



# **NON-MONETARY MOTIVATION AND ITS IMPACT ON THE PERFORMANCE OF COMMERCIAL BANK'S EMPLOYEES IN MAIDUGURI METROPOLIS, BORNO STATE, NIGERIA**

*Bello Mohammed Bello<sup>1</sup>*

*Lecturer,*

*Department of Banking and Finance,*

*Faculty of Management Science,*

*Ramat Polytechnic Maiduguri PMB1070,*

*Borno State, Nigeria.*

*Email:bellomohammedbello47@gmail.com.*

*Babagana Ali<sup>2</sup>*

*Lecturer,*

*Department of Banking and Finance,*

*Faculty of Management Science,*

*Ramat Polytechnic Maiduguri PMB1070,*

*Borno State, Nigeria.*

*Email:babaganaali446@gmail.com*

*Mohammed Abubakar Gajibo<sup>3</sup>*

*Lecturer,*

*Department of Banking and Finance,*

*Faculty of Management Science,*

*Ramat Polytechnic Maiduguri PMB1070,*

*Borno State, Nigeria.*

*Email:mohammedgajibo5@gmail.com.*

**ABSTRACT**

*Motivation plays a crucial role in influencing the worker's behaviors and also getting the best out of them, largely relies on organization's system of motivation. Non-monetary motivation performs a vital role in motivating experience, competent, dedicated, committed, and hardworking employees which actually lead to increase in their performance. Main objective of the present study was to examine the impact of non-monetary motivation on employees' performance in some selected commercial Banks within Maiduguri Metropolis, Borno State, Nigeria. The study covers recognition on dedication, work autonomy on productivity and appreciation on punctuality of employees in the commercial banks as indicators for non-monetary motivation and employee's performances. It covers five (5) Commercial Banks in Maiduguri Metropolis which were conveniently selected. Chronologically it only covers the period of ten (10) years from (2015 to 2020). The population of the study comprises one hundred and seventy two (172) employees of the five (5) Commercial Banks (Fidelity Bank Plc, FCMB Plc, FBN Plc, GT Bank plc and Zenith Bank Plc,) in Maiduguri Metropolis, Borno State Nigeria. Survey method was employed to gather the data through structured questionnaire and interview. Generated data were analyzed with the aid of simple percentage and chi square test of goodness was used manually to test the research hypothesis. The study reveals that recognition has significant impact on punctuality of employee in the study area. Work autonomy has significant impact on productivity and also appreciation has significant impact on employee's dedication to duties and responsibilities in the selected Commercial Banks in study area. Management of the commercial banks should give more emphasizes to employee's autonomy, appreciation and recognition which lead to increase in the performance of employees.*

**KEYWORDS:** Appreciation, Commercial Banks, Employees, Non-monetary Motivation, Performances, Recognition, and Work autonomy

**INTRODUCTION**

Ability to motivate and retain competent, experience, dedicated, and hardworking employees as well as keeping them highly satisfied has become very essential matter to commercial banks in today's competitive banking environment. Motivation plays a crucial role in influencing the worker's behaviors and also getting the best out of them largely relies on an organization's system of motivation (Maina 2017). Non-monetary motivation plays a vital role in motivating competent and experience employees which actually lead to increase in their performance. In Nigerian banking sector, numerous rewards packages are provided to committed and dedicated employees such rewards as recognizing the employees at work, provision of employees' autonomy over their jobs, rewarding employees based on achievement over their task and appreciation which center on shown gratitude to employee for their action (Sarvadi, 2010). Maina (2017) opines that profit sharing, promotion and performance bonus has a positive and significant effect on employee retention in some selected commercial banks. Non-monetary motivation is an essential instrument use in stimulating employees to work effectively and efficiently. Thus, it is important to note that non-monetary motivation exists in order to motivate employees to work towards achieving predetermined goals. Employee recognition is all about acknowledging the hard work and

