

Non-monetary Incentives and Employees' Motivation: A Case of Pakistan Telecommunication Company Limited

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Abstract

Employees' motivation is an essential ingredient for the success of modern organizations. Non monetary rewards play an important role in increasing employees' motivation level; that is why it is one of the important areas being explored by the scholars around the world. Therefore, current study aims at investigating the relationship between non monetary rewards (Recognition, Job Enrichment and Growth opportunities) and employees' motivation. Using a cross sectional research design, a sample of 210 employees' has been selected from Pakistan Telecommunication Company Limited. The data has been collected through self administered questionnaire, further data has been analyzed through descriptive and inferential statistics. The findings of current study shows that there is a positive significant relationship between non monetary benefits (i.e. Recognition, Job Enrichment and Growth opportunities) and employees' motivation. It is therefore concluded that the organizations should focus on improving their reward and incentive system to boost up employees' motivation.

Keywords: Non monetary benefits; recognition; job enrichment; growth opportunities; employees' motivation

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1.0 INTRODUCTION

It is generally acknowledged by the organizational researchers that Human Resources are the key assets of an organization, whereas the organizational goals are successfully achieved by proper utilization of Human Resources. In other words, the success of any organization depends heavily on its employees, so it is necessary to emphasize on the factors that can instill the motivation and performance of employees (Liao, Fei, and Chen, 2007). Motivating employees is a real challenge for the modern organizations. Managers need to make sure that their employees are motivated towards achieving organization goals. In this regard incentive and rewards play vital role because it makes employees eager to do better with passion and zeal (Muñoz-Doyague, González-Álvarez and Nieto, 2008). Managers now a days try to motivate their employees by applying strategies other than financial incentives. Freyermuth (2007) suggested that the benefits associated with current human practices are far more advantageous than the non personal aspects of motivational theories. People tend to adapt to situations which best represent their own conditions and social needs. When employees are better embedded into such systems they tend to respond with higher level of motivation. When supervisors support their subordinates, invite them on functions and get together, makes environment of the office and surrounding easy to work with and easy to adapt to, moral support of the co-workers and give vacation packages then employees will tend to become loyal and thus highly motivated and committed to the organizational goals (Banker, Potter and Srinivasan, 2000).

Keeping in view the important nature of motivation in modern organizations, the current study has examined the relationship between incentives and motivation because there has been a lot of research on the role of financial benefits to raise the motivation level of employees but little empirical support is found about the impact of non-financial benefits on the motivation level of employees and especially in Pakistani context. In this regard telecom sector of Pakistan was selected because the telecom is fast growing sector of Pakistan since it's privatizing in year 2005. In the year 2007 this sector grew by 80% average growth rate, where this rate reached up to 100% in last four years. That is why the telecom sector of Pakistan has attracted considerable amount of Foreign Direct Investment in the country and it has strong impact on the economy and society. Role of telecom sector is crucial for economic development because infrastructural investment can lead to economic growth by the availability of advanced telecommunication infrastructure to the public in Pakistan (Fahad Ahmed, 2012). The findings of current study show that non monetary incentives had significant positive relationship between employees' motivation. It is therefore concluded that the management of telecom sector should focus on providing both monetary and non monetary incentives to its employees, so that their motivation and performance could be increased. In this way the overall productivity of telecom sector could be increased and it can become one of leading sector of Pakistan's economy.

■2.0 REVIEW OF LITERATURE

After discussing the introduction, this section has presented in detail the thorough review of relevant literature on the concepts of motivation and incentives in modern organizations. Initially the types of incentives and motivation have been discussed and later on the relationship between motivation and incentives has been discussed.

2.1 Types of Non-monetary Incentives

Non-monetary incentives are those tangible rewards which are carried out on job that are used by organization toward motivation of the employees with no direct compensation of money. In categorizing non monetary rewards the classification of on job reward as shown in the following Table 3 which is suggested by Meacham and Wiesen (1969:46). According to the Table 1, there are two basic classifications of incentives: contrived rewards and natural rewards, contrived rewards are tangible incentive which is external factor to the job. Costs are associated by arising motivation that is extrinsic, while natural reward is related to the individual job that occurrence is naturally and causing intrinsic motivation (Cameron, 2006). These incentives show that managers and supervisors in the organizations can employ multiple pronged strategies to convince their employees to keep on performing well in the organization and recognizing the efforts of the employees and keep on motivating them to perform better. If their suggestions are taken seriously, their innovative ideas are considered and discussed up on, they are not afraid to speak in the organizations only then they perform having higher motivation level. If employees know that if they give some idea in the organization and if that idea fails to give good, desirable and profitable results, even then they will not be blamed and coerced for their unsuccessful ideas. It is only the idea that is important.

