain a salary range from RM2001 to RM3000. 28% and 8% of the respondents earn between RM3001 to RM4000 and RM501 to RM2000 respectively. 25.5% of the respondents are earning above RM4001.

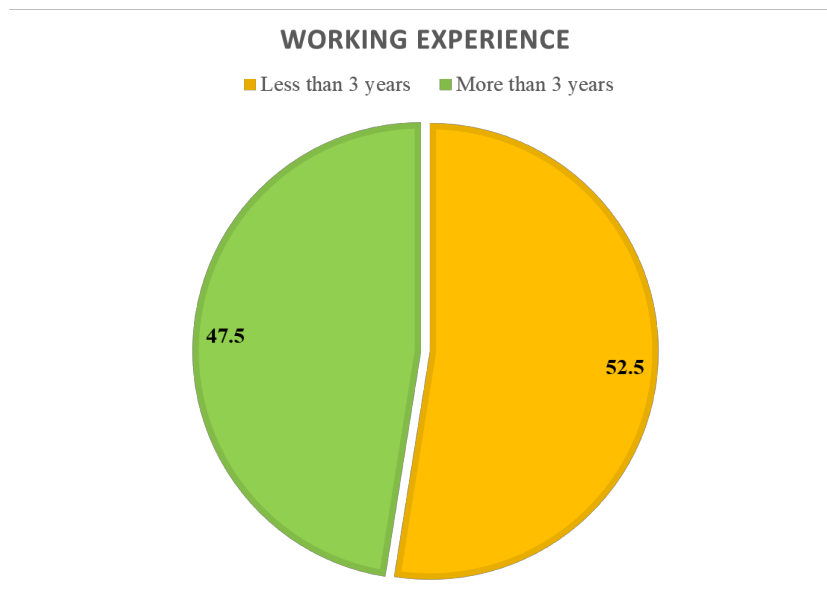
4.1.1.7 Working experience

Table 4.1.1.7: Working experience

Working experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	105	52.5	52.5	52.5
	More than 3 years	95	47.5	47.5	100.0
Total		200	100.0	100.0	

Source: Developed for the research.

Figure 4.1.1.7: Frequency of Working experience



Source: Developed for the research.

Based on the Figure 4.1.1.7, 52.5% of the respondents have less than 3 years working experience. The remaining 95 respondents accounted for 47.5% have more than 3 years working experience.

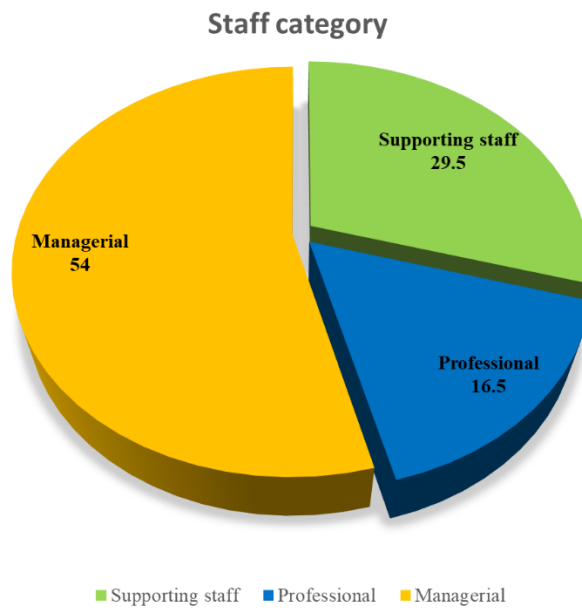
4.1.1.8 Staff category

Table 4.1.1.8: Staff category

Staff category	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supporting staff	59	29.5	29.5	29.5
Professional	33	16.5	16.5	46.0
Managerial	108	54.0	54.0	100.0
Total	200	100.0	100.0	

Source: Developed for the research.

Figure 4.1.1.8: Frequency of Staff category



Source: Developed for the research.

As shown in Figure 4.1.1.8, majority of the respondents are managerial level. They represent 54% out of 200 respondents. 59 out of 200 respondents are supporting staff which accounted for 29.5%. This is followed by the Professional level with 16.5% accounted for 33 out of 200 respondents.

4.1.2 Central Tendencies Measurement of Constructs

In this part, researchers use the result of 200 questionnaires to determine the central tendencies measurement of construct. It involved the independent variables, which are Recognition, Respect, Interesting Duties and Achievement, and the dependent variable, which is Motivation Attributes.

Table 4.1.2: Measurement of Constructs

Variables	N	Mean	Standard Deviation
Recognition	200	3.9650	0.5719
Respect	200	4.2390	0.3839
Interesting Duties	200	3.9070	0.5446
Achievement	200	4.2538	0.3679
Motivation Attributes	200	4.1550	0.4476

Table 4.1.2 shows the result of the mean and standard deviation of the independent variables and dependent variables.