accomplishment of the individuals and teams within the organization setup. According to Okwudili (2020) employee recognition is a form of non-financial reward and it could be in form of social recognition and praise for job well-done. Similarly, lotta (2012) posit that non-financial reward are indeed away of motivating the banks employee for greater performance and retention. He further stated that, recognition is all about creating an emotional connection with employees and the organization will supporting the work the employee do and staying authentic to organization values. Banks use reward system to emphasize on which parameters their employees should exert the extra effort on their jobs. He further stated that banks rewarded employees for many reasons, for instance to attract and retain by offering a financial compensation package that is result oriented in a business competitive environment (Svennson, 2011). Most Employees want their Autonomy over Jobs, because it provides them with the rights and privileges to participate in decision making processes. Employees want to operate without being closely supervised or monitored. A feeling of autonomy could result from the freedom of employee which is considered best in a particular situation, in jobs that are highly structured and controlled by management, it is difficult to create task that lead to a feeling of autonomy over job (McClelland, 1961). Employee recognition is all about acknowledging the hard work and accomplishment of the individuals and teams within the organization setup. Employee recognition is a form of non-financial reward and it could be in form of social recognition and praise for job well-done. ( Okwudili, 2015) Similarly, non-financial reward are indeed a way of motivating the banks employee for greater performance and retention. He further stated that, recognition is all about creating an emotional connection with employees and the organization will supporting the work the employee do and staying authentic to organization values (lotta, 2012). ). For rewards to be effective, they have to be seen as fair. This means there has to be openness with respect to information about how the reward system operates and how employees will be rewarded. Employees should also be involved in designing the reward system and its administration (Jenkins, 2008). Appreciation means showing gratitude to an employee for their action or job well done. Such rewards help employees to gauge their performance and know whether they are doing good or bad (Sarvidi, 2010). Similarly, Dewhurst (2010) assert that appreciation is one of the non-financial rewards that motivates employees for contributing their best efforts to generate innovative ideas that lead better business functionality and further improvise organization performance. Similarly, lotta (2012) posit that non-financial reward are indeed away of motivating the banks employee for greater performance and retention. He further stated that, recognition is all about creating an emotional connection with employees and the organization will supporting the work the employee do and staying authentic to organization values. Jenson (2002) sees non-monetary rewards as a tool that motivates employee to perform far better than expectation in the organization because the value of such reward does not erode easily.

## RESEARCH GAP

Non-monetary motivation is an essential instrument for keeping committed, competent, skilled and experienced employees in the organization, especially in commercial banks. It has been observed that the selected Commercial banks in Maiduguri Metropolis have made effort to improve the motivation of their employees at all levels of the organization. However, such efforts have not yielded the desired outcomes.

Similarly, it has been observed that non-monetary rewards is also an effective method of stimulating employees, nowadays most of the Commercial Banks gives emphasis on monetary reward than non-monetary reward aspect of the reward system, although every employees motive and desire differs (Awolusi, 2013). Though many research works have been carried out on motivation, reward system and employee retention, like Adeyemi (2013) assessed the monetary and non-monetary reward system and found that pay, performance bonus, recognition and praise are tools for motivating employees in order to discharged their duties effectively and efficiently. Ali (2008) examined the impact of intrinsic rewards (recognition, learning opportunities, challenging work and career advancement, and extrinsic rewards, stock option and performance bonus on employee's performance and study found out that each factor within both intrinsic and extrinsic rewards has a highly significant impact which affects employee's performance. However, none of these studies looked at the effect of non-monetary reward system on employee performance in Commercial Banks in Maiduguri Metropolis, Borno State, Nigeria. And specifically, studies on motivation and employees of bank are not sufficient in Maiduguri. The present study was designed to fill the existing gab by examining the impact of non-monetary motivation on employee's performance in commercial banks in Maiduguri metropolis Borno state Nigeria.

### **OBJECTIVES OF THE STUDY**

The primary objective of the present study was to examine the impact of non-monetary motivation on employees' performance in some selected commercial Banks within Maiduguri Metropolis, Borno State, Nigeria. However, the specific objectives of the study were:

- i. To examine the impact of autonomy on employees' productivity in some selected Commercial Banks within Maiduguri Metropolis.
- ii. To evaluate the impact of recognition on employees' punctuality in some selected Commercial Banks within Maiduguri Metropolis.
- iii. To assess the impact of appreciation on employee's dedication to his duties and responsibilities in some selected Commercial Banks within Maiduguri Metropolis.