Managers must understand that some ideas become successful and some ideas fail. So when a manager ensures that a successful idea credit should be given to the one who initiated the idea and should publicly be praised and if the idea goes unsuccessful, the whole organization should take the responsibility and that particular individual who initiated the idea should not be blamed then the individuals do not fear to indulge in innovative work behavior and gives new innovative and novel ideas which keep the organization competitive and different from others (Thomas, 2000). Such employees whose ideas are discussed feel honored and try to convince all the other members for the applicability and usefulness of their ideas. These meetings convince and motivate other employees to think creatively in the organization and try to give some useful ideas so that they should also be taken seriously and should be termed as creative individual in the organization instead of dull individuals who do not think out of the box solutions. The Tables 2 and 3 includes monetary incentives as contrived rewards as well. Non-monetary incentives are classified as “Tangible Non-monetary Incentives”, “Social Non-monetary Incentives” and “Job Related Non-monetary Incentives”.

Table 1 Natural rewards

Social	Pre Mack
-Friendly greetings	Job with more responsibility
-Informal recognition	-Job rotation
-Formal acknowledgement of achievement	-Early time off with pay
-Invitations to coffee/lunch	-Extended breaks

Social incentives are also very important, they play a major role in fulfilling social needs of employees like friendly smile, appreciations, greeting by supervisor create much value to the employees (Yavuz, 2004). These gestures make employees feel that they are being supported, cared, appreciated and valued. Employees whose opinions are considered and appreciated tend to work harder than other employees. When we are discussing about social non monetary incentives, we need to focus on appreciation/praise of employees. The recognition and appreciation of employees’ efforts make association in employee’s minds about how they act and the positive emotional outcome with no monetary value assigned to their accomplishment.

Table 2 Contrived on-the-job rewards

Contrived On-the-Job Rewards		
Consumables	Visual and auditory	Tokens
-Coffee break	-Office with a window	-Money
-Free lunches	-Piped-in music	-Stocks
-Food baskets		

Source: (Meacham and Wiesen 1969)

Table 3 Classification of non-monetary incentives

Tangible Incentives	Non-Monetary	Social incentives	non-monetary	Job related incentives	non-monetary
-Free food/beverages		-Friendly greetings		Meaningful work	
-Food baskets		-Smile			
-Desk accessories		-Pat on the back			

Tangible non-financial incentives suggest the physical items such as desk accessories, coffee mugs, watches, trophies, rings, tie pins, gift certificates, key chain, medals, free tickets to various facilities etc or the free services offered by organization such as child care center, pick and drop service, food/beverage, and internet. It can be offered to the employee as recognition for their contribution towards the

achievement of organization goals (Chiang and Birtch, 2012). Social non financial incentives are about social happenings in the work place, like subordinate and supervisor relation, if the supervisor is supportive caring and consider the opinion of subordinates, acknowledge their contribution in formal or informal way, planning a get together, celebrating an achievement or just to take break from a work stress. These all help to create a positive and healthy work environment and makes employee feel that they are important; boost their moral and motivation without offering them more rewards.

Job related non monetary incentives are capable of motivating employee by internal drive such that intrinsic motivation, providing them empowerment, challenging tasks, involve them in decision making, flexible working hours, carrier opportunities these all are contributing toward fulfilling employee satisfaction which as a result boost their motivation towards the job without any extrinsic factor. These classifications of non monetary incentives have the capacity to fulfill different needs and wants of employees without any costs to the organization.

