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An Investigation into the Effects of Non-Financial Rewards on Employee
Performance in the Health Sector: A Case Study of Toase Medical Centre (TMC)

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**AN INVESTIGATION INTO THE EFFECTS OF NON-FINANCIAL
REWARDS ON EMPLOYEE PERFORMANCE IN THE HEALTH
SECTOR: A CASE STUDY OF TOASE MEDICAL CENTRE (TMC)**

By

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**A Thesis submitted to the Department of Managerial Sciences, Kwame
Nkrumah University of Science and Technology in partial fulfilment of the
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DECLARATION

I, hereby, declare that this submission is my own work towards the Master of Business Administration (Human Resource Management Option) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where accordingly acknowledgement has been made in the text.

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ABSTRACT

Rewards are an ever-present and controversial feature of organizational life. Some people see their jobs as the source of a pay cheque. Others derive pleasure from their jobs and association with co-workers. While motivation is determined by both monetary and non-monetary factors, money has come to play an overly important role in our thinking about the causes of behaviour. This is the situation that most organizations, including Ghana Health Service, experience as they seek to satisfy employees' extrinsic need. The organization's inability to adequately satisfy this need has led to frequent industrial actions. It is for this reason that the study was conducted to investigate the role that non-financial rewards can play in motivating workers to improve the level of their performance. The study used both qualitative and quantitative methods to collect data from respondents. The study revealed that financial rewards are necessary, but they are only short term motivators and non-financial rewards are needed to complete the motivation process. Factors such as better approach to performance management, identifying intrinsic needs of employees and providing them were found to be important in using non-financial rewards. The study identified eleven issues that workers identified as the most valuable non-financial rewards in their motivation process. From this, it was concluded that, non-financial rewards are necessary to motivate employees to achieve improvement in job performance. Among others, it was recommended that organizations should make conscious efforts to adopt non-financial rewards in their compensation policies. Universities and Professional Management Training Organizations should also include non-financial rewards in their curriculum for the training and development of managers.

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DEDICATION

I dedicate this research work to my parents, Mr. and Mrs. Addai, my sisters, especially Josephine Addai and Susana Addai; and my fiancée, Dzifa Lucy Atiglah. I love you all so much.

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LIST OF ABBREVIATIONS

- AIDS – Acquired Immune Deficiency Syndrome
- ART – Anti-Retroviral Therapy
- BECE – Basic Education Certificate Education
- ESA – Easter and Southern Africa
- FWSC – Fair Wages and Salaries’ Commission
- GHS – Ghana Health Service
- GHSC – Ghana Health Service Council
- GMA – Ghana Medical Association
- GoG – Government of Ghana
- GRNA – Ghana Registered Nurses’ Association
- HCW – Health Care Workers
- HIV – Human Immune-deficiency Virus
- HND – Highest National Diploma
- HR – Human Resource
- HRIS – Human Resource Information Systems
- HRM – Human Resource Management
- HSWU – Health Sector Workers’ Union
- KNUST – Kwame Nkrumah University of Science and Technology
- MBA – Master of Business Administration
- MBCHB – Bachelor of Medicine and Bachelor of Surgery
- MOH – Ministry Of Health
- MSLC – Middle School Leavers’ Certificate

Ph.D. – Doctor of Philosophy

QHP – Quality Health Partners

SPSS – Statistical Package for Social Sciences

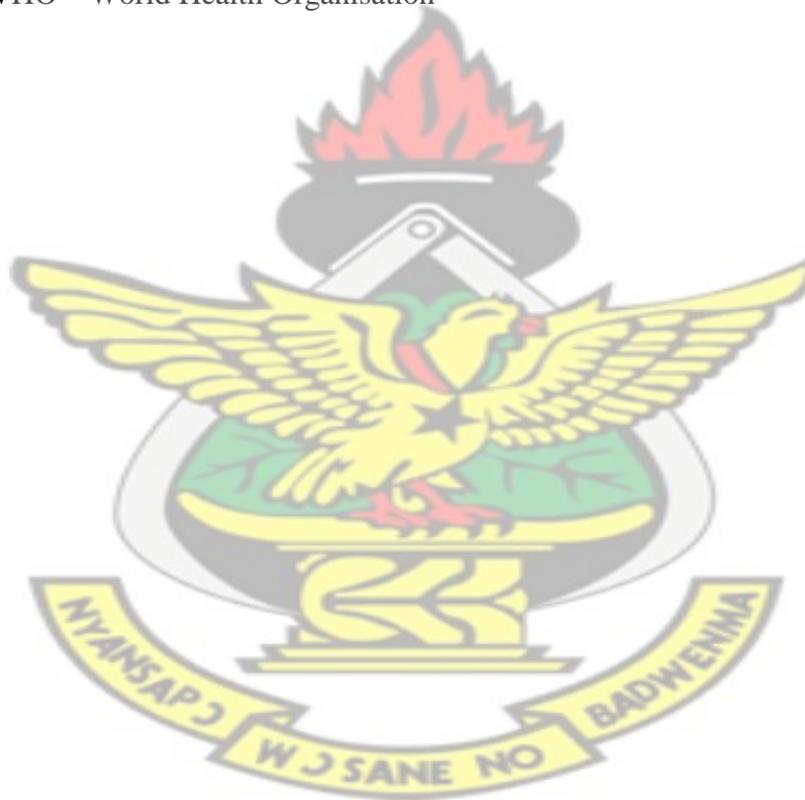
SSSCE – Senior Secondary School Certificate Examination

SSNIT – Social Security and National Insurance Trust

TMC – Toase Medical Centre

WASSCE – West African Secondary School Certificate Examination

WHO – World Health Organisation



CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

Rewards are an ever-present and always controversial feature of organizational life. Hartle (1995) says that, reward is an important part of the feedback loop in performance management. Money is not the only reward. Some people see their jobs as the source of a pay cheque and little else. Others derive great pleasure from their jobs and association with co-workers. The subject of employee rewards includes, but goes far beyond, monetary compensation.

Milkovich et al (2008) identify two categories of rewards, namely total compensation and relational returns. Total compensation returns are transactional. They include pay received directly as cash (example: base, merit, incentives, and cost-of-living adjustments) and indirectly as benefits (example: pensions, medical insurance, programs to help balance work and life demands). Relational returns are psychological. These are non-financial returns from work and they do have substantial effect on employees' behaviour. These include recognition and status, challenging work and opportunities to learn and advance through the ranks of the organization. Further categorization of Milkovich et al's Forms of Pay gives Cash Compensation and Non-Cash Compensation (Benefits and Relational Returns). Section 67 of the Labour Act 2003, Act 651 affirms this re-categorization by providing that the whole of the salary, wages and allowances of the worker shall be made payable in legal tender in addition to any non-cash remuneration.

Gratton (2004), cited in Silverman, 2004, notes that while motivation is determined by both monetary and non-monetary factors, money has come to play an overly important role in our thinking about the causes of behaviour. In most companies, very limited time and effort are spent on considering non-monetary sources of motivation. It is perhaps understandable when organizations make such simplistic assumptions about the ability of extrinsic rewards to influence employee behaviour. People generally want more money and they go all lengths to get them. Money is helpful in providing tangible recognition of effort (Silverman, 2004). Yet, the consequence of such an assumption is to over-emphasize the importance of financial and extrinsic rewards. Maslow observes in his Hierarchy of Needs: once one level of need is satisfied, needs on that level no longer motivate the individual. This is what most organizations, including Ghana Health Service, experience as they seek to satisfy employees' extrinsic need.

Organizations' are unable to satisfy employees' extrinsic needs for two basic reasons. For one, expenditure on human resources continues to be subject to organizations' budget and the need to be financially prudent. A study by Milkovich et al (2008) found out that such expenditures constitute as much as 70% of total expenditure. For this reason human resources are mostly the first to 'go' when organizations are in financial distress. The second reason has to do with the insatiable nature of man's need. The public sector in Ghana has suffered from these issues. The resulting strikes and their negative effects are clearly evident.

There are a host of alternative motivators that can act to influence and enhance employee behaviour and motivation. As many organizations are beginning to realise, competitive differences may ultimately be made by non-financial factors (Silverman, 2004). According to Armstrong and Murlis (1994), rewards, and specifically non-monetary rewards, drive a person. In terms of definition, non-financial reward can be thought of as a non-cash award given in recognition of high level of accomplishment or performance such as customer care or support to colleagues, which is not dependent on achievement of a pre-determined target (Rose, 1998 cited in Silverman, 2004).

There are an almost infinite variety of non-cash rewards that organizations can hand out to recognise the contribution of employees. Examples range from simple thank you note to paid trips abroad. Others include organizational T-shirts, canteen vouchers, pins and caps (Gross, 1995). Thorpe and Homan (2000) mention non-financial rewards such as recognition, career opportunities, status, responsibility and achievement. Dambisya (2007) identifies training, career progression, addressing social needs, improved working conditions, and access to health care and Anti-Retroviral Therapy (ART) to HIV positive workers, as non-financial rewards applicable to healthcare workers in Eastern and Southern Africa.

A company's human resources are considered its most important asset. It is therefore imperative that management recognizes their emotions and needs when developing human resource systems and policies. Effective development of these systems can provide a competitive human resource advantage. In order to stay

competitive and ensure that the company has a long-term future, it is important to improve employee performances on ongoing basis. Improving job performance does not happen on its own, but gets driven by people's motivation.

Enhanced motivation leads to improved performance. According to Carrell, et al (1995), unsatisfactory performance is a management problem. To improve and maintain high standards of job performance, it is important to establish the root causes of poor performance and take action plans to remedy them through performance analysis. They identify four causes of unsatisfactory performance: lack of requisite skills and ability, lack of motivation, rule breaking, and personal problems. One way to achieve improved performance is the use of incentives which serve as motivation for the health worker to perform better and stay on the job through job satisfaction. Focus will only be on lack of motivation.

There are various theories and approaches to employee motivation, but Carrell et al (1995) argue that one important aspect of motivation is ability to determine what employees want and offer it as reward for good performance. But this has become one of management's most difficult tasks. Taljaard (2003) states that health workers are internally motivated by valence (how they perceive the importance of their work); self-efficacy (their perceived chances of success in their tasks); and personal expectancy (their expectations of personal reward). According to Hartle (1995), individual differences in what employees' desire and find motivating force managers to recognize these individual differences and to think more broadly about rewards than just pay-linked options. According to Kreitner et al (1999), cited in Taljaard (2003), the focus is on four important

components: types of rewards; reward norms; distribution criteria, and desired outcomes.

The health workforce, physical facilities and consumables are three major inputs into any health system (WHO, 2000). A growing body of evidence suggests that the quality of a health system depends greatly on highly motivated health workers who are satisfied with their jobs, and therefore stay at their stations and work (Kanfer, 1999). Ghana is faced with a great challenge in this respect, with low health worker to population ratio (average of a doctor to 11,929 people and a nurse to 971 people as at 2009) and poor health indicators (MoH, 2010).

The health worker crisis in Africa has numerous dimensions. There are inadequate numbers of workers who are poorly distributed with an unplanned brain drain; low salaries; poor, unsafe work environments; lack of defined career paths; and poor quality education and training. On the other hand, there is an ever-higher demand for the availability and retention of health workers, failure of which results in losses that primarily disadvantage poor, rural and under-served populations (Padarath et al, 2003; WHO, 2006). It costs a lot to educate health workers; therefore if they are not motivated to perform effectively it is quite alarming to every nation that has concern for the health of its citizens. All over the world, the time lag between education and practice in the health sector is quite long (Hall, 1998 cited in Dambisya, 2007). This also compounds the challenges in the sector.

Against the background of the above issues, investigation into the effects of non-financial reward systems on employees' performance in the health care sector is critical.

1.1 Statement of the Problem

For today's organizations, the problem of how to effectively motivate staff has become an increasingly important issue. Mullins (2005) states that people's behaviour is determined by what motivates them. With a positive motivation philosophy and practice in place, productivity, quality and service should improve. Kreitner et al (1999), cited in Taljaard (2003), suggest that motivation is a necessary contributor of job performance.

One major component of motivation is reward. Rewards systems have the potency of motivating employees to improve their job performance. However, despite decades of organizational research that demonstrates that employees are motivated by more than money alone, many organizations continue to rely solely on financial rewards. The health sector in Ghana is no exception. Money has been over emphasized in this sector. The effect has been the numerous strike actions in the sector seeking better pay and increased allowances. This thwarts efforts by Government of Ghana (GoG) and policy makers to adopt policies that reward health workers through financial and non-financial incentives. As a result, many experts have begun raising concern as to whether there could be a better way to motivate health workers other than the use of money. This research seeks to

explore possible non-financial reward systems that could be adopted to motivate health sector workers to give up their best performance.

1.2 Objectives of the Study

The objective of the study is two-fold: general objective and specific objectives.

1.2.1 General Objective

The general objective of the study is to investigate how employee performance is affected by various non-financial rewards used by Toase Medical Centre (TMC) at Nkawie-Toase in Atwima Nwabiagya District of Ashanti Region.

1.2.2 Specific Objectives

To achieve the general objective above, the study will have the following specific objectives:

- a. To identify the various types of non-financial rewards used by TMC
- b. To find out the determinants of performance in TMC
- c. To assess the effectiveness of non-financial rewards in improving employee performance in TMC
- d. To make appropriate recommendations on how to use non-financial rewards to improve employee performance of health workers at TMC

1.3 Research Questions

- a. What are the various types of non-financial rewards used in TMC?
- b. What are the determinants of employee performance in TMC?

- c. How effective are non-financial rewards in improving employee performance in TMC?
- d. How can non-financial rewards be used to effectively improve the performance of employees of health workers at TMC?

1.4 Significance of the Study

Most studies have focused on finding the effects of financial rewards on performance, with very few shallowly covering the subject matter of this study. These studies consistently substantiate the effectiveness of financial incentives on job performance. Non-financial reward is apparently not an issue of concern to Ghanaian researchers. This study examines the effectiveness of non-financial reward schemes to motivate health workers to attain higher job performance.