### **RESEARCH QUESTIONS**

The present study was guided by the following research questions.

- I. What is the impact of autonomy on employees' productivity in some selected Commercial Banks within Maiduguri Metropolis?
- II. What is the impact of recognition on employees' punctuality in some selected Commercial Banks within Maiduguri Metropolis?
- III. What is the impact of appreciation on employee's dedication to his duties and responsibilities in some selected Commercial Banks within Maiduguri Metropolis?



## RESEARCH HYPOTHESES

Ho<sub>1</sub> Non-monetary motivation has no significance impact on employee's performance in some selected commercial Banks within Maiduguri Metropolis.

Hi: Non-monetary motivation has significance impact on employee's performance in some selected commercial Banks within Maiduguri Metropolis.

## SIGNIFICANCE OF THE STUDY

The findings of the present study will help the decision makers as well as policy formulators in the financial sector on how to plan, organize activities of financial institutions and reestablish appropriate motivational system to enhance the employees satisfaction and improve their performance in discharging their assigned responsibilities. It is also significant to employers in various sectors in the economy. The findings of the study will be of great significance to students and future researchers as guide or reference material in their research work. It also contributes to the knowledge in the field of manpower resources and motivation in both private and public sector especially Commercial Banks on their effort to motivate employees.

## SCOPE OF THE STUDY

The present study was limited to examination of non-monetary motivation on employee's performance in some selected Commercial Banks within Maiduguri Metropolis. It covers recognition, work autonomy and appreciation, punctuality, dedication and productivity of employees in the commercial banks. The study covered five (5) selected Commercial Banks in Maiduguri Metropolis. It only covers the period of ten (10) years from (2015 to 2020).

## LITERATURE REVIEW

Dewhurst (2010) assesses that rewards is one of the important elements to motivate employees for contributing their best efforts to the organization about innovations, ideas that lead to better business functionality and further improvise organization performance both financially and non-financially. Monetary rewards will impact the employee satisfaction which in turn led to employee retention. Every organization's reward system should focus on these major areas; compensation, benefits, recognition and appreciation (Sarvadi, 2010). Benefit Such as car loans, medical cover, club membership, ample office space, parking slots and company cars are ways of rewarding employees and employees do note the types of benefit that their organization offers. Recognition and appreciation are another integral component of a winning strategic reward system. Recognition is to acknowledge someone before their peers for desired behavior or even for accomplishments achieved, actions taken or having a positive attitude. Appreciation on the other hand centers on showing gratitude to an employee for his or her action (Sarvadi, 2010). The full impact of reward on employee satisfaction can better be appreciated when viewed from the angle of total rewards. Thompson (2002 cited by Armstrong, 2009). "The reward system consists of all organization components - people, process, rules and decision making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization" (Puwanenthiren, 2011). Bratton and Gold (2017) defined rewards as "all the cash, non-cash and psychological payments provided by an organization in return for their contribution". Work rewards

