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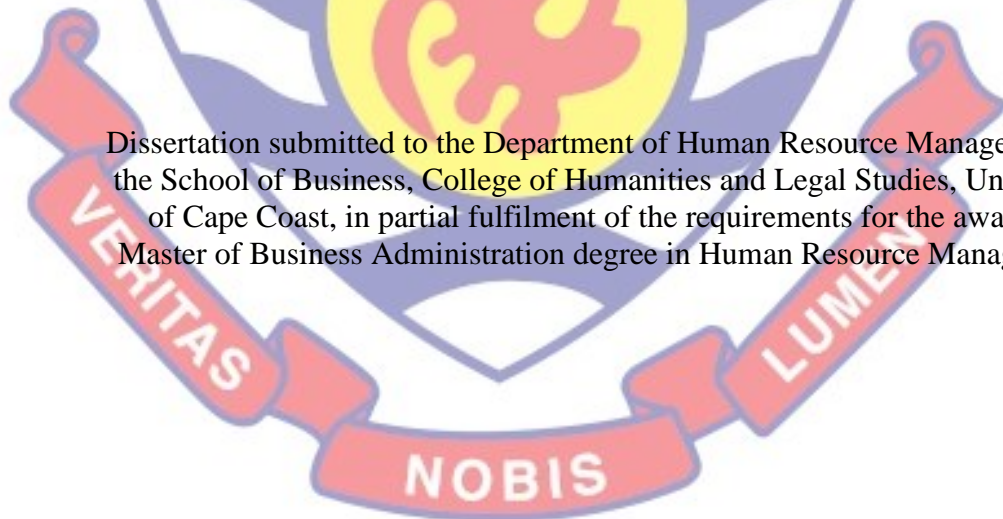
2022

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NON-FINANCIAL REWARDS AND EMPLOYEES' JOB SATISFACTION:
EVIDENCE FROM SELECTED MANUFACTURING FIRMS IN
GREATER ACCRA REGION

BY
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Dissertation submitted to the Department of Human Resource Management of
the School of Business, College of Humanities and Legal Studies, University
of Cape Coast, in partial fulfilment of the requirements for the award of
Master of Business Administration degree in Human Resource Management



JULY 2022

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

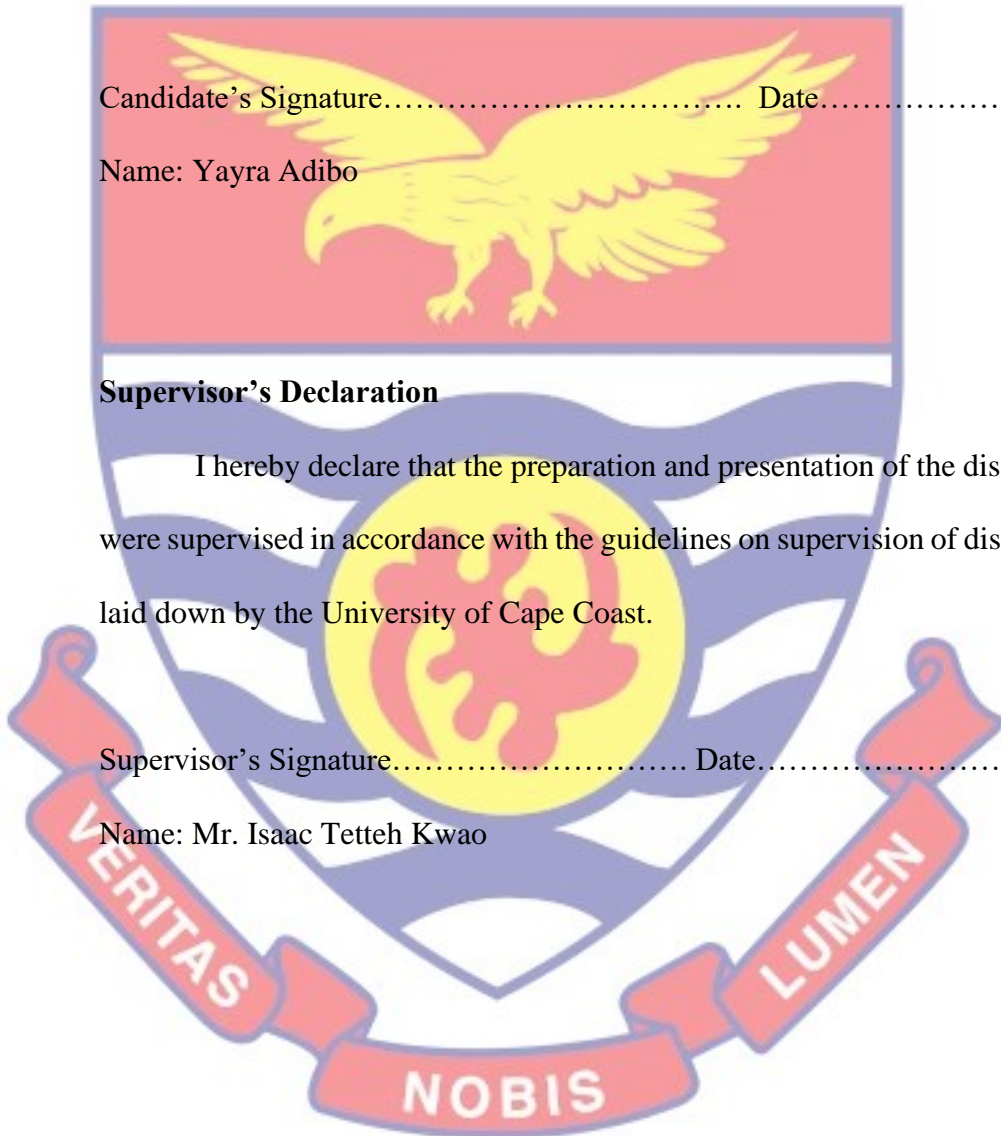
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

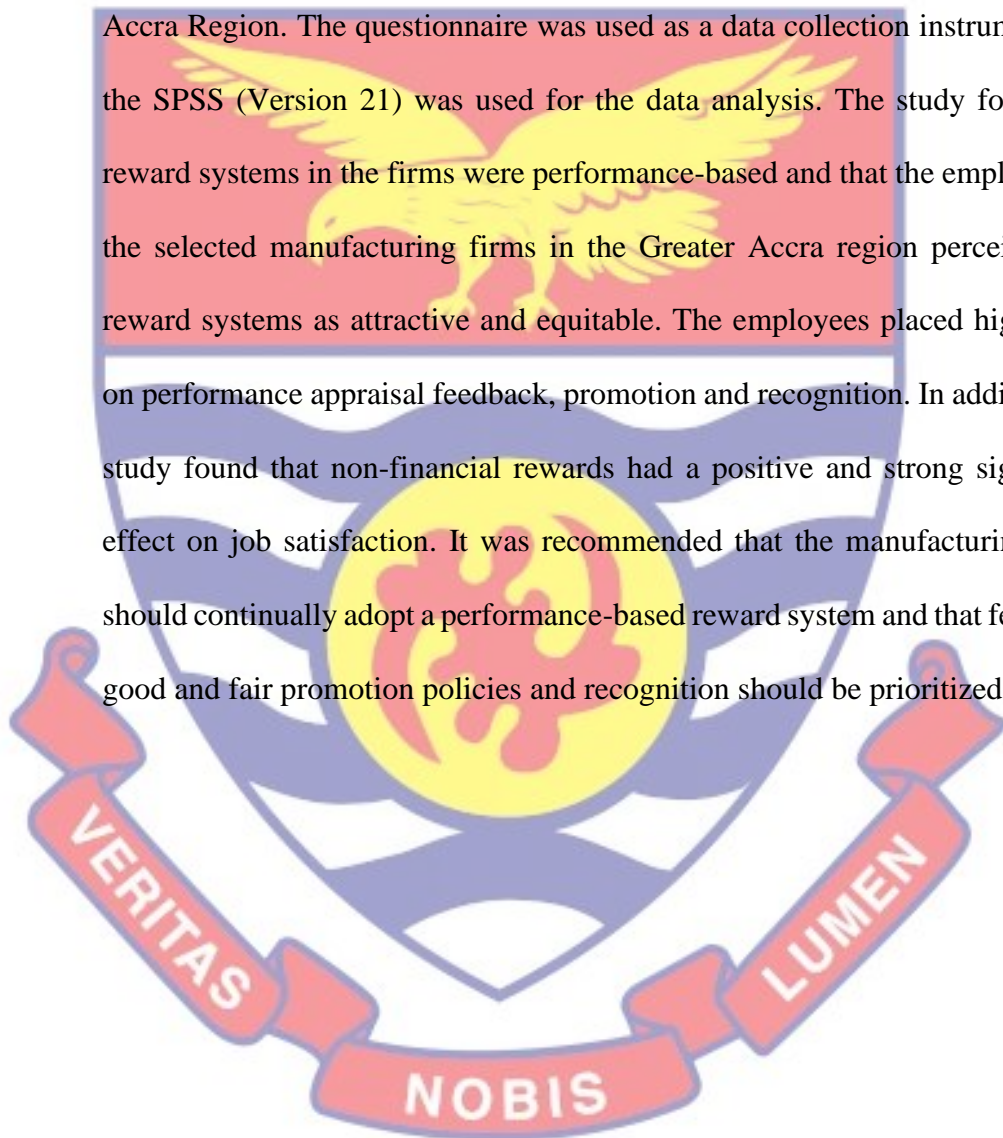
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ABSTRACT

This study was undertaken to examine the role of non-financial rewards on employees' job satisfaction in some manufacturing firms in Greater Accra region. This study adopted the descriptive quantitative research approach using a sample of 206 employees from 57 selected manufacturing firms in the Greater Accra Region. The questionnaire was used as a data collection instrument and the SPSS (Version 21) was used for the data analysis. The study found that reward systems in the firms were performance-based and that the employees in the selected manufacturing firms in the Greater Accra region perceive such reward systems as attractive and equitable. The employees placed high value on performance appraisal feedback, promotion and recognition. In addition, the study found that non-financial rewards had a positive and strong significant effect on job satisfaction. It was recommended that the manufacturing firms should continually adopt a performance-based reward system and that feedback, good and fair promotion policies and recognition should be prioritized.



Keywords:

Employees

Job Satisfaction

Manufacturing Firms

Motivation

Non-Financial Rewards



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DEDICATION

To my Mum, Rev. Mrs. Alice Obro-Adibo and my late Father, Mr.

Arnold Obro-Adibo

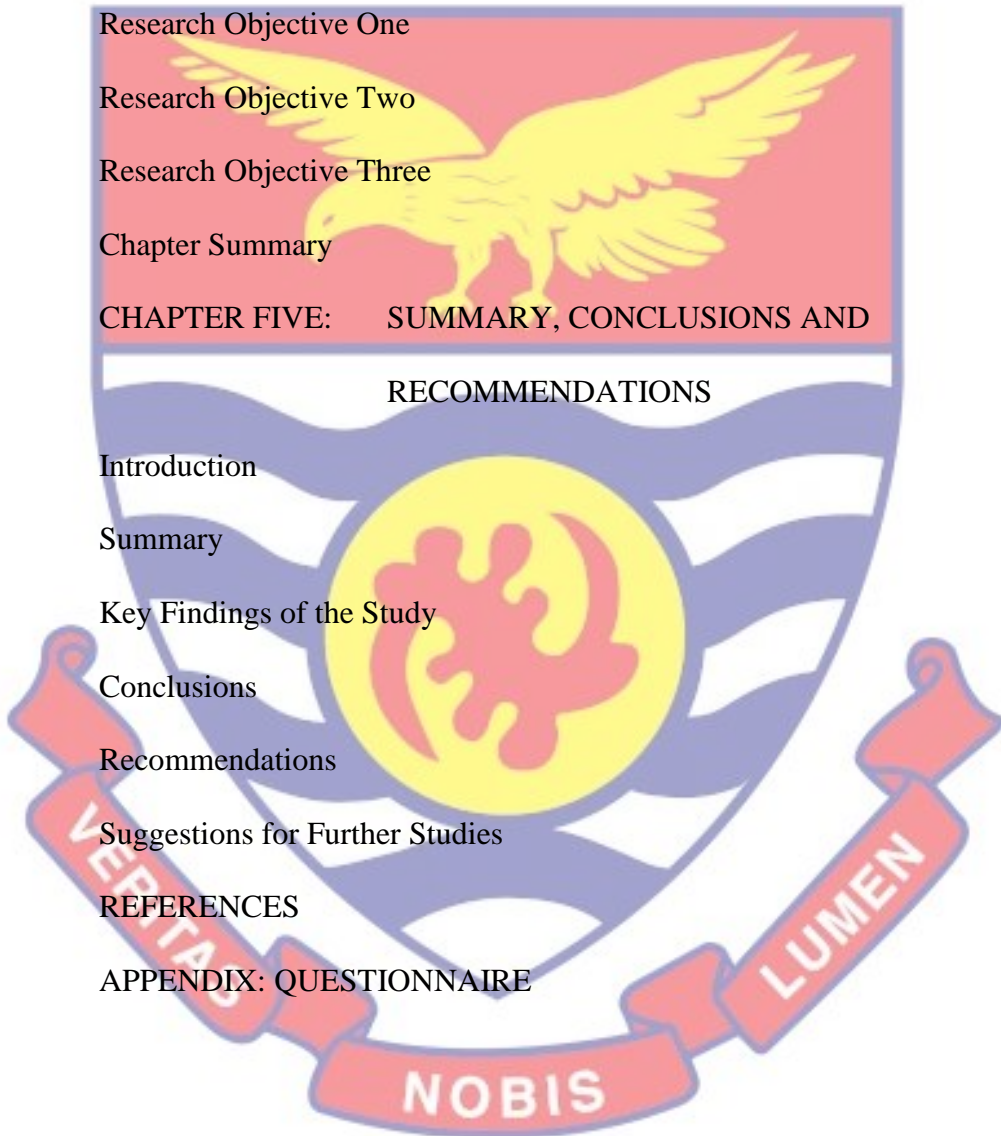


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LIST OF ACRONYMS

JS	Job Satisfaction
NFR	Non-Financial Reward
NRS	Nature of Reward System



CHAPTER ONE

INTRODUCTION

Organisations in every nation find ways and means to raise the morale of their workforce. Monetary reward is highly believed to motivate employees and for that matter affects their job satisfaction (Chamorro-Premuzic, 2013).

Employees are considered as the most important resource in every organisation. They therefore need to be motivated. However, it has been revealed that monetary reward does not influence all workers and it is a small fraction of the motivation package that influence job satisfaction. Financial reward could also be expensive, especially for small or medium enterprises (Berger & Black, 2011). This study seeks to assess non-financial rewards and employees' job satisfaction of manufacturing firms in the Greater Accra region. Specifically, this introductory chapter would discuss the background information to the study, statement of the problem, purpose of the study, the specific objectives, research questions and hypothesis, significance and the organisation of the whole study.

Background to the Study

Businesses all over the world want to have competitive advantage, survive and continually exist (Morioka, Bolis, Evans & Carvalho, 2017). They formulate strategies to pursue these goals of survival and continuous existence. One of the most popular and relevant strategies is to motivate employees in the form of financial and non-financial rewards or extrinsic and intrinsic motivators (Ciobanu, Androniceanu & Lazaroiu, 2019; Mendis, 2017; Yousaf, Latif, Aslam & Saddiqui, 2014). This strategy could induce or influence the morale and satisfaction of workers (Block & Landgraf, 2016). Owners and managers

believe that a major resource that can set any firm apart is the workforce (Armstrong & Taylor, 2020; Bratton & Gold, 2017; Kuranchie-Mensah & Amponsah-Tawiah, 2016).