After collecting 200 surveys questionnaires, the result is measured by using Statistical Packaging for the Social Science (SPSS) software. The dependent variable, motivation among employees shows the mean of 4.1550 and the standard deviation of 0.44763. Meanwhile, for the independent variables, achievement has the highest mean among all the independent variables with mean of 4.2538 with the lowest standard deviation of 0.36790. Furthermore, recognition has the mean of 3.9650 and standard deviation of 0.57191, followed by respect with the mean of 4.2390 and standard deviation of 0.38395. Lastly, variable has the lowest mean among the others, with the mean of 3.9070 and standard deviation of 0.54464.

4.2 Scale Measurement

4.2.1 Reliability Analysis Test

Table 4.2.1: Summary of Reliability Test

Variables	No of Items	Cronbach's Alpha
Recognition	6	0.844
Respect	5	0.806
Interesting Duties	5	0.876
Achievement	4	0.724
Motivation Attributes	5	0.731

Source: Developed for the research

The value of alpha coefficient is range from 0 to 1. According to Malhotra (2004), the alpha coefficient below 0.6 portrays weak reliability of the variables. As for alpha coefficient that range from 0.6 to 0.8 is considered as moderate strong. If the coefficient alpha is in the range of 0.8 to 1, it is considered very strong.

In this study, researchers adopted the Cronbach's Alpha in this research to measure the validity and reliability of the variables. There are total of 25 items from 5 different variables including dependent variable and independent variables had run the reliability test to determine the Cronbach's Alpha value.

According to the Table 4.2.1, the results have revealed that the internal reliability of each construct has ranged from 0.724 to 0.876. the Cronbach's alpha of all the variables are more than 0.6. Thus, it indicated that the measurement scale were stable and consistent in measuring the variables. Out of the 5 variables, achievement has the lowest alpha coefficient which is 0.724. Recognition and respect have the alpha coefficient of 0.844 and 0.806 respectively. As for motivation attributes, it has

the alpha coefficient of 0.731. interesting duties has the highest value of alpha coefficient among the 5 variables which is 0.876.

The strength of association for interesting duties is considered excellent according to rules of thumb of Cronbach's Alpha coefficient size. In the other hand, recognition, respect, achievement and motivation attributes have good internal reliability.

4.3 Inferential Analysis

The third objective of data analysis is based on inferential analysis to test the hypotheses. Burns and Bush (2003) indicated that ‘inferential analysis is used to generate conclusion about the population’s characteristic of sample data.’ In this study, the four hypotheses are measured along Pearson Correlation to show how each independent variable will correlate with motivation among employees.

4.3.1 Pearson’s Correlation Analysis

Pearson correlation analysis was used to measure the strength of the linear relationship between two variables. According to correlation coefficient’s rule of thumb, the larger coefficient will show the stronger relationship between the variables being examined.

Table 4.3.1 (a): Rules of Thumb about Correlation Coefficient Size

Strength of Association	Coefficient Range
Very high positive (negative) correlation	0.90 to 1.00 (-0.90 to -1.00)
High positive (negative) correlation	0.70 to 0.90 (-0.70 to -0.90)
Moderate positive (negative) correlation	0.50 to 0.70 (-0.50 to -0.70)
Low positive (negative) correlation	0.30 to 0.50 (-0.30 to -0.50)
Little if any correlation	0.00 to 0.30 (0.00 to -0.30)

Table 4.3.1 (b): Pearson's Correlation Analysis

		Recognition	Respect	Interesting Duties	Achievement	Motivation Attributes
Recognition	Pearson	1	.577**	.614**	.535**	.637**
	Correlation					
	Sig. (2-tailed)		.000	.000	.000	.000
	N	200	200	200	200	200
Respect	Pearson	.577**	1	.567**	.693**	.646**
	Correlation					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	200	200	200	200	200
Interesting Duties	Pearson	.614**	.567**	1	.558**	.632**
	Correlation					
	Sig. (2-tailed)	.000	.000		.000	.000
	N	200	200	200	200	200
Achievement	Pearson	.535**	.693**	.558**	1	.605**
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	200	200	200	200	200
Motivation Attributes	Pearson	.637**	.646**	.632**	.605**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	200	200	200	200	200

The Table 4.3.1 (b) above shows the result of Pearson's Correlation Analysis. It showed all of the independent variables which are recognition, respect, interesting duties and achievement. The independent variables obtain a p-value of 0.000 towards motivation attributes. The highest correlation is fall between the respect and motivation attributes, which $r=0.646$, where it is a moderate positive correlation between them. Meanwhile, followed by the correlation between recognition and motivation attributes, where $r=0.637$. It also shows that it is moderate positive correlation. Furthermore, between interesting duties and motivation attributes shows $r=0.632$ and it is also moderate positive correlation. Lastly, the lowest significant level correlation is fall between achievement and motivation attributes where $r=0.605$ and it is also moderate positive correlation. Overall, there is a positive correlation between the entire dependent variables and the independent variables.

4.3.2 Multiple Regression Analysis

This method is conducted to measure the total variability of the dependent variable that can be explained by the independent variables. The table below show the result by using the multiple linear regression analysis that generated by researchers.

