

Role of Intangible Ways in Motivating and Appreciating Employees: An Empirical Investigation

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Abstract

Factors that are used as a gauge of motivation of an employee towards their profession is their dedication, creativity, and energy. One of the most vital management ideas is to continually seeking ways to ensure higher level of motivation among employees. Monetary and non-monetary rewards given to employees work essentially in this regard. In this modern era, monetary rewards and incentives help in increasing performance level of employees as money is such a thing keeps an average person going. Training and development, stability in job, promotions, and positive and friendly working environment, business cards, preferred lunch hours etc., are non-monetary benefits that boost motivation of employees towards their profession. Using non-monetary incentive to inspire team towards their work are considered as highly effective technique. This way of inspiring team is powerful and increase retention of employees. Non-monetary benefits and motivational elements are example of advantages that are fundamental to work. Some other non-financial elements that make positive influence on employees are job enrichment, delegation, work-life balance, recognition, and gratitude.

Keywords- Non-Monetary, Motivation, Staff Retention, Non-Financial, Appreciation and Recognition, Delegation, Job Stability, Working Environment.

Introduction

Organizational theorists generally concur that because employees carry out tasks for an organization, they are one of its most valuable resources. In other words, a company's ability to achieve its goals depends significantly on how well its personnel performs. It is essential to focus on the factors affecting employees' performance.

Performance is connected to aptitude, opportunity, and drive. Skills, education, experience, and training all influence ability. The infrastructure required to carry out a task is an opportunity. Finally, motivation is the willingness to work hard to achieve a goal. When additional criteria are met, motivation might result in improved performance. However, it has a benefit over others. Unlike opportunity and ability, which are frequently rigid and challenging for personnel to modify, motivation is flexible, meaning it can be altered somehow.

Additionally, more than ability and opportunity are needed to produce the intended outcomes (Habib et al., 2017). In addition to the other characteristics, all organizations—public or private—require

dedicated people to be effective and competent in their functioning. an organization to be successful must have motivated people and is considered as a crucial component that work actively and productively for achievement of organizational goals. Therefore, the problem for businesses is guaranteeing their personnel are highly motivated.

Most of the time, people act as they desire or are motivated to do so, whether through internal or external stimuli. Therefore, motivation is a desire that encourages people to do an excellent job at their jobs (Sorauren, 2000). Performance is, therefore, entirely dependent on aptitude and inspiration in individuals. Human nature, which can be both straightforward and complicated, is strongly related to motivation. Employee needs are met, and financial and non-financial incentives encourage hard effort for the company's benefit. Since financial rewards are not always necessary for motivation, we have focused our research on the non-financial advantages associated with employee motivation. Non-monetary incentives are used in organizations, among other things, to encourage employees to execute their jobs well. Non-monetary rewards are "non-cash awards given in recognition of a high level of accomplishments or performance, which is not dependent on the achievement of a pre-determined target, such as customer care or support to colleagues." Non-monetary incentives are viewed as accessible ways to compensate staff, and recruit, motivate, and retain workers (Markos & Sridevi. 2010).

They continue to contribute to the positive work atmosphere regardless of the economy. The value of job happiness and non-cash perks in boosting employee productivity cannot be overstated. When it comes to motivation, one of the first ideas that come to mind is an incentive, which is any strategy that encourages a worker to perform better, strive more, and put in more effort. Private firms have more financial resources to encourage their personnel than public organizations in terms of monetary incentives (Okoye & Ezejiofor, 2013). A country with a weak economy can find it challenging for the public sector to give the same financial incentives that many private enterprises do, such as bonuses, commissions, cash awards, etc. Due to financial limitations, the best way to motivate and retain employees in an organization are non-monetary rewards. Many aspects of employees are covered by non-monetary employees like social communication in tours, or picnic, growth and development, independence over everyday schedule, advancement, flexible working hours, security in job, etc. However, it is also essential for companies to have a unit to judge the usage and implementation of non-financial incentive and to judge which of the incentive is liked the most by employees. Thus, accordingly, it would help companies in providing more than expected by employees. Interesting assignments must be introduced by organizations as it will be beneficial for employees as well as for organization. It will benefit organizations in the sense that assignments would be completed on time and would save the resources as well. Employees would perform their role appropriately and they would not be absent due to interesting assignments (Kapoor, 2018).