Similarly, Akafo and Boateng (2015), Ganta (2014), Samson, Donnet and Daft (2020) disclosed that the primary requirement for a firm's success is a highly motivated workforce. Without workers, other resources such as funds, raw materials and equipment cannot be effectively managed to achieve firm goals (Akafo & Boateng, 2015). However, Tran and Smith (2020), Walker and Lloyd-Walker (2019), have indicated that the desires and needs of any firm's workforce vary and also complex to ascertain since the modern worker is more educated and discerning in their choices than ever before. Every firm would want their employees be satisfied with high commitment and desire to give off their best. In addition, the current business environment requires small and medium firms to compete with large firms for market share and all resources (Gao, Zuzul, Jones & Khanna, 2017). Among the resources are workers.

One major consideration is how small and medium firms are able to battle large firms in recruiting, satisfying and keeping appropriate workers when the former are unable to provide similar or same level of financial rewards to employees (Parnell, Long & Lester, 2015; Radieva, 2018). Many studies have revealed that money is a small fraction of the motivation package but still numerous companies and institutions use monetary rewards as the major tool for employees' motivation (Akafo, & Boateng, 2015; Andersen, Eriksson, Kristensen & Pedersen, 2012; Dartey-Baah & Harley, 2010; Mertins & Walter, 2020; Olafsen, Halvari, Forest & Deci, 2015; William, 2010).

Financial security has become a "must have" due to Ghana's difficult economic climate and the high expectations of family and friends (Adom, 2015; Amoako, 2015). Small and medium firms may adopt non-monetary methods. Nonetheless, Zhang and Zhang (2014) believe that small or medium firms do not have sufficient skills at the managerial level to effectively implement non-

financial motivational techniques. Motivational factors believed to influence employees' satisfaction include money, opportunities for career advancement, recognition, among others (Akafo & Boateng, 2015; Dugguh & Dennis, 2014).

Abbah (2014) and Yousaf, Latif, Aslam and Saddiqui (2014) are of the opinion that opportunities for professional and personal progress, as well as a sense of ownership, responsibility, and success are "motivators" for happiness. Individuals have a vested interest in all of these aspects. Workplace unhappiness may be caused by a variety of reasons, some of which are referred to as "hygiene" issues. These include compensation, physical working conditions, job security, business regulations, supervisor quality, and interpersonal relationships (Robbins & Hunsacker, 2003). According to Locke (1968), job satisfaction is described as a pleasant or good emotional state arising from the evaluation of one's job or work experiences.

High levels of employee satisfaction have been linked to a number of factors, including supportive coworkers, supportive working circumstances, cognitively stimulating job, and fair compensation (Abbah, 2014; Locke, 1968; Osabiya, 2015). Employees get more motivated by intriguing job as they become older (Pinder, 2014; Scheers & Botha, 2014). This may be attributed to the fact that what drives workers is continuously shifting (Abbah, 2014; Bowen & Radhakrishna, 1991; Conrad, Ghosh & Isaacson, 2015; Kuranchie-Mensah

& Amponsah-Tawiah, 2016). The content theories of motivation, on the other hand, claim that employees are motivated by various things at different times (Osabiya, 2015).

Statement of the Problem

Motivation is needed in every aspect of human life but it is more needed at the workplace where workers have to be adequately influenced so they can give off their best (Conrad, Ghosh & Isaacson, 2015; Zameer, Ali, Nisar & Amir, 2014). Motivation, in the form of financial and nonfinancial rewards, is highly subjective since what could motivate one person differs from what could motivate another individual (Haider, Aamir, Hamid & Hashim, 2015; Kumar, Hossain & Nasrin, 2015). As a result of its high interest to scholars and human resource management practitioners, studies on financial and non-financial motivation on workers' job satisfaction abound (Adanu, 2017; Mertins & Walter, 2020; Tampu, 2015).

However, it is necessary to assess the non-financial rewards and factors that could influence job satisfaction. This is due to the fact that most of the studies indicate significant variations of what workers want in their organisations in different countries, different industries and at different periods of time (Kuranchie-Mensah & Amponsah-Tawiah, 2016; Mertins & Walter, 2020). Many studies (Adanu, 2017; Afful-Broni, 2012; Haider, Aamir, Hamid & Hashim, 2015) indicate that workers are mainly motivated by money while others indicate that, although monetary rewards are important, factors such as recognition, promotion, flexibility, autonomy and responsibility are key indicators that could motivate employees as well as affect their job satisfaction

It is possible that some workers could claim high levels of job satisfaction, while others would report low levels. It is not clear how work satisfaction in Ghana's industrial sector is affected by variables other than monetary compensation. This study focuses on non-financial rewards and employees' job satisfaction of manufacturing firms in the Greater Accra region where most of these firm are concentrated.

Purpose of the Study

The purpose of this study was to examine the role of non-financial motivation on employees' job satisfaction in manufacturing firms in Greater Accra. In order to achieve the main purpose of this study, the following specific objectives were set to:

1. assess the non-financial rewards systems practiced in selected manufacturing firms in Greater Accra.
2. explore the relationship between non-financial rewards and employee motivation in manufacturing firms in Greater Accra.
3. examine the effect of non-financial rewards on employees' job satisfaction in manufacturing firms in Greater Accra.

Research Questions

The study set the following questions to achieve the first two objectives.

1. What are the non-financial reward systems in manufacturing firms in Greater Accra?
2. What is the relationship between non-financial rewards and employee motivation in manufacturing firms in Greater Accra?
3. What are the non-financial rewards that affect employees' job satisfaction in manufacturing firms in Greater Accra?

Research Hypothesis

This study formulated the following hypothesis in order to achieve the third objective.

H₁: Non-financial rewards positively influence employees' job satisfaction in manufacturing firms in Greater Accra.

Significance of the Study

This study provides an in-depth knowledge and insight on the non-financial factors that really matter in motivating workers and how non-financial motivation influence the job satisfaction of workers to give off their best at the workplace. It is the hope of this study to help managers of the manufacturing firms to understand more, the different and complex needs and expectations of workers and to enhance the design and implementation of appropriate non-financial motivation tools and policies. The study serves as an input for policy formulation for the firms to retain rare employees. It revealed what workers actually want as motivation incentives regarding non-financial rewards. Furthermore, this study serves as a source of information or reference material for researchers who would like to conduct similar studies.

Delimitations of the Study

The study focused on full-time workers of the manufacturing firms in Greater Accra. The target population were employees who have worked with the firms for a minimum of six months. The study also focused on non-financial rewards and employees' job satisfaction.

Organisation of the Study

This study comprises of five chapters. The first chapter was the introductory part, where you will find the background of the study, the statement of the problem, research objectives, research questions and hypothesis, significance of the study, delimitation of the study, limitations of the study and organisation of the study. Chapter two of the study followed, where there is the review of relevant literature including theoretical and empirical works that underpin this study. Chapter three revealed the research methods, research design, population, sample and sampling procedures, research instruments, data collection and data analysis procedures that will be used for this study. Chapter four discussed the results and findings with reference to literature. The final chapter, chapter five, gave the summary of findings, conclusions and recommendations of the study.

Chapter Summary

This chapter gave the background of the study by analysing the area of non-financial rewards and employees' job satisfaction from selected manufacturing firms in the Greater Accra Region. It further outlined the main objective focusing on the non-financial rewards and employees' job satisfaction and sub objectives of the study after the statement of the problem had been divulged. The statement of the problem presented similar works on this area of study and concluded with the need for a further study in this area. The chapter continued with research questions of the study, significance and delimitation of the study and finally concluded with how the study would be organized.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Organisation rewards outstanding achievers financially and non-financially, which stimulates workers and increases job happiness. Employees need organisational incentives to facilitate the innovation process, and firms may gain a competitive edge by motivating and keeping human resource personnel (Golembiewski, 2010). This research examines the non-financial rewards and employees' job satisfaction in selected manufacturing firms in the Greater Accra Region. This chapter provides a review of literature on the concepts of financial and non-financial rewards and job satisfaction. It also includes a theoretical review, an empirical review and a conceptual framework.

Theories of Rewards and Job Satisfaction

There exist different theories that support and explain job satisfaction of workers. For the purpose of this study, the content theories were considered, specifically, Maslow's hierarchy of needs and Herzberg's two-factor theories. Content theories identify and explain needs as well as motives that drive or influence people's behaviour. These theories place emphasis on the inner needs and desires that influence people to direct their energies and act in particular way at the workplace. The proponents of the theories believe that human resource managers can ascertain and anticipate the needs and wants of workers through behaviour observation.

Maslow's Hierarchy of Needs Theory

According to Lussier (2019), Maslow's hierarchy of needs is a theory of psychology that explain the motivation of humans. The theory believes that human beings are motivated to fulfil their needs in a hierarchical order (Fallatah & Syed, 2018). Maslow (2019) indicated that the needs of people begin from a fundamental or basic need to a high-level need. Each person has these requirements in a hierarchical sequence (Lester, 2013). This hierarchy starts with the most fundamental demands and progresses to the most sophisticated. According to Ozguner and Ozguner (2014), a person's inability to meet a need at any point in time in the hierarchy may have an effect on meeting the subsequent need in the hierarchy.

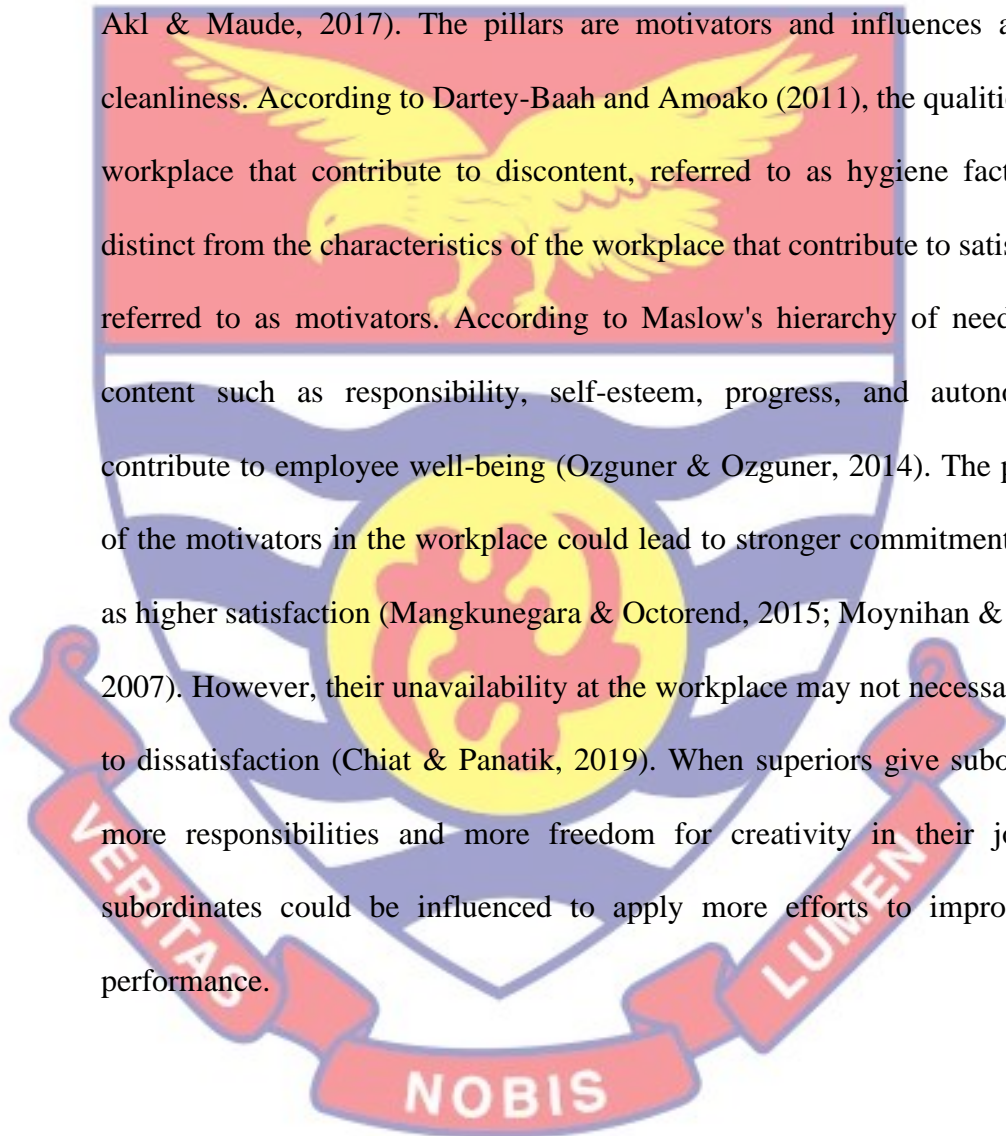
The lower-level needs, such as physiological needs, come first or take priority over the greater level needs such as self-actualization needs (Lussier, 2019). Therefore, lower-level needs are met by an individual before higher level needs are activated by the individual in order for needs to be sequentially satisfied. According this theory, people who find difficulties or are struggling to meet lower needs have no or low concern about the higher-level needs (McLeod, 2007). This theory has some criticisms from researchers though it is popular and has been commonly used in research and organisational settings. The theory explains the needs people try to meet or satisfy in their life including their work. This is comprehensible. However, according to Fallatah and Syed (2018), the assertion that the needs should be met by an individual in a hierarchical order could be difficult to accept.

For example, an individual or a worker may not have funds to meet their physiological needs such as water or food but may have their colleagues or

friends around them in order to satisfy social needs (Ek & Mukuru, 2013; Fallatah & Syed, 2018).

Two-Factor Theory

The two-factor theory, expounded by Frederick Herzberg in 1959, asserts that work happiness is determined by two pillars (Alshmemri, Shahwan-Akl & Maude, 2017). The pillars are motivators and influences affecting cleanliness. According to Dartey-Baah and Amoako (2011), the qualities of the workplace that contribute to discontent, referred to as hygiene factors, are distinct from the characteristics of the workplace that contribute to satisfaction, referred to as motivators. According to Maslow's hierarchy of needs, work content such as responsibility, self-esteem, progress, and autonomy all contribute to employee well-being (Ozguner & Ozguner, 2014). The presence of the motivators in the workplace could lead to stronger commitment as well as higher satisfaction (Mangkunegara & Octorend, 2015; Moynihan & Pandey, 2007). However, their unavailability at the workplace may not necessarily lead to dissatisfaction (Chiat & Panatik, 2019). When superiors give subordinates more responsibilities and more freedom for creativity in their jobs, the subordinates could be influenced to apply more efforts to improve their performance.



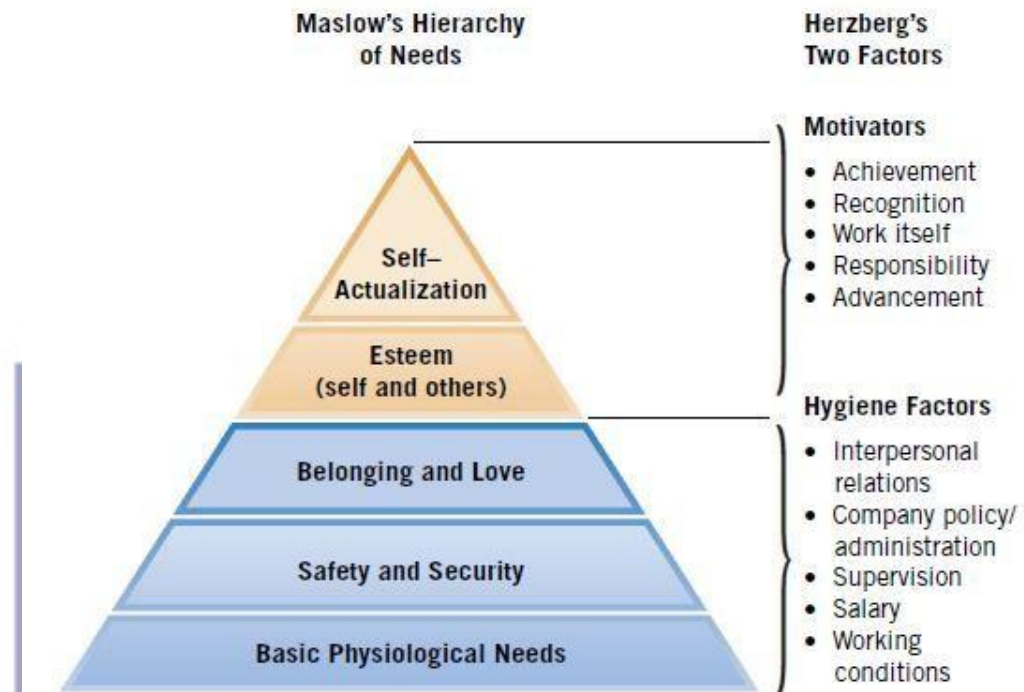


Figure 1: Relationship of Maslow's Hierarchy of Needs and Herzberg's Two-Factor theories.