Table 4.3.2 (a): Model Summary

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	.575	.567	.29464

- a. Predictors: (Constant), ACHIEVEMENT, RECOGNITION, INTERESTING DUTIES, RESPECT

According to the Table 4.3.2 (a), the r-value of 0.759 is reflecting that motivation among employees by each of the independent variables (respect, recognition, achievement, interesting duties). The R Square of 0.575 means that 57.5% of the variation of motivation among employees can be explained by respect, recognition, achievement and interesting duties while the remaining 42.5% can be explained by other unknown factors.

ANOVA

Table 4.3.2 (b): ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.947	4	5.737	66.081	.000 ^b
Residual	16.928	195	.087		
Total	39.875	199			

a. Dependent Variable: Motivation Attributes

b. Predictors: (Constant), ACHIEVEMENT, RECOGNITION, INTERESTING DUTIES, RESPECT

According to Table 4.14 above, it shows that the F-value of 66.081 with a significant level of $p=0.000$ which is lower than 0.05. Hence, it proves that the 4 independent variables (respect, recognition, achievement, interesting duties) are working well and fit in explaining the variation non-financial incentives affect motivation among employees in this research.

HYPOTHESES

Table 4.3.2 (c): Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.519	.258		2.011	.046
RECOGNITION	.203	.050	.260	4.075	.000
RESPECT	.292	.081	.250	3.579	.000
INTERESTING DUTIES	.199	.053	.242	3.782	.000
ACHIEVEMENT	.192	.083	.158	2.325	.021

a. Dependent Variable: Motivation attributes

Source: Developed for the research

The new multiple regression equations form as the following:

$$MA = 0.519 + 0.203 (REC) + 0.292 (RES) + 0.199 (INT) + 0.192 (ACH)$$

MA Motivation Attributes

REC Recognition

RES Respect

INT Interesting Duties

ACH Achievement

According to Table 4.3.2(c) above, the estimated toward the motivation attributes of non-financial incentives is at 0.519 point where β_0 is 0.519. Hence, it indicates that the non-financial incentives affect motivation among employees is expected at the point of 0.519 when the points of all the independent variables (respect, recognition, achievement, interesting duties) are set to be in zero value.

4.3.2.1 Implication of Correlation

Hypothesis 1

H0: There is no significant relationship between recognition and motivation among employees.

H1: There is a significant relationship between recognition and motivation among employees.

Reject H0 if $p\text{-value} < 0.05$

According to the Table 4.3.2(c), it shows that the non-financial incentives affect motivation among employees takes an expectation to increase by 0.203 point where β_1 at 0.203 for every point increased for recognition by maintaining the constant of other variables. Furthermore, the p-value is at 0.000, where it is smaller than α at 0.05. This means that recognition has a significant effect to motivate employees. Thus, null hypothesis is rejected.

Hypothesis 2

H0: There is no significant relationship between respect and motivation among employees.

H2: There is a significant relationship between respect and motivation among employees.

Reject H0 if p-value < 0.05

Based on the Table 4.3.2(c), the estimated toward the non-financial incentives affect motivation among employees takes an expectation to increase by 0.292 point where β_2 at 0.292 for every point increased for respect by maintaining the constant of other variables. Furthermore, the p-value is at 0.000, where it is smaller than α at 0.05 which means that recognition has a significant effect to motivate employees. Therefore, null hypothesis is rejected.

Hypothesis 3

H0: There is no significant relationship between interesting duties and motivation among employees.

H3: There is a significant relationship between interesting duties and motivation among employees.

Reject H0 if p-value < 0.05

Based on the Table 4.3.2(c) above, the estimated toward the non-financial incentives affect motivation among employees takes an expectation to increase by 0.199 point where β_3 at 0.199 for every point increased for interesting duties by maintaining the constant of other variables. Furthermore, the p-value is at 0.000, where it is smaller than α at 0.05 which means that interesting duties has a significant effect to motivate employees. Therefore, null hypothesis is rejected.

Hypothesis 4

H0: There is no significant relationship between achievement and motivation among employees.

H4: There is a significant relationship between achievement and motivation among employees.

Reject H0 if p-value < 0.05

According to the Table 4.3.2(c) above, it shows the non-financial incentives affect motivation among employees takes an expectation to increase by 0.192 point where β_4 at 0.192 for every point increased for respect by maintaining the constant of other variables. Furthermore, the p-value is at 0.021, where it is smaller than α at 0.05. This means that achievement has a significant effect to motivate employees. Thus, null hypothesis is rejected.

4.4 Conclusion

Overall, SPSS software has been developed by the researchers to gather and generate the data analysis from the collection of questionnaires. There are 200 respondents participated in this research and all the data were interpreted into the descriptive and inferential analysis. For the descriptive analysis, it is used to analyse the demographic and general information (Part A) of the respondents. Not only that, it is also used to measure the variables' central tendencies by analyse the mean and standard deviation of the variables. Reliability test was also conducted to ensure all the variables are reliable and stable. Meanwhile, for inferential analysis, Pearson's correlation coefficient analysis and multiple linear regression have been developed to analyse the data. All the results and findings will be further discussed in Chapter 5.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

Chapter 5 contains 5 sections that needed to be concluded including the result of descriptive analysis, Cronbach's Alpha test, central tendency, Pearson correlation analysis and multiple regression analysis from the previous chapter. Furthermore, it also outlined the implication of study, limitation of study and recommendation for the future research along with the conclusion.