Literature Of Review

Tang et al. (2005) said that numerous variables, including national policy, the external environment, economics, the availability of resources, and competent, motivated public personnel, affect public organizations' success. For all businesses, whether public or private, to be productive and efficient in their operation, businesses need motivated staff. One of the cornerstones of company's achievement is by having inspired and dedicated employees who would work devotedly to achieve goals of the organization. Governmental organizations require motivation in particular because their capacity to motivate their workforce to perform better is crucial to their ability to increase performance.

Abdullah & Wan (2013) described that since employees now carry out most tasks for every organization, they are an essential resource. Whether an organization succeeds or fails largely depends on how well its employees perform. Therefore, it is crucial to concentrate on the variables influencing employees' performance. Performance is seen to be connected to the ideas of opportunities, opportunities, and motivation. Abilities training, experience, and academic achievement all impact ability. The infrastructure required to perform an activity is referred to as an opportunity.

Motivation is the desire to achieve a goal and the readiness to make the necessary efforts. Performance may be enhanced by motivation when additional requirements are satisfied.

Owolabi et al. (2014) researched that the outcome demonstrates that non-monetary incentives provided by the institute, such as employee training and development, a comfortable work environment, and preferred office furnishings for doctors and nurses, do not increase employees' levels of engagement. Hiring a personal secretary and using business cards do not improve the degree of involvement of doctors and nurses, but all the previous characteristics do. Management of employee engagement is a frequent task. Every industry and field have unique variables, so managers must change their priorities and remain flexible.

Bari et al. (2013) said that the brain of any process, whether it is constituted as an institution, corporation, or organization, whether it is private or public, is its human capital. The success of the company in this regard depends on its staff. Motivation is one of the most critical components of employee performance when this technique is applied to the workforce. Therefore, this factor needs to receive the proper attention. Organizations need motivated people who work with excitement, energy, and dedication to succeed and meet their strategic objectives. On the other hand, organizational management must make every effort to recruit and retain a team of motivated, healthy workers.

Yousaf et al. (2014) said that numerous studies had disregarded the role of non-monetary incentives in affecting employees' job performance. The Herzberg two-factor hypothesis makes non-monetary incentives important. Employees should still be provided with non-financial rewards while earning monetary compensation. In summary, at IBB University, a statistically significant relationship exists between workers' job performance and non-financial motivation. This is due to the significant relationship between employee appreciation and work performance. However, employees' involvement in making decisions, their receipt of monetary awards, and their work performance have very little to do with one another.

Zaidi & Abbas (2011) depicted that Employee motivation boosts enthusiasm, promotes job satisfaction, lessens stress connected to the job, and enhances engagement and productivity. Employee inspiration serves as a booster for improved career planning and advancement that helps with retention, strengthens the company, and promotes business excellence. The study's findings make it abundantly evident that incentives that are not financial have a positive influence on employee engagement. Employees indeed receive compensation for their efforts. However, they also want a stable employment, good working relationships with others in the company, the freedom to be creative, and an environment that enables them to perform at their highest level. Organisations should thus emphasise non-financial rewards more.

Zani et al., (2011) described that according to this study, non-monetary incentives have been shown to be successful at motivating lower-level workers, so is there a low-cost strategy to maintain a highly engaged workforce for retail human resource managers. To do this, non-financial incentives must be used to foster genuine appreciation, and on the other hand, monetary incentives should be employed as rewards that are directly tied to compensation rather than just motivation. Second, the findings showed that flexible work schedules are very motivating. As a result, managers should implement the new Shamrock organization planning to promote flexibility at work.