When these factors are improved, it may lead to a decrease in job dissatisfaction but inadequate hygiene factors could also result in job dissatisfaction (Chiat & Panatik, 2019). According to Bryant (2018), the hygiene factors should be prioritized and addressed first by organisations, then the motivators can follow. Organisations and for that matter firms cannot do away with or pay no attention to the hygiene factors. When hygiene factors are ignored, high performing workers, generally, may not be happy and may pursue other job opportunities in rival or competitive firms while low performing may stay which could affect organisational productivity. The theory establishes the framework within which this study was undertaken. Although employees have needs that they strive to meet at work, the two-factor theory demonstrates that some of these needs, when met, alleviate unhappiness but do not encourage all

workers to work more, while others, when met, motivate and lead to job satisfaction (Mehrad, 2020).

Relevance of the Theories to this Study

Maslow's Hierarchy of Needs and the Two-Factor Theory would help propel the discourse on non-financial rewards and employee's satisfaction in the manufacturing industry. For manufacturing firms to maintain its employees, it must afford to reward its employees intrinsically and extrinsically. Herzberg (1957) proposed that employees are influenced or driven to work by two factors (motivators and hygiene factors). Hygiene factors ensure that employees do not become dissatisfied but does not lead to high motivation, but without them; motivators cannot achieve their goal since the employees will be dissatisfied. Hygiene factors involve the process of providing rewards or threats of punishment to cause someone to do something. Salary is one of the hygiene factors hence money does not lead to high levels of motivation but impact on motivation in away.

Wallace and Zeffane (2001) noted, management depend upon rewards like money as the main factor of motivation because according to Maslow's hierarchy of needs, money is a unique reward that can satisfy different needs such as physiological need for food. Non-monetary rewards on the other hand attract persons with a high need for affiliation through verbal recognition, and high achievers through challenging jobs. Skinner (1953) argued that, the use of rewards in the classic work performance paradigm is based primarily on the reinforcement theory which focuses on the relationship between a target behaviour such as high performance and its consequences for example pay. This

study was framed from Herzberg's two factor theory and Skinner's Reinforcement.

The greatest value of Maslow's need theory lies in the practical implications it has for every management of organizations. The rationale behind the theory lies on the fact that it's able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are likely to work at their maximum creative potentials. Therefore, it is important to make employees meet this stage by helping meet these strategies at this stage. Recognizing employee's accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plagues etc. According to Greenberg & Baron, (2003) research carried out in GTE Data services in Temple Terrace in Florida shows that awards are given to employees who develop ways of improving customer's satisfaction or business performance. But note that awards are effective at enhancing esteem only when they are clearly linked to desired behaviours.

Awards that are too general fail to meet this specification. Financial security is an important type of safety need. Organisations should therefore motivate their employees to make them financially secured by involving them in profit sharing of the organization. Furthermore, there is the need to promote a healthy workforce among workers. Companies can help in keeping their employees' physiological needs by providing incentives to keep them healthy both physical and mentally. Socialization need is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team, they tend to increase their performance. When an organisation holds

programmes such as “family day”, picnic or games among the staff, it helps build team spirit among staff. This study therefore draws strands from each of the abovementioned theoretical frames to explore the non-financial rewards and employee job satisfaction employed by manufacturing firms in the Greater Accra Region.

The Concept of Reward Management

Organisations nowadays are extensively focused on the management of reward practices as at times these are not as worthwhile as anticipated. Organizations have difficulties due to employee turnover issues. According to researchers, firms would struggle to maintain a competitive advantage without less efficient remuneration schemes (Kwenin, Muathe, & Nzulwa, 2013). Keeping in view the implications of reward, Steel and MacDonnell (2012) upraised questions about the terms; reward, reward management, and factors behind the effectiveness of the reward policy.

Reward management is a concept that convey the signal to the employees that are being appreciated in the organisation (Shoab, Noor, Tirmizi, & Bashir, 2009). Armstrong and Taylor (2014) in his seminal work designated that “reward management deals with the strategies, policies and processes required to safeguard that the value of people and the contribution they make to achieving organisational, departmental and team goals is recognized and rewarded”. Whilst discussing the characteristics of reward management, Armstrong and Taylor (2014) indicated that reward management includes developmental and application relating areas of reward system that is a mean to achieve organisational targets.

Similarly, Bratton and Gold (2017) mentioned that reward management is “central to the regulation of the employment relationship and is one of the central pillars of human resource management”. Armstrong and Stephens (2005) in a different study added to the meaning of reward management by signifying that the ultimate aim of reward management is to enable organisation to achieve its strategic goals. Generally, reward practices enable organisation to answer two questions, (i) where do we want our reward practices to be in a few years’ time? & (ii) how do we intend to get there? (Armstrong & Stephens, 2005).

Armstrong and Brown (2006) suggested that reward management of an organisation “deals with both ends and means”. Putting simply a comprehensive reward strategy defines the purposes of the reward programs, their components, and how they allied to accomplish organisational objectives. Kaplan and Maehr (2007) in the same vein came up with the ability of reward strategy to define the philosophy behind the programmes, which as a result offers the basis for future plan design. Armstrong and Murlis's (2007) earlier arguments appear to be consistent with his most recent definition of reward strategy, which they defined as "a business-focused statement of the organisation's intention regarding the development of future reward processes and practices that are aligned with the organization's business and human resource strategies, culture, and operating environment." Wilson (2003) described reward strategies as the procedure by which a company converts its viable strategies into different programmes and activities which will have positive effect on employee behaviours. Despite these advantages, reward strategy remains a complex concept.

Non-Financial Rewards

Non-monetary incentives have become more important to employees as a result of recent changes in the nature of employment (Nyaga, 2015). Managers must also consider the needs of their employees and provide a range of incentives, according to him. They found that core psychological needs like competence and decision-making lead to non-monetary compensation (Olubusayo, Stephen, and Maxwell, 2014). Bustamam, Teng, and Abdullah (2014) argued that even though some employees aren't looking for money, they will feel appreciated if their bosses acknowledge their hard work. According to Jensen McMullen and Stark (2007), non-monetary perks are crucial in establishing a business as an employer of choice, and they also have the additional advantage of boosting employee engagement.

As Brewster and Mayrhofer (2012) have shown, non-monetary incentives may have an influence on employee happiness, devotion, and performance. As a way to demonstrate the worth of reward systems, Scott, Yeld, and Hendry (2007) identified non-monetary incentives as a technique for showing their value. Fagbenle, Adeyemi and Adesanya (2004) in a study stated that using non-monetary incentive systems has been shown to increase the productive time of bricklayers and thereby increase output. From 6% to 26%, these measures increased productivity on-site and concretized processes (Fagbenle et al., 2004).

Workers also value non-monetary rewards that demonstrate their concern for their loved ones by providing services like elder care or child care centers (Gabriel & Nwaeke, 2015; Terera & Ngirande, 2014). Learning and training opportunities are sometimes used as a non-monetary compensation by

corporations (Yeo & Li, 2011). The learning and development opportunities offered by the company are very relevant and valuable to the employees, resulting in greater stages of job satisfaction, loyalty, and commitment amongst them. In today's ever changing business environment, there is a continuous need to boost return investment. Investing in the development of employees is a key strategy for many companies, and this includes the use of learning and training methods to guarantee that employees have the essential skills and knowledge. For the firm to be at the helm of competition and take advantage of future opportunities, researchers think that employees put a high value on learning new skills.

Work-life balance efforts, according to Giancola (2009), include those that make it easier for employees to fulfil their professional duties while also taking care of their personal and family commitments. In this instance, the employee is more willing to stay and suggest their employer to others if the firm maintains a good work environment. Similarly, it enhances productivity, lowers absenteeism and turnover, and boosts employee happiness at work (Heneman III & Milanowski, 2007).

Value of Non-Financial Rewards to Employees

Non-monetary incentives, according to Clark (2000), may manifest in many ways, and they all have value. Martins (2011) asserts that training helps individuals to acquire abilities that contribute to their growth within the organization. According to Kaliprasad (2006), skilled workers often opt to remain adaptable in their learning while working. He stated that offering growth opportunities demonstrates to workers that they are appreciated. Kiesel, Steinhauser, Wendt, Falkenstein, Jost, Philipp, and Koch (2010) assert that

when offered the chance to grow professionally, employees are more likely to stay with a company. To build a feeling of self-worth in them, they suggested they would be recognised as assets to the corporation. A study on non-monetary incentives, by Pragma (2008), compared corporate practices and employee perceptions. He found that there was a mismatch between employees' expectations and what was really available to meet those expectations.

Watson (2001) asserted that various demographic groupings had distinct motivations. He continued by stating that whereas older workers are driven by perks, younger employees are motivated by promotion potential and professional growth opportunities. Clark (2000) claimed that gratitude may be the true goal of certain workers. Allen and Helms (2006) confirmed that frequent expressions of praise from upper management may motivate employees to accomplish a strategic objective. He stated that managers are solely responsible for praising their personnel. Branham (2005) said that praise must be authentic, honest, and timely. He stated that when workers are offered gratitude and it is seen as insincere, the act's value is diminished. He said, however, that when workers' needs are met, it motivates them to develop and continue their hard work.

Additionally, Ramus (2012) discovered that behaviours that foster praise and recognition from management are among the most essential elements in resolving employee difficulties. Jeffrey (2004) concurred that praise and appreciation may inspire certain workers more than other variables. In comparison, Nelson (2001) discovered that the most major reason employees quit their professions was a lack of recognition and appreciation. Doyle (2010) claimed that acknowledgment loses its meaning when it is performed on a

routine basis and becomes impersonal to the employee. He said that if it is overdone, workers may develop an expectation of incentives, and when they are not provided when they feel they should, they may get discouraged.

Giles (2004) argued that every organisation should make this a priority. He said employees must provide the level of work required of them in order to get appreciation from their employers. Gross and Friedman (2004) emphasised, however, that an infinite number of nonmonetary rewards exist that organizations may utilize to honour their workers' contributions. He continued by citing other examples, including a complimentary vacation to the Caribbean, a simple thank you, certificates, and presents such as hats, brooches, and T-shirts. Thorpe and Homan (2000) said that nonmonetary benefits, such as acknowledgement of accomplishments, increased status, and responsibility, not only benefit workers, but also generate opportunities for performance improvement.

Jeffrey (2004) stated that non-monetary incentives had three key advantages: trophy value, memory value, and the opportunity to be separated from the group. He added that as a prize for a job well done, non-monetary gifts might be given to colleagues as a token of appreciation. Jeffrey's (2004) conclusion was that non-monetary advantages help to develop a bond between a business and its workers, and that they also have memory value since they can be remembered by the recipients of the benefits. Parker, Williams, and Turner (2000) argued that non-monetary incentives have a high likelihood of persisting and, as a result, have trophy value. They stated that whenever a someone watches television, they are often reminded of what they accomplished to earn their reward. Martins (2011) stated that the use of non-monetary

incentives is justified in order to incentivize some behaviours among workers and is seen as beneficial in order to improve performance, therefore discouraging other behaviours deemed detrimental to organisational development and performance.

The Concept of Job Satisfaction

To grasp and respect the concept of job satisfaction, one must first define morale and attitude and the link between them and job happiness. Morale is defined as the state of mind of an individual or group as evidenced by self-confidence, cheerfulness, discipline, and a willingness to do assigned obligations (MacCurdy, 2014). Alternatively, attitude is a judgment about people, things, events, activities, ideas, or anything else in one's immediate environment expressed as a proclivity or predisposition to respond positively or unfavourably to a certain notion, object, person, or circumstance (Vogel & Wanke, 2016). Attitude has a significant impact on how a person chooses to behave and responds to challenges, incentives, and rewards (Greenwald, 2014).

Job satisfaction has been an area of intense research for both scholars and organisation management to know how workers perceive their jobs. It has been shown to be inextricably linked to a variety of organisational phenomena, including motivation, performance, leadership, attitude, and conflict (Singh & Jain, 2013). Employment satisfaction is described by O'Reilly, Chatman, and Caldwell (1991) as the feeling that a worker has about his or her job, or a general attitude toward work or a job, and it is impacted by one's perspective of one's job. Maslow's theory of motivation posit that several academics have viewed work satisfaction via the lens of need fulfilment (Singh & Jain, 2013). Job satisfaction is a critical indication for forecasting organizational stability,

employee turnover, and the quality of services delivered to customers; and it is well described by motivational theories (Ziegler, Schlett, Casel & Diehl, 2012).

According to Marfo-Yiadom (2005), motivation is a collection of energetic factors that originate both inside and outside the person and influence the shape, direction, intensity, and duration of behaviour. This concept says that motivation refers to a set of factors that influence how humans behave. "Motivation may alternatively be described as a collection of processes that energise and steer a person's behaviour toward achieving particular objectives" (Marfo-Yiadom, 2005). According to these criteria, it is critical for a well-functioning organization to strive to increase indications of motivation like as morale and satisfaction. Job satisfaction may not be uniform among groups, although it may be connected to a variety of things (Raziq & Maulabakhsh, 2015). This enables managers to forecast which groups are likely to display dissatisfaction-related behaviour (Travers & Cooper, 2018). For instance, Chaulagain and Khadka (2012), as well as Markos and Sridevi (2010), assert that money and other fundamental requirements become less essential as an employee age and that money is not the only motivator.

Intrinsic and Extrinsic Job Satisfaction

Extrinsic job satisfaction is described as "those external advantages offered by the facility or organisation to the professional." This includes a competitive pay, ongoing education, stringent quality control, and a flexible work schedule (Randolph, 2005, p50). The intrinsic value orientation of employment is generally oriented on material gain and security (Vansteenkiste, Matos, Lens & Soenens, 2007). Employees that are extrinsically driven are motivated by external rewards and accolades and associate their self-worth with

extrinsic variables (Vansteenkiste et al., 2007 p 255). Randolph (2005) demonstrated that the sole external element affecting employee happiness is the expectation of productivity, which is positively associated with the desire to remain in the work.

Randolph (2005) defined intrinsic components in two ways: intrinsic context and intrinsic content. Intrinsic context elements are those present inside a business that have an effect on an employee's internal happiness (Randolph, 2005, p50). This encompasses people, workload, the stability of the work environment, and work-life balance. Employee expectations, attitudes, self-efficacy, and competence all influence intrinsic content variables (Randolph, 2005, p50). This implies more difficult jobs and more accountability (Nazari & Emama, 2012). Employee intrinsic pleasure is connected with Maslow's (1954) higher-order needs for self-actualization and progress (Saleh & Hyde, 1969).

Numerous researchers have emphasized the critical role of intrinsic variables in determining work happiness (Maslow, 1954; Saleh and Hyde, 1969; Hegney et al., 2006). The term "intrinsic elements" refers to qualities of work such as the nature of the job, skill development, and accountability (Saleh & Hyde, 1969, p.47). Intrinsic work satisfaction, according to Samad (2006), is tied to an individual's desire to succeed inside the organisation. Employees who are happy with intrinsic elements prioritize growing their abilities, skills, and potentials, as well as engaging in job decisions and gaining autonomy in carrying out job tasks (Vansteenkiste et al., 2007). Job happiness is influenced by both inner and external factors. The word "task incentives" refers to inner motivations for work, while the term "organisational incentives" refers to external motivations for work (Mahdi, Mohd Zin, MohdNor, Sakat, &

AbangNaim, 2012). Task incentives are an intrinsic reward for an employee who successfully completes a task. This requires meaningful and difficult work, variety, and the opportunity to use one's strengths and abilities, as well as self-direction and accountability (Mahdi et al., 2012).