2.1.1 Tangible Non-monetary Incentives

The significance of non monetary incentives can be ascertained by making comparison with non monetary incentives. When individuals are asked about what type of remuneration they need, everyone's preferred choice is direct cash. Monetary incentives can be used as tool to motivate employees. Herzberg (1966) in his famous two factor theory argue that fair salary is a hygiene factor which is effective to prevent dissatisfaction but it doesn't necessarily results in motivating employees. Direct payment of cash as an incentive can be used for compensation, which employee will spend in bills, groceries and basic needs. By providing with these things, employees feel that organization do care about them which will ultimately create positive work environment and make them feel more motivated towards their jobs,

According to Hill and Pavetti (2000), employees having low income face difficulties to spend money in pleasurable things with family. Maslow *et al.* (1998) emphasized that social needs are very important to fulfill and humans always try to accomplish their family needs and want to give comfort to their families. Offering them with tangible non monetary incentives like ticket to cinema, amusement park, summer camp with children may give something valuable to employees. Otherwise they may have hesitation to spend their money on these activities rather than fulfilling their basic necessities.

Tangible non monetary incentive offer individuals a tangible symbol of accomplishment; it is something physical which one can show off to his colleagues and friends which is given as recognition for their contribution towards their jobs. It is something more symbolic which will be reminder of their accomplishment and success (Spitzer, 1988). Qureshi M.I (2010) claimed the significance impact of intrinsic rewards on employee performance and motivation. In a study conducted by Yavuz (2004), Tangible non cash incentives have much more value on the way brain process information than direct cash incentives. When tangible non monetary incentives are offered it can be visualized by the brain part right hemisphere, which create emotional reactions. Whereas monetary items when provided do not have ability to create images (Marr, 2009). Non financial incentives are effective tools in motivating employees even they can be more effective than cash incentives.

2.1.2 Social Non-monetary Incentives

Social non monetary incentives are about the social activities happening in the workplace. It deals with the relationship between superior and the subordinate on job. Employees whose opinions are considered and appreciated tend to work harder than other employees. When we are discussing about social non monetary incentives, we need to focus on appreciation/praise of employees. The recognition and appreciation of employees' efforts make association in employee's minds about how they act and the positive emotional outcome with no monetary value assigned to their accomplishment. It creates positive reinforcement, that is, positive action will be repeated again and again (Banks and Humphreys, 2008). Saks (2006) explained that appreciation and recognition strengthen employees' belief about themselves that are better. It helps in boosting their self esteem, self confidence, which in return makes a difference to their workplace by putting more effort.

2.1.3 Job Related Non-monetary Incentive

This kind of incentives focus on the matters that are job related which leads to employee motivation. If the employee gets satisfaction from the job that he is doing than he will be more motivated. This could be done because there are some features of job that satisfies sense of accomplishment, self esteem need of employees. Job related non monetary incentives also have impact on intrinsic motivation. It help us to motivate employees which are less costly and also cut down cost of extrinsic reward. When employee's get satisfaction from what he is doing he will get motivated without any extrinsic reward. Secondly less supervision will be needed for specific task as employees will be motivated internally.

Praise or Recognition

The praise or recognition is another non financial incentive which meets the ego desires of the human resources. With the passage of time praise becomes more effective than any other inducement. Some employees get motivated when they are praised publicly as well as privately because they are stable and monetary benefits do not leave a long lasting mark on their performance as compare to praise or recognizing what they are doing. Such employees want to contribute to the organization and to its employees and their greatest motivation is the recognition they get from their co-workers.

Job Enrichment

Job enrichment is another non-monetary inducement in which the job of an employee can be enriched. This can be made by increasing his responsibilities, giving him key designation (Niehoff *et al.*, 2001). While money is one way to motivate employees more and more workers want to be appreciated for the work they do. Allowing employees to have more control over their work taps into their natural desire to succeed. Some employees feel a high level of boredom from their current job responsibilities and want a change in their job descriptions. They feel less motivated because of performing same type of activities over a longer period of time. Such activities become part of their jobs and offer less opportunity to learn and grow professionally. When there is minimum to learn from your current job, low level of technical expertise, highly standardized job, same pattern of activities over three years, then job enrichment becomes the best strategy to convince and motivate employees to keep working towards attainment of the organizational goals and objectives.