indicate the benefits workers receive from their workplace and are considered the determinants of job commitment and satisfaction (Malhotra, Budhwar and Prowse, 2007). Gross and Friedman (2004) view rewards to include compensation (consisting of base pay, short and long term incentives), benefits (health issues, work/ life, and other benefits), and careers (training and development, career progression). Many writers agree that rewards can be broken down into two broad types - intrinsic and extrinsic (Mottos 1985, Mahoney and Lederer, 2006, Hatice, 2012). Intrinsic rewards are derived from "the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one's skills and abilities and sufficient feedback regarding the effectiveness of one's efforts. Extrinsic rewards on the other hand comprise promotions, private office space and the social climate. Other examples include competitive salaries, pay raises, merit bonuses and time-off" (Hatice, 2012). Research has shown that employees derive satisfaction from the work they do in terms of accomplishing set targets, taking up challenging jobs, taking responsibility and working to enhance personal and professional growth. Svennson (2011) Banks use reward system to emphasize on which parameters their employees should exert the extra effort on their jobs. He further stated that banks rewarded employees for many reasons, for instance to attract and retain by offering a financial compensation package that is result oriented in a business competitive environment. Samuel (2009) notes that the main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. Long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his or her organization and it reduces employee turnover. Long term rewards include being made partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources (Yokoyama, 2010). The term, "extrinsic motivation" is the attainment of a separate outcome from the performance of an activity. Extrinsic motivation encourages staff to complete their task in order to receive the reward. In other words, reward motivates people to get rewards (Ryan and Deci 2012). Ejumudo (2014), the debate as to whether money motivates is still ongoing. There is however the contention that money can take on varying degrees of importance because it has the potential of serving sundry needs. The study concludes that ensuring sustained high levels of employee satisfaction through competitive non-monetary reward system is a way of achieving organizational goals and objectives. (Rowley, 2011). Employee recognition is all about acknowledging the hard work and accomplishment of the individuals and teams within the organization setup. (Okwudili 2015) employee recognition is a form of non-financial reward and it could be in form of social recognition and praise for job well-done. In the same vein, Rowley, (2011) it is imperative for organization to recognize employees and provide them with the authority to execute such responsibilities. In the same light, Vecchi (2011) stated that recognition does not only make the employee feel valued but also gives him a sense of belonging that arouses his inner feeling of satisfaction that does not only make the employee to perform at his best but also make him to be deeply loyal to the organization. Also, Armstrong (2011) asserts that non-financial recognition schemes are generally highly regarded in terms of their ability to enhance motivation and job satisfaction. (Sarvidi, 2010). Similarly, Dewhurst (2010) assert that appreciation is one of the non-financial rewards that motivates employees for contributing their best

efforts to generate innovative ideas that lead better business functionality and further improve organization performance. However, Wilson (2003) stated that the only way employees will fulfill the employees dream is to share in their dream through putting more commitment, dedication, in so doing, the management of the organization will appreciate their efforts toward provision of gift, thanks for job well-done and other non-monetary forms of rewards. He further asserts that non-monetary reward is the mechanism that makes this happens. In the same vein, merchant (2007) posit that non-monetary reward generally awarded for a job well done and is often something that the employee contrived for. Appreciation comes from management to employees who perform wonderfully will motivates the employees to put more effort in his work. Similarly, appreciation is the key components of intrinsic motivation and psychological force that impels employees to perform based on an aspect of nature that is expressed under certain condition, as human being are social animal always expects appreciation from their superior for executing task which will boost their morale. Autonomy is the degree to which a job provides an employee with the discretion and independence to schedule their work and determine how it is to be done (Robert and candy, 2004) they further assert that higher levels of autonomy on the job have been shown to increase job satisfaction, motivation to perform the job. In traditional organization, only those employees at higher levels had autonomy. However, new organizational structures, such as flatter organizations, have resulted in increased autonomy at lower levels. According Robertson (2015) when employees are given the freedom associated with autonomy and job satisfaction rises. He also noted that this increased level of job satisfaction in employee's stems from feeling of greater responsibility for the quality of their works autonomy has also been shown to increased motivation and happiness, along with decreasing employees, turnover. Therefore, commercial banks emphasis the important of autonomy to their employees, because how much freedom employees have while working in the bank as this serve as non-monetary rewards. Similarly, Pratheepkant (2011), examined the reward system and its impact on employee motivation. The study was carried out in Srilanka using Pearson correlation coefficients. The findings revealed that employees who get recognized tend to have higher esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative in his place of work. Apeyusi (2012), carried out a study on the impact of reward system on corporate performance, the study was conducted in Ghana. The data obtained was analyzed by used of simple percentage and multiple regressions. The findings revealed that there was a positive relationship between reward and employees performance. Furthermore, Jehanzed and Aamir (2012), conducted an empirical study that examined the impact of rewards and motivation on job satisfaction in Saudi Arabia. The data generated were analyzed using chi square and logistic regression. The findings revealed that (1) rewards have positive significant on motivation (2) motivation is positively related to the job satisfaction (3) reward have a positive significant effect on job satisfaction. Awolusi (2013), carried out the effect of motivation on employees' job commitment. The study was conducted in Lagos State, Nigeria. The data was generated using Spear man rank order. The findings revealed sufficient evidence to conclude that successful motivational factors had positive effects on employee job commitment in Nigerian banks, with majority of the respondents unanimously indicated good salaries and fringe benefit as their best form of motivation, while opportunity to some form of motivation, while opportunity to some form of ownership and increase responsibility