5.1 Summary of Statistical Analysis

In this section, a summary description of the entire descriptive and inferential analysis that were generated and discussed in chapter four will be provided.

5.1.1 Descriptive Analysis

5.1.1.1 Demographic Profile

According to the data collected in Chapter 4, there are total of 113 female respondents (56.5%) and 87 male respondents (43.5%). Most of the respondents are aged below 35 years old that stand out 146 (35%) of the respondents followed by 48 respondents (24%) from age 36 to 55 years old, 6 respondents (3%) are above 55 years old. For Ethnic group, 71 respondents (35.5%) are Chinese. 35 (17.5%) and 31 (15.5%) respondents for Malay and Indian respectively. Others ethnic group for Americans have 21 respondents (10.5%). For Taiwanese, there are 27 respondents (13.5%) and 15 respondents (7.5%) are from Australian. For marital status, 132 respondents (66%) were single and the remaining 68 respondents (34%) were married. Furthermore, the the respondents' highest education level are Bachelor Degree which have 93 respondents (46.5%), 57 respondents (28.5%) are Diploma holder, 28 respondents (14%) are Master Degree holder and only 17 respondents (8.5%) are graduated from secondary school. According to the income level, 77 respondents (38.5%) with a salary range from RM2001 to RM3000. 56 respondents

(28%) and 16 respondents (8%) earn between RM3001 to RM4000 and RM501 to RM2000 respectively. 51 respondents (25.5%) are earning above RM4001.

5.1.1.2 General Information

From the total of 200 respondents, 105 respondents (52.5%) have less than 3 years working experience while the remaining 95 respondents (47.5%) have more than 3 years working experience. Lastly, majority of the respondents are managerial level which have 108 respondents (54%), followed by supporting staff which accounted for 59 respondents (29.5%) as well as the Professional level with 33 respondents (16.5%).

5.1.1.3 Central Tendencies Measurement of Constructs

Firstly, the independent variable, achievement has the highest mean among all of the variables with mean of 4.2538. The second highest is respect that has the mean of 4.2390 followed by the dependent variable, motivation attributes has the mean of 4.1550. Next, recognition that has the mean of 3.9650 and the lowest mean is interesting duties which is 3.9070.

Meanwhile, the highest standard deviation is recognition with 0.57191 and the lowest standard deviation is achievement with 0.36790. The second highest standard deviation is interesting duties with 0.54464 and followed by motivation attributes with the standard deviation of 0.44763. Lastly, is followed by respect which has the standard deviation of 0.38395.

5.1.2 Scale Measurement

The scale measurement is based on the internal reliability test. There are total of five constructs that contain a total of 25 items that needed to be tested using the Cronbach's Alpha method. This method will be carrying out using the Statistical Packaging for the Social Science (SPSS) system. Based on the result of Chapter 4, the highest Cronbach's Alpha is 0.876 from the independent variable, interesting duties while the lowest Cronbach's Alpha is achievement which is 0.724. the second highest value is recognition by 0.844 followed by respect which consists of Cronbach's Alpha with 0.806. Lastly, the dependent variable, motivation attributes has the Cronbach's Alpha of 0.731. In short, the entire test is reliable and accurate as the value of Cronbach's Alpha of every variable is above 0.6.

5.1.3 Inferential Analysis

5.1.3.1 Pearson's Correlation Analysis

According to the result in Chapter 4, all the independent variables are having relationship with the dependent variable, motivation attributes. The result showed that the highest correlation value is the relationship between respect and motivation attributes with the value of 0.646. Meanwhile, the lowest correlation value fall between achievement and motivation attributes with the value of 0.605. Furthermore, the correlation value of recognition and motivation attributes is 0.637, followed by the correlation value of interesting duties and motivation attributes with the value of 0.632.

5.1.3.2 Multiple Regression Analysis

According to chapter 4, the Table 4.3.2 (a) shows the R Square at 0.575 which have the value implies 57.5% of the non-financial incentives affect motivation among employees is influenced by respect, recognition, achievement and interesting duties.

Furthermore, Table 4.3.2 (c) is the output of multiple regression analysis coefficients, shows all of the variables. Respect, recognition, achievement and interesting duties shows the significant relationship with dependent variable, motivation among employees. Achievement shows a significant relationship with

0.021 and the remaining variables including respect, recognition and interesting duties are 0.000.

On the other hand, the table also shows that the Beta value for the independent variable, respect has the strongest Beta value with 0.292 and that having the strongest impact on the dependent variable. The least strong variable is achievement with only Beta value 0.192 that having a least impact on dependent variable, motivation attributes.

The multiple regression equation is as follows:

$$MA = 0.519 + 0.203 (REC) + 0.292 (RES) + 0.199 (INT) + 0.192 (ACH)$$

MA Motivation Attributes

REC Recognition

RES Respect

INT Interesting Duties

ACH Achievement

Based on the linear equation above, the results showed that there are positive relationships among the 5 constructs. Four hypotheses were tested. All were supported with the significant level less than 0.05. Thus, H1, H2, H3 and H4 were supported.