Promotion Opportunities

Promotion is an effective tool to increase the spirit to work in an organization. If the employees are provided opportunities for the advancement and growth, they feel satisfied and contented and they become more committed to the organization. Human resource of any organization has major importance because they run the organization and the expertise, skills and combined intellect that takes the organization to its distinctive position. Schwan (1976) found that the insertion of information on human capital led to extensively recovered forecasts of net income, as compared with using only conventional indicators. Such employees whose ideas are discussed feel honoured and try to convince all the other members for the applicability and usefulness of their ideas. These meetings convince and motivate other employees to think creatively in the organization and try to give some useful ideas so that they should also be taken seriously and should be termed as creative individual in the organization instead of dull individuals who do not think out of the box solutions. Training is very significant for the workers which may be definite to an organization or these training are not exact, the organization grant full right to workers to leave the organization after training and when the training program is particularly related with organization and only specific to that organization and is not related anywhere outside the organization than this is more valuable and profitable for employees and the organization. Employees know about their place in the organization by the remarks of manager or senior that are subtle rewards which result to inspire the employees, the word use for gratitude are like 'thank you', 'good job', by using these expressions workers know their value and contribution in organization.

There are some other benefits of intangible and non financial rewards that results in increase in commitment and motivation. Moreover, intangible forms of incentive are not costly to give. So for little time spent on giving appreciation in giving appreciation, the consequential improvement in engagement and connectivity can be huge. The key is in offering credible, sincere, and respectful appreciation. Mason, and Watts, (2010) also believed that a strong connection was there between encouraged employees on a job and the incentives which they received non-financial in nature. These inducements play a major role in dropping stress levels, turnover and absenteeism. This will bring up the morale, competitiveness, profitability and the productivity. When a comparison was made by Dean (1998) between rewards, which are cash and others that were in kind noted a very important thing. The incentives that were in the monetary form did not offer that much motivation as compared to the non-monetary ones. The performers are not essentially the maximum paid employees. Good work motivation is best offered by non-monetary incentives. It was observed that that employees working towards monetary payback were cutting corners, which resulted in low quality of output. Masclat, Noussair, Tucker, and Villeval, (2003) observed that recognition which is non monetary in nature will be received well. Stein, (2011) wrote a paper, which also showed the advantages of using of incentives, which are non-monetary. He stated that the cost linked with motivation with the convention of non-monetary will be low as compared to the monetary value of the incentive. This is looking at things in the short run and in the long run it will be over and above the individual's salary where financial incentives might just get dilute in it without having the vital affect.

There is a category of employees in the organization for whom the best strategy to motivation is promotion. Such employees can only be convinced through giving power, authority, greater span of control, good office, better working environment and promoting in terms of influence over decisions in the organizations. Such employees work efficiently for attainment of the organizational goals when they feel that their jobs have power and authority over decision making. Individuals in most of the cases get motivated when they realize that their actions have a definite pivotal role in defining the overall direction of the organization. People are motivated to work in better ways when their inputs in the organization are tangible and when they can feel that whatever they are doing for the organizations are critical and paramount for the success of the organization.

2.2 Types of Motivation: Intrinsic and Extrinsic Motivation

Intrinsic motivation is the internal feeling that feed one desire to achieve or carry out actions. Intrinsically motivated behavior is acknowledged to begin from inborn psychological needs, such as needs for competence and self-sufficiency (Kasser and Ryan, 1996). Intrinsic motivation is a self-generated desire that comes from inside of an individual and persuades him/her to act in a certain specific way or to move in a specific direction. Intrinsic motivation is one of the best ways to inculcate organizational citizenship behaviors and help employees to display positive work outcomes. Such positive outcomes also help employees to get tangible outputs and improve their job performance and get recognition from managers and supervisors. When supervisors accept their job performances and praise their subordinates publicly, employees become more committed and motivated to perform better in future and their endeavor to continue contributing positively further increases. To conclude, intrinsic motivation arising from within the individual or the activity itself, affects attitude, performance, and well-being positively (Grant, 2008). Employees when are given something which they were not expecting or which they think is extra makes them motivated.