The research will provide enough information to serve as reference for government and its policy makers (including the Fair Wages and Salaries Commission (FWSC)), as well as employee associations like Ghana Medical Association (GMA), Ghana Registered Nurses' Association (GRNA), Health Sector Workers' Union (HSWU) among others, on issues regarding how to effectively reward health workers to increase productivity and promote national development. Administrators of both public and private health facilities would also benefit from the research in terms of determining the best mix of rewards to motivate their staff towards optimum performance.

It will provide reference for future researchers and academicians who will have any interests in non-financial rewards. Last but not least, it will also contribute to existing literature on non-financial rewards.

1.5 Overview of Research Methodology

The study will be a case study of a private hospital. It will be an explanatory research seeking to explain how non-financial rewards instituted in the hospital affects employees' job performance. Data collected will be mostly qualitative. The study will also make use of some secondary quantitative data such as employee rewards.

The population and sample for this study will comprise all staff of the hospital. Data will be collected from both primary and secondary sources. Self-administered questionnaires and unstructured interviews will be used to collect primary data. Secondary data will be collected from the following sources: books; journals; websites of Ministry of Health (MoH), Ghana Health Service (GHS) and the hospital; reports; and internet. Data collected will be analysed with the Statistical Programme for Social Sciences (SPSS). The researcher will take the appropriate measures to ensure confidentiality of respondents and the information they provide. Ethical considerations of data collection will be strictly adhered to.

1.6 Scope of the Study

The study covers the effects of non-financial rewards on employee performance in the health sector in Ghana. It will take into consideration the current situation

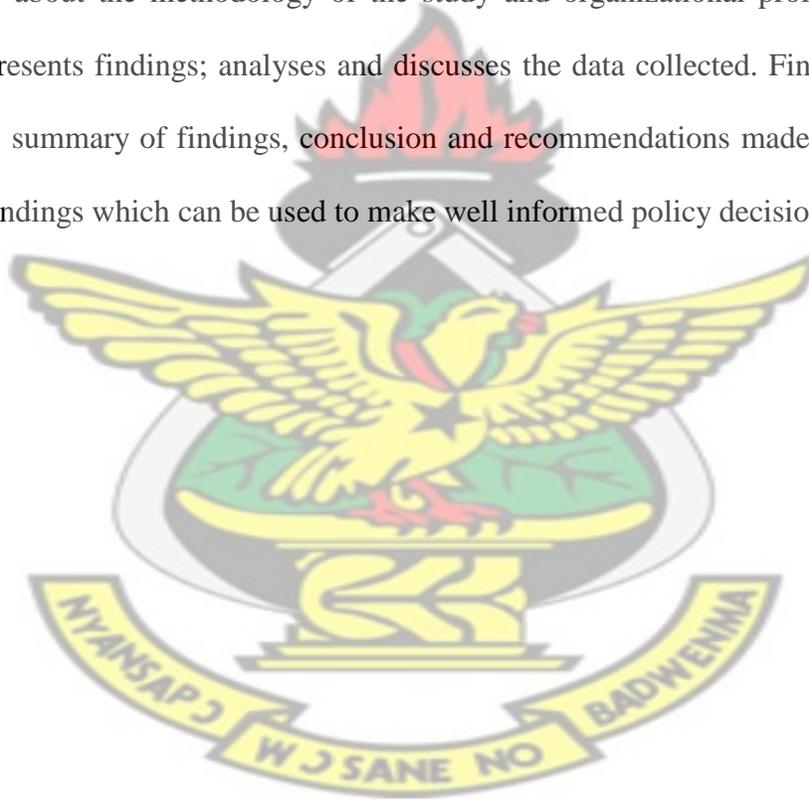
as regards rewards in the health sector and then concentrate on the use of non-financial rewards and its positive effects on employee performance. The study will cover all staff of TMC. TMC is a private hospital but it has features of public and private hospitals. It has chalked a number of successes in the provision of health care in the district. Nkawie-Toase is the twin capital town of the district that provides varying resources to support urbanization and industrialisation. As a young health centre, the results will be helpful in assisting start-ups get settled in terms of reward systems. Coming from these backgrounds the result of the research will be representative to hospitals (both public and private alike) and the health sector in general.

1.7 Limitations

The study will be conducted within one health centre due to limited resources and time. In this regard, generalization about the effects of non-financial rewards in the health sector as well as in all other organizations may be difficult to articulate. In addition, it is speculated that data collection and access to information will be problematic. This is the result of the fact that the researcher is not a worker of both hospitals. Also, people, and organizations alike, generally do not feel 'safe' giving information out about their rewards and levels of motivation. However, the quality and accuracy of the study will not be sacrificed on the basis of the limitations named above.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one talks about the introduction. This chapter focuses on the background of the study, problem statement, objectives of the study, research questions, significance of the study, methodology, scope of the study, limitations of the study, and organization of the study. Chapter two explores the thoughts of practitioners, academicians and other commentators in the area of study in the form of literature review. Chapter three is about the methodology of the study and organizational profile. Chapter four presents findings; analyses and discusses the data collected. Finally, chapter five is summary of findings, conclusion and recommendations made in respect of the findings which can be used to make well informed policy decisions.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In Chapter One, a brief outline of the research was given with a statement of the general objective and specific objectives that the research seek to fulfil. In this chapter, the researcher will focus on aspects of job performance, rewards and motivation to understand the background of the problems being researched and the various aspects that influence them.

Modern management's one major tasks is determining how they can achieve their organisations' goals by changing the way people work and think. The only possible means to success in this task is to understand the term performance management and the aspects that influence performance. In developing countries like Ghana, rewards are essential components of this process (Dambisya, 2007). Rewards (specifically, non-financial rewards) generally motivate people to perform better (Taljaard, 2003). The researcher is of the view that, rewards need to satisfy the needs of employees before they can in turn help to improve individual performance. How well a person is satisfied with whatever rewards they receive from their job will determine the level of performance they are likely to give up, hence investigation into reward systems and motivation.

2.1 Performance and Performance Management

It is generally appreciated that an organisation's level of performance as well as its timely management is crucial to the success or otherwise of the organisation.

The following sub-sections discuss performance and performance management.

2.1.1 Performance Defined

In his book on performance management, Thomas Aguinis suggests the definition of performance does not include the results of behaviours, but only the behaviours themselves. He limits performance only to what employees actually do by identifying two additional characteristics of the behaviours that qualify to be labelled performance (Aguinis, 2007, p.76). They are evaluative - such behaviours can be judged as negative, neutral, or positive based on whether they make a contribution toward the accomplishment of individual, unit, and organisational goals; and multidimensional - different kinds of behaviours that have the capacity to advance (or hinder) organisational goals.

Michael Armstrong (2006), however, proposes that performance is a matter not only of what people do; neither is it only about what they achieve, but how they achieve it as well. He shares the concept of performance expressed by Brumbrach (1988) as follows:

“Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their

own right – the product of mental and physical effort applied to tasks – and can be judged apart from results” (Armstrong, 2006, pp.497-498).

He states that such definition of performance leads to the conclusion that both inputs (behaviour) and outputs (results) need to be considered in managing performance. High performance results from appropriate behaviour, especially discretionary behaviour, and the effective use of required knowledge, skills and competencies.

For the purposes of this study, the researcher will define performance as “*a person’s ability to exert appropriate level of energy to accomplish all the tasks and duties required of them.*” The researcher is of the opinion that the concept of performance should answer three important questions. Performance management must recognise and examine these three issues because they will provide the information necessary to consider what needs to be done to improve results. These issues are the level of results expected of the employee; the (set of) behaviours required of the employee to accomplish the expected results; and the right combination of behaviours to achieve expected results?

2.1.2 Understanding Performance Management

Aguinis (2007) defines performance management as “a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation.” He points out two main components of the definition: *continuous process* - performance management is on-going; and *alignment with strategic goals* - it requires

managers to ensure that employees' activities and outputs help the organisation to gain a competitive advantage.

According to Armstrong (2006), performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. He adds that performance management focuses people on doing the right things by clarifying their goals.

Performance management is mostly confused with performance appraisal. But they are significantly different. It must be noted that many organisations have what is labelled a "performance management" system but what is actually done is far from anything known as performance management. This makes it necessary to distinguish performance management and performance appraisal.

2.1.2.1 Differentiating Performance Management and Performance Appraisal

According to Carrell, et al (1995, p.348) the term performance management was developed when emphasis of performance appraisal was broadened to include all of management tools. Performance appraisal is to ensure the achievement of performance goals. According to Armstrong (2006, p.500), performance appraisal is the formal assessment and rating of individuals by their managers at, usually, an annual review meeting. In contrast, performance management is a continuous and much wider, more comprehensive and more natural process of management

that clarifies mutual expectations, emphasizes the support role of managers who are expected to act as coaches rather than judges, and focuses on the future.

Armstrong (2006, p.494) had the following to say:

“Performance management processes have become prominent in recent years as means of providing a more integrated and continuous approach to the management of performance than was provided by previous isolated and often inadequate merit rating or performance appraisal schemes. Performance management is based on the principle of management by agreement or contract rather than management by command. It emphasizes development and the initiation of self-managed learning plans as well as the integration of individual and corporate objectives. It can, in fact, play a major role in providing for an integrated and coherent range of human resource management processes which are mutually supportive and contribute as a whole to improving organizational effectiveness.”

The differences between them as summed up by Armstrong and Baron (2004) are set out in Table 2.1.

Having differentiated performance management and performance appraisal, what factors then cause an employee to perform at a certain level? Why do certain individuals perform better than others?

Table 2.1 Performance Appraisal Compared with Performance Management

Performance Appraisal	Performance Management
Top-down assessment	Joint process through dialogue
Annual appraisal meetings	Continuous review with one or more formal reviews
Use of ratings	Ratings less common
Monolithic system	Flexible process
Focus on quantifies objectives	Focus on values and behaviours as well as objectives
Often linked to pay	Less likely to be a direct link to pay
Bureaucratic-complex paper work	Documentation kept to a minimum
Owned by the Human resource department	Owned by line managers
Backward looking	Focused on the future

Source: Armstrong (2006, p.501)

2.1.3 Determinants of Performance

According to Campbell et al (1994), cited in Aguinis (2007, p.77), a combination of three factors allows some people to perform at higher levels than others. These

are *declarative knowledge* (information regarding a given task's requirements, labels, principles, and goals), *procedural knowledge* (a combination of knowing what to do and how to do it), and *motivation* (involves three types of choice behaviours, namely; Choice to expend effort (example, "I will go to work today"); Choice of level of effort (example, "I will put in my best effort at work" versus "I will not do my best"); and Choice to persist in the expenditure of that level of effort (example, "I will give up after a little while" versus "I will persist no matter what"))).

Table 2.2 précis the components of the three determinants. He states further that the three determinants have a multiplicative relationship, such that if any of the variables has a zero (0) value, then performance also has a value of zero (0). In other words, for there to be performance, all three must be present.

$$Performance = Declarative Knowledge \times Procedural Knowledge \times Motivation$$

Table 2.2 Factors Determining Performance

<i>Declarative Knowledge</i>	<i>Procedural Knowledge</i>	<i>Motivation</i>
Facts	Cognitive skills	Choice to perform
Principles	Psychological skill	Level of effort
Goals	Physical skill	Persistence of effort
	Interpersonal skill	

Source: Aguinis (2007, p.77)

Hersey, Blanchard and Johnson (2001, p.345) make use of a model depicted in Figure 2.1, developed by Clay Carr, where he makes use of seven actors with effect on performance.

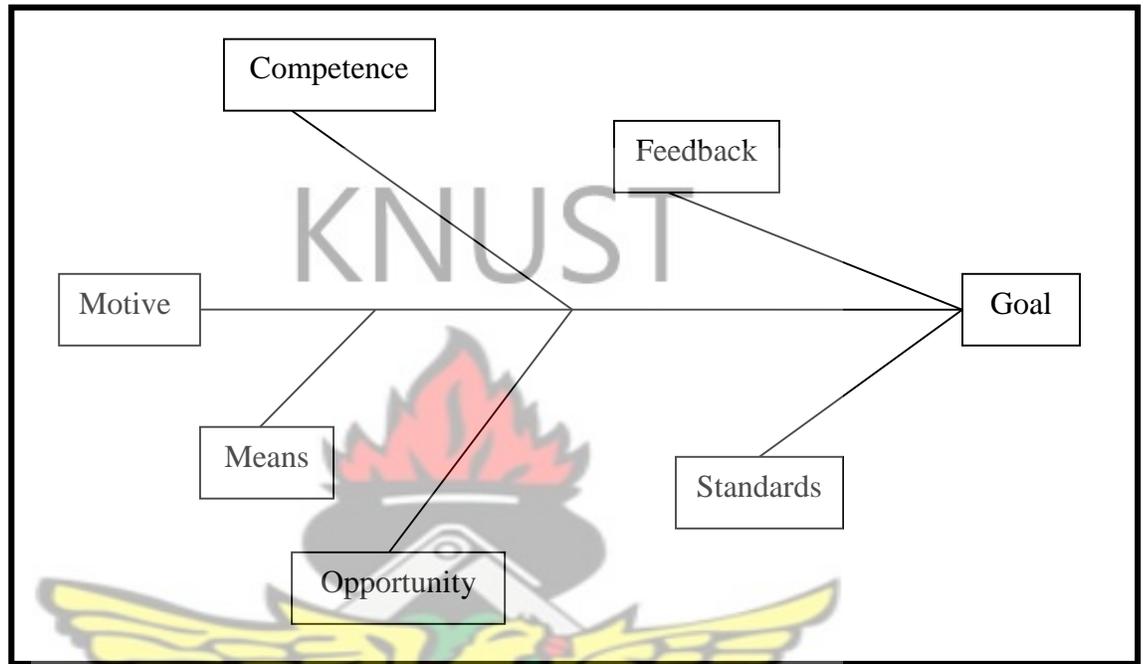


Figure 2.1 The seven factors of performance

Source: Hersey *et al.* (2001:345) as cited in Taljaard (2003, p.129)

According to Taljaard (2003, pp.129-130) a real *goal* is when a manager's desire and requirement is accepted by the one who has to accomplish the goal and when the goal has been translated into tasks that individuals have to perform; *standards* will tell you when the goal was accomplished; *feedback* reports both the quality and quantity of progress toward reaching the goal; *means* are the resources and tools available to achieve the goal, because lack of resources will influence whether the goal will be achieved; employees must have the *competence* to perform the tasks; *motive* is what motivates employees and how

management facilitates performance motivation; and *opportunity* simply concerns time and legibility.