Extrinsic rewards are monetary incentives that are used to inspire or entice someone to do a task (Mahdi et al., 2012). They include compensation, advancement possibilities, fringe benefits, job security, and a favourable work atmosphere. The intrinsic work happiness of employees is inversely proportional to their desire to leave (Mahdi et al., 2012). Numerous studies have shown the importance of intrinsic motivators in the workplace, such as acknowledgment, responsibility, and personal improvement (Mbah and Ikemefuna, 2012). Job status and contribution to society represent an individual's social standing and contribution to society, and so serve as a source of self-esteem, respect, and acknowledgment from others (PeirÃ, Agut, & Grau 2010). Hegney, Plank and Parker (2006) asserts that failing to adhere to intrinsic work values may result in employee unhappiness.

Employees make distinct choices between internal and extrinsic incentives. Olusegun (2013) asserts that satisfaction with each component changes according to an individual's priorities. Mahdi et al. (2012) observed that whereas some employees place equal value on extrinsic and intrinsic incentives, others prioritize one above the other. Nonetheless, both intrinsic and external elements have the potential to contribute to work happiness (Mahdi et al., 2012). Samad (2006) asserts that both internal and external variables are required.

While intrinsic incentives contribute to work happiness by satisfying self-actualization requirements, external elements help avoid job discontent.

Herzberg (1973) saw discontent with one's employment and contentment with one's job as two distinct levels. According to Boezeman and Ellemers (2009), salaried workers experience job satisfaction when their autonomy demands are met on the job. Extrinsic motivation, according to Herzberg (2003), serves only to avoid work unhappiness and does not add to job satisfaction. Consistently, Samad (2006) said that intrinsic incentives are the result of psychological development or motivational elements that inspire workers, while extrinsic rewards do not satisfy people's demands but rather serve to prevent them from being fulfilled.

When employees think that the advantages they get are enough to fulfill their needs and wants, both intrinsic and extrinsic incentives contribute to job satisfaction. Job satisfaction is defined as the delight one obtains from one's job. Intrinsic and extrinsic incentives may both increase an employee's work satisfaction and assist avoid employee turnover (Olusegun, 2013). Intrinsic advantages like as autonomy, self-direction, exciting and gratifying tasks, and the potential to utilize varied skills and abilities may all contribute to a positive emotional state, which leads to work satisfaction (Mahdi et al., 2012). Extrinsic advantages, such as excellent working circumstances and connections with supervisors and colleagues, on the other hand, may promote and develop positive feelings and a sense of job satisfaction. According to Vansteenkiste et al. (2007), an organization's extrinsic value orientation is detrimental to

employee job results and satisfaction because it obstructs the fulfillment of basic psychological needs.

Factors Influencing Job Satisfaction of Employees

Job satisfaction variables vary in nature due to the presence of human circumstances and expectations, which tend to create exceptions, making their generalizations problematic (Asegid, Belachew & Yimam, 2014; Ramasodi, 2010; Waqas, Bashir, Sattar, Abdullah, Hussain, Anjum & Arshad, 2014). These variables all have a significant impact in influencing employee work satisfaction (Wagas et al., 2014). Salary and benefits, according to Atefi, Abdullah, Wong, and Mazlom (2014), have a significant impact on work satisfaction for a variety of reasons. To begin, money is a popular motivator since it is one of the most essential tools for meeting one's fundamental wants; it also fits the bottom level of Maslow's hierarchy of needs theory of motivation (Purohit & Bandyopadhyay, 2014).

The majority of workers see money as a reflection of management's care for their well-being, and a greater income is viewed as a representation of an employee's accomplishment and also a higher degree of commitment to the organization (Ganta, 2014). Haider, Aamir, Hamid, and Hashim (2015), as well as Yousaf, Latif, Aslam, and Saddiqui (2014), revealed that promotion, a non-monetary incentive, may also drive workers to perform well. Promotion reflects an employee's value to the organisation and indirectly enhances the employee's morale. It allows workers to monitor their success in the workplace and also helps them develop a sense of self-worth. Promotion not only moves individuals up the social ladder, but also results in salary increases (Whitaker, 2010).

Respect, another non-monetary incentive, is sometimes awarded to individuals depending on how they are treated or addressed in their work (Gabriel & Nwaeke, 2015). These also contribute to employees' job stability. Job security is a significant motivator for employees (Conrad, Ghosh & Isaacson, 2015). Work is fundamental to people's lives in our society. However, a lack of job security may have a detrimental effect on workers' loyalty to the organization (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014). Organizations can retain their finest workers by acknowledging their efforts. Employees are motivated by recognition as a non-monetary incentive since it acknowledges their efforts, ingenuity, and devotion to job duties (Anitha, 2014; Yousaf et al., 2014).

Staff interactions, or the formation of work connections, is equally critical in the work environment, according to Hanaysha (2016). This may be strengthened by including team-building activities, which result in stronger interpersonal connections, improved communication, increased role clarity and comprehension, and increased work satisfaction. Achievement is a subjective, non-monetary element that is decided by the person (Pawirosumarto, Sarjana & Gunawan, 2017). It is possible to connect this to Maslow's higher-level wants. Good working conditions are a top priority for employees since they contribute to physical comfort. A clean, well-ventilated, well-lit work environment with little noise and the necessary equipment and tools to complete duties all contribute to employee satisfaction (Khoiriyah, 2020; Mujan, Anelkovi, Munan, Kljaji, & Rui, 2019). Employee accountability, as seen by their involvement in critical management choices that affect other workers, is another crucial component that may contribute to higher job satisfaction (Hardman, 2019).

Motivation and Job Satisfaction

Job satisfaction is a multidimensional topic that has received a great deal of attention. According to a variety of literature sources, there is a link between work satisfaction and motivation in the form of non-monetary incentives. Non-monetary awards motivate an employee in an organisation to operate in a specific manner based on his or her degree of work satisfaction. Given this, it is critical that the manager understands how to effectively elicit worker cooperation and focus their efforts toward attaining the organisation's objectives. Job satisfaction is defined as "a pleasurable or positive emotional state resulting from one's evaluation of one's job or job experiences" (Locke, 1968).

Motivational Packages

Work satisfaction levels may vary significantly across various segments within a company. This is because what one person finds satisfying may not necessarily satisfy another. Additionally, what satisfies a person in one time may not satisfy that person in another. Additionally, each employee is unique and may react differently to various motivating processes; for example, although utilizing acknowledgment and praise for outstanding job performed may motivate one person, it may have little or no impact on someone wanting to earn additional money to satisfy personal requirements. This allows managers to investigate and provide the most effective incentive packages for individual employees.

Employee Performance

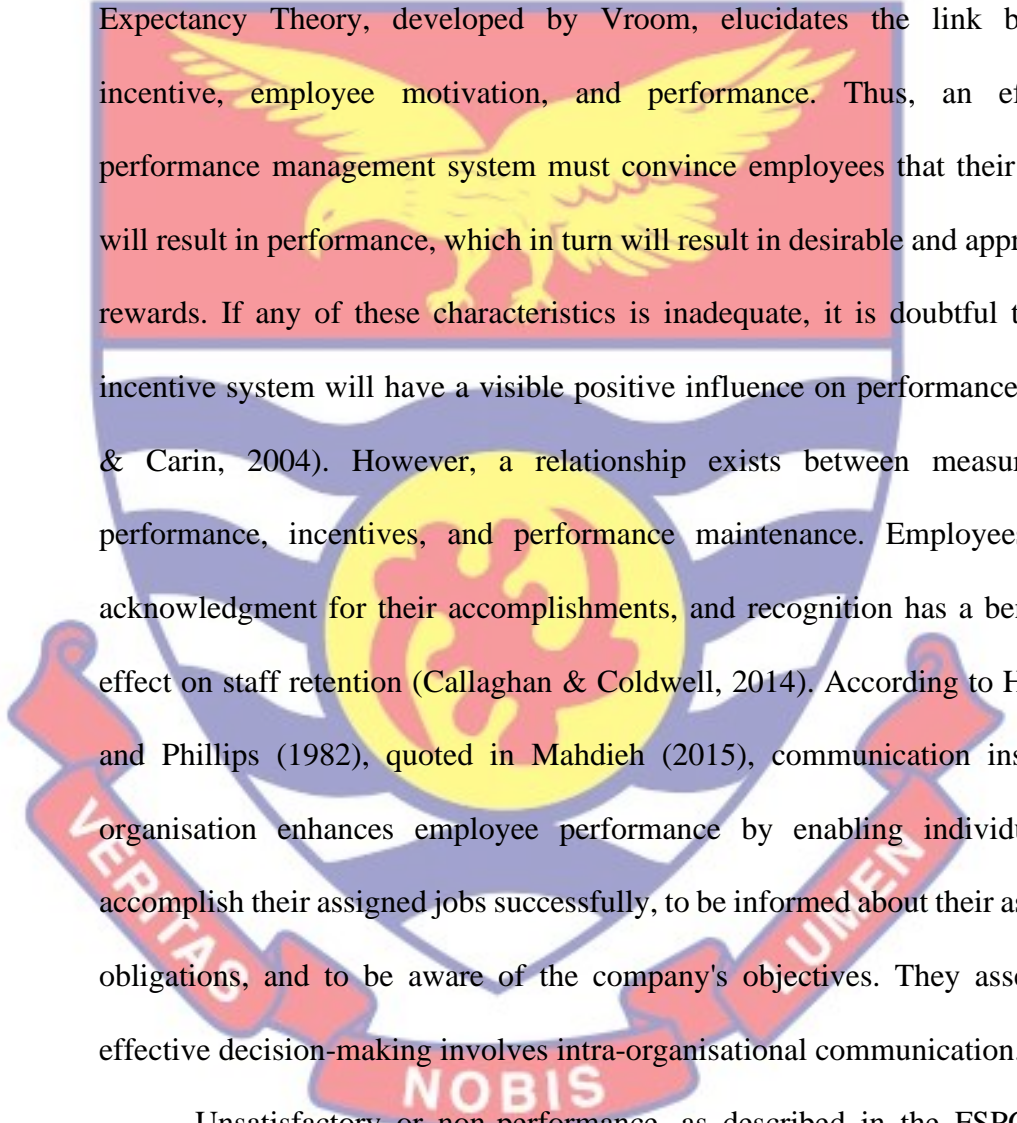
According to Aguinis (2009), performance refers to an employee's behaviour or actions, not to the products or consequences of their labour. Performance is an effort combined with the capacity to exert effort in accordance with organisational rules in order to accomplish certain goals.

Campbell (1990) adds the term "behaviour" to the definition of performance. It is something that the employee does. This approach establishes a distinction between performance and results. While outcomes are the consequence of an individual's performance, they are also influenced by other factors. Chen and Silverthorne (2008) distinguish three distinct categories of performance. One is a metric for output rates, the quantity of sales during a certain time period, or the output of a group of workers reporting to a manager. The second sort of performance evaluation is one in which people are rated by someone other than the individual whose performance is being evaluated. As a consequence, self-appraisal and self-rating strategies may help motivate workers to take an active part in determining their own objectives. Thus, work performance quantifies the degree to which corporate and societal goals and duties are met from the assessing party's viewpoint (Hersey & Blanchard, 1993).

According to Magee (2002 as cited in Agwu (2014), corporate culture is intrinsically tied to organizational practices, which in turn drive employee performance. However, Hellriegel and Slocum (2009) contend that understanding the variables that preserve corporate culture may actually boost employee performance. Thus, an organisation's culture teaches employees about the organisation's history and current operations while simultaneously directing them toward expected and accepted future organisational behaviours and norms.

According to Ferris Sikora and Van Iddekinge (2015), an effective human resource system is based on values that support employees' attitudes and actions, which impact their performance (Sackmans & Bertelsmann, 2006).

While goals and feedback surely enhance performance, incentives may raise interest in and tenacity for completing a task (Good & Carin, 2004). The



Expectancy Theory, developed by Vroom, elucidates the link between incentive, employee motivation, and performance. Thus, an effective performance management system must convince employees that their efforts will result in performance, which in turn will result in desirable and appropriate rewards. If any of these characteristics is inadequate, it is doubtful that the incentive system will have a visible positive influence on performance (Good & Carin, 2004). However, a relationship exists between measurement, performance, incentives, and performance maintenance. Employees want acknowledgment for their accomplishments, and recognition has a beneficial effect on staff retention (Callaghan & Coldwell, 2014). According to Hellweg and Phillips (1982), quoted in Mahdieh (2015), communication inside an organisation enhances employee performance by enabling individuals to accomplish their assigned jobs successfully, to be informed about their assigned obligations, and to be aware of the company's objectives. They assert that effective decision-making involves intra-organisational communication.

Unsatisfactory or non-performance, as described in the FSPG-PDM policy (2001), is defined as an employee's persistent inability to perform at an acceptable level, notwithstanding management assistance and developing chances. Managers/supervisors are consequently responsible for monitoring job

progress and providing constant corrective and methodical assistance to workers in order to help them improve their performance (Thomas, 2015).

Empirical Review

Wiley (1997) used a survey questionnaire to ask 200 students at Umea Business School who are promised to be future workers in a range of businesses to rate 10 incentive variables according to their assessed relevance. The most important component was put first, followed by the least crucial factor, and data were evaluated using Microsoft Excel. The study concluded with respondents ranking the following factors in order of importance: adequate compensation, complete appreciation for work performed, job security, promotion, interesting work, and company loyalty to employees; and favourable working conditions, tactful discipline, recognition, and sympathetic assistance with personal problems. As a result, respondents identified 'competitive wage' and 'appreciation for finished work' as the most important driving elements.

Employees prefer daily recognition over bonuses or greater pay, according to a research done by the Performance Enhancement Group and validated by Hitika and Sirotiakova (2009). Additionally, the research discovered that workers who are acknowledged make their best efforts at work (Jeffries, 1997). To bolster the findings of the preceding research, Hitika and Sirotiakova (2009) found that employees would work more if they believe their efforts are being appreciated. In a study employing structured questionnaires to determine the variables affecting employee motivation and satisfaction in the public sector in Ghana, it was discovered that low pay is a demotivator for over 90% of respondents (Agyepong, Anafi, Asiamah, Ansah, Ashon, & Narh-Dometey, 2004).

Bodur (2001) performed a research on health care employees working in Turkish health centers to determine job satisfaction levels and their determinants. Job happiness among health professionals at twenty-one health centers in Konya, Turkey, was investigated using the Minnesota satisfaction questionnaire. The findings indicated that respondents were dissatisfied with their jobs, owing mostly to working conditions and pay. There was, however, no association between overall satisfaction and demographic variables such as gender, age, or marital status. Attrams (2003) also conducted a descriptive quantitative study to establish workers' perspectives of 'motivation and job satisfaction' in both public (Manhyia district hospital) and private care facilities in Kumasi, Ghana. The study recruited 83 workers (54 from public health care institutions and 29 from commercial health care facilities) using both cluster and stratified sampling approaches. Although the study found that the participating workers' earnings were inadequate to meet their needs, this had no effect on their level of job satisfaction, since the majority of respondents said that they were highly satisfied with their positions.

Ramasodi (2010) conducted a study in Johannesburg, South Africa, to ascertain the parameters that influence job satisfaction among 103 industrial professionals. Self-administered questionnaires were used to gather data, which were analyzed using SPSS 17. The study's results indicated that respondents were generally unhappy. Salary, exclusion from decision-making, a large amount of non-clinical activities, and insufficient time with patients were all rated by participants as having a minor influence on job satisfaction. Job satisfaction was shown to be highly impacted by factors such as promotion possibility, responsibility, patient care, and employee relations. The study,

however discovered that factors like as salary, supervision quality, and working conditions corresponded to Herzberg's hygiene components of motivation in his two-factor theory of job dissatisfaction.