Rich, Lepine & Crawford. (2010) said that non-monetary incentives are used in organizations, among other things, to encourage employees to execute their jobs well. Non-monetary incentives are regarded as accessible ways to compensate staff, recruit, motivate, and retain workers. They continue to contribute to the supportive workplace environment despite the state of the economy. The value of job happiness and non-cash perks in boosting worker's productivity cannot be overstated. The study conceptually examines the present links between the factors and work performance of employee in light of the relevance of non-financial incentives and job satisfaction level in increasing job performance of employees.

Odhiambo & Iravo (2019) stated non-financial incentives make high influence on motivation and retention of employees and their performance. It is found that there are some non-financial perks that

would probably demotivate workers while others like to encourage workers in organization. System of healthy communication within organization motivate employees and help improving their performance. Healthy communication involves positive internal communication channels amongst employees and management. It is observed that recognizing few people in same team would cause demotivation and disheartening. It is presumed that employees contribute towards the success of company, and appreciated any single employee means that efforts of other employees is not being recognized. Motivation and dedication of employees is influenced by religion, requirements, culture, and upbringing. Employers in organization must constantly find out new ways of creating positive environment where employees can work comfortably that would help them in achieving organizational goals and achieve high performance. The goal of non-financial incentives is to appreciate and recognize employees for their performance at work by providing them better opportunities, flexible work hours, training and development programs, positive work environment, etc.

Objective:

To find the role of non-monetary motivation of employees

Methodology:

This study is descriptive in nature in which the data were obtained from the 200 respondents to find the role of non-monetary motivation of employees. A checklist question was used to analyze and interpret the data. In a checklist question respondents choose “Yes” or “No” for all the questions.

Data Analysis and Interpretations:

Table 1 Role of Non-Monetary Motivation of Employees

SL No.	Role of Non-Monetary Motivation of Employees	Yes	% Yes	No	% No	Total
1	Companies can provide flexible working hours to motivate their employees	175	87.50	25	12.50	200
2	Organization should create a culture of public recognition	170	85.00	30	15.00	200
3	Organizations should create a pleasant work atmosphere for the employees	186	93.00	14	7.00	200
4	Offer additional time off to their employees	180	90.00	20	10.00	200
5	Provide fringe benefits to the employees	178	89.00	22	11.00	200
6	Organize training sessions to keep the employees motivated and up to date with market trends	167	83.50	33	16.50	200
7	Provide tangible gifts and rewards to the employees	173	86.50	27	13.50	200
8	Organize Experiential rewards for the employees	183	91.50	17	8.50	200