authority followed in that order In the same vein, Ejumudo (2014), examines reward system and staff performance in Nigeria. The research was carried out in Delta State, Nigeria. The data collected was analyzed using simple percentage. The findings of the study indicate that the incongruence of the pay reward system of the Delta State Civil Service, costs of living and moderation, the ingrained culture of poor performance and the dysfunctional employee mode of entry have negatively impacted on the performance of staff

## RESEARCH METHODOLOGY

The study was conducted in Maiduguri Metropolis of Borno State, Nigeria. Borno state is one of the thirty-six (36) States in the country (Nigeria). Borno state has three geo-political zones namely Borno South, Borno Central, and Borno North. One of them is Borno Central within which Maiduguri Metropolis is located. The city served as nerve center not only for the north-east sub region but also to the neighboring countries of Niger, Cameroon and Chad. It also shares state boundaries with Gombe and Yobe states. The population of the study comprises one hundred and seventy two (172) employees of five (5) selected Commercial Banks (Fidelity Bank Plc, FCMB Plc, FBN Plc, GTBank plc and Zenith Bank Plc,) in Maiduguri Metropolis, Borno State Nigeria which were conveniently selected. Survey method was employed to gather the data through structured questionnaire and interview. Data collected were analyzed with the aid of simple percentage and chi square test of goodness was used manually to test the research hypothesis.

## ANALYSIS, INTERPRETATION AND TEST OF RESEARCH HYPOTHESIS

**TABLE ONE: OBSERVED VALUES OR OBSERVED FREQUENCIES OF THE CHI-SQUARE**

RESPONSES	IMPACT OF AUTOMOMY ON EMPLOYEES PRODUCTIVITY	IMPACT OF RECOGNITION ON EMPLOYEES PUTUALITY	IMPACT OF APPRECIATION ON EMPLOYEES DEDICATION	TOTAL
Strongly agree	100	130	105	335
agree	55	25	52	132
Strongly disagree	7	7	5	19
disagree	10	10	10	30
TOTAL	172	172	172	516

Source: field survey, 2021

To be able to determine the expected frequency or values the following formula was used:

$$E = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$



**TABLE TWO: EXPECTED VALUES OR FREQUENCIES OF THE CHI-SQUARE**

111.7	44	6.3	10	172
111.7	44	6.3	10	172
111.7	44	6.3	10	172
335	132	19	30	516

Source: Researchers computation, 2021

**TABLE THREE: CALCULATION OF CHI-SQUARE ( $\chi^2$ ) VALUE**

O (OBSERVED VALUES)	E (EXPECTED VALUES)	(O-E)	(O-E)/E	(O-E) <sup>2</sup> /E
100	111.7	-11.7	136.89	1,22
55	111.7	-56.7	3214.89	28.8
7	111.7	-104.7	10962.09	98.1
10	44	-34	1156	26.3
130	44	86	7396	168
25	44	-19	361	8.2
7	6.3	0.7	0,49	0.07
10	6.3	3.7	13.69	2.17
105	6.3	98.7	98.7	15.7
52	10	42	17.64	1.8
5	10	-5	25	2.5
10	10	0	0	0
				$\Sigma(O-E)^2/E = 352.86$

Source; Researchers computation

To obtain the critical or table value of  $\chi^2$ , the study adopted degree of freedom at 5% level of significance.