Parvin (2011) performed a descriptive research utilizing a closed-ended interview schedule to determine the determinants impacting employee work satisfaction in the pharmaceutical manufacturing industry, focusing on Icepta, Beximco, and Apex Pharma. According to the study's findings, work conditions, fairness, advancement, and remuneration are all significant elements determining the job satisfaction of pharmaceutical business workers. Work circumstances have also been shown to have a substantial impact on pharmaceutical businesses. Physical design of the work environment does have an effect on worker happiness. Male workers in pharmaceutical organisations placed a higher premium on job security as a measure of job satisfaction than female employees. The findings indicate that the components adequately described work satisfaction and that policymakers and managers should prioritize issues affecting employee job happiness in order to improve their enterprises.

Neog and Barua (2014) performed a descriptive research on the determinants affecting employee job satisfaction: an empirical study of 100 workers at car servicing workshops in Assam, India. The study collected data using a structured questionnaire and analyzed it using Pearson correlation, T-test, and Anova. The study's findings indicated that the majority of respondents saw their pay as insufficient and hence advocated for a change of the whole incentive package in order to raise their level of work satisfaction. Additionally, respondents said that when certain aspects such as enhanced infrastructure,

professional growth, opportunities, and future earning potential regulations are implemented, their work satisfaction would rise. In conclusion, the researcher claimed that all of the characteristics mentioned above had a favourable link with work satisfaction.

Petrosova and Polchilenko (2015) used the literature view approach to choose twelve (12) publications published between 2004 and 2014 from CINAHL, PubMed, Academic Search Elite, OVID, and Elsevier Science Direct. The purpose of the study was to determine work satisfaction levels, the variables that influence job satisfaction/dissatisfaction, and strategies for improving job satisfaction among managers. The survey found that managers had a moderate degree of work satisfaction on average, with modest variances across management levels and by geographic location. According to the research, the factors impacting managers' job satisfaction or unhappiness were identified and classified into six categories: working conditions, support, possibilities for professional growth, autonomy and decision-making authority, and stress.

Research Gap

While several studies have been undertaken on employee motivation and productivity, there is a dearth of study in the industrial sector, particularly in Ghana. Additionally, there is no agreement on whether monetary or non-monetary variables influence employee motivation and productivity (Lau & Roopnarain, 2014). As a result, the present study intends to fill up these knowledge gaps.

Conceptual Framework

The conceptual framework of the study is based on factors derived from the literature review. The dependent variable is job satisfaction. The mediating variables include job experience, tenure, age, extrinsic and intrinsic satisfaction. Non-Financial Reward is the independent variable of the study. The research also assumed that demographics, that is tenure and age have a significant role to play in rewards systems and it also strengthens or weakens the relationship between company rewards and job satisfaction. The reasons for using these, is to contribute to the current research gap in the context of non-financial rewards and employees' job satisfaction in manufacturing firms in the Greater Accra Region of Ghana.

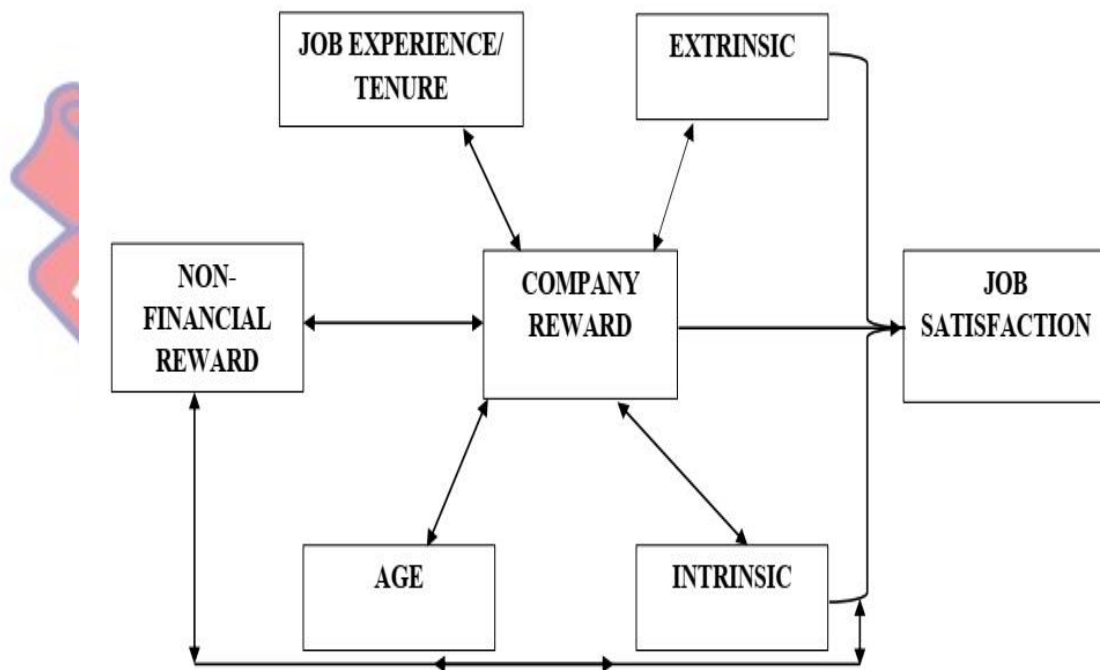
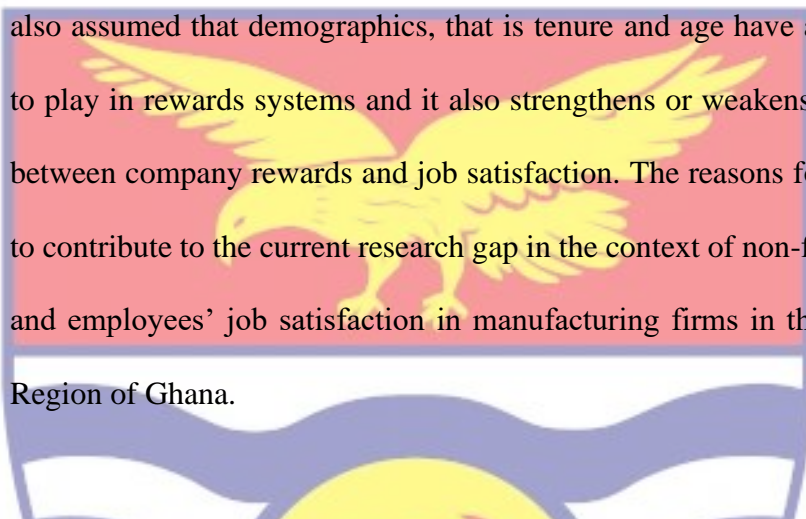


Figure 2: Conceptual framework

Source: Author's own construct (2021)

Extrinsic job satisfaction aspects are described as "those external advantages that the facility or organisation provides to the professional." This includes competitive salary, ongoing education, high expectations for productivity, and a flexible schedule (Randolph, 2005, p50). Employment's intrinsic value orientation is largely focused on material acquisition and security (Vansteenkiste et al., 2007). Randolph (2005) showed that the only extrinsic factor impacting employee satisfaction is the expectation of productivity, which is positively related to the desire to stay in the job.

The intrinsic parts of work happiness are geared at self-actualisation and self-expression (Vansteenkiste et al., 2007). Randolph (2005) distinguished two types of intrinsic elements: intrinsic context and intrinsic content. Intrinsic context elements are those found inside a company that influence an employee's internal contentment (Randolph, 2005, p50). This includes people, workload, work environment stability, and work-life balance. Expectations, attitude, self-efficacy, and competency of employees all have an effect on intrinsic content factors (Randolph, 2005, p50). This entails more challenging tasks and more responsibility (Nazari & Emama, 2012). Employee intrinsic satisfaction is associated with Maslow's (1954) higher-order desires for growth and self-actualisation (Saleh and Hyde, 1969).

According to Ahmad, Salman and Shamsi (2015), employees are motivated and perform better when they work in an organization that fits their needs and talents. They eventually get integrated into the organisation, and their level of satisfaction grows, allowing them to focus more intently on their job and accomplish their goals and objectives. However, this may be a stimulant for a brief period of enjoyment that diminishes with time. Job tenure refers to the

time period during which workers have worked for the present organisation; it refers to ongoing employment periods, not to concluded employment periods (OECD Employment Outlook, 2001). The influence of employment longevity on organisational activities merits more investigation. For example, longer employment tenure equips the organisation with in-depth knowledge of its stakeholders and external environment, allowing managers to capitalize on external influences. Additionally, employment duration has an effect on network behaviour; typically, managers with a longer tenure may better understand the network and develop trust with its members, resulting in improved results (Juenke, 2015) Not only that, employment duration may have a good effect on the internal relationships and job participation of an organisation.

Employees have varying socialisation experiences and views of what constitutes an ideal work environment. This can be explained by age, which fits the expectation hypothesis. Individual demands vary according to time and location, the idea indicates (Vroom, 1964). Age has a detrimental effect on performance. Employees' talents deteriorate as they age, which may have an effect on performance through motivation. Older workers are more likely to accept incentives provided at the organisational level and to decrease their expectations, since they are through a 'grinding down' phase. According to Posthuma and Campion (2008), older workers are more content because they are more resistive to change, trustworthy, steady, and honest. However, it is hypothesized that age and non-monetary rewards have a positive connection, meaning that non-monetary incentives rise with age. It is believed that older

workers would be more driven by non-monetary incentives, whilst younger employees will be happier with monetary incentives.

Job satisfaction is seen as an attitudinal variable from an evaluation standpoint. Attitude is described as the aggregate of one's senses, beliefs, and thoughts that a person forms in response to his surroundings observation (Celik, 2011). In the conventional work satisfaction paradigm, the primary emphasis was on the employee's sentiments about the job. However, happiness and discontent are not just determined by the nature of the work performed, but also by the employee's views, attitude, and expectations towards the employment (Lu, While & Barribal, 2005). Additionally, organisations are dependent on people (workers), and how those individuals act is determined by how managers handle the organisation's affairs. As a result, prudent managers place a premium on employee job satisfaction owing to its importance. Employees are critical because they continue to be the strategists, designers, and implementers of the organisation's progress toward accomplishing its goals. Job satisfaction is associated with absenteeism, turnover, and, to a lesser degree, performance. Job satisfaction may be distinguished from contentment with a particular component or facet of a job. Thus, in order to get a comprehensive knowledge of workers' requirements, attitudes, and motivations, research on job satisfaction in organisations should concentrate on several dimensions of job satisfaction, such as non-monetary benefits.

Chapter Summary

This chapter defined and discussed job satisfaction, the link between job satisfaction and non-monetary incentives (motivation), and motivational packages. It also discussed the job satisfaction theories relevant to this research.

Additionally, research conducted on the subject was discussed. As a result of the literature analysis, it is clear that work satisfaction is a well-studied phenomena that is important for both employees and employers. According to the research, employees who are motivated by non-monetary benefits are typically more content with their jobs and hence more productive in the workplace. Finally, the literature study demonstrates that work satisfaction is a universal phenomena that transcends borders, cultures, races, and nations; and, although it is a universal phenomenon, the elements that impact it vary across geographical places.



CHAPTER THREE

RESEARCH METHODS

Introduction

The term "research technique" refers to the precise procedures used to collect data for the study. This chapter discussed the research paradigm and strategy, the research design, the study region and population, sampling and sampling procedures, the data collecting instrument and technique, data processing and analysis, and ethical considerations.

Research Approach

A research design cannot be used in a study unless the research technique is specified. The quantitative research approach was considered in light of the philosophy. The quantitative approach enables the study's key issues to be described using quantitative tools such as descriptive and inferential statistics (Hoover & Donovan, 2011). Thus, the research used a quantitative approach, since it analyzed a connection based on numerical values, necessitating the use of quantitative methods such as correlation.

Research relies on at least one philosophical paradigm (Alharahsheh & Pius, 2020; Kroeze, 2012). This study is will adopt the positivist philosophy which believes that truth exist and such can be verifiable through quantitative techniques (Saunders et al., 2012). Positivist believes in objectivity in reality which can be observed, measured and described (Kroeze, 2012). A positivist study utilizes variables that have quantifiable measures, tries to test theories to enhance understanding of phenomena and get results from a sample to make inferences (Saunders et al., 2012). In addition, it generates questions and hypotheses that may be tested empirically (Kroeze, 2012). The present study

used a quantitative research technique based on the particular goals and the kind of data that will be gathered and analyzed. Creswell (2014) argues that in order to describe things quantitatively, one must gather and analyse numerical data.

Research Design

The study employed the descriptive research design owing to the nature of the scientific enquiry underpinning this study. A research design is a collection of strategies, guidelines, and instructions for handling the research topic in a manner that maximizes both relevance and efficiency (Leedy & Omrod, 2010). Additionally, Zikmund, Babin, Carr, and Griffin (2003) assert that research design is a blueprint that details the precise data collection process or approach that the researcher will use to accomplish the study's goals. The descriptive research design describes and analyzes the existing situations, i.e. "what is." A descriptive study examines existing behaviours, situations, structures, distinctions, or linkages, as well as ongoing and visible activities. The purpose of descriptive research is to collect data that explains occurrences and then arrange, tabulate, and describe the findings (Glass & Hopkins, 1984).

Study Area

The Greater Accra Region is considered as the smallest of the 16 administrative regions in Ghana in terms of land area. It occupies a total land area of 3,245 sq. km with a total population of 4,010,054 (Obeng-Odoom, 2011). It shares boundaries with Eastern Region to the north, Volta Region to the East, Gulf of Guinea to the south and Central Region to the West. The 2010 population and housing census indicated that the region has the highest percentage of urban population of 16.3%. About 31.6%, 14.8%, 9.0% and 5.2% of the people in the region are actively engaged in wholesale and retail trade,

manufacturing industry, accommodation and food industry and agricultural sector respectively.

As a region which contains the capital city of the country, it is battling with rapid urbanization due to the administrative functions it performs in the area of industry, manufacturing, commerce, business, culture, education and political. It also attracts migrants, not only from neighbouring countries but from all over the world. Specifically, the study focused on manufacturing firms in the Greater Accra. The region is one of the industrial hubs in Ghana for manufacturing firms, and contains 382 of the 704 manufacturing firms on the AGIs list (AGI Report, 2017). Thus, the region was selected because it contains about 54% of the total manufacturing firms in the country.

Population

Population, as defined by Sekaran (2003), is the entire group of people, events or things of interest that the researcher would like to investigate. Polit and Hungler (1996) posit that, it is the entire aggregation of cases that meet a designed set of criteria. Simply put, it deals with a target group about which the researcher has the interest in gaining information and drawing conclusions. The target population for the study included all employees of manufacturing firms in the Greater Accra Region of Ghana. The total number of manufacturing firms in Greater Accra Region was 174, while population of employees was 1,603 as at 2019 (Association of Ghana Industries, 2019).

The accessible population was therefore all employees of the firms. However, as the target population was too large to work with, and also considering the fact that the study needed to be completed within a stipulated time frame, the researcher deemed it appropriate and expedient to use

employees from fifty-seven (57) selected manufacturing firms in the Greater Accra Region.

Table 1: Features of the Manufacturing Firms

Ownership	Frequency	Percentage
Privately Owned	54	94.74
State Owned	3	5.26
Total	57	100
Size;		
SMEs	51	89.47
Large	6	10.53
Total	57	100
Sector;		
Health/Pharmaceuticals	8	14.04
Food, Alcoholic and Non-alcoholic drinks	41	71.92
Others (Building Materials, Clothing)	8	14.04
Total	57	100

Source: Field Survey (2021)

The population was selected within the Greater Accra Region because it widens the scope of generalization which can represent a true picture of non-financial rewards and employee job satisfaction. Finally, it is more likely to give a firm bases for conclusions and recommendations made. The accessible population for the study was thus, 1,603.