Mullins (2005, p.471) states that people's behaviour is determined by what motivates them. Their performance is a product of both ability and motivation. Ability is the sum of the physical, intellectual, emotional, and cognitive skills, knowledge and aptitudes that the job performer requires to succeed on the job. Mullins (2005, p.471) explains further that the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation.

$$\text{Performance} = \text{function} (\text{ability} \times \text{motivation})$$

Kreitner et al (cited in Mullins, 2005, pp.471–472) further suggest that motivation should not be the only necessary contributor to job performance. Along with ability, motivation is also a combination of level of skill; knowledge about how to complete the task; feelings and emotions; and facilitating and inhibiting conditions not under the individual's control. However, what is clearly evident is that if the manager is to improve the work of the organization, attention must be given to the level of motivation of its members. The manager must also encourage staff to direct their effort (their driving force) towards the successful attainment of the goals and objectives of the organization.

Nickols (2003, pp.2-3) underscores seven important determinants of job performance as goal clarity; repertoire (the ability to identify and engage in

required behaviours to achieve results); knowledge of structures; feedback; mental models (of what is appropriate in any given situation); motivation; and the working environment. Writing on factors that affect the performance of nurses, Awases (2006) identified twelve factors with regard to individual nurses and their managers. The management factors were management skills and competencies, management related training as well as management knowledge and skills. The factors that relate to individual employees were knowledge and skills base; performance appraisal and utilization thereof; remuneration, benefits, reward and recognition; staffing and work scheduling; availability of staff development opportunities; workspace and environment; clarity of mission and goals; commitment and satisfaction; and leadership and management.

All the models above on the determinants of performance underscore the importance of motivation (financial and non-financial) in determining how effectively individuals perform at the workplace. The following subsection focuses on how rewards motivate job performance or otherwise.

2.2 Reward Management

Rewards are an ever-present and always controversial feature of organisational life (Taljaard, 2003, p.152). Hartle (1995, p.82) says that reward is an important part of the feedback loop in performance management and money is not necessarily the only reward. Morris, principal of Mercer Human Resource Consulting comments that in the past, rewards generally referred to pay. Today, the definition of rewards encompasses the overall value proposition that the

employer offers to the employee. Hartle (1995, p.82) says further that rewards will only have a positive effect if the individual values the reward and the reward is appropriate to the effort that was put in and to the achievement. He mentions a wide range of reward including praise, promotion, individual bonuses, merit pay, team bonuses, prizes and special awards.

Armstrong (2006, p.623) states that reward management deals with the design, implementation and maintenance of reward systems with the aim to meet the needs of both the organization and its stakeholders. He identifies six basic aims of reward management. It helps to reward people according to the value they create; it is necessary to align reward practices with business goals *and* with employee values and needs; to reward the right things to convey the right message about what is important in terms of behaviours and outcomes; to help to attract and retain the high-quality people the organization needs; to motivate people and obtain their engagement and commitment; and to develop a high-performance culture.

To understand reward management and all the aspects thereof, it is important to give a brief description and explanation of the concept total reward. It is only when one understands the total reward process that one can understand the various reward systems and models and how they can be used collectively to customise a model that will suit a specific company's needs as well as how they can assist to achieve strategic direction.

2.2.1 Concept of Total Reward

The concept of total reward is exerting considerable influence on reward strategies. WorldatWork (2007) offers a widely accepted definition that total rewards are all of the employer's available tools that may be used to attract, retain, motivate and satisfy employees. Thompson (cited in Armstrong, 2007, p.32) suggests that: 'Definitions of total reward typically encompass not only traditional, quantifiable elements like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career opportunities, learning and development, the intrinsic motivation provided by the work itself and the quality of working life provided by the organization.'

The conceptual basis of total rewards is that of configuration or 'bundling', so that different reward processes are interrelated, complementary and mutually reinforcing. Total reward strategies are vertically integrated with business strategies, but they are also horizontally integrated with other HR strategies to achieve internal consistency. (Armstrong, 2007, p.32)

2.2.2 Components of Total Reward

As defined by Manus and Graham (cited in Armstrong, 2007, p.31), total reward 'includes all types of rewards – direct and indirect, as well as extrinsic and intrinsic.' All aspects of reward, namely base pay, contingent pay, employee benefits and non-financial rewards, which include intrinsic rewards from the work itself, are linked together and treated as an integrated and coherent whole. The

concept of total rewards combines the impact of the two major categories of reward (as illustrated in Figure 2.2) (Armstrong, 2007, pp.31-32), namely *transactional rewards* (tangible rewards arising from transactions between the employer and employees concerning pay and benefits); and *relational rewards* (intangible rewards concerned with learning and development and the work experience).

Essentially total reward consists of several complementing components. A more detailed presentation of the components of a typical total reward model is shown in table 2.3.

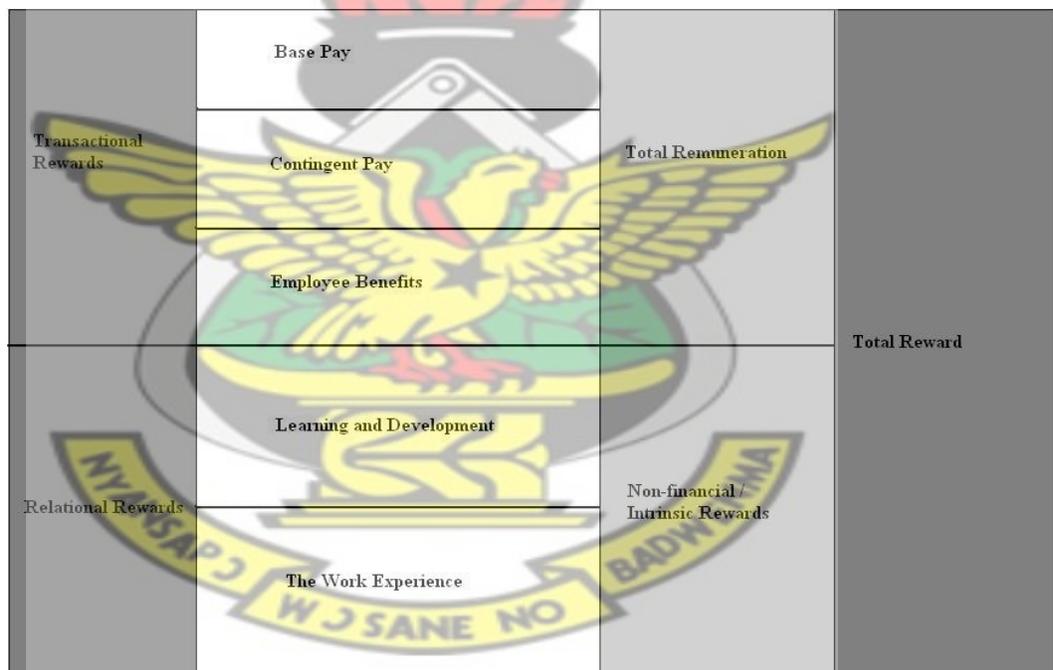


Figure 2.2 The components of total reward

Source: Armstrong (2007, p.32)

Table 2.3 Components of Total Rewards

<i>Transactional Rewards</i>		<i>Relational Rewards</i>	
<i>Cash Compensation</i>	<i>Benefits</i>	<i>Learning and Development</i>	<i>Work Environment</i>
<ul style="list-style-type: none"> - Base pay - Pay differentials - Variable pay (example: Annual incentives, Gain sharing, Bonuses) 	<ul style="list-style-type: none"> - Retirement - Medical - Time off (holidays) - Insurance - Flexibility 	<ul style="list-style-type: none"> - Career development - Skills development - Employee becomes added value to organization - Employee has added value to themselves 	<ul style="list-style-type: none"> - Work life balance - Recognition & appreciation - Counselling programs - Employee activities - Non-traditional work schedules - Leadership and management style - Diversity

Source: Compensation Program Team (CPT), 2003

In the absence of solid "relational rewards", Henry Ford's principle of 'Throwing more money at the problem' will be desirable. However, pay alone (transactional rewards) can no longer sustain competitive advantage. Relational rewards focus on learning and development and the work environment. They can bind workers to the organization, address special needs, can be differentiated and create competitive advantage. It is believed that people commit to a company if they can see their relationship to the company and how they fit into the overall picture. Total Rewards should embrace everything that today's employees value in the employment relationship.

2.2.3 Total Reward Criteria: Turning Rhetoric into Reality

Armstrong (2007, p.46) underscores that the rhetoric of the total reward concept is compelling: the reality of making it work is much more difficult. It requires a lot of effort on the part of top managers and line managers, with the determined encouragement and guidance of the human resource department. The issues to be dealt with are summed up in figure 2.3.

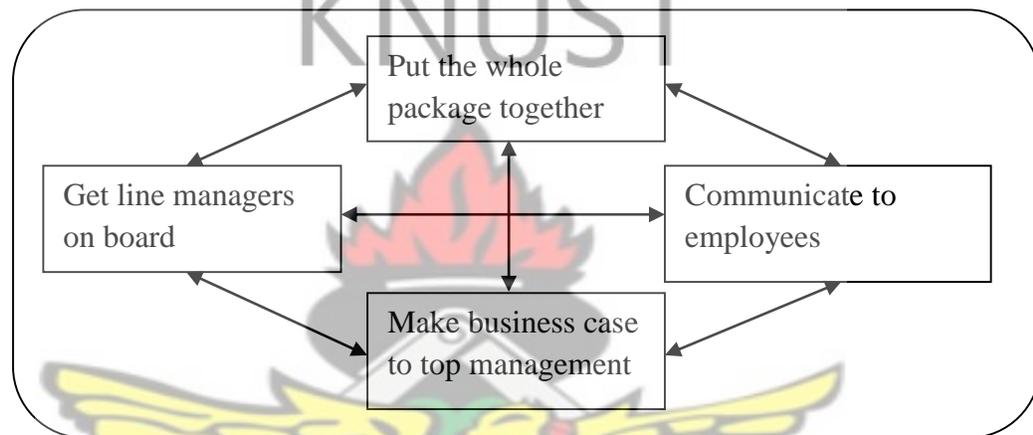


Figure 2.3 Total Reward Criteria

Source: Researchers Own Construct, 2012

Armstrong (2007, pp.46-47), sheds light on the issues as follows.

Putting the whole package together – It is relatively easy to decide on the financial elements of total reward but much more difficult to ensure that the non-financial elements are dealt with specifically so that a coherent whole emerges. It is necessary to establish priorities. To start with, ensure that the financial rewards package is appropriate. Typically, give the next priority to the development of recognition schemes which are specifically concerned with ensuring that people are valued. Other elements of total reward are just as important and should be

tackled as aspects of the HR strategy. However, it is necessary to ensure that they are conceived, presented and perceived as part of the total reward strategy as well as desirable developments in their own right.

Communicating the total reward approach to employees – It is too easy to produce vague, generalized aspirations which are too easily dismissed as management hyperbole. Total reward policies need to be explained in meaningful language which clearly indicates how people will benefit.

Making the business case to top management – It is fairly easy to convince management that some form of financial incentive or bonus scheme is desirable. It is much more difficult to persuade them that, for example, a formal recognition scheme will pay off. Hard evidence may be difficult to obtain but it is essential to be explicit about how the business will benefit.

Getting line managers on board – Line managers have a vital role to play. It is essential to make huge efforts to persuade, encourage, guide and educate them on their responsibility for total reward.

Total rewards play significant roles in the operation of an organisation if one implements and applies it properly and for the right reasons. The types of rewards worthy of consideration in designing a useful reward scheme is the focus of the section that follows.

2.3 Types of Rewards

The types of rewards available to organisations are numerous. According to Taljaard (2003, p.157), Kreitner *et al.* (1999, p.250) say these rewards can vary from subsidised lunch to stock option, from boxes of chocolate to golf club membership. The most basic form of rewards is pay and benefits, but there are less obvious social and psychic rewards. Social rewards can include a simple praise and recognition from others both inside and outside the organisation. Psychic rewards are more from the inside, and include personal feelings of self-esteem, self-satisfaction, and accomplishment. Despite the fact that reward systems vary widely, it is possible to identify and interrelate some common components. He makes reference to a general model of organisational reward systems that focuses on four important components (types of rewards, reward norms, distribution criteria and desired outcomes), as stated in Kreitner *et al.* (1999, p.249). This model is exhibited in figure 2.4.



Figure 2.4 A general model of organisational reward systems

Source: Kreitner *et al.* (1999, p.250), cited in Taljaard (2003, p.157)

According to Hartle (1995, p.198), individual differences in what employees' desire and find motivating, forces managers to think about rewards more broadly than just pay-linked options by recognising these individual differences. The research will concentrate on two broader classifications of rewards: intrinsic and extrinsic rewards; as against financial and non-financial rewards.

2.3.1 Intrinsic and Extrinsic Rewards

An employee who works to obtain extrinsic rewards, such as money or praise, is said to be extrinsically motivated. One who works to derive pleasure from the task itself or experience a sense of competence or self-determination is said to be intrinsically motivated (Taljaard 2003, p.158-159).

2.3.1.1 Extrinsic rewards

Hellriegel *et al.* (1999, p.488), cited in Taljaard (2003, p.153), say an extrinsic reward denotes outcomes supplied by the organisation, and includes salary, status, job security and fringe benefits. One can compare these rewards to the job context items that Herzberg's Two Factor Theory called hygiene factors. Chaudhary (2012) describes extrinsic rewards as being results from the actions of others, such as supervisions are more easily controlled by managers. Examples include pay, fringe benefits, praise and promotion.

2.3.1.2 Intrinsic rewards:

Chaudhary (2012) explains that intrinsic rewards are less tangible, originate from persons or job and reflect Herzberg motivator factors. Example include variety in

job content; sense of being a part of value adding process; believe that they are valuable members of a team; increased responsibility and autonomy; sense of accomplishment; participation in setting targets and opportunities to achieve them; feedback information; recognition and opportunities to learn and grow. Hellriegel *et al.* (1999, p.488) describe intrinsic rewards as personally satisfying outcomes that include feelings of achievement and personal growth (cited in Taljaard, 2003, p.153).