Employees feel highly motivated when they know that if they perform well and with hard work and sincerity they will be given the due benefits of their work. These due benefits are mostly financial benefits such as raise in salary, bonuses and promotions, free medical or other facility, some tangible prize as a token of appreciation such as car or house by the organization. But these benefits are considered as normal by the employees and they think that they deserve such financial benefits (Cellini, and Kee, 2010). It has become tougher for managers now to convince and motivate employees to put in their best for the cause of the organizations. In such cases only non-financial

benefits such as growth opportunities, job enrichment and recognition can help managers to motivate their employees to perform out of their skin for the betterment of the organization (Luthans and Kreitner, 1975). Employees when are given something which they were not expecting or which they think is extra makes them motivated. For example if a manager publicly praises an employee in a meeting or organization's gathering or in a function organized by any group, that particular employee feels honoured (McCann, 2000). He/she will perform better and become motivated because of high expectations from them by the supervisors as well as co-workers. Such public praise also helps to motivate other employees who then strive to achieve such a high level of public praise and recognition and try to be among those who are publicly praise and honoured.

Intrinsic motivation is the internal feeling that feed one desire to achieve or carry out in actions. Manager who gives non monetary recognition to employees in different ways like saying thank you, the manager writing formally to record thanks, give acknowledgment of their work and effort in a meeting or in a team meeting, in newsletter of organization, present award or certificate to individuals 'employee of the month or year. Individuals in the organizations can only be convinced through giving power, greater span of control, good office, better working environment, well furnished offices, flexible working hours, well acquainted supervisors, friendly staff, supportive managers, better working relationship with seniors as well as juniors and peers and promotion in terms of influence over decisions in the organizations. Such employees work efficiently for attainment of the organizational goals when they feel that their jobs have power and authority over decision making. People are motivated to work in better ways when their inputs in the organization are tangible and when they can feel that whatever they are doing for the organizations are critical and paramount for the success of the organization.

2.3 Relationship between Non-monetary Incentives and Employees' Motivation

Herzberg (1971) describes the factors in workplace which lead to satisfaction or dissatisfaction among employees. He conducted interviews from the employees when they are in high motivation and other times when their motivation was low at work. He got to know that factors which lead to satisfaction is different from those which lead to dissatisfaction which we cannot deal in opposite ways form one another (Herzberg 1966). Herzberg explained two dimensions of employee behavior at workplace which is entirely separate that as Hygiene factors and motivators. Hygiene factors explain the presence or the absence of job dissatisfies. When hygiene factors decreased, work is dissatisfying. These are thought to be maintenance factors that are needed to avoid dissatisfaction but these factors do not involve in motivation or satisfaction of employee. According to Herzberg's view, those workplaces which are noisy and are not safe adds to dissatisfaction of employee towards their job but when these noisy and unsafe conditions are removed it does not contribute to employee motivation and satisfaction Many other examples of hygiene factors are salary, security, supervision policy etc.

The second dimension motivators, contribute to job satisfaction, are linked with the nature of the job itself. These practices are related to the job. Like assign challenging tasks, accomplishment, acknowledgment, sense of responsibility, carrier opportunities etc. Herzberg stated that when motivator are not present employees attitude toward their work is neutral but when motivators are their employees get highly motivated and put more effort toward their job. These due benefits are mostly financial benefits such as raise in salary, bonuses and promotions, free medical or other facility, some tangible prize as a token of appreciation such as car or house by the organization. But these benefits are considered as normal by the employees and they think that they deserve such financial benefits.

It has become tougher for managers now to convince and motivate employees to put in their best for the cause of the organizations. Employees when are given something which they were not expecting or which they think is extra makes them motivated. In comparison hygiene factors only avoid dissatisfaction, to sum up the theory, enough hygiene factors should be given which will fulfill basic needs of employees and to avoid dissatisfaction with their work.

According to Herzberg (1971), employees are more satisfied with the job which are challenging to them and seem interesting to them in this way they will get motivated toward their job. So, we can motivate employee by his job itself. Herzberg focuses that motivation is within a person, it comes from person inside which is intrinsic not extrinsic. According to his view we can redesign the job and we can enrich the job to incorporate motivators to the job, so that employee will get more motivated and willing to put more efforts. He explained that jobs need to be more challenging more diverse that employees can fully utilize his potential.

He explained that jobs need to be more challenging more diverse in order to push their employees to fully utilize their potential. Motivation-hygiene theory has important implications toward this research. It represents a good framework for the validation of the argument that non financial incentives are also more effective like financial incentives toward the motivation of employees. Non monetary incentives have the power to influence the motivation of employees intrinsically. External factors, like financial incentives may avoid job dissatisfaction but do not essentially contribute toward employee motivation. When supervisors accept their job performances and praise their subordinates publicly, employees become more committed and motivated to perform better in future and their endeavor to continue contributing positively further increases.