Where;

DF = (R - 1) (C - 1) Where:

R = Number of Rows

C = Number of Columns

That is (4-1) (3-1)

$$(3) (2) = 6$$

Therefore, the degree of freedom is calculated as six (6), and at 5% (0.05) level of significance, the critical or table value of  $\chi^2$  is obtained as (12.5916). Thus, critical or table value of  $\chi^2$  is (12.5916) which is less than the computed value of the chi-square (352.86). Since, the computed value of the chi-square is

greater than the table value of  $x^2$  is (352.86 greater than (12.5916), the null hypothesis is not accepted, while the alternate hypothesis is not rejected. It means that, statistically, there is a strong evidence that Non-monetary motivation has significance impact on employees performance in some selected commercial Banks within Maiduguri Metropolis.

## FINDINGS, CONCLUSION AND RECOMMENDATIONS

Non-monetary motivation is an essential instrument that management of Commercial Banks uses to influence their employees. Similarly, non-monetary motivation has been recognized as a significant tool for enhancing employee's performance job in the banking sector in Maiduguri Borno state Nigeria. The study reveals that recognition has significant impact on punctuality of employee in the study area. Work autonomy has significant impact on productivity and also appreciation has significant impact on employee's dedication to duties and responsibilities in the selected Commercial Banks in study area. These findings are in agreement with that of Lotta (2012) that non-monetary reward are indeed away of motivating the banks employee for greater performance and retention. He further stated that, recognition is all about creating an emotional connection with employees. Similarly, these finding are in line with the study of Tensen (2012) that found out that non-monetary reward as a tool for motivating employees to perform more than expectation in the organization because the value of such reward does not erode easily unlike monetary reward whose effect disappear as soon as the monetary aspect exhausted. The outcomes are also in agreement with the study of Armstrong (2011) who reveals that non-financial recognition scheme encourage managers to acknowledge a job well done at the time it was done. Based on the findings of the study, its concluded that impact of non-monetary motivation assesses in the present study has significantly contributes to employees performance in the study area. Therefore, recognition has positive significant impact on employee punctuality and performance in general. It also the concluded that appreciation is the second highest factor that significantly contributes to employee performance in the study area. Similarly, it also concluded that work autonomy of employees has significant impact on employee's performance. The study recommends that;

- a. Management of the Commercial Banks should endeavor to shows the present of fairness in their recognition as employees are agent who are affected by the non-monetary rewards.
- b. Management of the Commercial Banks should ensure that recognition and praise should be offered to employees to enhance their performance in their unit of the organization.
- c. Management of the Commercial Banks should also appreciate the effort of the loyal, committed and dedicated employees to boost their morale which led to best performance ion the organization.
- d. Management of the Commercial Banks should give more emphasizes to Employee's Autonomy which lead to increase in their Performance.

## REFERENCES

Agarwal, N. C. (1998). Reward Systems: Emerging Trends & Issues. "Academic Journal Article": *Canadian Psychology*. Retrieved from <http://findarticles.com>