Armsrong (2007, p.131) comments thus. Extrinsic rewards provided by employers in the form of pay will help to attract and retain employees and, for limited periods, may increase effort and minimize dissatisfaction. Intrinsic non-financial rewards related to responsibility, achievement and the work itself may have a longer-term and deeper impact on motivation. Reward systems should therefore include a mix of extrinsic and intrinsic rewards. Taljaard (2003) recognises that whereas financial rewards provide extrinsic motivation, non-financial ones provide both intrinsic and extrinsic motivation. The next two sections focus on financial and non-financial rewards.

2.3.2 Financial Rewards

According to NGFL (2008, p.1), one of Herzberg's favourite sayings that emphasized the importance of hygiene factors was that 'If you pay peanuts you get monkeys'. Herzberg stressed that pay and other forms of financial remuneration are key methods of ensuring the satisfaction of workers. Houran and Kefgen (2007) assert that no one works for free, neither should they. Obviously,

employees want to earn fair wages and salaries, and employers want their workers to feel that is what they are getting. To that end, it is logical that employees and employers alike view money as the fundamental incentive for satisfactory job performance.

2.3.2.1 Forms of Financial Rewards

NGFL (2008, pp.1-3), identifies *Piece Rate* by which workers are paid for each item they produce or for each task completed; hourly *Wages*; monthly or annual *Salaries*; *Profit related pay*; *Bonus schemes* including sales bonus, performance bonus, Christmas bonus and profit share; and *Fringe Benefits* as valuable forms of financial rewards.

2.3.2.2 Usefulness of Financial Rewards

In Houran and Kefgen, a much publicized study by Gupta et al found that cold-hard cash motivates workers whether their jobs are exciting or mundane, in labs and real-world settings alike. In Ghana, the use of financial rewards is a statutory requirement. Section 67 of the Labour Act 2003, Act 651 provides that payments of salary, wages and allowances of workers should be made in legal tender, notwithstanding any non-financial remuneration. Silverman (2004) recognises that money is helpful in providing tangible recognition of effort. According to Taljaard (2003, p.160), Armstrong and Murlis (1994, p.37) say that financial rewards should be considered from three viewpoints: the effectiveness of money as a motivator; the reasons why people are satisfied or dissatisfied with their

rewards; and the criteria which should be used when developing a financial reward system.

2.3.2.3 Weaknesses/Challenges of Financial Rewards

Silverman (2004) notes that money has been over-emphasized in our thinking about the causes of behaviour. It is perhaps understandable when organizations make simplistic assumptions about the ability of financial rewards to influence performance. People generally want more money and they go all lengths to get them (Silverman, 2004). Yet, the consequence of such an assumption is to over-emphasize the importance of financial and extrinsic rewards. Maslow observes in his Hierarchy of Needs: once one level of need is satisfied, needs on that level no longer motivate the individual. This is what most organizations, including Ghana Health Service, experience as they seek to satisfy employees' extrinsic need.

In the researcher's opinion, organizations' are unable to satisfy employees' every financial need for two basic reasons. For one, expenditure on human resources continues to be subject to organizations' budget and the need to be financially prudent. A study by Milkovich et al (2008) found out that such expenditures constitute as much as 70% of total expenditure. For this reason human resources are mostly the first to 'go' when organizations are in financial distress. The second reason has to do with the insatiable nature of man's need. The health sector in Ghana has suffered from these issues. Emphasis on financial rewards in Ghana has always resulted in one industrial action after another. The introduction of the Single Spine Salary Structure seems to have worsened the situation.

The researcher understands the importance of money to people as it satisfies employees' most basic needs. Money is significant for people not only for what it can buy but also as a tangible way to recognise their worth. In Herzberg's model, pay serves as a hygiene factor, making sure that workers are not dissatisfied and de-motivated although it may have short-term motivational value. In most companies, very limited time and effort are spent on considering non-monetary sources of motivation. Citing Armstrong and Murlis (1994, p.39), Taljaard (2003, p.161) says that although pay can motivate, to achieve lasting motivation, attention must be paid to non-financial motivators.

2.3.3 Non-Financial Rewards

In employment law, non-financial rewards refer to those rewards other than extra pay (Section 67 of the Labour Act 2003, Act 651). A January, 2007 survey by staffing firm Accountemps found that non-monetary rewards were most named as the best form of compensation by full and part time office workers (Tynan, 2012). Another survey conducted by the American Productivity Centre found 99.9% of respondents said "recognition for a job well done is important or very important" as a motivational factor. In this survey it was ranked above competitive salary and pay for performance. (Spangenberg, 1994, p.229)

The use of non-financial methods of motivation is an attempt by employers, to apply in the workplace the ideas behind the theories of Mayo, Maslow and Hertzberg. Examination of these theories has shown us that motivation to achieve quality of output is best achieved through satisfaction of higher needs (Maslow),

awareness of the role of groups in the workplace (Mayo), and the need to provide Motivators (Herzberg). The non-financial methods of motivation are outlined below.

2.3.3.1 Forms of Non-Financial Rewards

Non-financial rewards are more varied and unique than financial ones and offer major advantages. In the organisation, non-monetary rewards range from small merchandise rewards to certificates of appreciation. The technical requirements are equally varied, ranging from rewards with no documentation (certificates of appreciation) to rewards requiring management's signature (external rewards) before being submitted to the employees. (Office of Human Resources Management, 2002 cited by Taljaard, 2003, pp.161-162) Armstrong and Murlis (1994) say that non-financial rewards must focus on the needs most people have and such needs include the following (Taljaard, 2003, pp.162-164):

Achievement: - Need for achievement is defined as the need for competitive success measured against a personal standard of excellence. This could be satisfied through job design, performance management and skill or competency-based pay schemes.

Recognition: - As one of the most powerful motivators, it is necessary to help people know not only how well they have achieved their objectives, but also that their achievements are appreciated. Praise is probably the most common form of recognition. Other forms include long service awards, status symbols, sabbaticals and work-related trips abroad, all of which can be part of the total reward process.

Its importance can be reinforced by education, training and performance appraisals.

Responsibility: - People need to be made responsible for their own work and to be rewarded accordingly. Individuals are motivated when they are provided with the means to achieve their goals. Increased responsibility will be determined by the way the job is designed and by the use of performance management processes.

Influence: - To Armstrong and Murlis (1994, p.41) people can get motivated by the drive to exercise power. McClelland's research established that the need for power is as important to some people as is the need for achievement. The organisation can empower people by putting them into situations where their views can be expressed, listened to and acted upon.

Personal growth:- Maslow defines self-fulfilment as the need to develop potentialities and skills. To him, self-fulfilment or self-actualisation is the highest need and therefore the ultimate motivator. Although people will search for these opportunities, the organisation should clarify the scope for growth and development within the company to give the individual the opportunity to achieve their potential within that company.

Other commentators (Williamson of Catalogs.com, Stockley of derekstokley.com, Scarpati (2009), Chernett of e-cademy.com and NGFL (2008)) agree that most businesses recognise the need for non-financial methods of motivation. Some of the main ones they describe are job enlargement, job rotation, job enrichment, communication, empowerment, quality circles, training, autonomous work

groups, the single status workplace, flexible hours, opportunity to contribute, independence and autonomy.

Writing on the use of non-financial rewards among health sector workers in Eastern and Southern African (ESA) countries, Dambisya (2007) identifies *training and career path-related incentives* include continuing professional development, opportunities for higher training, scholarships/bursaries and bonding agreements, and research opportunities; *incentives that address social needs* such as housing, staff transport, childcare facilities, free food and employee support centres; *improved working conditions* in the form of better facilities and equipment and better security for workers; *proper use of human resource management (HRM) and human resource information systems (HRIS)*; and in response to the high HIV/AIDS burden, many ESA countries have *workplace specific programmes to care for HCWs and their families*, ensuring access to health care and anti-retroviral therapy (ART). Some have *HCW medical aid schemes*, which may include access to private health care as applicable in the ESA zone

2.3.3.2 Usefulness of Non-Financial Rewards

According to Scarpati (2009), non-financial rewards provide low cost motivation as it motivates positive behaviour change through means other than money. It is very cost-effective even where these initiatives involve money. They also help to motivate and retain staff as well as help to build feelings of confidence and satisfaction in employees. Non-financial rewards can be very important for their

long-term effect. They help to meet employees' needs for recognition, growth and responsibility and most can be relatively inexpensive. To him these benefits go a long way in creating employee/employer loyalty and respect. This clearly shows that there are many points, besides money, to consider when you establish your management and employee policies.

2.4 Non-Financial Rewards and Motivation

According to Taljaard (2003, p.153), Hellriegel et al (1999) define motivation simply as any influence that triggers, directs, or maintains goal-directed behaviour. The manager will only be able to fulfil this responsibility of improving job performance by understanding what motivates employees. To him, reward management is also concerned with those non-financial rewards that provide intrinsic and extrinsic motivation. Intrinsic motivation is achieved by satisfying individual's needs for achievement, responsibility, variety, challenge, influence in decision-making and membership of a supportive team. Extrinsic non-financial motivation provided directly by the organisation is achieved by recognition, skills development and learning and career opportunities.

According to Greenberg and Baron (2000, p.190) this subject could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual(s) action. The second part refers to choices people make and the direction their behaviour takes. The last part deals with maintaining behaviour and clearly defining how long people have to persist at attempting to meet their goals.

Motivational theories present managers with a psychological puzzle composed of alternative explanations and recommendations. Managers need to use a contingency framework to pick and choose the motivational techniques best suited to the employees and situation involved (Taljaard, 2003). These theories generally underscore the importance of employees' needs satisfaction in motivating them to perform at optimum levels.

Taljaard (2003, pp.164-165) states that there is a more cost effective way to improve productivity that will significantly improve the "bottom line." he says further that William Mercer, Inc. found in a survey of two hundred and six (206) medium-sized to large scale companies in 1998 that in organisations with higher employee turnover, money was the most common reason given for dissatisfaction. However, in companies with very low turnover, 40% of the respondents perceived emotional factors (work satisfaction, good relationships with managers and other employees) as completely motivating their retention as compared to 21% attributing their retention to financial factors. It is important to note that compensation and benefits satisfy the two lowest needs of Maslow's hierarchy of needs, while the emotional factors satisfy the three upper needs of the hierarchy. It is therefore important that management creates a work environment that will make employees feel better about themselves, will raise their self-esteem, and will make the company a place where they would like to spend most of their time. (Increasing Employee Satisfaction, 1999, cited on Taljaard, 2003)

In his write up on non-financial rewards, Scarpati (2009) had these final words to say. "Although non-financial measures are increasingly important in decision-

making and performance evaluation, companies should not simply copy measures used by others. The choice of measures must be linked to factors such as corporate strategy, value drivers, organizational objectives and the competitive environment. In addition, companies should remember that performance measurement choice is a dynamic process. Measures may be appropriate today, but they need continuous reassessment to keep pace with strategic and competitive environment developments.”

Taking the abovementioned views into consideration, although many organizations in Ghana focus on financial compensation as the dominating factor in employee satisfaction, the researcher believes the use of non-financial methods of rewarding staff could be a major breakthrough; and that there are opportunities in non-monetary rewards that need to be explored that could motivate people to improve performance and could lead to companies achieving their objectives.

2.5 Conceptual Framework

The purpose of motivation is to improve performance of employees in an organization. To Hellriegel et al (1995), cited in Taljaard (2003, p.153), manager is only able to achieve this when they understand what motivates employees. Rewards, in this case non-financial rewards, form important part of what motivates employees. They help to provide intrinsic motivation, and at some instances extrinsic motivation. However, the general consensus, or as it seems to the researcher, is that financial rewards are more basic and they provide the necessary foundation and assistance, in terms of motivation, on which non-

financial motivation could stand. As depicted by Maslow's Hierarchy of Needs, non-financial rewards form part of the 'higher order needs' (upper two needs), whereas financial rewards are indispensable in the more primary and lower level needs of the pyramid (lower three needs). Though more basic, they are necessary for the success of non-financial motivation.

From the background of the above, the researcher believes that, in a developing economy as Ghana, non-financial rewards will only be effective in achieving improved performance only when there is a strong foundation of motivation derived from financial rewards. In addition, both non-financial rewards must effectively seek and address the specific needs of employees in order to achieve improvement in performance. As important as non-financial rewards are to the topic of motivation, is the need for managers to seek to understand what specific rewards employees consider motivating. The process continues with managers consciously working towards the provision of such needs of their employees, as individuals and as a whole.

In seeking to identify, understand and provide the needs of employees, it is necessary to realise that demographic information, economic status and rank of employees' jobs and the status that comes with it, or otherwise, are likely to have a bearing on the effectiveness of the reward and/or motivational package. The following diagram depicts the framework of this conception.