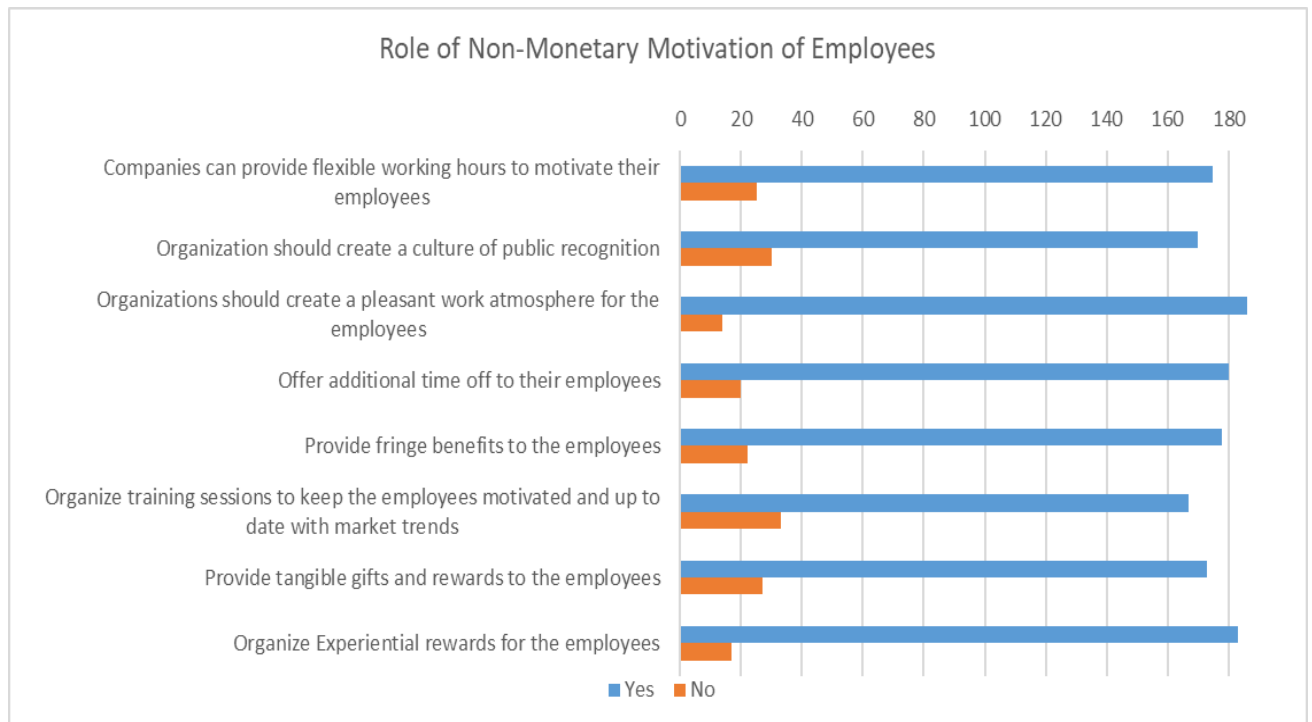


Figure 1 Role of Non-Monetary Motivation of Employees

Table 1 and Figure 1 show the role of non-monetary motivation of employees. It was found that around 93.0% respondents accept that Organizations should create a pleasant work atmosphere for the employees, Organize Experiential rewards for the employees (91.5%), Offer additional time off to their employees (90.0%), Provide fringe benefits to the employees (89.0%), Companies can provide flexible working hours to motivate their employees (87.5%), Provide tangible gifts and rewards to the employees (86.5%), Organization should create a culture of public recognition (85.0%) and Organize training sessions to keep the employees motivated and up to date with market trends (83.5%).

Conclusion

Employee motivation is strongly influenced by non-monetary incentives. Although these benefits are not monetary, they have a significant impact on the workers' overall performance and attitude. They significantly increase staff performance. When workers are inspired, they give their jobs their all. Effective non-monetary incentives can influence a person's mood at work, improving the working atmosphere and boosting staff productivity. When employees approach their work with a positive attitude, they feel engaged and devoted to the company. Your employees may value non-cash benefits equally as highly as cash ones. They can even be worth more than money in some circumstances. By providing non-cash incentives, you can convey to your staff that you value their efforts. Additionally, you're giving them a sense of value. Non-monetary awards can help employees feel like they are a part of something greater than themselves, which is something they seek in their work. Non-cash incentives convey your concern for your employees' welfare and your appreciation of their contributions to the business. There are many motivational strategies used in companies to motivate employees. Employees are observed to be motivated and dedicated due to the influence of benefits provided by company like good pay structure, freedom to work, working environment, work life balance, etc. Employees for keeping high work motivation must be appreciated by employers and thereby help them in satisfying personal as well as organizational goals. Employee's motivation can also be increased by increasing their efficiency and level of satisfaction. There are some areas that needs to be improved and agreed by employees that non-monetary perks and benefits must be implemented to improve productivity level of employees. Interaction between employees and organization must be given importance to gain coordination. Employee's skills must be appreciated

and provided them with better career development and opportunities for the improved productivity. It is evident that monetary benefits are highly essential and effective, but non-monetary benefits also work wonder and motivate employees in giving their best, improve the level of satisfaction, motivation, and productivity. It helps in encouraging and retaining employees, and makes the bond and association between employer and employee stronger (**Gayashri, & Rathika, 2020**).

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