- Ali, R. & Ahmed, M. (2008). *The Impact of Reward & Recognition Programs on Employees Motivation & Satisfaction*.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice* (10th edition.). London: Kogan Page.
- Axelsson, A., & Bokedal, S. (2009). *Reward Systems Motivating Different Generations. A Case study of Volvo Car Corporation*. University of Gothenburg.
- Bartol, K. M., & Locke, E. A. (2002). *Incentives & Motivation*. San Francisco, CA: Lexington Press.
- Bartol, K. M., & Srivastava, A. (2002). Encouraging Knowledge Shairing: The Role of Organizational Reward Systems. *“Journal of Leadership & Organizational Studies”*, 9(1).
- Block, R. H., & Lagasse, D. R. (1997). Making a bonus plan work for you. *HR Magazine*, 1. Retrieved from <http://findarticles.com>
- Bohlander, E., Snell, S., & Sherman, A. (2001). *Managing Human Resources* (12th ed.). London: SouthWestern College.
- Bratton and Gold (2017) *Human Resource Management: Theory and Practice*. Six edition Published by Macmillan Higher Education (2017)
- Cole, G. A. (2002). *Organizational Behaviour*. London: Continuum.
- Dewhurst M. (2010). Effect of intrinsic and extrinsic rewards on employee attitudes; mediating role of perceived organizational support. *“Journal of Service Science and Management”* vol.8 (4) July 21, 2015
- Duberg, C., & Mollen, M. (2010). *Reward Systems within the Health and Geriatric Care Sector*. Retrieved from [http://gupea.ub.se/bitstream/2077/21241/1/gupea\\_2077\\_21241\\_1.pdf](http://gupea.ub.se/bitstream/2077/21241/1/gupea_2077_21241_1.pdf)
- Finkle, L. (2011). *Motivating Employee Performance Through Year End Bonuses*.
- Hakala, D. (2008). How to Measure Employee Performance, 16 Ways. *HR World Newsletter*.
- Hartman, J. E., Kurtz, M. E., & Moser, K. E. (1994). *Incentive Programs to Improve Transit Employee Performance*. Washington D.C: National Academy Press.
- Heathfield, S. M. (2000). Promotion is often a Reward to an Employee for work Contribution. *Human Resource Guide Newsletter*.
- Jamil, B. & Raja, N. S. (2011). Impact of Compensation, Performance Evaluation and Promotion's practices on Government Employees Vs Private Employees. *“Interdisciplinary Journal of Contemporary Research in Business”*, 3(8). Retrieved
- Jenkins, D. & Lawler III, E. E. (1992). *Strategic Reward Systems*. California. Retrieved from <http://ceo.usc.edu/pdf/T922205.pdf>
- Kiyoshi, T. (2006). Effects of Wage and Promotion Incentives on the motivational level of Japanese employees.
- Kotelnikov, V. (2010). *Reward Systems & Reward Motivation* (Effective Reward Systems: Increasing Performance & Creating Happier Employees).
- Kothari, C. R. (2004). *Research Methodology Methods and Techniques* (2nd edition). New Delhi, New Age International.
- Lotta laakso (2021). *Impact of financial and o financial rewards on employees' motivation*. Final year research report summited to tukku university of applied sciences.

- Mandy, L. (2001). *An Introduction to Human Resource Management Theory & Practice*. Palgrave, Macmillan.
- Maina (2017). Impact of non-monetary motivation on Government Employees and Private Employees. *“Interdisciplinary Journal of Contemporary Research in Business”*, 3(8).
- Morris, J. (2007). The Art of Employee Motivation. Retrieved from <http://sourcesmaster.blogspot.com/2007/06/art-of-employee-motivation.html>
- Normand, B. (2010). How to design a good incentive plan. Retrieved from <http://www.businessperform.com/articles/incentiveplandesign.html>
- Nzuve, S. N. M. (2007). *Management of Human Resources: A Kenyan Perspective*. Nairobi: Tech & Pro Associates.
- Okwudili, (2020). Impact of reward system o employee performance in kpmg Nigeria. Final year research report submitted to the national college of Ireland
- Peil, M. (1995). *Research Methods: A Handbook for Africa* (2nd ed.). Nairobi: East African Educational Publishers.
- Prasetya, A. & Kato, M. (2009). *The effect of financial and non-financial compensation to employees performance*. Thesis, Asia Pacific University, Japan.
- Purkayastha, D. & Chaudhari, A. (2011). Performance Management and Reward Systems. A case study of Scottrade Inc. IBS Center for management.
- Puwanenthiren, P (2011). Reward System its impact on Employees in Commercial Bank of Sri Lanka plc in Jabna District. *“Global Journal of Management and Business Research”* Vol. 11 (4) May 2011
- Sarvadi, P. (2010). The best ways to reward Employees. *Entrepreneur Magazine*.
- Svennson, (2011). What determine economics literature? *“Journal of Economic of Economics Literature* 48:2, 326-326.
- Schoeffler, B. (2005). Employee Incentive Plans. Make them Worthwhile. *“Insurance Journal”*
- Thompson, C. & Rampton, L. (2003). *Human Resource Management*. New York: Melbourne Press.
- Torrington, D. Hall, L., & Stephen, T. (2008). *Human Resource Management* (7th edition.). Edinburg: Pearson Education Limited.
- Wilson, B. T. (2003). *Innovative Reward Systems for the Changing Work Place*. New York: McGraw Hill.
- Yokoyama, M. (2007). *When to use Employee Incentive*. Retrieved from <http://ezinearticles.com/?when-to-use.employee-incentive>.