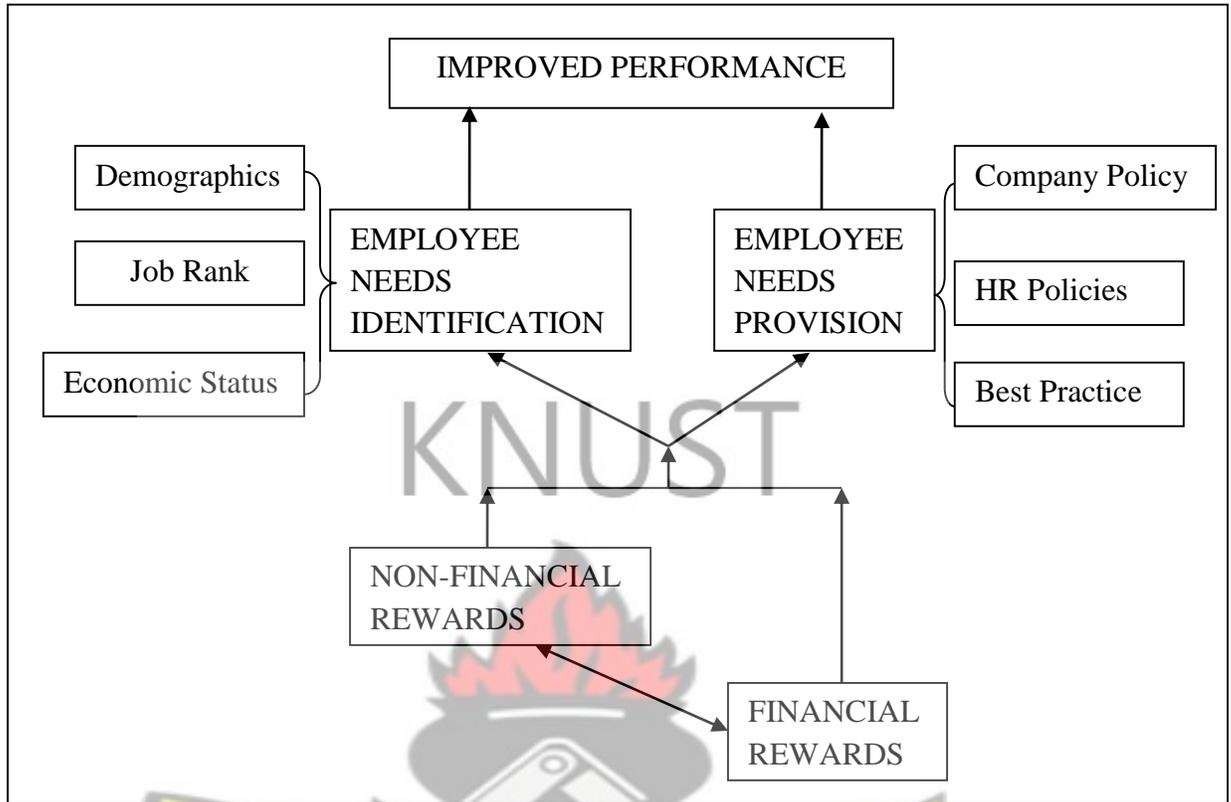


Figure 2.5 The process of motivation using non-financial rewards

Source: Researcher's Own Construct, 2012

2.6 Summary

This chapter discussed various aspects of job performance and rewards. The section on job performance addressed meaning and coverage of performance and performance management as well as the factors that affect job performance. The next section discussed rewards management in detail by looking at the total reward concept and the types of rewards. In the last section of the chapter the issue of how non-financial rewards could lead to better job performance is taken up. In the following chapter the methodology of the research will be explained.

CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction

In Chapter Two, the various aspects of job performance and rewards, and their relatedness to each other were discussed. The current chapter describes the research methodology employed to solve the main problem and sub problems. Then a look will be taken at the profile of the selected health centres to understand the prevailing situations in terms of non-financial rewards.

3.1 Research Design

A research design is the general plan of how the researcher intends to go about answering their research questions. It guides the researcher in planning and implementing the study in a way that is likely to achieve the intended goals (Saunders, et al, 2009, p.136). They acknowledge that in planning a research project it is critical that the researcher does not only choose a viable research problem, but should also take into account the kind of data that will be required in investigating the research problem.

There are two main approaches used in gathering and analyzing data: the qualitative and quantitative method. This study uses quantitative as the major approach. However, to help to get a clearer picture of the research problem, qualitative approach will be employed in the form of face-to-face interviews.

3.2 Study Population and Sample Size

Population according to Saunders, et al (2009, p.212) is the full set of cases from which a sample is taken. According to Burns and Grove (2001, p.83) a sample is a segment that consists of the same characteristics as the population on whom the study is conducted. The target population and sample for this study comprise all employees of Toase Medical Centre (TMC), including management. The hospital has a total employee population of sixty six (66).

Table 3.1 Sample Size Distribution

Category of Employees	Population	Sample	Percentage
Health workers	38	38	100.0
Administrative staff	9	9	100.0
Support services	19	19	100.0
Total	66	66	100.0

Source: Fieldwork, 2012

3.3 Data Collection tools

The study makes use of both primary and secondary data sources in the form of questionnaires and personal interviews of managerial staff of the Hospital. Two categories of data collection are therefore employed; primary and secondary data collection methods. The primary data collection is used to obtain information that is unique to the researcher and the study. To the researcher, primary data is more

accommodating because they are helpful to attain current information and also enable the researcher to achieve research objectives easily. The secondary data collection method was employed data/information that has already been collected by someone else for similar (or different) purpose to that of this study. The results of this method are shown in the Chapter Two (Review of Related Literature).

3.3.1 Primary data source

Primary data is collected by the researcher directly from first hand source through instruments such as surveys, interviews, focus groups or observation (Neel, 2011). It is data that has not been previously published, thus the data is derived from a new or original research study and collected at the source. In this study, self-administered questionnaires and structured interviews, administered to staff of TMC, will be used to collect primary data. The aim of the questionnaires distributed and interview questions administered are to help unravel the research questions and objectives.

3.3.2 Secondary data source

Secondary data is basically primary data collected by someone else. Researchers reuse and repurpose information as secondary data because it is easier and less expensive to collect. However, it is seldom as useful and accurate as primary data (Neel, 2011). Secondary data also helped the researcher to make out what the gaps are and deficiencies and what additional information needs to be collected. Secondary data was collected from books; journals; websites of World Health

Organization (WHO), Ministry of Health (MoH), Ghana Health Service (GHS) and the hospital; reports; and internet.

3.4 Reliability and Validity of the Measuring Instrument

Saunders, et al (2009, p.156) define reliability as the extent to which data collection technique(s) will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data. Validity is the degree to which an instrument measures what it is intended to measure and whether it measures the concept accurately.

In this study, a thorough theoretical study of reward systems was conducted and of performance management to determine the factors that influence staff turnover was identified. These factors were then converted into test items. Content validity can be determined by expert judgement. In this study, experts in the field of reward and compensation were approached to evaluate the validity of the questionnaire. The high internal consistency obtained for the questionnaire, as explained above, hints that the items in the questionnaire are measuring the particular concept or construct it is purposed to.

3.5 Data Analysis tools

Data collected will be analysed with the Statistical Programme for Social Sciences (SPSS). This program was adopted because of its simplicity and easier use in the analysis of data collected by representing data in figures.

3.6 Organizational Profile

The Ministry of Health (MoH) had the responsibility of direct provision of public health services delivery in the country. These were the ‘promotive’, ‘preventive’, ‘curative’ and ‘rehabilitative’ care to the Ghanaian public. With the enactment of ACT 525, this function has been ceded to the Ghana Health Service (GHS) and Teaching Hospitals. The Ministry is, therefore, left with the responsibility for policy formulation, monitoring and evaluation, resource mobilization and regulation of the health services delivery. (MoH website, 2012)

The GHS is a Public Service body established under Act 525 of 1996 as required by the 1992 Constitution. It is an autonomous Executive Agency responsible for implementation of national policies under the control of the MoH through its governing Council – Ghana Health Service Council (GHSC). The GHS continues to receive public funds and thus remain within the public sector. However, its employees are no longer part of the Civil Service, and GHS managers are no longer required to follow all Civil Service rules and procedures. The independence of GHS is designed primarily to ensure that staffs have a greater degree of managerial flexibility to carry out their responsibilities, than would be possible if they remained wholly within the civil service. Ghana Health Service does not include Teaching Hospitals, Private and Mission Hospitals. Administratively, GHS is organized at three levels: National, Regional and District Levels.

Act 525 mandates that the following categories of staff belong to the GHS:

- a. Health personnel in the employment of the MoH immediately before the coming into force of the ACT 525.
- b. All who will be employed by GHS or seconded to it after the coming into force of GHS.

3.6.1 Mandate

As its mandate, GHS is to provide and prudently manage comprehensive and accessible health service with special emphasis on primary health care at regional, district and sub-district levels in accordance with approved national policies.

The objects of the Service are to:

- a. Implement approved national policies for health delivery in the country,
- b. Increase access to good quality health services, and
- c. Manage prudently resources available for the provision of the health services.

3.6.2 Health Facilities in Ashanti

According to GHS' records, there are five hundred and thirty (530) health facilities in the region. The GHS operates about 32% of all health facilities in the region. Kumasi has the highest number of facilities of 38%. One hundred and seventy (170) of them are government owned, seventy one (71) are mission owned, two hundred and eighty one (281) are private, of which TMC belongs, and eight (8) are quasi government. (GHS website, 2012)

3.6.3 Toase Medical Centre (TMC)

Frimpong-Boateng (2008) states that the idea to establish Toase Clinic, now Toase Medical Centre, was born in 1994 by Prof. Kwabena Frimpong-Boateng. The land for its establishment was provided by the Toasehene Nana Asiamama Poku Afrifa, in appreciation of the contribution of Prof. Kwabena Frimpong-Boateng to the development of Toase. The land was given primarily for residential purpose but, Prof. Frimpong-Boateng decided to use the land for further development of the community.

In 1998, Prof. Frimpong-Boateng hosted a parliamentary delegation from Germany. One of them, Dr. (Mrs.) Michaela Blunk, accompanied him to visit the Ashanti region. At Toase, the plot of land and its plans were shown to Dr. Mrs. Blunk who thought that it was a good idea to build a clinic to serve the Toase community. In 1998, Prof. Axel Haverich, a colleague of Prof. Frimpong-Boateng visited from Germany and together, he and Prof. Frimpong-Boateng contributed funds for the project. On 28th February, 2001, Toase Clinic was established. The Medical Centre was registered with the Private Hospitals and Maternity Homes Board on 8th April 2009.

Toase Medical Centre has four buildings. An administration block with three wards and six (6) side wards attached to it, an Out Patient Block with a Theatre, a Maternity Unit, Dispensary Unit and four Consulting Rooms in it. The Medical Centre also has a modern Mortuary to its credit and a Doctor's flat. The number of patients seen annually is approximately twenty one thousand, two hundred (21,200).

According to Frimpong-Boateng (2008), the vision statement of TMC is made up of the following:

Vision: To provide high quality care in the most effective and efficient and innovative manner specific to the needs of the communities we serve and at all times acknowledging and upholding the dignity of the patient.

Mission: To provide exceptional quality patient care through officials who are principled, well-mannered, tolerant and self-motivated; collaborating with other health facilities to bring the best health care delivery to our patients/clients.

Goals:

- To provide the best health care service comparable to any health care service in the world
- To empower patients/clients to take ownership of their own health needs
- To assist our patients/clients in preventive medicine

3.6.3.1 Catchment Area and Financing

Frimpong-Boateng (2008) states further that TMC is located at Toase in Atwima Nwabiagya District of the Ashanti Region. It is located in vicinity with a population size of about two million. The main occupation of the people is subsistence farming, with few cash crop farmers. The most common diseases found in the area are Malaria, Diarrhoea, Typhoid, High Blood Pressure, Hernia and Burili Ulcer.

3.6.3.2 Staff Strength

Toase Medical Centre has a total employee population of sixty six (66). The table below contains the breakdown of staff of the hospital.

Table 3.2 Breakdown of Staff of TMC

S/N	DETAILS	NUMBER OF STAFF
1.	Administration	9
2.	Doctors	3
3.	O.P.D / Records	5
4.	Dispensary	4
5.	Laboratory	3
6.	Maternity	4
7.	Nursing Unit	20
8.	Mortuary	4
9.	Security	4
10.	Cleaning	6
11.	Maintenance	4
	TOTAL	66

Source: Researchers Own Construct, 2012

3.7 Summary

In this chapter the research design, as well as the profile of the organization have been presented and discussed. In Chapter four the results obtained from the empirical study are presented and analysed.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter is a presentation of the data collected from all categories of employees in Toase Medical Centre (TMC). As stated earlier, a sample size of sixty six (66) employees, representing the total staff strength of the medical centre, was used for the study. The chapter also presents analysis and discussion of key factors raised in this research with respect to addressing the objectives in this thesis.

The presentation, discussion and analysis of data in this chapter are divided into three main sections: background data of respondents, the main data and results of unstructured interview with HR Manager of TMC. All the questionnaires submitted were retrieved, giving a 100% response rate. Data collected were analysed using the Statistical Package for Social Sciences (SPSS). The presentation of the data in this research is done by way of frequency tables and cross tables. The questionnaire used for this research contained positive statements related to job performance and non-financial rewards. Most of the questions were asked with responses based on the level of agreement scale. This approach allocates weights to the frequencies of the responses as follows: Strongly Agree (SA) = 100%, Agree (A) = 75%, Not Sure (NS) = 50%, Disagree (D) = 25% and Strongly Disagree (SD) = 0%. For purposes of analysis, a weight is calculated by adding percentages for strongly agree and agree as well as those

for disagree and strongly disagree. Whichever of the sums is greatest determines the general response. The following is a presentation of the data collected.

4.1 Background Data of Respondents

This covers the background information of respondents (employees of TMC). It comprises nature job, job class, length of employment, age, gender, marital status, number of dependents, highest educational qualification and fringe benefits that they receive. Table 4.1 presents the responses of respondents' background data.

Table 4.1: Background Data of Respondents

Subscale		Frequency	Percent
Nature of Job	Health workers	38	57.6
	Administrative staff	9	13.6
	Support services	19	28.8
Job Class	Junior Staff	30	45.5
	Senior Staff	28	42.4
	Management	8	12.1
Length of Employment (in years)	Less than 3	48	72.7
	3 to 6	16	24.2
	7 to 10	1	1.5
	More than 10	1	1.5

Age Group (in years)	Under 20	17	25.8
	20 to 29	27	40.9
	30 to 39	13	19.7
	40 to 49	6	9.1
	50 to 59	2	3.0
	Older than 60	1	1.5
Gender	Male	39	59.1
	Female	27	40.9
Marital Status	Single	38	57.6
	Married	28	42.4
Number of Dependents	0 to 3	46	69.7
	4 to 6	20	30.3
Highest Educational Qualification	BECE	7	10.6
	SSSCE/WASSCE	14	21.2
	HND	11	16.7
	Degree	14	21.2
	Masters	1	1.5
	MBCHB	3	4.5
	Doctorate (Ph.D)	1	1.5
	Professional	1	1.5
	Others	14	21.2

Monthly Salary	Less than 300	29	43.9
	301 to 500	15	22.7
	501 to 800	7	10.6
	801 to 1000	7	10.6
	More than 1000	8	12.1
Fringe Benefits	Christmas bonus	64	97.0
	Access to hospital vehicle	36	54.6
	Pension Scheme	12	18.2
	Canteen	63	95.5
	Staff discounts	3	4.6
	Medical aid	33	50.0
	Provident Fund	2	3.0
	Transport	16	24.2
	Call cards (communication)	9	13.6

Source: Fieldwork, 2012

From Table 4.1, thirty eight (38) out of the sixty six (66) respondents are health workers forming a chunk of the staff strength with 57.6%. There are nine (9) administrative workers, that is, 13.6% whereas 28.8% (nineteen (19) employees) are in the support services. The table also shows that the majority of respondents are at the rank of junior staff, 45.5%, and senior staff, 42.4%. There are eight (8) Management staff, which seems reasonable for an organization of sixty six (66) employees.