Sample and Sampling Procedures

According to Salkind and Salkind (1997) a sample is representative portion of the population. It is important to have a sample size that is appropriate in order to gather the primary data. According to Patton (1990), deciding on a sample size for descriptive survey can be even more difficult than quantitative survey because there are no definite rules to be followed. It depends on what the researcher wants to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility and what can be done with available time

and resources. With fixed resources which are always the case, one can choose to study one specific phenomenon in depth with a smaller sample size or a bigger sample size. Therefore, by observing critically the characteristics of the sample, one can make certain inferences about the characteristics of the population from which it is drawn. In view of the large size of the population (1,603), a sampling method seems appropriate and feasible.

An estimated sample size of 206 employees were selected out of the accessible population of 1,603 from of fifty-seven (57) manufacturing firms in the Greater Accra Region for the study. Sampling in research is to select a portion of the population that is most representative of the population (Fowler, 2009). According to Malhotra and Birks (2007), for conclusive research such as descriptive surveys, larger numbers are required. Moreover, where data to be collected deal with large number of variables, and also many questions are asked in a survey, large numbers are also required. Creswell (2014) argues that most used approach for determining the sample in a descriptive study is to specify the precision of estimation desired and then to determine the sample size necessary to ensure it. Therefore, the sample size was arrived at, by employing the sample size table provided by Krejcie and Morgan (1970). For a population of 1,603, using the table, the sample size estimated from the total population was 206.

The purposive sampling method was used to select the respondents for the study. Purposive sampling method was used to ensure that the elements which satisfy some predetermined criteria, (for instance, possessing certain characteristics relevant to the study) was selected (Nworgu, 2006). Since the researcher had interest in a specific type of respondents, it was therefore

necessary to select a sample that possessed the mentioned characteristics. This made the purposive sampling technique appropriate to use.

Data Collection Instrument

Collection of data was carried out using the opinionnaire and the survey questionnaire (Appendix A) in order to assess non-financial rewards and employees' job satisfaction in manufacturing firms in the Greater Accra Region of Ghana. Sekaran (2003) defines a questionnaire as a set of pre-formulated written questions to which participants record their answers. Questionnaires are resourceful mechanisms for data collection, provided that the researcher knows exactly what is required and how to measure the dependent and independent variables of interest. The questionnaire type of instrument was used as the researcher believed it would enable her get the exact response she was eliciting from participants. The questionnaire, close ended type for this study was developed by the researcher, soliciting information that covered the specific objectives of the study.

The close ended type of questionnaire, according to Gray (2004), is one that gives participants pre-determined responses to choose from a set of numbers that represent strengths of feeling or attitude. Close ended type of questionnaire has the advantage of making data analysis simpler by making coding of responses easy and quickly. Besides, since it does not require any extended writing, it is time saving.

Since the researcher dealt with a large sample group of 206 respondents, using the questionnaire was deemed appropriate. The questionnaire was an easy way of analyzing information and it offered the participants an opportunity to respond accurately. Using the questionnaire as a data collecting instrument has

its own pitfalls. Mouton (2005) asserts that there is low response rate. Besides, Weier (1998) states that there are incomplete questionnaire as no qualitative information is obtained due to the forced-choice format and thus, does not provide participants the opportunity to add additional information (Amedahe, 2002). Despite these shortcomings, the researcher believed that the questionnaire type of instrument was the most appropriate in achieving the purpose and objectives of the study.

The questionnaire was divided into three (3) main parts. The first part explained the purpose of the study to participants, as well as assured participants of anonymity and confidentiality (ethical issues) and also sought to find out the features of their manufacturing firms. Section B dealt with demographic data of respondents such as gender, age, marital status, years of work and educational level. Section C dwelt on nature of reward systems, non-financial rewards, and job satisfaction. The Likert scale was used as a form of measure for the responses. Tuckman (1994) asserts that Likert-type scales are used to register the extent of agreement or disagreement with a particular statement of attitude, beliefs, or judgement. The Likert-type response alternative of seven-point gradation was used to measure responses.

Data Collection Procedure

The questionnaire on non-financial rewards and employees' job satisfaction in manufacturing firms in the Greater Accra Region was personally administered to the two hundred and six (206) respondents. Prior to the collection of data, a letter of introduction from the Department of Human Resource Management was taken to the selected firms. On arrival, the purpose of the study was explained to the management of the firms. In collaboration with

the heads of the various departments in the firms, a date was scheduled to administer the questionnaire to the sampled respondents.

The administration and collection of copies of the questionnaire were carried out the same day but continuously over a period of two months since the researcher had to go 57 firms. This was done in the months of October and November, 2021 making up the first phase of the study.

Reliability and Validity of Instrument

Real-world examples must be used to collect data for studies. Availability and relevance of data are critical considerations while designing research (Saunders & Lewis, 2009). As a result, applying the concepts of validity and dependability to a primary source is the most efficient manner of doing so. According to Rönkkö and Evermann (2013), the trustworthiness degree shows the level to which the data collected may be trusted. The instrument's reliability will be assessed using Cronbach alpha. Sufficiency in dependability was judged to be at least 0.7 (Cohen, Manion, & Morrison, 2008).

To put it another way, external and internal validity are two different concepts. External validity is concerned with how well a study's results can be generalized, while integrity is concerned with how trustworthy the findings are (Rönkkö & Evermann, 2013). How well data collecting methods really measure what they are supposed to measure is determined by their degree of validity. According to validity, the study's conclusions are restricted since it is based on a small sample size. In the end, this has an impact on the findings since it makes it more difficult to draw broad generalizations that apply to the whole

population. Pilot testing, peer review, and expert review were used to ensure the study's validity.

Data Processing and Analysis

The statistical software that was employed for this study was the SPSS Statistics (version 21). Linear regression was utilized to investigate the study's concerns, which included both descriptive and inferential statistical methods. The tools are chosen based on the accuracy of their statistical measurements and the relationships between the variables they examine. An exhaustive process was used to guarantee that any errors introduced by incorrectly completed or incomplete questionnaires were detected and corrected to the greatest extent possible before the results were released.

The data was then meticulously coded and modified to ensure that no values were left out of the equation (if any). In analyzing the data, the statistical tool, SPSS (v.21) was used and the findings are shown in the following tables. Both descriptive and inferential statistical methods were used to examine the data that had been processed. Inferential statistics and descriptive methods were employed in the study.

Ethical Considerations

Li (2006), posit that ethics is principally concerned with morals. It is therefore critical, then, that everyone involved in research must be aware of the ethical implications when dealing with human subjects (Rubin & Babbie, 2016). The researcher made the necessary efforts to avoid violating the ethical norms of conducting research. Edginton, Enarson, Zachariah, Reid, Satyanarayana, Bissell, and Harries (2012) listed the fundamental ethical issues that must be considered while doing research. They suggested that respondents be

thoroughly informed about the research's objectives, procedures, and benefits before to their voluntary permission and exercising their right to withdraw.

The inquiry took all of these ethical factors into account. Ethical issues that were addressed include voluntary participation, the right to privacy, anonymity, and confidentiality of information, according to Patten and Newhart (2016). All the ethical issues were addressed in the study. For example, voluntary participation allows all respondents to engage in the data gathering activity voluntarily. Additionally, any privacy concerns will be addressed by enabling respondents to complete surveys independently and by informing them to leave confusing statements unanswered in order to get additional explanations through their preferred media.

Anonymity will be ensured by prohibiting responders from putting their names and contact information on the questionnaire. As a result, respondents will be guaranteed that their names will not be disclosed to the public or used for any purpose other than research purposes. By guaranteeing respondents that all information submitted would be kept secret, the research secured data confidentiality. Additionally, respondents will be guaranteed that none of their information will be used against them or made public. Finally, all papers gathered for the research were properly cited in order to prevent an ethical dilemma with plagiarism.

Chapter Summary

This chapter specifically addresses key parts of the study's research methodologies, such as research, composition, study region, population, modelling process, data gathering tool, data collection processes, data processing, and analysis. The use of a multidisciplinary research approach and

descriptive research design was clearly justified in this study. The chapter explained how descriptive and arbitrary mathematical techniques like percentages, waves, adjustments, and regression were utilized to analyse data in SPSS (v.21) for the aim of addressing research objectives.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discussed the findings of the study regarding the research objectives. It particularly discussed the business features of the manufacturing firms in Greater Accra region and the demographic characteristics of the respondents that were involved in this study. The chapter further discussed the nature of the general reward systems in manufacturing firms in Greater Accra, the non-financial rewards and their effect on employees' job satisfaction in manufacturing firms. The objectives of the study were analysed using the SPSS Statistics, Version 21 software.

Analysis of Demographic Information of Participants

The demographic characteristics of respondents were discussed under this section. The section specifically focused on the sex, age, level of qualification and years of working in the manufacturing firms. The results were presented in Table 2 below.

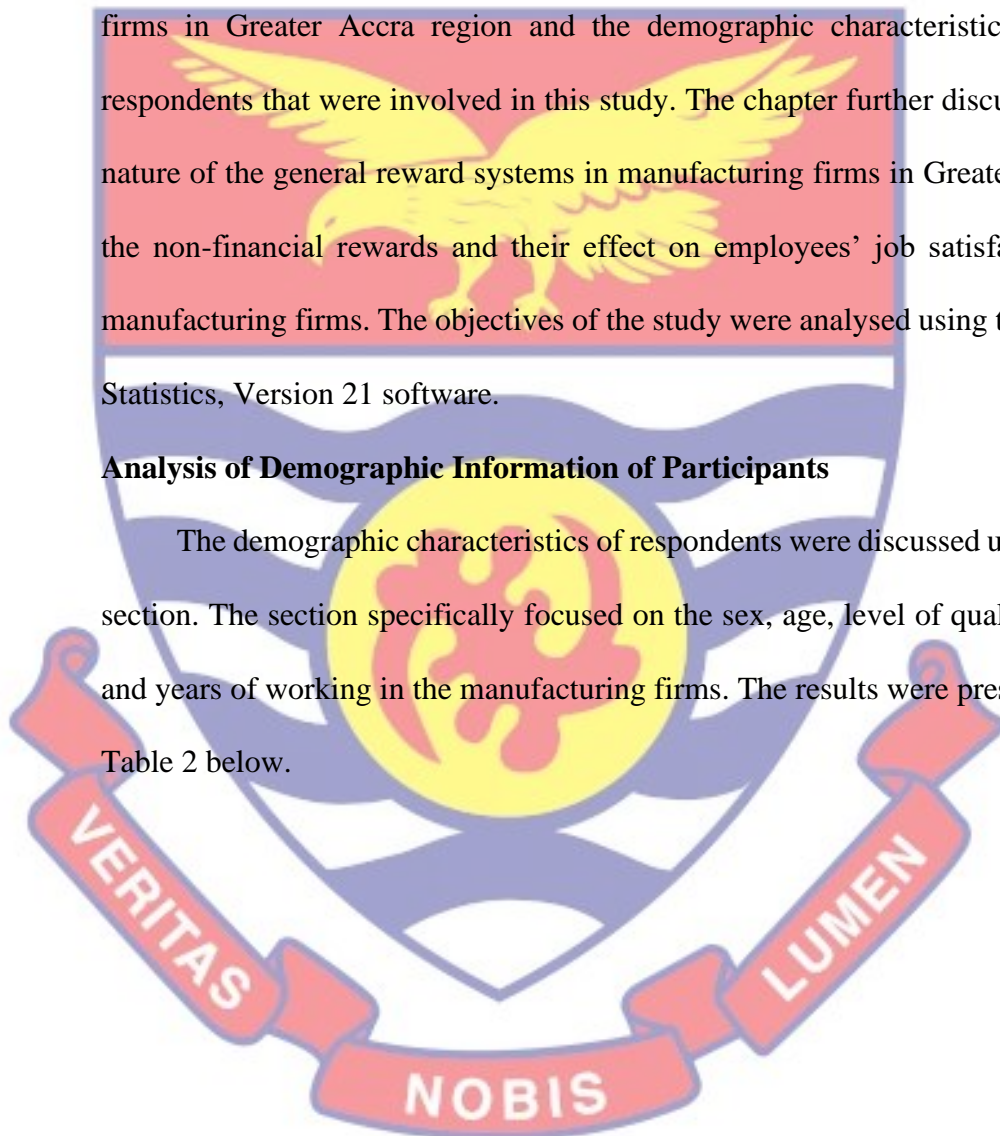


Table 2: Demographic Characteristics of Respondents

Characteristic		Frequency	Percentage (%)
SEX	Females	69	33.50
	Males	137	66.50
Total		206	100.00
AGE	Below 21 years	27	13.11
	21 – 30 years	84	40.78
	31 – 40 years	71	34.47
	41 – 50 years	13	6.31
	51 – 60 years	11	5.34
Total		206	100.00
MARITAL STATUS	Single	51	24.76
	Married	147	71.36
	Divorced	3	1.46
	Widowed	1	0.49
	Separated	4	1.94
Total		206	100.00
WORKING EXPERIENCE	Less than 1 year	23	11.17
	1 – 4 years	34	16.50
	5 – 9 years	78	37.86
	10 – 14 years	54	26.21
	15 years or above	17	8.25
Total		206	100.00
EDUCATION	Certificate	18	8.74
	Diploma	53	25.73
	Bachelor's degree	114	55.34
	Postgraduate degree	21	10.19
Total		206	100.00

Source: Field Survey (2021)

Table 1 displayed the demographic features of the 206 respondents. As displayed in Table 1, there were 69 females representing 33.50% and 137 males representing 66.50%. This shows that more males were in the manufacturing firms than females. With regards to age, the results shows that 27 respondents, representing 13.11%, were below 21 years. Eighty-four (84) respondents, representing 40.78%, were found to be in the age bracket of 21 years to 30 years.

Seventy-one (71) of the participants, representing 34.47%, were found within the age range of 31 years to 40 years. Thirteen (13) respondents, representing 6.31%, were found within the age range of 41 years to 50 years. Eleven (11) respondents, representing 5.34%, were found within the age range of 51 years to 60 years. It can be revealed that more than 75% (155 respondents, representing 75.25%) of the respondents were within the youthful age range of 21 years to 40 years.

From Table 1, fifty-one (51) of the respondents, representing 24.76%, were single. One hundred and forty-seven of the respondents, representing 71.36%, indicated they were married. Three (3) respondents, representing 1.46%, said they were divorced. One (1) respondent, representing 0.49%, was a widow. Four (4) respondents, representing 1.94%, also indicated they were separated from their spouses. It could be seen in the Table that most of the workers were married. In addition, 23 respondents, representing 11.17%, had worked for less than a year in their companies. Thirty-four (34) respondents, representing 16.50%, had worked for one to four years in their companies. Seventy-eight (78) respondents, representing 37.86%, had worked in their companies for five to nine years.

Again, fifty-four (54) respondents, representing 26.21%, also indicated that they have worked for between ten to fourteen years in their companies. Seventeen (17) respondents, representing 8.25%, also declared that they have worked for their companies for a minimum of fifteen years. It was also revealed that most of the workers had between five to fourteen years working experience (132 respondents, representing 64.07%). Furthermore, eighteen (18) respondents, representing 8.74%, indicated that they have training certificates.

Fifty-three (53) respondents, representing 25.73%, also declared that they have diploma. One hundred and fourteen (114) respondents, representing 55.34%, hold bachelor's degree. Twenty-one (21) respondents, representing 10.19%, also hold postgraduate degree.

With regard to ownership, out of the 57 firms, 54 firms (representing 94.74%) were privately owned, that is they were wholly private or more than 50% stake were held by private individuals. Three (3) firms (representing 5.26%), out of the 57 firms that were engaged were State owned, that is they were wholly owned by the State/Ghana Government or more than 50% stake were held by the State/Ghana Government. Fifty-one firms (representing 89.47%), out of the 57 manufacturing firms, were small and medium enterprises (SMEs). They had between 5 to 99 employees. Only 6 firms (representing 10.53%) were considered as large manufacturing firms since they employed more than 99 workers.