5.2 Discussion of the major findings

The main purpose of this research is to study the non-financial incentives influence motivation among employees. Furthermore, researchers will also provide discussions on major findings to validate the research objectives and hypotheses.

Table 5.2: Summary of the Result Hypotheses Testing

Hypotheses	Value score	Determination
H1: There is a significance relationship between recognition and motivation among employees.	P=0.000 (P<0.05) B=0.000	Supported
H2: There is a significance relationship between respect and motivation among employees.	P=0.000 (P<0.05) B=0.000	Supported
H3: There is a significance relationship between achievement and motivation among employees.	P=0.000 (P<0.05) B=0.021	Supported
H4: There is a significance relationship between interesting duties and motivation among employees.	P=0.000 (P<0.05) B=0.000	Supported

Source: Developed for the research

5.2.1 Respect affect motivation among employees

Research Objective 2: To examine the impact of respect affect motivation among employees.

Research Question 2: Does respect affect motivation among employees?

H2: There is a significance relationship between respect and motivation among employees.

Based on Pearson correlation analysis, respect is significantly correlated with the value perception ($r=0.000$). Furthermore, the multiple regression analysis indicates that respect is affecting the motivation among employees positively ($p=0.000$). Therefore, the hypotheses (H2) is accepted as there is a significance relationship between respect and motivation among employees.

Based on the study of Tore Ellingsen and Magnus Johannesson (2007), it said that there is a variety of employees' survey suggest that employees want more than just financial incentives and particularly employees want a sort of appreciation from the employers that conveys 'respect' and able to get motivation from work cited by Muhammad and Azhar (2013). Furthermore, according to the study of Ijaz, Azhar (2013), a study showed that 47.5% of the respondents suggested that they are receiving respects that lead to high motivation and the same statement is followed by 43.75% who have shown the high satisfaction with the statements cited by Muhammad and Azhar (2013).

5.2.2 Recognition affect motivation among employees

Research Objective 1: To examine the impact of recognition affect motivation among employees.

Research Question 1: Does recognition affect motivation among employees?

H1: There is a significance relationship between recognition and motivation among employees.

Based on Pearson correlation analysis, recognition is significantly correlated with the value perception ($r=0.000$). Furthermore, the multiple regression analysis indicates that recognition is affecting the motivation among employees positively ($p=0.000$). Therefore, the hypotheses (H1) is accepted as there is a significance relationship between recognition and motivation among employees.

According to Deeproose (1994), it supported that the motivation of employees and the productivity can be enhanced through providing employees effective recognition which ultimately results in improved performance of organizations cited by Rizwan and Ali (2010). Another study showed Deeproose (1994) argued that the motivation of employees and the productivity can be enhanced through providing employees effective recognition which ultimately results in improved performance of organizations cited by Rizwan and Ali (2010).

5.2.3 Achievement affect motivation among employees

Research Objective 3: To examine the impact of achievement affect motivation among employees.

Research Question 3: Does achievement affect motivation among employees?

H3: There is a significance relationship between achievement and motivation among employees.

Based on Pearson correlation analysis, achievement is significantly correlated with the value perception ($r=0.021$). Furthermore, the multiple regression analysis indicates that achievement is affecting the motivation among employees positively ($p=0.000$). Therefore, the hypotheses (H3) is accepted as there is a significance relationship between achievement and motivation among employees.

According to Sirota, Mischkind and Meltzer (2006), Thomason (2006) and Kreitner and Kinicki (2001) said that there is a positive relationship between achievement motivation and job satisfaction. Moreover, based on Slocum & Hellriegel (2007) stated that individuals with a need for achievement are more likely to succeed in the organization. The success will come with a much higher salaries, opportunities, recognition and so on. This in turn will contribute to higher levels of job satisfaction.

5.2.4 Interesting duties affect motivation among employees

Research Objective 4: To examine the impact of interesting duties affect motivation among employees.

Research Question 4: Does interesting duties affect motivation among employees?

H4: There is a significance relationship between achievement and motivation among employees.

Based on Pearson correlation analysis, interesting duties is significantly correlated with the value perception ($r=0.000$). Furthermore, the multiple regression analysis indicates that interesting duties is affecting the motivation among employees positively ($p=0.000$). Therefore, the hypotheses (H4) is accepted as there is a significance relationship between interesting duties and motivation among employees.

Marcia Smith (2013) also stated that the positive effect of interesting duties on motivation the employees would go far if the work tasks or activities are very challenging and impossible. Another study from Marcia Smith (2017), interesting duties can be a great motivator. It is because the interesting duties can keep the employees engaged and get interested in their role. Employees in the organization have to overcome the difficulty in their work is much preferable to the boredom of an easy and unchallenging job

5.3 Implications of the Study

5.3.1 Managerial Implications

The reason to conduct this research is to find out the factors that are recognition, respect, achievement and interesting duties are having significant relationship with motivation among employees. This is important as it can help the employers and organizations to have a better understanding on what motivates employees. Thus, it can help to strengthen the relationship of employers with employees.