These non-financial incentives can intrinsically motivate employee so, Herzberg's theory provide support the view that job-related nonmonetary incentives can influence to make public employees put more efforts toward the job as much as financial incentives. These practices are related to the job. Like assign challenging tasks, accomplishment, acknowledgment, sense of responsibility, carrier opportunities etc. Herzberg (1971) stated that when motivator are not present employees attitude toward their work is neutral but when motivators are their employees get highly motivated and put more effort toward their job.

2.4 Framework of Study

The approach of this study was to take a deep look into the set up at PTCL and what kind of affect does non-financial incentives on the morale of the employees. It was also of interest to see this as Pakistan is still a developing economy and employee motivation is very important for any organization. The incentives are seemed as a means to satisfy the needs of the employees to rapid them to work harder regardless of the limitations of the working environment as well not leave the organization. So the basis on which the research hypothesis was formulated.

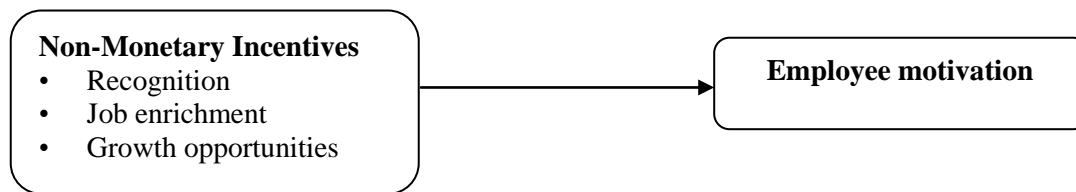


Figure 1 Model of the study

■3.0 METHODOLOGY

This section has presented the methodology of current study:

3.1 Research Purpose

The purpose of research is a statement of what is to be accomplished by conducting research and how the results of the research can be used (Saunders, Lewis, and Thornhill, 2009). The purpose of this thesis is to find out the impact of non-financial incentives on the motivation level of employees in Pakistan Telecommunication Limited Company in Abbottabad and Mansehra regions.

3.2 Research Design

Cross-sectional quantitative research design was adopted because a cross sectional design helps in conducting research at one point of time, which saves time and cost.

■4.0 DATA COLLECTION

For conducting this research non monetary benefits such as recognition, job enrichment, carrier growth factors affecting the motivation of employees were analyzed through developing questionnaire survey for employees of P.T.C.L in Abbottabad and Mansehra region. All the employees of PTCL in these two regions constituted our population and then we decided to randomly select employees from our population representing all departments. The reason to select employees from different departments was to get a better and deeper understanding of the relationship among the studied variables. The employees from these departments were contacted personally and first they were explained the purpose of this study and then they were explained each and every question before recording their responses. A questionnaire was designed and distributed among the studied sample. So the method employed to gather primary data was through questionnaires. About 20 questions were designed related to all variables and distributed personally to top, middle and lower level management to get the required information. According to Saunders, Lewis, and Thornhill, (2009) response rates in business surveys are usually as low as 15-20 percent for postal surveys and also response rate of between 50 to 92 percent for questionnaire surveys and of 73 to 99 percent for telephone interviews.

4.1 Sampling

There are two major alternatives on how to select an appropriate sample: random (probability) and non-random (non-probability) sampling. All the employees of PTCL in these two regions constituted our population and then we decided to randomly select employees from our population representing all departments. The reason to select employees from different departments was to get a better and deeper understanding of the relationship among the studied variables. The employees from these departments were contacted personally and first they were explained the purpose of this study and then they were explained each and every question before recording their responses. Primary data is collected for a specific purpose by the researcher and the information is gathered for instance through interviews, questionnaires and observations (Saunders, Lewis, and Thornhill, 2009).

The particulars of sample design:

1. Type of Universe: Finite.
2. Sampling Unit: P.T.C.L (Abbottabad and Mansehra region)
3. Source list: Employees
4. Size of Sample: 210
5. Parameter of Interest: To estimate the effect of non-financial incentives on the motivation level of employees.