Regarding the sectors each manufacturing firm was in, out of the 57 firms, 8 firms were in the Health/Pharmaceutical sector (representing 14.04%), 41 firms were in the Food, Alcoholic and Non-alcoholic beverage sector (representing 71.92%) and lastly, 8 firms (representing 14.04%) were engaged in other manufacturing activities (Building Materials, Clothing).

Analysis and Results of the Research Objectives

This section dealt with the discussions on the data from the field to address the research objectives that were framed to drive the study.

Research Objective One

Research objective 1 required respondents to rate how non-financial rewards systems are practiced in their manufacturing firms in the Greater Accra Region. Table 3 presents results to this effect.



Table 3: Descriptive Statistics (Nature of Reward Systems, NRS)

Indicators	Mean	SD	skewness		Kurtosis	
			Stat	SE	Stat	SE
The reward packages for employees in my firm are clearly indicated and stated	6.33	.751	-1.255	.169	2.621	.337
I perceive fair distribution of rewards in an equitable manner in my firm	5.84	.995	-1.752	.169	5.173	.337
The reward system in my firm is beneficial to me	5.62	.959	-1.508	.169	4.599	.337
The compensation system in my firm is flexible since it changes with the change in employee performance	6.28	.704	-1.050	.169	2.270	.337
The reward packages in my firm are very expensive	4.33	1.335	-.251	.169	-.361	.337
The reward packages in my firm only comprises of money	4.46	1.301	-.517	.169	.013	.337
The reward packages in my firm are wages and salaries only	4.97	1.243	-.304	.169	-.245	.337
Overall average score	5.404	1.041	-0.948	0.169	2.010	0.337

Source: Field Survey (2021)

The values in the study were based on a scale of 1 to 7, where 1 represented least agreement and 7 represented highest agreement, with 3.5 (neutral) as the midpoint. The results in Table 3 showed that all the respondents highly believed that the reward packages for employees in their firm are clearly indicated and stated (NRS1), with a highest mean of 6.33. The mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 5.404 and closer to the highest point (7) on the scale. A standard deviation of 0.751 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -1.255 and 2.621 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

Table 3 also showed that the respondents highly believed the compensation system in their firm was flexible since it changes with the change in employee performance (NRS4), with the second highest mean of 6.28. The mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 5.404 and closer to the highest point (7) on the scale. A standard deviation of 0.704 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -1.050 and 2.270 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

Table 3 revealed that respondents had a high belief that there was fair distribution of rewards in an equitable manner in their firm (NRS2), with the third highest of mean of 5.84. The mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 5.404. A standard deviation of 0.995 showed that the data points were gathered closely around the value of the

mean. The skewness and kurtosis values were respectively -1.752 and 5.173 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed. Table 3 also showed that respondents highly believed that the reward system in their firm is beneficial to them (NRS3), with the fourth highest mean of 5.62. The mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 5.404. A standard deviation of 0.959 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -1.508 and 4.599 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

In addition, the results in Table 3 has also shown that respondents had a high belief that reward packages in their firm were wages and salaries only (NRS7), with the fifth highest mean of 4.97. The mean is far above the midpoint (3.5) of the scale but less than the overall average score of 5.404. A standard deviation of 1.243 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -0.304 and -0.245 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

Reward could be classified as an appealing or attractive package that is given to an individual or group of workers to positively reinforce a response or to satisfy a motive (Chiat & Panatik, 2019; Mendis, 2017). However, what satisfies one worker may not necessarily satisfy another worker (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Furthermore, it is quite possible that a person will not be satisfied with the same thing at two different points in time

(Walker & Lloyd-Walker, 2019). Each employee responds differently to a certain motivating technique (Kumar et al., 2015).

The results in Table 3 showed that respondents believe that the reward packages in their firm only comprises of money (NRS6), with the mean of 4.46. The mean is far above the midpoint (3.5) of the scale but less than the overall average score of 5.404. A standard deviation of 1.301 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -0.517 and -0.013 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed. The last but not least, from Table 3, the respondents believe that the reward packages in their firm are very expensive (NRS5), with the least mean of 4.33. The mean is far above the midpoint (3.5) of the scale but less than the overall average score of 5.404. A standard deviation of 1.335 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -0.251 and -0.361 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

From the results in Table 3 and its discussions, the respondents for this study believe that the nature of reward systems in their firm are clearly indicated to them and that the reward systems change based on performance. They also believe that rewards are equitably distributed and the system is quite beneficial to them. Therefore, the reward system in their firms is attractive. The use of recognition and praise for good work done, for instance, may be a source of motivation for a worker but yet have only limited or no effect on another worker seeking to get extra funds to take care of personal needs.

Research Objective Two

This objective sought to explore the relationship between non-financial rewards and employee motivation in manufacturing firms in Greater Accra. In this Study, the values on the scale used were from 1 to 7, where 1 was used to represent least agreement and 7 was used for highest agreement, with 3.5 (neutral) as the midpoint. From Table 4, the results revealed that the respondents highly believed that the performance appraisal feedback they receive from their superior can influence their job satisfaction (NFR3), with a highest mean of 5.65. The mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 4.256 and close to the highest point (7) on the scale. A standard deviation of 1.227 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -1.559 and 3.157 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

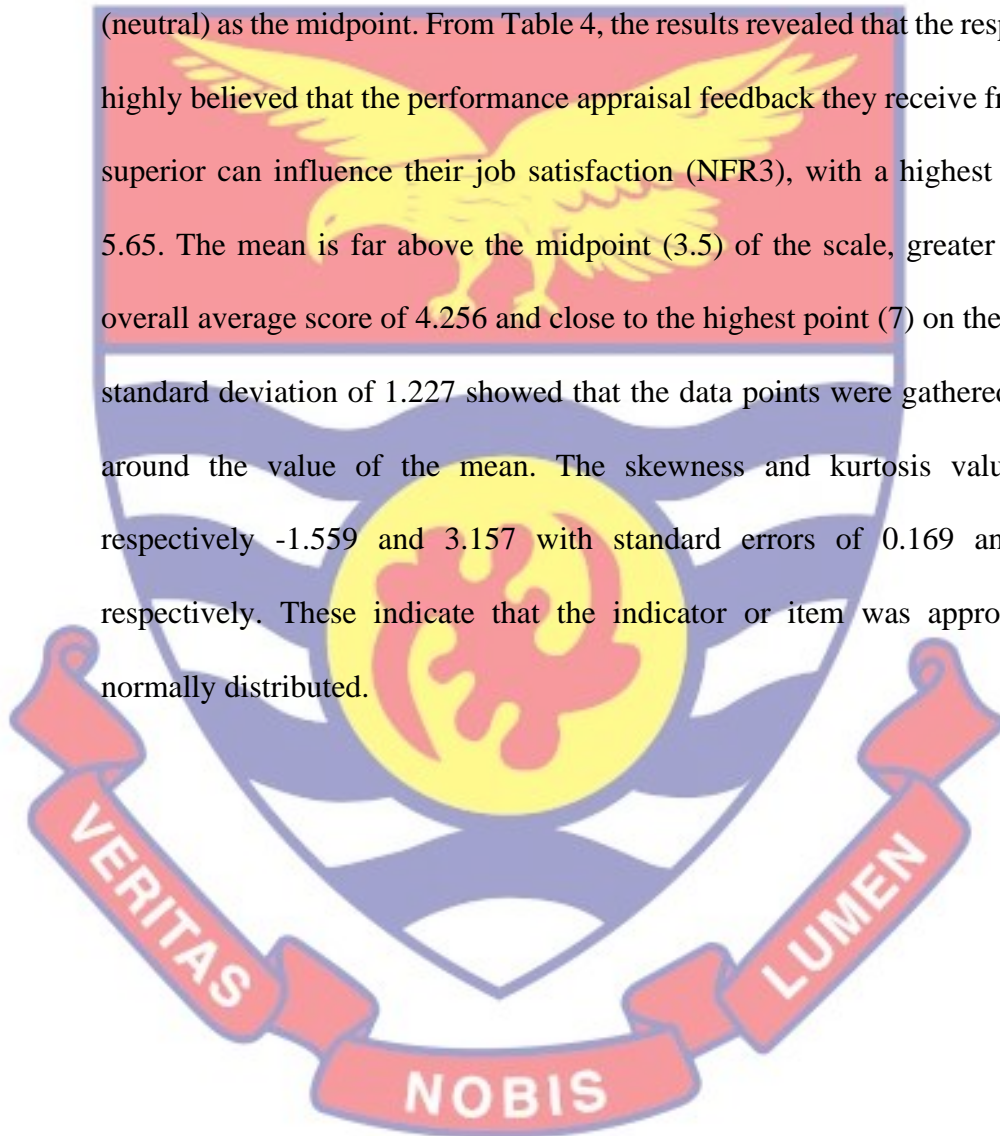


Table 4: Descriptive Statistics (Nature of Reward Systems, NRS)

Indicators	Mean	SD	skewness		Kurtosis	
			Stat	SE	Stat	SE
When I am recognized and respected for a job done, it gives me a feeling of fulfilment	4.92	.980	-.283	.169	-.263	.337
Flexibility in my job makes me enjoy the work I do	2.45	1.701	1.003	.169	-.285	.337
The performance appraisal feedback I receive from my superior can influence my job satisfaction	5.65	1.227	-1.559	.169	3.157	.337
There is a feeling of fulfilment when I am promoted	5.03	1.466	-1.212	.169	.845	.337
I am content when I am given all the needed resources to perform my job	5.11	1.182	-1.024	.169	1.157	.337
Career advancement opportunities can boost my job satisfaction	3.19	1.742	.660	.169	-.670	.337
Job autonomy gives me excitement to perform my job	3.44	1.989	.459	.169	-1.205	.337
Overall average score	4.256	1.470	-0.279	0.169	0.391	0.337

Source: Field Survey (2021)

The results in Table 4 also indicate that the respondents are content when they are given all the needed resources to perform their job (NFR5), with the second highest mean of 5.11. This mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 4.256 and close to the highest point (7) on the scale. A standard deviation of 1.182 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -1.024 and 1.157 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

Again, the results in Table 4 showed that the respondents get a feeling of fulfilment when they are promoted (NFR4), with the third highest mean of 5.03. This mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 4.256 and close to the highest point (7) on the scale. A standard deviation of 1.466 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -1.212 and 0.845 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

Non-monetary rewards are ones that don't count toward an employee's salary. They may have a significant influence on staff morale and productivity at a little or no expense to the company. Providing workers with non-monetary incentives may boost their well-being, happiness, enthusiasm, and fulfillment, as well as help them realize their full potential and feel more secure in their jobs (Adanu, 2017; Kumar et al., 2015; Mertins & Walter, 2020).

The results in Table 4 additionally showed that when the respondents are recognized and respected for a job done, it gives them a feeling of fulfilment (NFR1), with the fourth highest mean of 4.92. This mean is far above the midpoint (3.5) of the scale, greater than the overall average score of 4.256. A standard deviation of 0.980 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively -0.283 and -0.263 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

In addition, the results in Table 4 revealed that job autonomy gives the respondents some excitement to perform their job (NFR7), with the fifth highest mean of 3.44. This mean is almost the same as the midpoint (3.5) of the scale and less than the overall average score of 4.256. A standard deviation of 1.989 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively 0.459 and -1.205 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

The Study, based on the results in Table 4 indicated that respondents do not highly believe that career advancement opportunities could boost their job satisfaction (NFR6), with the sixth highest mean of 3.19. This mean is close to the midpoint (3.5) of the scale but less than the overall average score of 4.256. A standard deviation of 1.742 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively 0.660 and -0.670 with standard errors of 0.169 and 0.337

respectively. These indicate that the indicator or item was approximately normally distributed.

Last but not least, the Study revealed in Table 4 that respondents do not highly believe that flexibility in their job makes them enjoy the work they do (NFR2), with the least mean of 2.45. This mean is not close to the midpoint (3.5) of the scale and also less than the overall average score of 4.256. A standard deviation of 1.701 showed that the data points were gathered closely around the value of the mean. The skewness and kurtosis values were respectively 1.003 and -0.285 with standard errors of 0.169 and 0.337 respectively. These indicate that the indicator or item was approximately normally distributed.

Based on the results in Table 4 and its discussions, the respondents for this study have the strongest belief that performance appraisal feedback they receive from their superiors can significantly influence their job satisfaction. Secondly, the respondents highly believe that when they are given all the needed resources to perform their job, they become content and through promotion and recognition, they get the feeling of fulfilment. Hitika and Sirotiakova (2009), Parvin (2011) and Ramasodi (2010) similarly found that employees favour promotion and daily recognition over bonus or higher pay. Pasa, Kabasakal and Bodur (2001) also in their study in Turkey to investigate job satisfaction levels and their causes, found that adequate resources such as materials, tools and equipment enhance the job satisfaction of workers at the workplace. From the result in Table 4, flexibility, career advancement and job autonomy may not be considered by the respondents when it comes to the factors that highly affect

their satisfaction. Non-monetary incentives may be used to attract, motivate, and retain high-quality personnel in a company (Tampu, 2015).

Research Objective Three

The third objective of the study was to examine the effect of non-financial rewards on employees' job satisfaction in manufacturing firms in Greater Accra," which was presented and analyzed in this section of the study. The data was analyzed using the linear regression method in order to determine the connection between the independent and dependent variables under investigation. Non-financial rewards (NFR) served as the independent variable, while job satisfaction served as the dependent variable (JS). Three (3) tables were used to evaluate and describe the regression analysis, which included a model summary, an ANOVA, and a coefficient. The R-squared coefficient of determination was used to assess the model's performance (R²). The percentage of the dependent variable's variation that can be explained linearly by the independent variable was calculated (Cohen, 1992). Table 5 summarizes the model's output.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.330	2.38778

a. Predictors: (Constant), NONF

The values of R, R squared, corrected R squared, and the standard error of the estimate are shown in Table 5. The Pearson product moment correlation coefficient revealed the magnitude and direction of the linear connection between the dependent variable (job satisfaction, JS) and the independent variable (non-financial rewards, NFR). As a consequence of the data in Table 7, NFR and JS were positively associated, with a correlation coefficient of 0.577. This conclusion was drawn from the R result. The coefficient of determination, R squared, is the fraction of variance in the dependent variable explained by the regression model. Thus, non-monetary benefits accounted for about 33.3 percent of the difference in work satisfaction. This finding suggests that non-monetary benefits have an effect on workers' job satisfaction.

Additionally, the Adjusted R² of 33.0 percent described the variance in work satisfaction that is explained by a non-monetary incentive adjustment in the regression model or equation. This means that every change in non-monetary benefits results in a change in work satisfaction of around 33.0 percent for employees in manufacturing organizations. Thus, the manufacturing enterprises that participated in this research are recommended to maintain or improve their present non-monetary benefits in order to increase employee work satisfaction.