From table 4.1 forty eight (48) of the respondents have been in the employment of the organization for less than three years, sixteen (16) are three to six years, while there are only two people who have been working with the organization for more than six years. In terms of age, seventeen (17) of respondents are below twenty years, twenty seven (27) fall within twenty to twenty nine years, thirteen are thirty to thirty nine years, six (6) are forty to forty nine years, two (2) are in the range of fifty to fifty nine with only one (1) who is retired.

Thirty nine (39) of the respondents are males, representing 59.1%, whereas twenty seven (27), representing 40.9% of respondents are females. Thirty eight (38), which is 57.6% of the sixty six (66) respondents, are single while 42.4% (twenty eight (28) respondents) are married. Forty six (46) of the respondents have between zero and three children. This represents 69.7% of respondents. The remaining 30.3% (twenty (20) respondents) have four to six dependents.

Table 4.1 further depicts that the highest qualification of staff of TMC range from BECE (10.6%), SSSCE/WASSCE (21.2%), HND (16.7%), Degree (21.2%), Masters (1.5%), MBCHB (4.5%), Ph.D (1.5%) to Professorial (1.5%). However there were fourteen (14) respondents, that is 21.2%, who held other qualifications. This number was made of Diploma in Nursing and MSLC holders. This shows that the majority of respondents hold either SSSCE/WASSCE or Degree (fourteen (14) respondents each), while only one (1) respondent each holds Masters, Ph.D or Professorial qualifications.

Table 4.1 also shows that, with regards to financial rewards, the majority, twenty nine (29) representing 43.9%, of respondents receive less than GH¢ 300.00. This could probably be because majority of respondents are junior staff. Fifteen (15) are paid GH¢ 301.00 to GH¢ 500.00, seven (7) receive GH¢ 501.00 to GH¢ 800.00 or GH¢ 801.00 to GH¢ 1,000.00. The remaining eight (8) respondents, representing 12.1%, are paid more than GH¢ 1,000.00. This also seems reasonable as there are only a nine (9) in managerial positions.

Lastly, table 4.1 also presents the types of fringe benefits that employees receive. It shows, in order of preference, that respondents receive Christmas bonus (97.0%), canteen (95.5%), access to the hospital's car (54.6%), medical aid (50.0%), transport (24.2%), pension scheme (18.2%), call cards-communication (13.6%), staff discounts (4.6%) and provident fund (3.0%) as fringe benefits.

4.2 Main Data

This section presents the main data related to the research questions of this research. It comprises subsections on job performance, non-financial rewards, effectiveness of non-financial rewards and recommendations by respondents.

4.2.1 Determinants of Job Performance

This subsection covers data related to definition of performance and the factors that drive employees to improve their job performance.

4.2.1.1 Definition of Performance

Table 4.2 presents the responses of respondents with regards to whether they knew how TMC determined their performance.

Table 4.2: How Performance is Defined

Variables	Frequency	Percent
Performance is defined by:		
Results achieved	42	63.6
Correct combination of behaviours	12	18.2
Right (set of) behaviours	17	25.8
Unknown	38	57.6

Source: Fieldwork, 2012

It was found, in table 4.2, that whilst as much as 57.6% (thirty eight (38)) of respondents had no knowledge about how their performance is determined by the hospital, 63.6% agreed that performance is defined by how well they achieve results, 18.2% selected how correctly they are able to combine behaviours whereas the remaining 15.8% said their performance is determined by adopting the right (set of) behaviours to get the work done. This shows that performance of TMC employees is defined by the results they achieve.

4.2.1.2 Determinants of Performance

Table 4.3 assesses the factors that drive respondents to improve their performance, or otherwise decrease their performance in their absence. In table 4.3, 93.9% of respondents agree that when performance standards are clear and easily understandable, while 1.5% disagrees with the statement. 60.6% agrees that their level of performance will improve when they are part of setting their own performance standards, but 27.3% disagrees. In reference to whether they will improve their level of performance when they receive continuous feedback and recognition of their performance, 37.9% disagreed while 35.5% agreed to the statement. When performance standards are reasonable (easily attainable), 69.6% of respondents agreed that they will improve their performance while 30.4% disagreed with that statement.

This means that, in confirmation of Taljaard (2003) findings, employees of TMC agree that their performance will be affected when their performance standards are clear and understandable, when they are part of setting their own performance standards and when their performance standards are reasonable or easily attainable. However, they did not agree with him that their performance will improve when they receive continuous feedback and recognition of their performance.

In terms of needs, 86.4% agreed that their performance will increase when their need for self-esteem needs are met, while the remaining 13.6% did not agree that their performance will increase. When their need for status is met, 69.7% would improve their performance while 27.3% disagreed, 54.6% will improve their

performance if their need for personal growth is fulfilled but 36.4% does not agree to that. 53.1% of respondents agreed that they will improve their performance when they feel that their need for affiliation is provided. By this, TMC's employees seem to agree with Taljaard (2003) that performance of employees will improve when their need for self-esteem, status, personal growth and affiliation are adequately met by their organization.

Table 4.3: Determinants of Employee Performance

Statements	SA	A	NS	D	SD
	%	%	%	%	%
Employees will improve their performance when:					
Performance standards are clear and easily understandable	59.1	34.8	4.5	1.5	0.0
Employees are part of setting their own performance standards	25.8	34.8	12.1	15.2	12.1
Employees receive continuous feedback and recognition	9.7	25.8	16.7	22.7	15.2
Performance standards in their organization reasonable	34.8	34.8	6.1	15.2	9.1
Self-esteem needs are met	69.7	16.7	0.0	12.1	1.5
Status needs are met	25.8	43.9	3.0	10.6	16.7
Personal growth needs are met	27.3	27.3	9.1	15.2	21.2
Affiliation needs are met	27.3	25.8	19.7	12.1	15.2

Source: Fieldwork, 2012

Table 4.4 presents the specific factors that affect the performance of respondents.

Table 4.4: Factors Affecting Performance of Respondents

Variables	Frequency	Percentage
Knowledge and skills base	32	48.5
Performance appraisal and utilization	22	33.3
Remuneration, benefits and recognition	46	69.7
Staffing and work scheduling	25	37.9
Leadership and management	10	15.2
Availability of staff development opportunities	22	33.3
Workspace and environment	11	16.7
Clarity of mission and goals	14	21.2
Commitment and satisfaction	19	28.8
Management related training	17	25.8
Management knowledge and skills	14	21.2
Management skills and competencies	12	18.2
Opportunity to participate in decision making	26	39.4

Source: Fieldwork, 2012

The table shows that, in order of preference, the performance of respondents is affected by remuneration, benefits and recognition (69.7%), knowledge and skills base (48.5%), opportunity to participate in decision making (39.4%), staffing and work scheduling (37.9%), performance appraisal and utilization (33.3%), availability of staff development opportunities (33.3%), commitment and satisfaction (28.8%), management related training (25.8%), clarity of mission and goals (21.2%), management knowledge and skills (21.2%), management skills and competencies (18.2%), workspace and environment (16.7%) and leadership and management (15.2%).

Writing on factors that affect the performance of nurses and their managers, Awases (2006) identified these factors. Employees of TMC agreed that these factors have effects on job performance, although for some of these factors, the percentage of acceptance is less than twenty percent of employees.

4.2.2 Types of Non-Financial Rewards

This section gives analysis of the types of non-financial rewards that employees consider valuable for good performance. Of the 66 respondents, 21 (31.8%) employees responded yes indicating that they agree that their organization seeks to reward its employees non-financially, 45 (68.2%) of them responded no to show that the hospital does not reward employees non-financially.

This means that majority of the employees at the hospital stated that TMC does not provide any non-financial rewards for its staff. According to the HR Manager of TMC, the hospital is, at the moment, under-going major HR policy and systems

restructuring. This could probably be a contributing factor to this finding in the hospital.

In table 4.5, respondents' choice of the particular types of non-financial rewards are presented and analysed. From the table, 84.8% accepts that informal praise from superiors such, as a simple thank you, is a valuable non-financial reward, whereas 9.1% does not agree to this assertion. On formal praise from superiors, like certificate of recognition, as a valuable non-financial reward, 83.4% agreed while 12.1% disagreed. With reference to how valuable informal praise from colleagues, nomination for promotion by colleagues, provision of company souvenirs and quarterly get-together ceremonies are, 86.4%, 97.0%, 86.4% and 75.8% of respondents, respectively, agreed while 9.0%, 1.5%, 6.0% and 15.1% respectively disagreed. Employee of the month hamper (whether nominated by management or by colleagues) received much acceptance as valuable non-monetary rewards with 65.1% and 66.6% respective agreement and 22.8% and 21.2% disagreement respectively. Recreational activities with management staff was viewed as a valuable non-monetary reward by 60.6% of respondents, with disapproval from 28.7%.

Table 4.5: Types of Non-Financial Rewards

Variable	SA	A	NS	D	SD
	%	%	%	%	%
Informal praise from superiors (thank you)	60.6	24.2	6.1	3.0	6.1
Formal praise from superiors (certificate)	66.7	16.7	4.5	7.6	4.5
Informal praise from colleagues (well done)	48.5	37.9	4.5	4.5	4.5
Nomination for promotion by colleagues	71.2	25.8	1.5	0.0	1.5
Organization souvenirs (T-shirts, pens, etc)	40.9	45.5	7.6	3.0	3.0
Quarterly get together ceremonies	37.9	37.9	9.1	1.5	13.6
Employee of the month hamper (nominated by management)	34.8	30.3	12.1	7.6	15.2
Employee of the month hamper (nominated by colleagues)	31.8	34.8	12.1	9.1	12.1
Recreational activities including management (football games)	43.9	16.7	16.7	7.6	15.2
Outings with superiors	37.9	22.7	10.6	4.5	24.2
Outings with colleagues	27.3	37.9	6.1	4.5	24.2

Source: Fieldwork, 2012

Outing with superiors and outings with colleagues were also viewed as a valuable non-financial reward by 60.6% and 65.2% of respondents respectively. However, 28.7% of staff refused to accept both as a valuable non-financial reward.

This means that, to the staff of TMC, all the factors above are essential in their motivation process. This confirms the findings Office of Human Resources Management (2002) cited by Taljaard (2003, pp.161-162); and Armstrong and Murlis (1994) as cited in Taljaard (2003, pp.162-164) that enumerates the above and many other factors as valuable non-financial rewards.

4.2.3 Effectiveness of Non-Financial Rewards

This section covers the analysis of how effective non-financial rewards are and have been in improving employee performance in the hospital? The section will first analyse and discuss respondents' responses on the effectiveness of financial rewards. It will then look at some conditions considered necessary for non-financial (rewards in general) to accomplish in order to be able to motivate improved performance. Table 4.6 covers responses with regard to the effectiveness of financial rewards and the conditions necessary for non-financial rewards to motivate job performance.

In table 4.6, 59.1% of respondents agreed that financial rewards are the only rewards that motivate employees to improve their performance. On the other hand, 33.4% disagreed that financial rewards are the only rewards that motivate employees.

Table 4.6: Effectiveness of Non-financial Rewards

Statements	SA	A	NS	D	SD
	%	%	%	%	%
Financial rewards are the only rewards that motivate	45.5	13.6	7.6	16.7	16.7
Financial reward is a short term motivator	19.7	31.8	4.5	16.7	27.3

Source: Fieldwork, 2012

This clearly depicts that majority of TMC's employees are of the opinion that the only rewards that motivate are financial. The analysis of the job class showed that the chunk of TMC's workers falls under junior staff, with senior staff as the second highest. It appears to the researcher that a probable relationship may exist between employees' job class and how they value financial rewards. The cross tabulation of job class and the statement that financial rewards are the only rewards that motivate, in table 4.7, provides more information to buttress the apparent relationship.

As depicted in table 4.7, the number of respondents that agree to the statement that financial rewards are the only rewards that motivate reduces as the rank increases from junior staff to management, with 19 (63.3%) people for junior staff and 16 (57.1%) for senior staff whereas only 4 (50.0%) of management personnel agrees. However, this research did not make enough provision to adequately investigate this apparent relationship.

Table 4.7: Cross Tabulation of Job Class and Financial Rewards are The Only Rewards That Motivate

Job Class	Financial rewards are the only rewards that motivate					Total
	S A	A	NS	D	S D	
Junior staff	13	6	3	5	3	30
Senior staff	13	3	2	6	4	28
Management	4	0	0	0	4	8
Total	30	9	5	11	11	66

Source: Fieldwork, 2012

Table 4.6 further presents that 51.5% of the respondents agree to the statement that financial rewards are only short term motivators. On the other side of the coin, 44.0% disagrees with the statement. By this, staff of TMC confirms the finding of Taljaard (2003) that although financial rewards are necessary in the motivation of employees, they are only short term motivators and that there is the need to develop other ways of motivation than financial methods.

In table 4.8, respondents' responses concerning the usefulness of non-financial rewards are presented. From the table, 69.7% of the 66 respondents agree that non-financial rewards provide low cost motivation, with 19.7% who failed to agree to that. Further they (45.5%) agreed that non-financial rewards are essential because even when they involve monetary commitments, they are very cost effective, but 27.3% disagrees.

The next factors, they help to motivate and retrain employees and they help to build feelings of confidence and satisfaction in employees, 66.7% and 51.5% agree respectively. 22.8% and 31.8% of respondents did not accept these factors, as importance of non-financial rewards. 53.1% out of them agreed that non-financial rewards can be very important for their long term effect, 20.3% stated otherwise. Lastly, while 65.1% of respondents agree that non-financial rewards are useful as it helps to meet employees' need for recognition, growth and responsibility, 31.8% does not agree.