In this research, the statistics shows that all the variables including respect, recognition, achievement and interesting duties are having significant relationship on affecting the motivation among employees. Based on the independent variable, respect, managers can always use the word 'please' and 'thank you' in the workplace to show respect to the employees. By building respect in the workplace can be a powerful source of benefits for the business, managers as well as the employees. A respectful workplace able to provide a mentally healthy and happy workforce to ensure the workplace can provide happiness among employees, reducing the risks of injustice, turnover and so on. Thus, employees will feel valued and valuable when the organization or top management respect the employees.

For recognition, managers should give positive feedbacks on the work of the employees have done and will motivate them to done the work perfectly. Employees respond to appreciation expressed through recognition of their good work because it confirms their work are valued by others. When employees and their work are valued, their satisfaction will increases following increases the productivity too. Thus, employees are motivated to maintain and improve their good work.

Thirdly, through achievement, employees can increase in productivity in the workplace. Not only providing achievement to the employees, it will make employees much happier and they will also get engaged in their work. When achievement is place, employees will get to work harder to achieve the organizational goals and objectives.

Lastly, interesting duties can always motivate employees. Interesting duties offered by the organizations are able for employees to perform different types of activities and tasks. So that, the employees will not feel bored in doing the same things every day. Interesting duties are able to broaden the skills of employees as they exposed to different functional areas of the organizations. Thus, employees will retain their talents as they foster learning opportunities.

5.4 Limitations of the study

In this research, there were few limitations and shortcoming when conducting this research. To overcome the limitations, recommendations are regarding for respective research areas. Those recommendations enable appropriate and reliable data and information for future research study.

Firstly, the major limitation of the research was just having the sample size of 200 respondents who were successfully involved and took part this research. In this case, the actual study will have some divergence with the previous research that carried out by the researchers as the results in this research may not represent the total population of Malaysian nation and foreigners.

Besides that, most of the respondents who took part in this research is Chinese. Thus, it will influence the result of the motivation among employees as people in different races would have different background. In this case, it will lead to different types of non-financial incentives will affect different types of races of employees. Therefore, the majority of Chinese who took part in this research will enforce the result of non-financial incentives.

Last but not least, the last limitation of this research is having limited independent variables. Even though the result of R-square in this research is 0.575 but this research still need a lot of improvement. Not only that, there are four independent variables involved in this research and all of these variables, recognition, respect, achievement and interesting duties cannot represent as the main independent variables which will affect the motivation of employees. However, there are still have many other independent variables that will influence the employees motivation towards non-financial incentives.

5.5 Recommendation

According to the limitations above, the 200 respondents representing the whole people who are staying or working in Klang Valley, Malaysia and these 200 respondents are considered small sample size and it has limited the research outcome. To make sure and guarantee the results collected from the respondents would have greater impact non-financial incentives on motivation among employees, the future research should be conducted to collect more sample size of respondents. Thus, the data for more sample size is collected can be more achievable.

Furthermore, Chinese represent the majority number of respondents in the current research. Chinese cannot represent the whole races and it would be recommended the other races of population to involved and took part in the research as the more equality among different races would have different point of view and it will also be more persuasive as well as more accurate in the research.

Last but not least, there are only four independent variables involved in this research. It included recognition, respect, achievement and interesting duties. However, there have many other independent variables affect the motivation of employees. Thus, it should be included more other variables in future research such as working environment and so on in order to have a better understanding on the effect of non-financial incentives on motivation among employees.

5.6 Conclusion

In this research, there have four independent variables are significant. It shows that the four variables are having significant relationship with non-financial incentives affect motivation among employees. In addition, it can help the employer or organizations to have a better understanding the non-financial incentives to motivate employees. Thus, they can gain improvement through the understanding of motivation of employees.

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APPENDICES

Appendix I: Independent Variables Resources

Item	Original Item	Adaptation Item	Adapted From
Recognition	1) Your contribution is recognized and compensated for that.	1) I think my contribution to the company must be recognized and compensated.	(1) , (2) & (3) Hirut Tesfaye Amare (2016)
	2) Satisfaction with the job relationship you have with your immediate supervisors.	2) I think I am satisfied with the job relationship I have with my supervisors.	(4), (5) & (6)
	3) Satisfaction with the job relationship you have with your colleagues.	3) I am satisfied with the job relationship I have with my colleagues.	
	4) My supervisor gives me sincere and effective feedback about my work performance.	4) My supervisor gives me sincere and effective feedback about my work performance.	
	5) I feel recognized for the work I do.	5) I feel recognized for the work I do.	
	6) I feel valued and appreciated at my workplace.	6) I feel valued and appreciated at my workplace.	
Respect	1) The word 'please' and 'thank you' is used by your immediate supervise while communicating	1) I think the word 'please' and 'thank you' should use by supervisor when they are communicating	(1), (2), (3), (4) & (5) Hirut Tesfaye Amare (2016)