■5.0 RESULTS AND FINDINGS

This section has presented the findings of current study:

5.1 Descriptive Statistics of the Subjects

Table 4 shows the minimum, maximum, mean and standard deviation values calculated for the all participants of the current study.

Table 4 Descriptive statistics for measures N=210

Descriptive Statistics	Minimum	Maximum	Mean	S. D
Employee Motivation	1.50	5.00	3.6490	.76453
Recognition	1.75	4.75	3.3020	.66939
Job Enrichment	1.50	4.95	3.5500	.56148
Growth Opportunities	1.75	4.75	3.3500	.62615

5.2 Alpha Reliabilities of Variables

The internal reliabilities of the measures used in this study were checked by calculating Cronbach's Alpha. All the measures are reliable and values of all items are greater than .763 as shown in Table 5.

Table 5 Reliability Statistics N=210

Constructs	Cronbach's Alpha	N of Items
Employees' Motivation	.872	8
Recognition	.763	4
Job Enrichment	.785	4
Growth Opportunity	.899	4

5.3 Demographic Variables

Researcher used two demographic variables in this study Age and Gender. All the respondents were male and future research can examine the role of gender (both male and female) in determining the level of motivation through non-financial incentives. The pie chart shows the age of the respondents and majority were having age group of 30 to 39 years.

5.4 Correlation Among Factors

When we analyzed the correlation matrix among different variables, we came to know that positive relationship exists between job enrichment, recognition, growth opportunities and employee's motivation level. The Correlations procedure computes the pair wise associations for a set of variables and displays the results in a matrix. It is useful for determining the strength and direction of the association between two variables. To measure the relationship between variables correlation analysis was performed. The correlation of Employees' Motivation, Recognition, Job Enrichment and Growth Opportunity are shown in Table 6.

Table 6 Correlations N=210

		1	2	3	4
1	Employees' Motivation	1			
2	Recognition	.463**	1		
3	Job Enrichment	.530**	.474	1	
4	Growth Opportunities	.578**	.407**	.543**	1

Above table specifies there is significant correlation between employees' motivation and all the independent variables Recognition, Job Enrichment and Growth Opportunity. A weak and positive correlation ($r=.163$, $p=0.001$) exist between Recognition and Employees' Motivation. So, our H1 is accepted. Results of correlation further showed a very strong and positive correlation ($r=.530$, $p=0.000$) between Job Enrichment and Employees' Motivation. This relationship is highly significant as the value of p is less than 0.001. So, H2 of the study is accepted. A moderate and positive correlation exists between Growth Opportunity and Employees' Motivation ($r = 0.323$, $p<0.000$). So, last hypothesis of the study is also accepted.

5.5 Regression Analysis

To measure the relationship between dependent variable i.e. employees' motivation and independent variable i.e. non-financial incentive, a linear regression analysis was applied. The test produced the significance values for hypothesis testing regarding individual regression parameters. Results in Table 7 shows $P<0.01$ for the prediction relation between employees' motivation and recognition, job enrichment and growth opportunity.

Table 7 Regression analysis for the model N=210

Model	B	SE	Beta	T	p<
(Constant)	2.290	.381		6.018	.000
Recognition	.347	.071	.291	.663	.001
Job Enrichment	.457	.100	.419	2.564	.001
Growth Opportunities	.287	.090	.231	.959	.000
R= 0.677	R ² = 0.459.397	F= 84.571	df1= 207, df2=3		

Dependent Variable: Employees' Motivation

As expected, Recognition ($\beta=0.196$, $t\text{-value}=3.033$, $p<0.01$) had a strong positive influence on the motivation level of employees, hence supporting hypothesis 1. Similarly, job enrichment ($\beta=0.393$, $t\text{-value}=6.367$, $p<0.001$), had a significant positive effect on the dependent variable i.e. employee motivation thus supporting hypothesis 2. We found that growth opportunities ($\beta=0.291$, $t\text{-value}=6.73$, $p<0.01$) had a strong significant positive influence on the motivation level of employees. Therefore hypothesis 3 was also supported. The value of regression co-efficient between non-financial incentive and employee's motivation is 0.343 and p-value is less than 0.05 which confirm our hypothesis that non-financial incentives positively and significantly affected the employee's motivation. Hence, hypothesis 4 was supported.