Table 4.8: Usefulness of Non-Financial Rewards

Statements	SA %	A %	NS %	D %	SD %
They provide low cost motivation	51.5	18.2	10.6	4.5	15.2
They are very cost effective even where these initiatives involve money	18.2	27.3	27.3	10.6	16.7
They help motivate and retain employees	27.3	39.4	10.6	7.6	15.2
They help to build feelings of confidence and satisfaction in employees	34.8	16.7	16.7	10.6	21.2
They can be very important for their long term effect	27.3	25.8	16.7	9.1	21.2
They help meet employees' needs for recognition, growth and responsibility	33.3	31.8	3.0	10.6	21.2

Source: Fieldwork, 2012

This shows that staff of TMC agrees that non-financial rewards are useful tools of motivation. They agree that non-financial rewards provide low cost motivation, they are very cost effective even where these initiatives involve money, they help to motivate and retain employees, they help to build feelings of confidence and satisfaction in employees, they can be very important for their long term effect and that they help to meet employees' needs for recognition, growth and responsibility. This affirms the importance of non-financial rewards as provided by Scarparti (2009), who underscored this usefulness of non-financial rewards.

Table 4.9 presents the responses of respondents as to whether they agreed that non-financial rewards are necessary to improve job performance. From the table, 37 (56.1%) employees, out of the 66 respondents, responded yes indicating that they agree that non-financial rewards are necessary to improve employee performance, 29 (43.9%) of them responded no to show that they do not agree that non-financial rewards are necessary to improve employee performance.

Table 4.9: Non-financial Rewards are Necessary to Improve Job Performance

Variables	Frequency	Percent
Yes	37	56.1
No	29	43.9
Total	66	100.0

Source: Fieldwork, 2012

This shows that majority of employees of TMC agree that non-financial rewards are necessary to achieve improvement in employee job performance. As the theme of this research runs through, this finding confirms the necessity of non-monetary rewards in improving employee performance. Specifically, these rewards are necessary to improve the performance of health workers (Awases, 2006 and Dambisya, 2007).

Table 4.10 presents the responses of respondents as to whether nature of job affects the interest of employees in non-financial rewards. This analysis is essential in order to be able to make specific conclusions about health workers.

Table 4.10: Nature of Job and Non-financial Rewards are Necessary to Improve Job Performance

Nature of Job	Non-financial rewards are necessary to improve job performance		Total
	Yes	No	
Health workers	23	15	38
Administrative staff	6	3	9
Support services	8	11	19
Total	37	29	66

Source: Fieldwork, 2012

From the table, twenty-three (23) respondents out of thirty-eight (38) health workers answered yes, expressing interest in and agreeing to the ability of non-financial rewards to motivate employees to improve their performance, whereas

fifteen (15) health workers answered no. Six (6) administrative staff answered yes to the question do you agree that non-financial rewards are necessary to improve job performance, three (3) of them did not agree to the necessity of non-financial rewards in improving employee performance. Out of the nineteen (19) employees in the category of support services, eight (8) answered yes while eleven (11) answered no.

This shows that whereas majority of health workers and administrative staff agree that non-financial rewards are necessary to improve the performance of employees, the majority of staff in the support services does not agree to the necessity of non-financial rewards in improving job performance. This brings home the essential role that non-financial rewards play in motivating all calibre of employees to improve their performance.

Table 4.11 analyses respondents' responses as to whether employees' job class affects the interest of employees in non-financial rewards. This analysis is necessary to be able to ascertain whether non-financial rewards are the preserve of only a class of employees or they are applicable to all job classifications.

Table 4.11 depicts that eighteen (18) respondents out of thirty (30) junior staff, fourteen (14) out of twenty-eight (28) senior staff and five out of eight (8) management staff agree that to be able to improve job performance, non-financial rewards are essential components of the motivation process. On the other hand, the remaining twelve (12), fourteen (14) and three (3) junior staff, senior staff and

management staff, respectively, do not agree that non-financial rewards are essential when it comes to motivating staff to improve their performance.

Table 4.11: Job Class and Non-financial Rewards are Necessary to Improve Job Performance

Job Class	Non-financial rewards are necessary to improve job performance		Total
	Yes	No	
Junior staff	18	12	30
Senior staff	14	14	28
Management	5	3	8
Total	37	29	66

Source: Fieldwork, 2012

This shows that majority of staff from all job classes accept that non-financial rewards are necessary to improve employee job performance. This clearly shows that, no matter an employee's job class, non-financial rewards are essential to improve their performance.

Table 4.12 contains the responses related to the impacts, if any, of length of employment on interest of employees in non-financial rewards. This analysis is essential in order to be able to determine the credibility or otherwise of this apparent situation.

From the table, out of a total of forty eight (48) respondents who have been in the employ of the hospital for less than three years, twenty five (25) of them agree that non-financial rewards have a bearing on motivating them to increase their performance. The remaining twenty three (23) in this category answered no showing that they disagree that non-financial rewards are necessary in improving performance. Ten (10) out of sixteen (16) who have been working in the organization for three to six years answered yes while six (6) responded no to the statement. Although only two respondents have worked for more than six years, they all answered yes agreeing that non-financial rewards are necessary to improve performance.

The presentation in table 4.12 shows that workers, irrespective of how long they have been employed, take interest in non-monetary rewards that their performance is affected by non-financial rewards. This means that although there seems to be a relationship between length of employment and employee interest in non-financial rewards, this relationship is not clear.

Table 4.13 covers the responses in relation to the impacts, if any, of respondents' age on whether employees agree that non-financial rewards are necessary to improve job performance.

Table 4.12: Length of Employment and Non-financial Rewards are Necessary to Improve Job Performance

Length of employment	Non-financial rewards are necessary to improve job performance		Total
	Yes	No	
Less than 3 years	25	23	48
3 to 6 years	10	6	16
7 to 10 years	1	0	1
More than 10	1	0	1
Total	37	29	66

Source: Fieldwork, 2012

From table 4.13, out of seventeen (17) respondents who are aged under 20, eleven (11) answered yes and six answered no; sixteen (16) out of 27 who are aged from 20 to 29 answered yes whereas 11 answered no; five (5) respondents out of 13 who are aged 30 to 39 selected yes while 8 selected no; 3 respondents each aged 40 to 49 selected yes and no as answer to whether they agree that non-financial rewards are essential to improve their job performance. Two out of the three respondents who are over 50 years, agreed to the statement, with only one person answering no. It is depicted by this table that interest in non-financial rewards is not so much dependent on how old or young employees are.

Table 4.13: Age Group and Non-financial Rewards are Necessary to Improve Job Performance

Age group	Non-financial rewards are necessary to improve job performance		Total
	Yes	No	
Under 20	11	6	17
20 to 29	16	11	27
30 to 39	5	8	13
40 to 49	3	3	6
50 to 59	1	1	2
Older than 60	1	0	1
Total	37	29	66

Source: Fieldwork, 2012

Table 4.14 analyses the responses of respondents in relation to the impacts, if any, of respondents' gender on whether employees agree that non-financial rewards are necessary to improve job performance. From table 4.14, out of 39 male respondents, 25 agreed that non-financial rewards are necessary for them to improve their performance. The remaining 14 male respondents did not agree that non-financial rewards are necessary to motivate them to improve their performance. Out of 27 female respondents, 12 answered yes while 15 answered no to whether they agree that non-financial rewards are necessary for them to improve their performance.

Table 4.14: Gender and Non-financial Rewards are Necessary to Improve Job Performance

Gender	Non-financial rewards are necessary to improve job performance		Total
	Yes	No	
Male	25	14	39
Female	12	15	27
Total	37	29	66

Source: Fieldwork, 2012

From this analysis, majority of the male staff of TMC recognise that non-financial rewards are necessary to motivate them to perform. On the other hand, majority of females do not agree that non-financial rewards are necessary in the motivation process. As a result, it could be deduced that male employees are more interested in non-financial rewards than do female workers.

Table 4.15 covers the responses in relation to the impacts, if any, of respondents' age on whether employees agree that non-financial rewards are necessary to improve job performance.

From table 4.15, 23 out of 38 single respondents agreed that non-financial rewards are needed to motivate them to improve their performance. The remaining 15 single respondents did not, however, agree to this statement. With married staff, 14 respondents each answered yes and no to the statement.

Table 4.15: Marital Status and Non-financial Rewards are Necessary to Improve Job Performance

Marital status	Non-financial rewards are necessary to improve job performance		Total
	Yes	No	
Single	23	15	38
Married	14	14	28
Total	37	29	66

Source: Fieldwork, 2012

The table shows that while majority of single workers of TMC take interest in non-financial rewards, the situation is not cut out in the case of married workers. From this analysis, it is shown that singles are more interested in non-financial rewards than married workers.

4.2.4 Recommendations by Respondents

This section covers the suggestions that respondents gave on how non-financial rewards could be used effectively to improve the performance of employees. Table 4.16 shows the results of whether respondents agreed on the necessary conditions that must be fulfilled for non-financial rewards to be effective in improving performance.

Table 4.16: Conditions for Effective Use of Non-financial Rewards

Statements	SA	A	NS	D	SD
	%	%	%	%	%
Non-financial rewards can motivate performance when they:					
Focus on the real needs of employees	40.9	16.7	12.1	9.1	21.2
Compliment good performance	42.4	43.9	6.1	6.1	1.5
Are determined by employees themselves	31.8	13.6	9.1	27.3	18.2
Are determined by superiors	12.1	43.9	9.1	18.2	16.7

Source: Fieldwork, 2012

Table 4.16 shows that 57.6% of respondents agree that for non-financial rewards to be effective in improving employee performance, they must focus on the real needs of employees. But 20.3% failed to agree with this assertion. 86.3% agreed that non-financial rewards can motivate performance when they are complimentary of good work done, 7.6% disagreed to this condition. On how they agreed or otherwise with employees determining the particular non-financial rewards they would value, respondents seemed divided on it. 45.4% agree that when employees should be given the freedom to determine their non-financial rewards in order to help motivate their performance. However, 45.5% of these respondents disagree to this condition. Lastly, although 34.9% of respondents

disagree that non-financial rewards can motivate performance when these rewards are determined by superiors, 56.0% agrees.

From this, it means that majority of the respondents agree that the conditions for the successful implementation and use of non-financial rewards are: they need to focus on the real needs of employees, be complimentary of the good work they have performed, be determined by their superiors and, although a weak point, should be determined by employees themselves. The findings of Taljaard (2003) in which he proposed these conditions for effective use of non-financial rewards in organizations.

On general recommendations as to how non-financial rewards can be used to effectively improve the performance of health workers, the responses were the following. Manager should try to identify, understand and provide what motivates employees. According to Hellriegel *et al* (1999), cited by Taljaard (2003, p.153), this duty impresses on management to satisfy intrinsic and extrinsic needs of employees through the choice of non-financial rewards. An analysis of the basic needs to be satisfied by non-financial rewards is presented in section 4.2.1. Secondly, they variously agreed that managers need to be dynamic in their choice of the motivational techniques that is best suited to the employees and situation involved. To the staff, this is necessary because, non-financial rewards may have the probability of making workers lazy if they are not revitalized from time to time. Lastly but not the least, the last suggestion of respondents confirms Taljaard's that it is important for management to create a working environment that will make employees feel better about themselves, will raise their self-

esteem, and will make the company a place where they would like to spend most of their time (Increasing Employee Satisfaction, 1999, cited on Taljaard, 2003).

4.3 Results of Unstructured Interviews with Human Resource Manager of TMC

As part of data and information collected for this research, an unstructured interview was conducted with the HR Manager of TMC. The information he provided is summarised under this section.

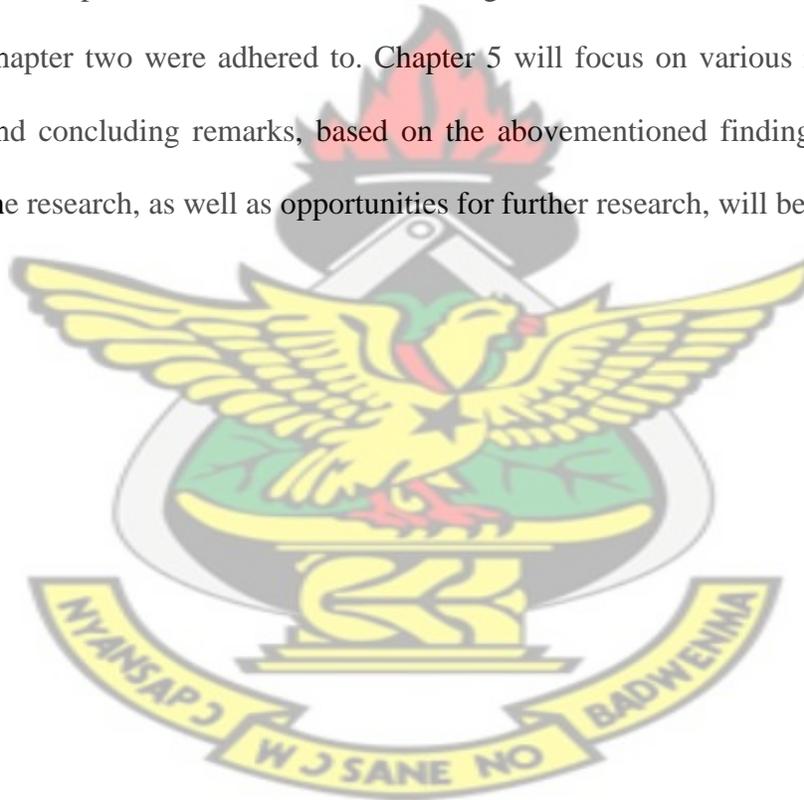
As at the time of interview, TMC did not have clearly laid down Human Resource Management Strategies and Policies. TMC, in fact was on the verge of major restructuring of its Human Resource Management Systems and Strategies. As part of its reward strategies, TMC provides fair and equitable financial rewards for its staff. In addition to base pay, employees are paid canteen, extra duty and transportation allowance. There is communication allowance for management staff, in the form of mobile phone credits. In addition, there are other bonuses to deserving staff at the end of the salary period. The hospital also takes care of employees' health insurance scheme contributions through payment of SSNIT contributions.