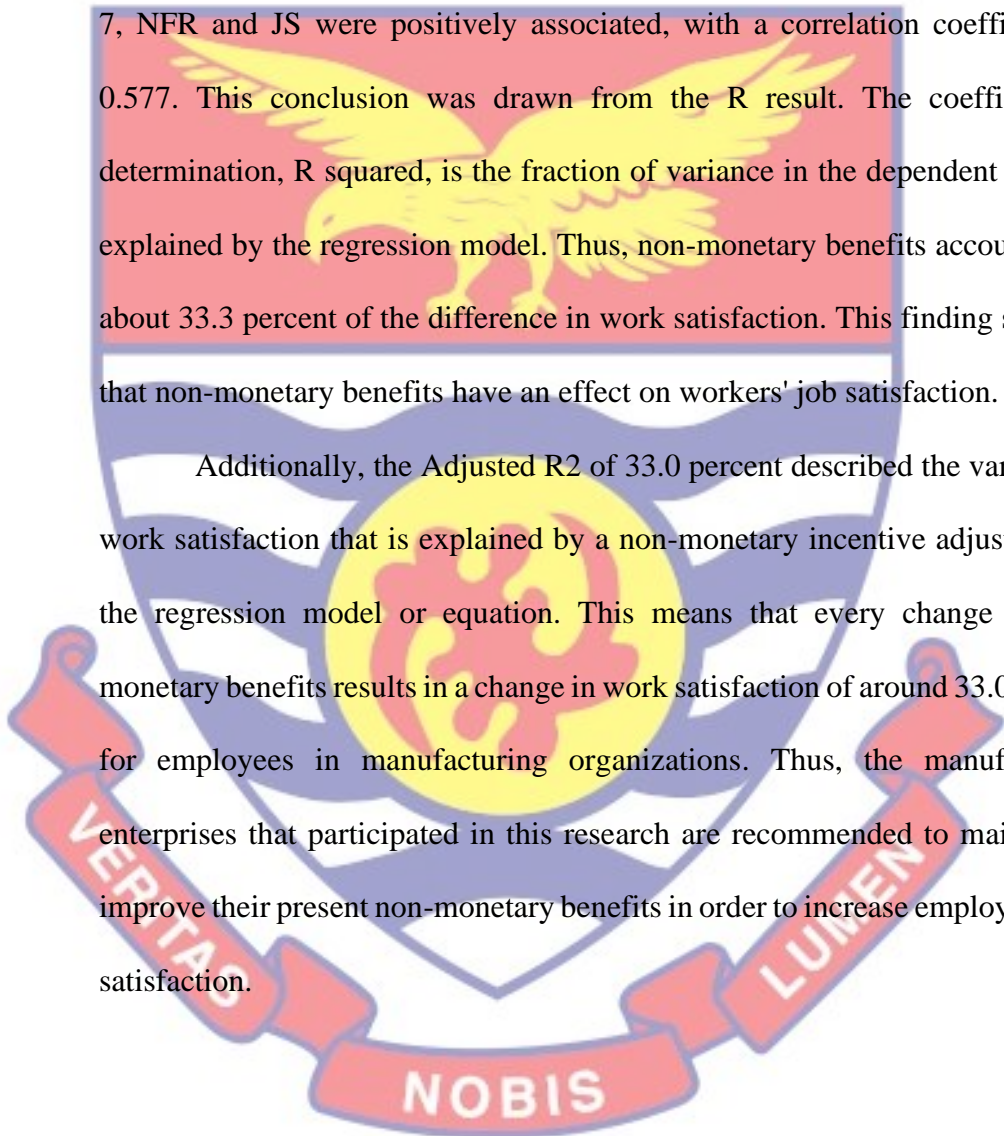


Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	581.496	1	581.496	101.990	.000 ^b
	Residual	1163.106	204	5.701		
	Total	1744.602	205			

a. Dependent Variable: JS

b. Predictors: (Constant), NFR

Table 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	12.808	1.338			9.574	.000
	NFR	.198	.020	.577		10.099	.000

a. Dependent Variable: JS

Table 6 also provided the ANOVA results, which included the F-statistic for evaluating the test significance for R and R². The F-statistic was determined by dividing the regression mean square (MSR) by the residual mean square (RMS) (MSE). Table 6 shows whether or not the regression model can account for variation in the dependant variable. As a result, even though the F-statistic has a negligible significance value (0.01), the independent variable (NFR) sufficiently explains for the variation in the dependent variable (JS). The sig ()

value of the F-stat of 101.990 in Table 6 was 0.0000.01. This means that the R and R² between non-financial incentives (NFR) and job satisfaction (JS) were statistically significant, suggesting that NFR may have a considerable impact on JS of workers in manufacturing organizations. As a result, the linear regression model can explain the variance in the dependent variable (JS).

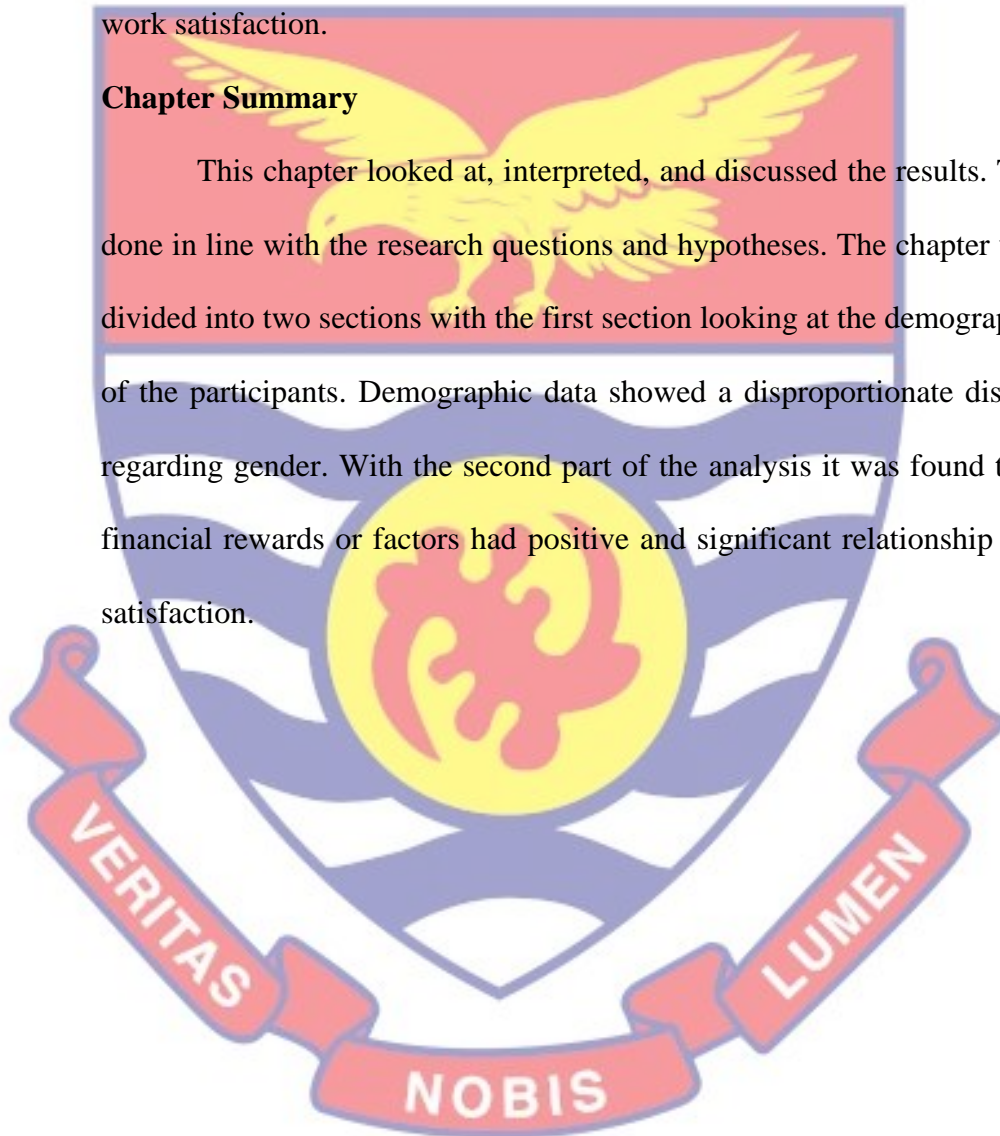
Finally, the SPSS output table labelled coefficients (Table 7) offered valuable information for comprehending the regression equation. The functional regression equation was generated using the column labelled unstandardized coefficient, implying that the study's objective is to forecast and predict. As a consequence, the result's constant term was 12.808, and the unstandardized coefficient of NFR was 0.198. Additionally, the study's standardised coefficient was 0.020. The research concluded by presenting the following regression equation for predicting job satisfaction (JS) based on non-monetary benefits (NFR).

According to the decision rule, when Sig values are less than 0.01, the coefficient of NFR is significant; conversely, when Sig values are more than 0.01, the coefficient of NFR is not significant. As shown by the sig value of 0.00 in Table 9, the coefficient of NFR was significant. As a consequence of obtaining the slope and intercept values for the resultant regression equation from Table 7, the following assertions were made: The intercept, which is sometimes referred to as the constant, indicated that the predicted mean value of work satisfaction when non-monetary incentives are equal to zero was 12.808. Using standardised coefficients for the slopes, each improvement in the independent variable (NFR) results in a 2.0 percent rise in the dependent variable (JS). This indicates that non-monetary benefits may contribute to the

work satisfaction of employees at the manufacturing businesses studied in this study. This again indicates that non-monetary benefits have a considerable beneficial influence on work satisfaction. This conclusion was consistent with that of Neog and Barua (2014) and Parvin (2011), who discovered a positive and substantial association between non-monetary incentives or variables and work satisfaction.

Chapter Summary

This chapter looked at, interpreted, and discussed the results. This was done in line with the research questions and hypotheses. The chapter was subdivided into two sections with the first section looking at the demographic data of the participants. Demographic data showed a disproportionate distribution regarding gender. With the second part of the analysis it was found that non-financial rewards or factors had positive and significant relationship with job satisfaction.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarized the major results, drew conclusions, and made some recommendations based on the Study's findings and, more specifically, its aims, as well as proposals for more study.

Summary

Although it is believed that money is considered a common denominator of motivation and job satisfaction, non-financial rewards consist a significant aspect of any motivation package in all organisations which significantly enhance job satisfaction. Job satisfaction of employees in manufacturing firms is of an immense relevance which has been linked to increased employee performance. This Study adopted the quantitative research approach and descriptive method of research. Based on Krejcie and Morgan (1970) sampling technique, the Study used 206 respondents in manufacturing firms in the Greater Accra Region. Questionnaires were used to solicit information from the respondents and the Statistical tool, SPSS (Version 21) was used for the data analysis. This Study was undertaken to examine the role of non-financial motivation on employees' job satisfaction in manufacturing firms in Greater Accra region

Employees of manufacturing enterprises were chosen for this research because they are critical to Ghana's economic growth and, more particularly, they contribute to people's livelihoods. Manufacturing enterprises' employees provide value to inputs such as raw materials, semi-finished items, and final goods. Although the research stated two theories of motivation that support non-

monetary incentives and satisfaction, Herzberg's two-factor theory was employed to expound on non-monetary rewards and work satisfaction and their contributing components. Numerous studies on work satisfaction with varying perspectives on the subject were analyzed to provide a basis for comparing the findings.

Key Findings of the Study

The findings that emanated from the study include the following:

1. The employees in the manufacturing firms in the Greater Accra region have indicated that the nature of the reward systems in their respective firms are clearly made known to them when they are employed and that their reward systems are performance-based. They also indicated that the rewards in their firms are equitably distributed among employees. The workers therefore find attractive, the existing reward systems in their firms.
2. The employees in the manufacturing firms in the Greater Accra region place high value on the feedback they get from their managers after performance appraisal activities. They believe the feedback significantly affects their job satisfaction. In addition, the workers in the manufacturing firms believe that when they are given all the needed resources to perform their job, they become content and through promotion and recognition, they get the feeling of fulfilment. Flexibility, career advancement and job autonomy were not considered by the workers as important factors that influence their satisfaction.

3. The workers in the manufacturing firms in the Greater Accra region believe that non-financial rewards could enhance job satisfaction. Non-financial rewards had a positive and strong significant effect on job satisfaction.

Conclusion

This Study, especially the first objective, demonstrates that incentive packages in manufacturing enterprises in the Greater Accra area are appealing to workers and that performance-based reward systems are approved by employees. Based on the second goal of this Study, it can be stated that performance assessment feedback, resource availability at the workplace, promotion and recognition were significant variables that boost the happiness of the workers in the manufacturing organizations. Finally, and as a result of the third aim, it may be argued that non-monetary benefits are significant incentives that influence employee work satisfaction in manufacturing organizations.

Non-monetary awards motivate and engage employees in ways that monetary rewards cannot. Job satisfaction among manufacturing business employees ensures that employees are engaged and maintained. When non-monetary benefits are in place, the sequence of strike actions and discussions by different labour unions that have been ascribed to concerns of insufficient wage, unpaid allowances, and terrible working conditions may be removed or lessened. While money or financial benefits in the form of pay, bonuses, and salaries may be desired, this Study indicates that they may have a lesser impact on work satisfaction than non-financial variables. Thus, the research verifies

Herzberg's argument that wage (monetary compensation) is a hygiene issue; it alleviates unhappiness but does not always result in work satisfaction.

Recommendations

Based on the findings and conclusions of this Study, the following recommendations have been given.

1. The manufacturing firms in the Greater Accra region should not hide any detail relating to the nature of their reward systems to workers. The firms should continually adopt the performance-based reward system.
2. The managers of the manufacturing firms in the Greater Accra region should continuously provide performance appraisal feedback to the workers, promote and recognize individual and group achievements.

Suggestions for Further Studies

- 1 It is recommended that comparable studies be conducted in other sectors of the Ghanaian economy in order to compare and corroborate the results of this Study.
- 2 It is proposed that future study examine the monetary incentives or variables affecting work satisfaction.
- 3 Finally, it is advised that future research should use a bigger sample size in order to replicate this finding.

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APPENDIX

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Questionnaire

Dear Sir/Madam,

I am a master student from the Department of Human Resource Management, University of Cape Coast Business School. I am carrying out a study on the topic: **“NON-FINANCIAL REWARDS AND EMPLOYEES’ JOB SATISFACTION: EVIDENCE FROM SELECTED MANUFACTURING FIRMS IN GREATER ACCRA REGION”** and you are needed and selected for data for this academic purpose. Your views are very relevant to the study and every information you provide would remain highly confidential. This is only for an academic purpose. Thank you so much for accepting to participate in the study.

SECTION A: FEATURES OF YOUR MANUFACTURING FIRM/COMPANY

Kindly respond by ticking [✓] or writing.

1. Ownership of this Firm/Company:
 - a. Private ()
 - b. For the State/Government ()
2. Size of this Firm/Company: SME () Large ()

3. In which economic sector is this Firm/Company?
 - a. Health/Pharmaceuticals ()
 - b. Food, Alcoholic and Non-alcoholic drinks ()
 - c. Others

SECTION B: DEMOGRAPHIC CHARACTERISTICS

In this section kindly provide the information requested below by ticking

[√]

1. Sex: Male () Female ()
2. Age: Below 21 yrs () 21 – 30 yrs () 31 – 40 yrs () 41 – 50 yrs ()
51 – 60 yrs ()
3. Marital status: Single () Married () Divorced () Widowed ()
Separated ()
4. Years of work: Less than 1 yr () 1 – 4 yrs () 5 – 9 yrs () 10 – 14 yrs
() 15 yrs or above ()
5. Educational Level: Certificate () Diploma () Bachelor’s degree ()
Postgraduate degree ()

SECTION B

Please on a scale of 1 to 7, indicate the extent to which you agree to each of the statements below, where **1 – Least Agreement and 7 - Highest Agreement.**

STATEMENTS		RESPONSES						
		1	2	3	4	5	6	7
NRS1	The reward packages for employees in my firm are clearly indicated and stated							

NRS2	I perceive fair distribution of rewards in an equitable manner in my firm								
NRS3	The reward system in my firm is beneficial to me								
NRS4	The compensation system in my firm is flexible since it changes with the change in employee performance								
NRS5	The reward packages in my firm are very expensive								
NRS6	The reward packages in my firm only comprises of money								
NRS7	The reward packages in my firm are wages and salaries only								
Non-Financial Rewards (NFR)									
NFR1	When I am recognized and respected for a job done, it gives me a feeling of fulfilment								
NFR2	Flexibility in my job makes me enjoy the work I do								
NFR3	The performance appraisal feedback I receive from my superior can influence my job satisfaction								
NFR4	There is a feeling of fulfilment when I am promoted								
NFR5	I am content when I am given all the needed resources to perform my job								

NFR6	Career advancement opportunities can boost my job satisfaction								
NFR7	Job autonomy gives me excitement to perform my job								
Job Satisfaction (JS)									
JS1	I am satisfied with how work is performed in my firm								
JS2	I am satisfied with all the non-financial reward systems that are available in my Firm								
JS3	I am satisfied with how pay increments are determined in my firm								
JS4	I am satisfied with the resources available to perform my job								
JS5	In general, I am satisfied with my job								