The study found that the proposed model explained a significant percentage of variance in motivation level of employees ($R^2=45.9\%$, $F\text{-value}=84.571$, $p<0.001$). This conclusion confirms that non-financial benefits do have a positive influence on the motivation level of the employees in PTCL. Managers can keep the motivation level of the employees on a higher note by giving them non-financial benefits like job enrichment, career growth opportunities and recognition. The findings of the study highlighted that employee's perception about non monetary incentives and how they get motivated. The result of this study provides relatively strong support for the existence of a positive relationship between non monetary incentives and employee motivation. If the managers feel that employees need to be motivated then they arrange different meetings in the organization where the employees who gave innovative ideas are discussed and tabled up on. It means that about 46 percent of the variance in employee motivation is predicted by growth opportunities, recognition and job enrichment.

6.0 DISCUSSION

Basic theme of this study is to highlight the relationship between non monetary incentives and employee's motivation. This whole research has been done with an aim of investigating relationship in a strategic organization of Pakistan where individuals' efficiency is measured in terms of service period over the assigned tasks, fulfilling predefined targets, getting jobs done and quality of services. Since the Human Resources have considered as a major factor in the success of the organization so issues relating HR also gain importance.

This study will help organization realize the impact of non monetary incentives on employee's motivation. Employee's motivation is so important for the success of the organization and one of the ways through which employee's motivation can be enhanced is through non-monetary benefits which are comparatively less costly.

The findings of the study highlighted that employee's perception about non monetary incentives and how they get motivated. The result of this study provides relatively strong support for the existence of a positive relationship between non monetary incentives and employee motivation.

7.0 CONTRIBUTION OF THE CURRENT STUDY

As there is not much research of this kind done in managing human resources in Pakistan, so this study gains attention of researcher to this field at the first hand and also provides basics for the future research. Study creates new perspective in the field of Human Resource (HR) researchers and HR managers to work on the employee motivation through non monetary incentives also how they can influence each other as well as the overall employee performance in the organization. The study contributed new directions in the research of management by opening up a debate on the importance of relationship between non monetary incentives and employee's motivation.

8.0 CONCLUSION

This research verifies the fact that non monetary incentives have impact on employee's motivation. In order to get maximum potential of the employees, organization can use non monetary incentives as a tool to motivate employees for increasing their productivity. This research emphasizes on the elements of non monetary incentive which contribute towards overall employee productivity through motivation, which organization can easily implement and be side by side in the competition by getting more and more employee contribution. The study also presents opportunity for the organizations that whenever employees are not satisfied with their work and if productivity is negatively impacted then what to do. When employees are not satisfied with their jobs, it normally generates a number of issues like search of new job / turnover and abrupt reduction in productivity. It ultimately influence overall organizational performance in terms of production as well as quality of services.

Organizations in Pakistan generally try their level best to get maximum productivity with accessible resources without giving much attention to the employee motivation, and those factors by which employee can be motivated. This research is helpful for both organizations and managers to focus on different elements. This research suggests that organizations should not only focus on monetary incentives to motivate employees but also non monetary incentives. Job satisfaction, employee productivity is the dream of every organization and here this study provides the tools to reach its different levels. Managers should not only focus on the financial ways to uplift the motivation level of the employees but should also try to go for different non-financial strategies to raise the motivational level of the employees. The study has shown that if employees are convinced that the organization and the job offers a lot in terms of promotion, professional learning, speedy upscale journey, fewer routine activities, job rotation, tasks rotation, increase in control over job, better decision making opportunities, fewer reporting people, recognizing efforts, listening to their voice, giving importance to their suggestions, and giving a feeling to the employees that they are important and their suggestions are taken seriously in the organization, only then a manager can convince and motivate his/her employees over a longer period of time.

■9.0 LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The research was limited to Pakistan Telecommunication Company Limited only; therefore researchers can test the model in other organizations of Pakistan as well. The second limitation of the study is cross sectional nature of the data. Future studies should longitudinally establish the relationship between non-financial benefits and motivation level of employees. The study was limited to only one organization and one culture. Future research should find out the impact of non-financial benefits on the motivation level of employees of multiple industries, multiple organizations within those industries and also different countries in order to generalize these findings.

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