	<p>with you.</p> <p>2) The word 'please' and 'thank you' is used by your immediate supervise while communicating with the whole staff on the occasion of meetings and the like.</p> <p>3) Immediate supervisor shows direction ahead of time with due respect to your opinion.</p> <p>4) Immediate supervisor communicates in a friendly manner.</p> <p>5) Share responsibility equally with immediate supervisor : having a sense of 'we'.</p>	<p>with me.</p> <p>2) I think the word 'please' and 'thank you' should use by supervisor when they are communicating with the staff on the occasion of meetings.</p> <p>3) I think supervisor should direct me ahead of time and respect my opinion when carrying out my tasks.</p> <p>4) I think supervisor should communicate in a friendly manner.</p> <p>5) I think the leader of the company should share responsibility equally with supervisor to have a sense of 'we'.</p>	
Achievement	<p>1) The organization kept a reference document in relation with your</p>	<p>1) I think the company should keep a reference of document with</p>	<p>(1), (2), (3) & (4) Hirut Tesfaye Amare (2016)</p>

	<p>successful accomplishment.</p> <p>2) Awarded a certificate for a successful contribution.</p> <p>3) Received reward after your immense contribution towards meeting organizational objective.</p> <p>4) Better status and designation contributes as a result of better contribution.</p>	<p>my successful accomplishment.</p> <p>2) I think I should be awarded a certificate for my successful contribution.</p> <p>3) I think I should received reward after my immense contribution towards meeting organizational objective</p> <p>4) I think I should have a better status and designation contributes as a result of better contribution.</p>	
Interesting Duties	<p>1) The frequency that you are performing different activities.</p> <p>2) Feeling board to execute same job.</p> <p>3) The recurrence that you have appreciated your day to day activities.</p> <p>4) Satisfaction in handling a job that is challenging.</p> <p>5) Satisfaction in</p>	<p>1) I think I have the opportunities to perform different activities or tasks.</p> <p>2) I think I will not feeling bored to execute the same job or duties.</p> <p>3) I think I am appreciated with the job repeatance that I done every day.</p> <p>4) I am satisfied on hadling the job or</p>	<p>(1), (2), (3), (4) & (5) Hirut Tesfaye Amare (2016)</p>

	handling your responsibility by your own without your supervisor's interference.	duties that are challenging. 5) I am satisfied on handling the responsibilities by my own without my supervisor's interference.	
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Appendix II: Survey Questionnaire



Questionnaire Survey

**UNIVERSITY TUNKU ABDUL RAHMAN FACULTY OF ACCOUNTANCY AND
MANAGEMENT (FAM)**

BACHELOR OF INTERNATIONAL BUSINESS (HONS)

FINAL YEAR PROJECT

Dear respondents,

A Survey on the effects of non-financial incentives in motivation among employees

We are the students of Bachelor of International Business (Hons) from University Tunku Abdul Rahman (UTAR). Currently, we are conducting a survey for our final year project entitled “**The Motivation Effects of Non-Financial Incentives among Employees**”. The main objective of this research is to examine the effects of non-financial incentives in motivation among employees.

You are selected as a representative of a sample; your cooperation is highly valued. Please do not discuss with others since there is neither right nor wrong answer. In addition, it is the most important for you to answer all the questions on this survey sheet. The questionnaire that you have completed and personal information is “private and confidential”. Please answer each question honestly.

This survey contains only three sections, which should take you 5 minutes to complete. Again, we would thank you for your valuable time and cooperation.

Members’ information:

Name	Student ID
1. LIM WEI LING	15UKB04363
2. WONG LAI CHING	15UKB06355

SECTION A: Motivation attributes

Respondent are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale response frameworks. Please CIRCLE one answer indicates the extent to which you agree or disagree with each of the following statements.

1	2	3	4	5
Strongly disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly agree (SA)

	Statements	SD	D	N	A	SA
1.	I feel motivation in the company is very important.	1	2	3	4	5
2.	Management should care about employees on both professional and personal levels.	1	2	3	4	5
3.	I think management should show a genuine interest in motivating employees.	1	2	3	4	5
4.	Financial gain is no longer a primary motivator for me.	1	2	3	4	5
5.	Achieving recognition, credit, and acclaim motivates me to do my best work.	1	2	3	4	5

SECTION B: Non-financial incentive attributes

Respondent are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale response frameworks. Please CIRCLE one answer indicates the extent to which you agree or disagree with each of the following statements.