Its approach to non-financial rewards, however, has basically been the use of good management employee relationships, recreational activities, quarterly durbars to acknowledge hardworking staff, citations and portraits as well as effective monitoring and supervision. For management staff, they have access to use hospital vehicle for official and personal errands at no cost to them. In

addition, such senior employees are autonomous when it comes to the discharge of and decision making concerning their duties.

4.4 Summary

The purpose of this chapter was to analyze and interpret the data obtained from the research questionnaire. The analysis and interpretation was done according to the research questions and objectives set out in chapter one. The analysis done in this chapter indicates that most of the guidelines from the literature discussed in chapter two were adhered to. Chapter 5 will focus on various recommendations and concluding remarks, based on the abovementioned findings. Limitations of the research, as well as opportunities for further research, will be highlighted.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the summary of findings and conclusions drawn from the study. It also presents recommendations that will help improve the role of non-financial rewards in motivating employees to perform better as well for further research.

5.1 Summary of Findings

The section deals with the summary of the key findings of the study. They are outlined under the following headings: determinants of job performance, types of non-financial rewards, effectiveness of non-financial rewards and recommendations on how non-financial rewards can be used to improve performance.

5.1.1 Determinants of Job Performance

The study shows that employees of TMC agree that performance will be affected when performance standards are clear and understandable, when they are part of setting their own performance standards and when performance standards are reasonable. However, they did not identify the provision of continuous feedback and recognition of their performance as having any effect on performance. In terms of needs, it was found that performance of employees will improve when

their need for self-esteem, status, personal growth and affiliation are adequately met by their organization.

The specific factors that affect employee performance are, in order of preference, remuneration, benefits and recognition; knowledge and skills base; opportunity to participate in decision making; staffing and work scheduling; performance appraisal and utilization; availability of staff development opportunities; commitment and satisfaction; management related training; clarity of mission and goals; management knowledge and skills; management skills and competencies; workspace and environment; and leadership and management.

5.1.2 Types of Non-Financial Rewards

It was established that majority of TMC's employees are of the opinion that the only rewards that motivate are financial. It was further found that although financial rewards are necessary in the motivation of employees, they are only short term motivators and as such there is the need to identify other ways of motivating staff rather than the use of money. In this regard it was found that non-financial rewards are useful tools of motivation.

The study discovered that TMC does not provide any non-financial rewards for its staff. That notwithstanding, respondents identified informal praise from superiors (thank you), formal praise from superiors (certificate), informal praise from colleagues (well done), nomination for promotion by colleagues, organization souvenirs (t-shirts, pens, etc.), quarterly get together ceremonies, employee of the month hamper (nominated by management), employee of the month hamper

(nominated by colleagues), recreational activities including management (football games), outings with superiors and outings with colleagues as the valuable non-financial rewards that are essential in their motivation process.

5.1.3 Effectiveness of Non-Financial Rewards

The study identified the usefulness of non-financial rewards as including these: they provide low cost motivation, are very cost effective even where these initiatives involve money, they help to motivate and retain employees, they help to build feelings of confidence and satisfaction in employees, they can be very important for their long term effect and that they help to meet employees' needs for recognition, growth and responsibility.

It was also unveiled that non-financial rewards are necessary to motivate employees to achieve improvement in job performance. Whether or not employees appreciate the impact of non-financial rewards on their job performance depends on the background information of employees. A careful analysis revealed that the nature of jobs, job class, length of employment, age, sex and marital status exhibited probable influence.

5.1.4 Recommendations on How Non-Financial Rewards can be used to Improve Performance

The researcher found out that non-financial rewards need to fulfil some conditions in order for them to motivate employees. The conditions for the successful implementation and use of non-financial rewards are: they need to focus on the

real needs of employees, be complimentary of the good work they have performed, be determined by their superiors and should be determined by employees themselves.

In addition, managers must identify, understand and provide what motivates employees. There needs to be dynamism in the choice of the non-financial motivational techniques that is best suited to the employees and situation involved. Lastly but not the least, the study uncovered that it is important to create an enabling environment that will make employees feel better about themselves, will raise their self-esteem, and will make the company a place where they would like to spend most of their time.

5.2 Conclusion

The study established that performance will be affected when appropriate performance management structures are in place and TMC did not have them at the time of the research. In addition, provision of individual needs is essential in this regard. The study also identified specific factors that affect employee performance.

It was revealed that although financial rewards are necessary, they are short term motivators and that the adoption of non-financial rewards is essential. However, TMC did not provide any non-financial rewards for its staff. The study however, identified valuable non-financial rewards that are essential motivators.

The study identified the six main ways by which non-financial rewards can be useful. It was again unveiled that, depending on background data of employees, non-financial rewards are necessary to motivate employees to achieve improvement in job performance.

The research found that non-financial rewards need to fulfil four conditions in order for them to motivate employees. In addition, managers must be dynamic in choosing non-financial rewards that is best suited to employees and the organization. Lastly, it is important to create an enabling environment for employees and non-financial rewards.

5.3 Recommendations

From the study conducted, the researcher deems it appropriate to make the following recommendations to stakeholders in health sector and HRM (reward management).

5.3.1 Proper Performance Management

According to the findings of this study, as much as 57.6% of respondents had no knowledge about how their performance is determined by the hospital. As a matter for the records, the HR Manager admitted that, as at the time of the research, managers' intuition was the standard for defining how well or otherwise people performed. When people know their level of performance and they are certain of how they arrived at that level of performance, there is a higher probability that will measure up to some appreciable level of motivation for them.

5.3.2 Adoption of Non-Financial Rewards in Health Sector

The study found that 60.5% of health workers recognized the necessity of non-financial rewards in their motivation process. This brings home the essential role that non-financial rewards play in motivating all calibre of employees (especially, health care workers (HCWs)) to improve their performance. Although that should not be the situation, rewarding in the health sector in Ghana has necessarily been money driven. The health sector, as well as all other sectors of work life, needs to really start considering non-financial ways of rewarding its staff. This, probably, may help to reduce, if not totally eradicate, the amount of industrial actions that the health sector goes through every year.

5.3.3 Adoption of Non-Financial Rewards at TMC

It was found by the study that, according to 59.1% of respondents, financial rewards are the only rewards that motivate employees. However, close to that same percentage stated that these financial rewards only have short term impact on employee performance and as such there is the need to identify other ways of motivating staff rather than the use of money. They went ahead to make suggestions of specific non-financial rewards that they consider valuable to them in their motivation process. As an organization at the stage of major HR restructuring, keen consideration should be paid to these non-financial rewards to ensure total motivation of staff.

5.3.4 Dynamism in Employing Non-Financial Rewards

According to Maslow's Hierarchy of Needs, people become 'fed up' with a particular level of need once that level is satisfied. Although they agreed that non-financial rewards necessary for their motivation, respondents were not sure of the ability of non-financial rewards to sustain their motivation level. In doing this, they should be open to variety in choices.

5.3.5 Inclusion of Non-Financial Rewards in the Curriculum for Management Development Programmes

It was found, through the unstructured interview with the HR Manager of TMC that, there is lack of appreciation of the contribution that non-financial rewards could make in employees' motivation and performance levels. This is likely to be an issue that has roots in the training of HR Managers. To ensure that this issue is addressed from source, it is recommended that academic and professional programmes in Compensation and Reward Management inculcate non-financial rewards as an active component. This will not only help management to better appreciate the essential role of non-financial rewards in motivating employees to improve their level of performance, but will also equip them to adequately plan and implement such rewards.

5.3.6 Link Non-Financial Rewards Choices to Organizational Strategy

Lastly, HR Managers and Compensation specialists should come to the realization that rewards and HR strategies and policies are only part of the total approach to achieving the overall corporate objectives of their organizations. In that regard,

the choices of non-financial rewards should be made in consideration of the systems, strategies and structures of the organization. It should also be noted that the approach and choice of non-financial rewards should lead to the attainment of such common organizational strategies.

5.3.7 Suggestions for Future Research

Since the issue of non-financial rewards is not much researched, especially, in our part of the world, the researcher encourages future studies the effects of non-financial rewards in other industries and other calibre of staff.

Basically this study sought to ascertain whether non-financial rewards are applicable in the health sector. As such, it did not go to the extent of getting actual performance values showing the impact of an introduction of non-financial rewards. It is therefore recommended that future studies on this topic be extended to cover actual performance values.

In addition, the issue of whether there is a relationship between employees' background information and the extent to which non-financial rewards impact their performance was minimally covered in this study. There is the probability that the relationship may be much deeper and revealing. Futures researchers may consider this relationship.

5.4 Summary

The literature study and the results of the analysis of the empirical data have proved that non-monetary rewards are useful tools that can be utilised to motivate

employees to improve performance. Organisations should therefore utilise non-monetary rewards to motivate employees to improve their performance.

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APPENDIX:
QUESTIONNAIRE FOR EMPLOYEES

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ARTS AND SOCIAL SCIENCES
DEPARTMENT OF MANAGERIAL SCIENCES
QUESTIONNAIRE

Preamble

I wish to introduce myself as an MBA student of the School of Business, KNUST. As part of the programme, I am required to write a thesis whose title is “An Investigation into the Effects of Non-Financial Rewards on Employee Performance in the Health Sector.” Its purpose is to investigate the role non-financial rewards play in improving job performance. Your organization is the case study organization. Please, kindly assist me by answering the questions that follow. You are assured that all the data/information that you provide will only be used for **academic purposes** and would be treated with strict confidentiality. Many thanks in advance of your cooperation and time.

INSTRUCTION:

Please, indicate your response by ticking (✓) the box or writing in the space as appropriate.

Section A: Biographical Data

1. Job Title:
2. Job Class: Junior Staff Senior Staff Management
Others, please specify:
3. How long have you been in the employment of the organisation?
Less than 3 years 3 to 6 years 7 to 10 years More than 10 years
4. Age Group (in years)
Under 20 20–29 30–39 40–49 50–59 Older than 60
5. Gender: Male Female
6. Marital Status: Single Married
7. Number of dependants:
8. Highest Educational Qualification

BECE	SSSCE / WASSCE	HND	Degree	Masters	MBCHB	Doctorate (Ph.D)	Professorial
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Other qualification? Please specify:

9. Monthly Salary (in GH¢):

Less than 300	301–500	501–800	801–1000	More than 1000

10. Fringe Benefits (Select as many as apply):

- a. Christmas bonus
- b. Access to company cars
- c. Pension schemes
- d. Canteen
- e. Staff discounts
- f. Medical aid
- g. Provident fund
- h. Transport
- i. Call Cards (credit)

Others, please specify

Section B: Determinants of Performance

11. By which of these factors does your organization determine the performance of its employees? (select as many as apply)

- a. How well results are achieved
- b. Using the correct combination of behaviours
- c. Using the right (set of) behaviours
- d. Unknown

12. As an individual employee, which of the following factors affect your work performance at this hospital? (select as many as apply)

- a. Knowledge and skills base
- b. Performance appraisal and utilization
- c. Remuneration, benefits, reward and recognition
- d. Staffing and work scheduling
- e. Leadership and management
- f. Availability of staff development opportunities
- g. Workspace and environment
- h. Clarity of mission and goals
- i. Commitment and satisfaction
- j. Management related training
- k. Management knowledge and skills

l. Management skills and competencies

m. Opportunity to participation in decision making

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Any other factors, please specify

Instruction: Please rate the following statements on the following rating scale

5 = Strongly Agree; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

JOB PERFORMANCE		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
13. I will improve my performance when:						
a.	Performance standards in my organisation are clear and easily understandable					
b.	I am part of setting my own performance standards					
c.	I receive continuous feedback and recognition					
d.	The performance standards in my organisation are reasonable (easily attainable)					
e.	Any other factors, please specify					
14. I will improve my performance when the following needs are fulfilled:						
a.	Self-esteem					
b.	Status					
c.	Personal growth					
d.	Affiliation					
e.	Any other factors, please specify					

Section C: Types of Non-Financial Rewards

Instruction: Please rate the following statements on the following rating scale

5 = Strongly Agree; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
REWARD MANAGEMENT					
Do you agree with the following statements regarding monetary rewards?					
a. Monetary rewards are the only rewards that motivate					
b. Monetary rewards are short-term motivators					

15. Does your organization seek to reward its employees in other ways other than financially (non-financial rewards)?

Yes No

Instruction: Please rate the following statements on the following rating scale

5 = Strongly Agree; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
NON-FINANCIAL REWARDS					
16. The following is a valuable non-monetary reward for good performance					
1. Informal praise from your superior (thank you)					
2. Formal praise from your superior (certificate)					
3. Informal praise from colleagues (well done)					
4. Nomination for promotion by colleagues					
5. Company souvenirs (T-shirts, pens, etc)					
6. Quarterly get together ceremonies					
7. Employee of the month hamper (nominated)					

	by management)					
8.	Employee of the month hamper (nominated by fellow employees)					
9.	Recreational activities including management (football games)					
10	Outings with superiors					
11	Outings with colleagues					
12	Any other factors, please specify					

Section D: Effectiveness of Non-Financial Rewards

Instruction: Please rate the following statements on the following rating scale

5 = Strongly Agree; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

USEFULNESS OF NON MONETARY		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
17. How useful have you found the non-financial method of rewarding employees in your organization?						
a.	It provides low cost motivation					
b.	It is very cost-effective even where these initiatives involve money					
c.	They help to motivate and retain employees					
d.	It helps to build feelings of confidence and satisfaction in employees					
e.	It can be very important for their long-term effect					
f.	They help meet employees' needs for recognition, growth and responsibility					
g.	Any other factors, please specify					

18. Do you agree that non-monetary rewards are necessary to improve job performance?

Yes No

Section E: Recommendations

Instruction: Please rate the following statements on the following rating scale

5 = Strongly Agree; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

STATEMENT		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
19. I will improve my performance when rewards are:						
a.	Focusing on my real needs of the employees					
b.	Complimentary of the good work performed					
c.	Determined by myself					
d.	Determined by my superiors					
e.	Any other factors, please specify					

20. How can non-financial rewards be used to effectively improve the performance of employees of health workers?

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21. Any other comments? Please write in the space below

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Thank you for your assistance. Please, return the completed questionnaire to the HR Manager

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