1	2	3	4	5
Strongly disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly agree (SA)

• **RECOGNITION**

	Statements	SD	D	N	A	SA
1.	I think my contribution to the company must be recognized and compensated.	1	2	3	4	5
2.	I think I am satisfied with the job relationship that I have with my supervisors.	1	2	3	4	5
3.	I am satisfied with the job relationship that I have with my colleagues.	1	2	3	4	5
4.	My supervisor gives me sincere and effective feedback about my work performance.	1	2	3	4	5
5.	I feel recognized for the work I do.	1	2	3	4	5
6.	I feel valued and appreciated at my workplace.	1	2	3	4	5

• **RESPECT**

	Statements	SD	D	N	A	SA
1.	I think the word 'please' and 'thank you' should use by supervisor when they are communicating with me.	1	2	3	4	5
2.	I think the word 'please' and 'thank you' should use by supervisor when they are communicating with the staff on the occasion of meetings.	1	2	3	4	5
3.	I think supervisor should direct me ahead of time and respect my opinion when carrying out my tasks.	1	2	3	4	5
4.	I think supervisor should communicate in a friendly manner.	1	2	3	4	5
5.	I think the leader of the company should share responsibility equally with supervisor to have a sense of 'we'.	1	2	3	4	5

• **INTERESTING DUTIES**

	Statements	SD	D	N	A	SA
1.	I think I have the opportunities to perform different activities or tasks.	1	2	3	4	5
2.	I think I will not feeling bored to execute the same job or duties.	1	2	3	4	5
3.	I think I am appreciated with the job recurrence that I done every day.	1	2	3	4	5
4.	I am satisfied on handling the job or duties that are challenging.	1	2	3	4	5
5.	I am satisfied on handling the responsibilities by my own without my supervisor's interference.	1	2	3	4	5

• **ACHIEVEMENT**

	Statements	SD	D	N	A	SA
1.	I think the company should keep a reference of document with my successful accomplishment.	1	2	3	4	5
2.	I think I should be awarded a certificate for my successful contribution.	1	2	3	4	5
3.	I think I should receive reward after my immense contribution towards meeting organizational objective.	1	2	3	4	5
4.	I think I should have a better status and designation contributes as a result of better contribution.	1	2	3	4	5

SECTION C: General information

Please tick **ONE** answer for each question below.

1. Gender

Male

Female

2. Age

- Below 35
- 36-55
- Above 55

3. Ethnic group

- Malay
- Indian
- Chinese
- Others (Please specify: _____)

4. Marital status:

- Single
- Married
- Divorced/ Widowed/ Separated

5. Highest education level

- Primary school
- Secondary school
- Diploma
- Bachelor Degree
- Master
- PhD

Others (Please specify: _____)

6. Your monthly gross income: RM per month.

500-1000

1001-2000

2001-3000

3001-4000

4001 and above

7. Working experience:

Less than 3 years

More than 3 years

8. Staff Category:

Supporting staff

Professional

Managerial

Appendix III: Pilot Test

General information

1. Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	12	40.0	40.0	40.0
Female	18	60.0	60.0	100.0
Total	30	100.0	100.0	

2. Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 35	23	76.7	76.7	76.7
36 – 55	7	23.3	23.3	100.0
Total	30	100.0	100.0	

3. Ethnic group

Ethnic Group	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	5	16.5	16.5	16.7
Indian	7	23.3	23.3	40.0
Chinese	11	36.7	36.7	76.7
Others	7	23.3	23.3	100.0
Total	30	100.0	100.0	

The Motivation Effect of Non-Financial Incentives Among Employees

Others Ethnic Group	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23	76.7	76.7	76.7
American	1	3.3	3.3	80.0
Australian	3	10.0	10.0	90.0
Taiwanese	3	10.0	10.0	100.0
Total	30	100.0	100.0	

4. Marital status

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	20	66.7	66.7	66.7
Married	10	33.3	33.3	100.0
Total	30	100.0	100.0	

5. Highest education level

Highest education level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary school	4	13.3	13.3	13.3
Diploma	11	36.7	36.7	50.0
Bachelor Degree	9	30.0	30.0	80.0
Master	6	20.0	20.0	100.0
Total	200	100.0	100.0	

6. Monthly gross income

Monthly gross income: RM per month	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 501 - 2000	3	10.0	10.0	10.0
2001 - 3000	13	43.3	43.3	53.3
3001 - 4000	7	23.3	23.3	76.7
4001 and above	7	23.3	23.3	100.0
Total	30	100.0	100.0	

7. Working experience

Working experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 3 years	16	53.3	53.3	53.3
More than 3 years	14	46.7	46.7	100.0
Total	30	100.0	100.0	

8. Staff category

Staff category	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supporting staff	7	23.3	23.3	23.3
Professional	5	16.7	16.7	40.0
Managerial	18	60.0	60.0	100.0
Total	30	100.0	100.0	

Appendix IV : SPSS Output: Pilot Test

MOTIVATION ATTRIBUTES

Reliability

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.833	5

RESPECT

Reliability

Scale: ALL VARIABLES

	Case Processing Summary		
		N	%
Cases	Valid	30	100.0
	Excluded	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.869	5

RECOGNITION

Reliability

Scale: ALL VARIABLES

	Case Processing Summary		
		N	%
Cases	Valid	30	100.0
	Excluded	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.887	6

ACHIEVEMENT

Reliability Test

Scale: ALL VARIABLES

	Case Processing Summary		
		N	%
Cases	Valid	30	100.0
	Excluded	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.680	4

INTERESTING DUTIES

Reliability

Scale: ALL VARIABLES

	Case Processing Summary		
		N	%
Cases	Valid	30	100.0
	Excluded	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.885	5